



Affaires indiennes
et du Nord Canada

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MANAGEMENT IMPROVEMENT PROJECT
TASK 6.2

BAND SERVICES PROFILE

NORTHWEST TERRITORIES REGION

**Ministère des Affaires indiennes
et du Nord canadien**

**Department of Indian Affairs
and Northern Development**

E92
C3553

MANAGEMENT IMPROVEMENT PROJECT

TASK 6.2

BAND SERVICES PROFILE

NORTHWEST TERRITORIES REGION

JAMES OVENS
DECEMBER 1981



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

September 30, 1981

Mr. R.J. Fournier
Senior Assistant Deputy Minister

Your file Votre référence

Our file Notre référence

Mr. D.K. Goodwin
Assistant Deputy Minister
Indian and Inuit Affairs

A3725-4-R1

RE: MIP TASK 6.2 REPORT
 BAND SERVICES PROFILE

Gentlemen:

In accordance with the terms of my contract with the Department and further to your instructions, I am pleased to forward herewith the report of Management Improvement Project Task 6.2.

MIP Task 6.2 presents, in tabular format, a profile of services provided by the Indian and Inuit Affairs program and received by Bands. In addition to the seven tables presented in this three volume report, a narrative analysis and a method for updating this information is provided.

Respectively submitted,

James J. Owens
Project Executive

MANAGEMENT IMPROVEMENT PROJECT

TASK 6.2

BAND SERVICES PROFILE

VOLUME I

2. TABLE OF CONTENTS

	<u>PAGE</u>
1. Letter of Transmittal	i
2. Table of Contents	iii
3. List of Figures	v
4. Executive Summary	7
5. Introduction	13
6. Methodology	15
7. Analysis	21
a) National	21
b) Northwest Territories Region	31
c) Atlantic Region	35
d) Quebec Region	39
e) Ontario Region	43
f) Manitoba Region	49
g) Saskatchewan Region	53
h) Alberta Region	59
i) Yukon Region	63
j) British Columbia Region	67
8. Report Utilization	71
9. Procedures for Updating	73
10. List of Tables	77
1.1 Detailed Band Management Profile	
2.1 Service Summary by Band	
2.2 Service Summary by District	
2.3 Service Summary by Region	
2.4 National Services Summary	
3.1 National Management Summary by Activity	
4.1 National Service Delivery Role	

Appendices

- A MIP 6.2 Work Plan
- B Memoranda and Questionnaire

3. LIST OF FIGURES

	<u>PAGE</u>
FIGURE 1. DEPARTMENTAL SERVICES: MANAGEMENT VS. BUDGET	8
FIGURE 2. MANAGEMENT BY ACTIVITY	9
FIGURE 3. MANAGEMENT BY REGION	10
FIGURE 4. TECHNICAL/ADVISORY SUPPORT	11
FIGURE 5. MANAGEMENT OF SERVICES: MANAGEMENT GROUPINGS	24
FIGURE 6. ACCOUNTABILITY	25
FIGURE 7. BAND MANAGED SERVICES	27
FIGURE 8. MANAGEMENT OF SERVICES: NORTHWEST TERRITORIES VS. NATIONAL	32
FIGURE 9. MANAGEMENT OF SERVICES: ATLANTIC VS. NATIONAL	36
FIGURE 10. MANAGEMENT OF SERVICES: QUEBEC VS. NATIONAL	40
FIGURE 11. MANAGEMENT OF SERVICES: ONTARIO VS. NATIONAL	44
FIGURE 12. MANAGEMENT OF SERVICES: MANITOBA VS. NATIONAL	50
FIGURE 13. MANAGEMENT OF SERVICES: SASKATCHEWAN VS. NATIONAL	54
FIGURE 14. MANAGEMENT OF SERVICES: ALBERTA VS. NATIONAL	60
FIGURE 15. MANAGEMENT OF SERVICES: YUKON VS. NATIONAL	64
FIGURE 16. MANAGEMENT OF SERVICES: BRITISH COLUMBIA VS. NATIONAL	68

4. EXECUTIVE SUMMARY

Management Improvement Project Task 6.2 is a survey of 592 Indian bands and Inuit communities which identifies the management of each discrete service provided by the Department, the Departmental accountability for each service, and sources of technical and advisory support. The Task also examines the relationship of bands to the Department at different levels, and the roles of tribal and district councils, provinces and other agencies such as schoolboards. In so doing, it addresses planning and control problems identified by the Auditor General relating to transfers of programs to Indian bands by documenting in a comprehensive manner the degree to which services of the Indian and Inuit Program have already been transferred to Indian Administration.

A total of 155 services of a total possible 177 services to bands in the current Chart of Accounts were included in the questionnaire. Questionnaires were completed in the regions, at both regional and district offices. The survey was undertaken during the last two weeks of July 1981 and presents the situation as of July 1, 1981.

IT SHOULD BE NOTED THAT THIS REPORT CONSIDERS ONLY THE NUMBER OF SERVICES DELIVERED AND RECEIVED (AT THE SUB-ACTIVITY LEVEL). IT DOES NOT GIVE WEIGHT TO ANY GIVEN SERVICE RELATIVE TO ANOTHER. NOR DOES IT CONSIDER FINANCIAL AND BUDGETARY IMPLEMENTATIONS OF ANY INDIVIDUAL SERVICE OR GROUPS OF SERVICES.

STATISTICAL SUMMARY

MANAGEMENT

The "snapshot" or balance sheet presentation of MIP Task 6.2 is composed of 592 band and community questionnaires which identify the organizations and agencies which deliver each of the 155 services to the 592 bands and communities. A total of 31,005 discrete units of service were identified. Of these services:

45% are delivered by the Department

51% are delivered by Indian Administration

44% by bands

4% by Tribal/District Councils

3% by Other Indian Administration (Associations)

4% are delivered by Other Non-Indian Administration (provincial
territorial
governments)

For comparative purposes, it is interesting to note that, as a percentage of total Indian and Inuit Program BUDGET (i.e. dollars), MIP Task 6.1 identified the following shared responsibility:

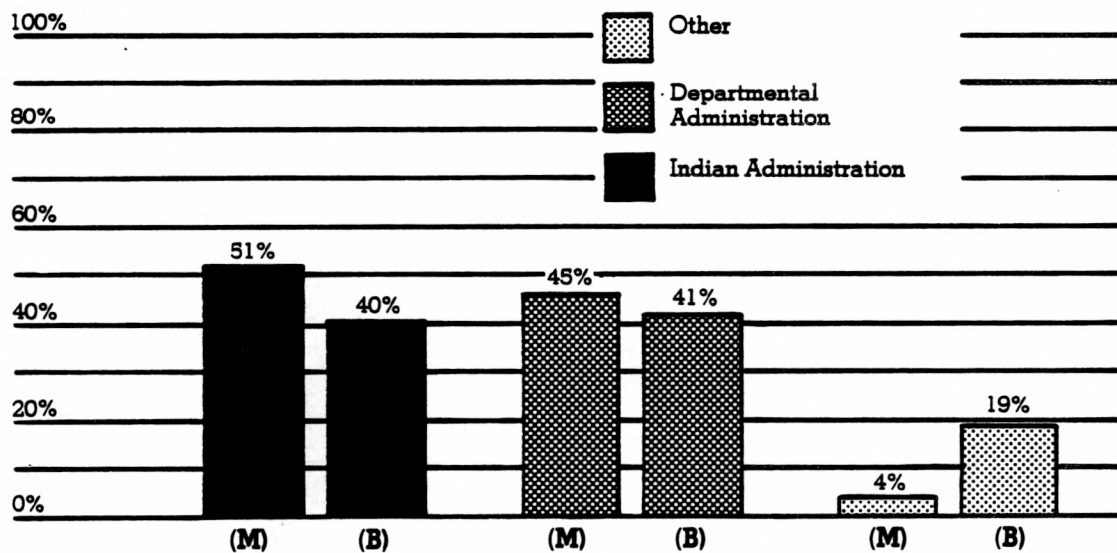
	<u>FY1980/81</u>
DEPARTMENT	41%
INDIAN	40
PROVINCES AND OTHER	19

This contrast between percentage of services delivered and percentage of budget spent is displayed graphically in Figure 1.

DEPARTMENTAL SERVICES

Figure :1

MANAGEMENT VS. BUDGET (FY1980/81)
(M) (B)



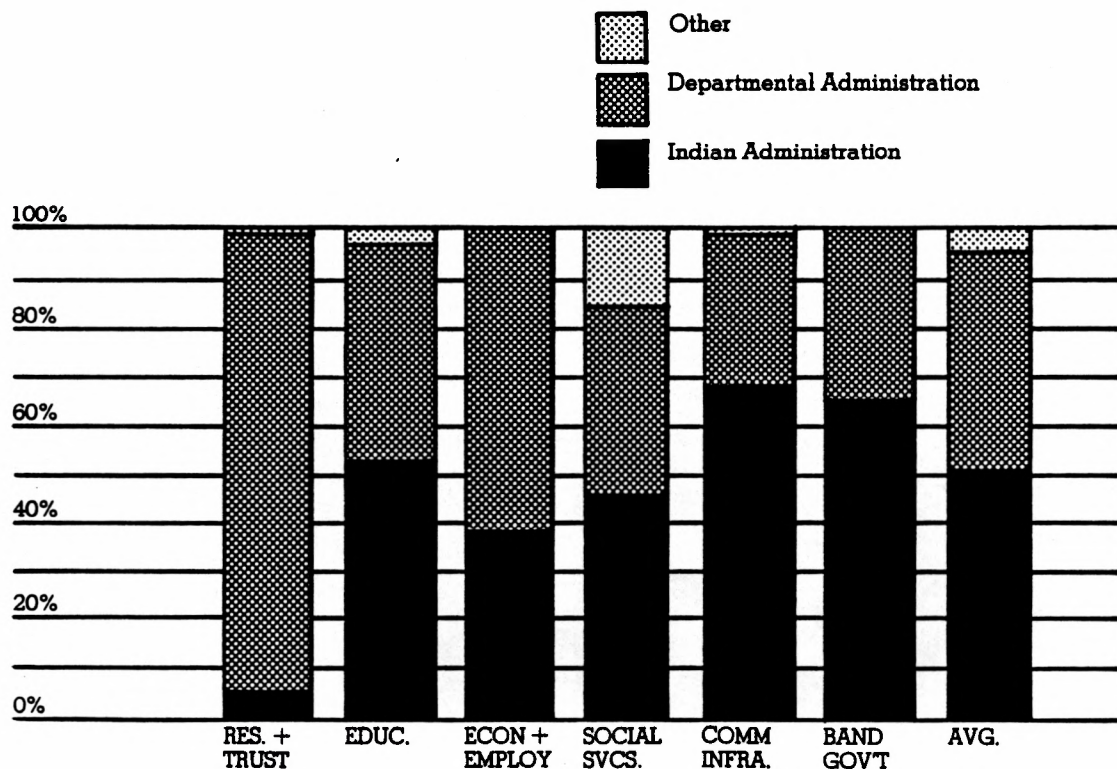
Management by Activity

The Department's role as a deliverer of services varied considerably from Activity to Activity. For example, the Department managed the delivery of 94% of all "services" in Reserves and Trusts, but only 31% in Community Infrastructure. Most services delivered are managed either by the Department or by Indian Administration. The only significant contribution from other organizations is in the area of Social Services, where 16% of the services are provided by provincial agencies. Other variations can be noted in the following chart and in Figure 2.

	<u>DEPARTMENT</u>	<u>INDIAN</u>	<u>OTHER</u>
Reserves & Trusts	94%	5%	1%
Education	43	53	3
Econ. & Employment	62	38	
Social Services	38	46	16
Community Infrastructure	31	68	1
Band Government	35	65	
Average	45%	51%	4%

MANAGEMENT BY ACTIVITY

Figure :2



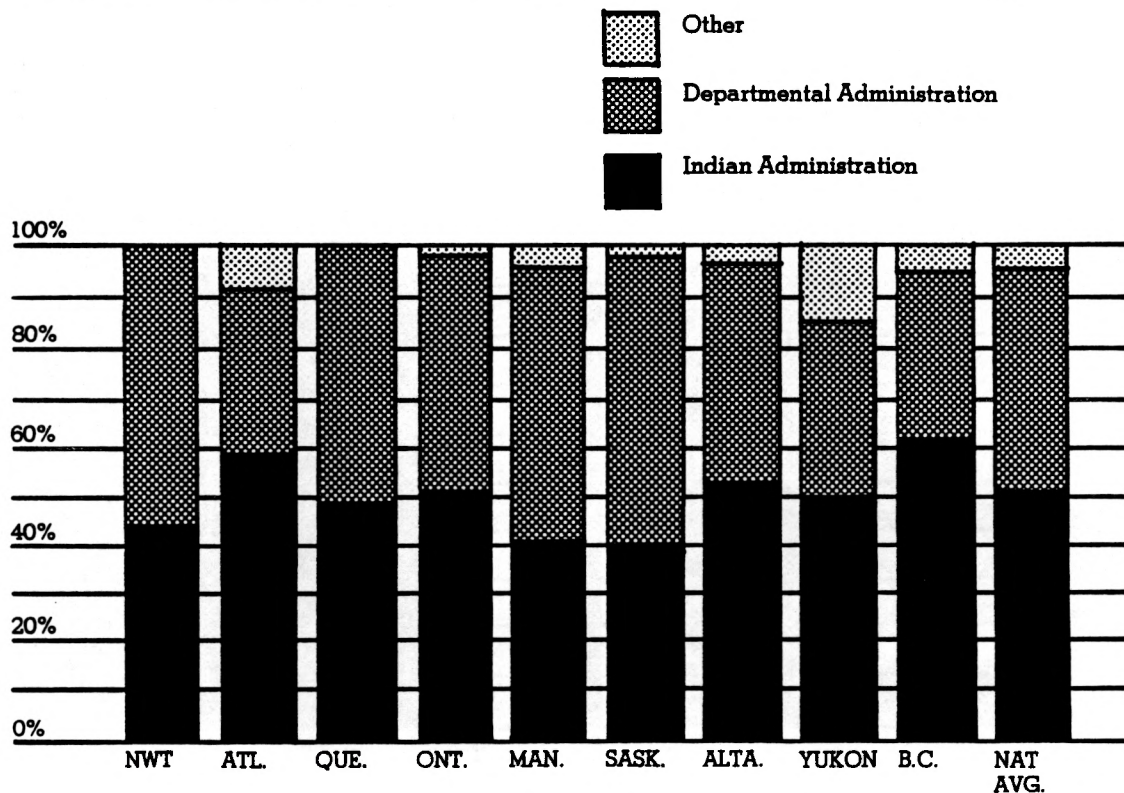
Management by Region

The ratio of Department/Indian management varied considerably from region to region. Indian management ranged from a high of 62% in British Columbia to a low of 40% in Saskatchewan. The role of other agencies (usually provincial social service agencies and school boards) as deliverers of services also varied markedly among regions. This information is displayed in the following chart and graphically in Figure 3.

	<u>DEPARTMENT</u>	<u>INDIAN</u>	<u>OTHER</u>
NWT	56%	44%	
Atlantic	33	59	8%
Quebec	51	49	
Ontario	47	51	2
Manitoba	55	41	4
Saskatchewan	58	40	2
Alberta	44	53	3
Yukon	35	50	15
B.C.	33	62	5
Average	45%	51%	4%

MANAGEMENT BY REGION

Figure :3



ACCOUNTABILITY

For each of the 31,005 discrete units of service delivered, a departmental Responsibility Centre Manager is accountable. Accountability lies:

at the District level in 66%, of the cases;
at the Regional level in 34% of the cases, and
at Headquarters level in * of the cases.

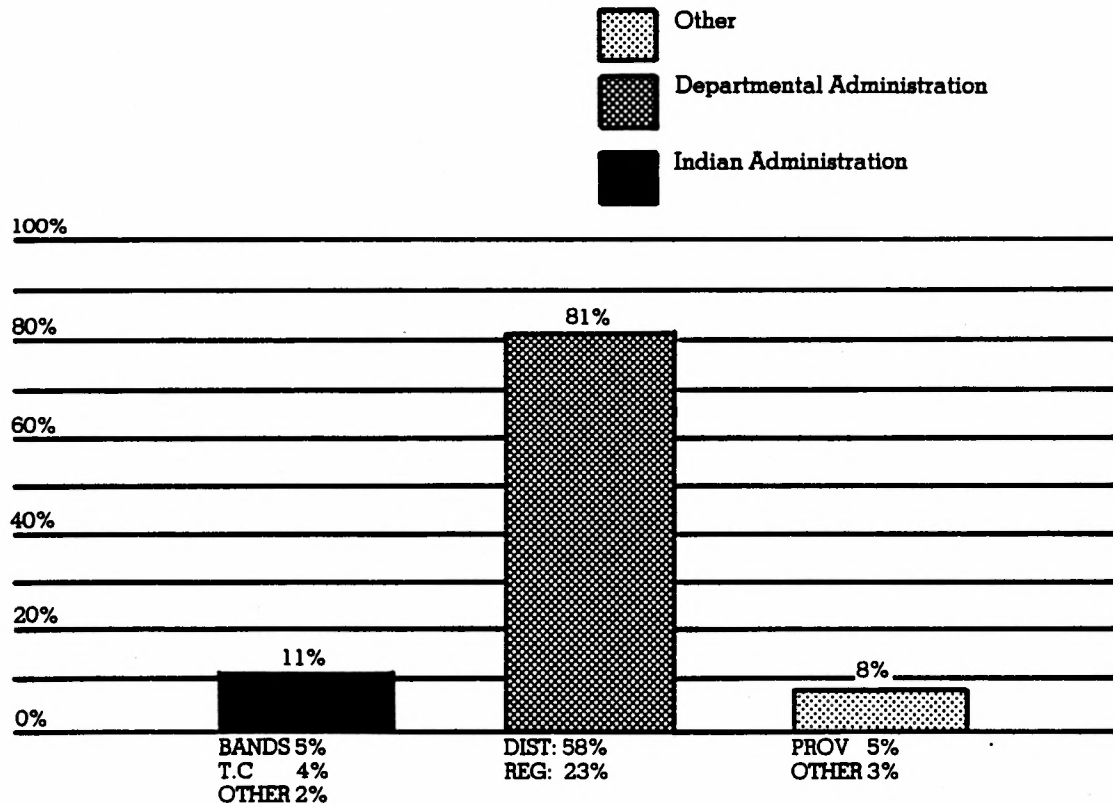
* less than 1%.

TECHNICAL/ADVISORY SUPPORT

Technical Advisory Support was supplied in 30,362 of the 31,005 cases. The Department furnished the majority of the support at the District and Regional levels. Figure 4 shows the sources of technical support.

TECHNICAL/ADVISORY SUPPORT

Figure :4



REPORT UTILIZATION

It is hoped that officers throughout the Indian and Inuit Program at headquarters and in regional and district offices will find this Report a useful management tool. It may be regarded as a management information system to assist in planning future transfers. It will also be useful in preparation of the Operational Plan, as a basis for comparison among districts and regions, and in support of the Band Profile Systems currently being developed.

In addition to the Report's immediate short-term benefit, it will assist in identifying managerial accountability and responsibility networks.

UPDATE

MIP Task 6.2 is complete in its present form and can be updated via a computer turnaround document. The revised Chart of Accounts, reflecting new service definitions developed in MIP Task 1.1 will be in place April 1, 1982. As a continuing source of information, therefore, this Report will require considerable amendment. Amendments will also permit the inclusion of services omitted in the initial survey.

The design of a system to provide a timely update of the information gathered will be undertaken in co-operation with the Management Systems Directorate. This will ensure that the goals of the Task are achieved while the Department's standards are maintained.

Since a number of activity codes will be affected by integration of this Report with the MIP Task 1.1 Directory of Services, a new questionnaire will be transmitted to the field in Fiscal Year 1982/83. Completion of the questionnaire during the months of July and August will allow managers to use the information in Operational Planning, and in planning future transfers to Indian Administration. It is recommended that the maintenance of the information contained in this Report be the ongoing responsibility of the Program Planning and Policy Co-ordination Directorate of the Indian and Inuit Program.

The budget of MIP Task 6.2 was \$341,000. The exact costs of developing an ongoing system will be determined in consultation with Management Systems and will be a function, in part, of the demands imposed by the systems development process. Maintenance costs of annual updates should be minimal.

5. INTRODUCTION

BACKGROUND

Management Improvement Project Task 6.2 reflects the Department's concern with the issue of the transfer to Indian administration of responsibility for the delivery of its programs. The Department has long recognized that self-delivery of services assists in the attainment of self-determination among Indian people. Other studies, such as MIP Task 6.1, suggest a greater utilization of services as local residents acquire a sense of proprietorship.

Transfer policy then, may be regarded as a strategy to assist in the development of self-reliance among Indian people in general. It is also a means to encourage the development of a cadre of professionals as greater numbers of Indians acquire skills as administrators.

The transfer of program delivery responsibility has been practised since 1965 and became national policy in 1974. However, the lack of an explicit policy framework and guidelines at the national and regional levels has led to confusion in implementing transfers as well as a perception of loss of financial accountability.

In the absence of explicit guidelines, policy implementation has, to a large extent, been at the discretion of individual managers. The ensuing problems have been documented in the Auditor General's most recent report to the House of Commons. The Auditor General made specific reference to the following:

"In our opinion, the Department had not adequately planned the implementation of this (transfer) policy. Without an implementation plan, no clear objectives or schedules can be set out against which managers can judge progress. We also concluded that the Department was not adequately managing the implementation of the policy."

Concern was also expressed by the Auditor General and officials of central agencies regarding accountability for Departmental contributions to bands.

In putting together an operational profile of the Department at the band level, MIP Task 6.2 addresses these concerns by identifying which transfers of services have taken place, and the inter-relationship between the bands and departmental responsibility centres. Other aspects of the transfer policy will be dealt with by other MIP projects, as well as those to be carried out during subsequent phases of the Management Improvement Project.

OBJECTIVES

The objectives of this project as assigned by the MIP Steering Committee are as follows:

1. To identify and document the organizational profile of districts to regions and bands to districts,
2. To identify any cases (e.g., B.C. Manitoba) where the organizational relationship is direct between the regional office and bands.
3. To identify and document those bands that:
 - a) manage a complete range of services
 - b) manage a partial range
 - c) have services wholly delivered by the Department.
4. To identify and document bands to whom services are delivered by tribal councils, and whether wholly or partially.
5. To develop and implement procedures to keep the above data updated as changes occur.

6. METHODOLOGY

Management Improvement Project Task 6.2 is a survey of 592 Indian bands and Inuit communities across the country which identifies the management of each discrete service provided by the Department, the Departmental accountability for each service, and sources of technical and advisory support. The Task also examines the relationship of bands to the Department at different levels, and the roles of tribal and district councils, provinces and other agencies such as schoolboards.

The information presented in this Report was obtained through a direct survey of Departmental Responsibility Centre Managers at National Headquarters and in all regions. The survey was conducted during the month of July 1981 and records the situation as of July 1.

The Work Plan for MIP Task 6.2 was approved by the MIP Steering Committee on April 7, 1981. It is attached to this Report as Appendix "A".

The approach taken was to construct a network profile of the linkages among "organizational cells", (i.e., all relevant deliverers and recipients of services), mapping patterns on selected dimensions. Senior Management agreed that the most appropriate functions to be examined are:

1. Management of Service Delivery, i.e.; who delivers the service to the band,
2. Accountability; i.e., where in the Department does accountability lie, when the service is delivered by the band or other Indian administration. For the purposes of this Report, accountability is defined as Section 27 of the Financial Administration Act, and
3. Technical/Advisory Support; i.e., to whom does the band turn for advice of a technical nature when it delivers the service itself.

Having determined the functions to be addressed, a conceptual model matrix was constructed as follows:

	<u>Discrete Units of Service</u>
All organizational cells (Bands, Tribal Councils, District offices, etc.)	

It was then necessary to select the appropriate organizational cells on one hand, and the discrete units of service on the other.

ORGANIZATIONAL CELLS

It was decided that, as recipients of services, bands would be the primary focus of the survey. All other organizational cells, (e.g., Departmental Responsibility Centres, Tribal Councils), were considered only as deliverers of service to the bands.

A total of 592 bands and communities were identified. As of July 1, 1981, 575 Indian bands and 17 Inuit communities in northern Quebec were listed. For the purposes of this report, these Inuit communities are treated as if they are bands. Throughout this Report the term "band" is used to mean band and/or community.

The survey population was identified as Departmental Responsibility Centre Managers (RCM's). The maximum RCM population at Headquarters, and in regional and district offices was determined to be 576.

DISCRETE UNITS OF SERVICE

The definition of what would constitute "services" necessitated prolonged discussion with activity managers and members of other MIP project teams.

What is the definition of services??

Initially, the Activity Structure was examined to choose the most appropriate services. All seven Main Activities were considered but the Administration Activity was rejected as a possible "service" to bands. In consultation with headquarters activity managers, as well as selected field managers, 146 discrete units of service of a total maximum of 177 were selected as follows:

Reserves and Trusts	4
Education	29
Economic and Employment Development	31
Social Services	19
Community Infrastructure	51
Band Government	12
Sub-Total	146
Subsequently 9 additional services in the Reserves and Trusts Activity were added	9
Total	155

The survey, therefore was conducted using 155 services at the levels of sub-activities 1, 2, and 3. (see Appendix 'B').

CONSIDERATION OF MIP TASK 1.1

Concern was expressed by some MIP Project Team members that Task 6.2 should not proceed until the completion of Task 1.1. It was suggested that following the completion of Task 1.1, the Activity Structure and the Chart of Accounts would be considerably altered and expanded. It was argued, therefore, that a survey conducted with existing service codes would not lend itself to comparisons with future surveys using new codes.

A delay of approximately five weeks ensued and the survey was postponed accordingly. However, Senior Management decided that Task 6.2 would be of sufficient immediate and medium-term benefit to proceed without further delay, and the project team was instructed to continue.

CONSULTATION AND FIELD SURVEY

The information contained in this Report was obtained on the basis of survey questionnaires administered by project team members within each region to the level of RCM, usually district manager or designate.

Regional officials were contacted and briefed on several occasions including meetings of the Executive Planning Committee.

A questionnaire and instructions were produced. Questionnaire forms were printed with the name and code number of each band or community and batched by region and district.

MIP Task 6.2 project members visited each region to administer the survey which was undertaken during the last two weeks of July, 1981.

The manner in which the questionnaire was completed was determined in consultation with Regional Directors of Operations. While each Region handled survey completion to suit particular circumstances, the general practice was to have district officials complete the questionnaires after a workshop had been conducted by a Project Team Coordinator. Without exception, all regions were very cooperative and greeted the project team members enthusiastically. Questionnaires from all regions were completed, reviewed at regional headquarters and transmitted to national headquarters by the first week of August.

PROGRAM DEVELOPMENT AND DATA ANALYSIS

In excess of 40 possible tables were devised to display the project data. These tables were presented for management review and the set of seven shown in the enclosed List of Tables was selected. A computerized process was developed to compile statistics for the task data according to the work plan objectives.

When the questionnaires were returned to Headquarters, they were subjected to a rigorous quality review after which the data were entered on computer files by key entry. Qualifications or anomalies pertaining to the data were considered in an attempt to balance any conclusions drawn. The resulting observations are recorded in the Analysis Section of the report.

INFORMATION DISPLAY

Three basic groupings of raw data were developed. "Group A" lists each discrete unit of service that cleared editing. This information is sequenced organizationally, i.e. region/district/band.

"Group B" displays the same information but it is sequenced by activity, i.e., Main Activity/Sub-Activity.

"Group C" is a statistical account of the frequency of service within each region.

These three groupings of data, not included in this Report, form the foundation upon which the seven tables presented herein have been constructed.

PROJECT MEMBERS

The following persons constituted the MIP Task 6.2 Project Team:

Project Executive
James Ovens

Team Members
Rod Brown
Alex Jenkins
Rosemary Kralik
Wayne Sole
Cecil Thompson
Dennis Wallace

Quasar Systems Ltd.
Barry Lowe

7. ANALYSIS

This section provides an analysis of data nationally and by region. Analysis, for the most part, was prepared by the Project Team Co-ordinator who conducted the survey in each region.

General qualifications and report findings pertaining to regional analysis are presented in this section, 5(a). Detailed Region analyses including specific qualifications and findings are in the regional analyses sections which follow.

(a) NATIONAL

The main qualification to the MIP Task 6.2 report is field interpretation of the questionnaire and instructions. Most frequently, Reserves and Trusts activity managers found that the number of services listed under this activity was insufficient to properly set out their provision to bands. Additionally, these managers felt that the trust nature of their services was such that they provided a service to all bands regardless of whether they were utilized.

Many regions had more than one manager of a given discrete service. A combination of a band, a tribal council, the Department or another entity could be involved in providing a portion of a service to a band. Since only one service manager could be entered on the questionnaire, the actual management could not be shown with precision.

NB
note

Most regions indicated a preference for the inclusion of all services on the questionnaire. Alberta, for example, added nine services to Reserves and Trusts. Quebec was concerned with accurately displaying its range of fire protection services.

Differences of interpretation by some regions have resulted in distortion of data within certain activities. More detailed qualifications are appended to this section.

Notable variations were observed among regional approaches to service management and accountability. Among the factors contributing to this are differences in organizational structure and differences in the application of financial control systems.

In Alberta, for example, accountability for services is relatively high at the Regional level (65.7%), compared to Ontario (9.7%). This may be a function of the BCS structure where financial accountability in Alberta flows from Regional Program Directors (RCM's) to District Program Superintendents (CCM's), whereas in Ontario funds flow from the Regional Director General (RCM) to District Managers (RCM's), to Program Superintendents (CCM's or RCM's). It may also be a function of the relative importance placed on line and functional management at the Activity level between Regions and Districts. In Alberta functional accountability is very clear, whereas in Ontario line accountability is clear.

MANAGEMENT OF SERVICES

The chart on the following page and Figure 5 show management of services by the three main management groupings (Department, Indian, Other), and the nine sub-groups. Regional and national percentages are shown.

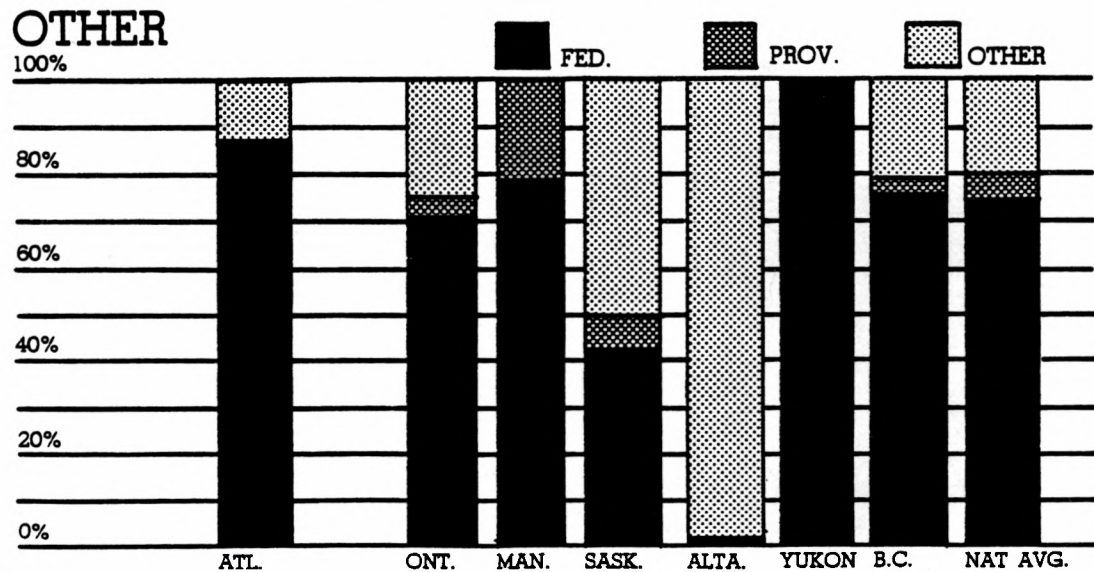
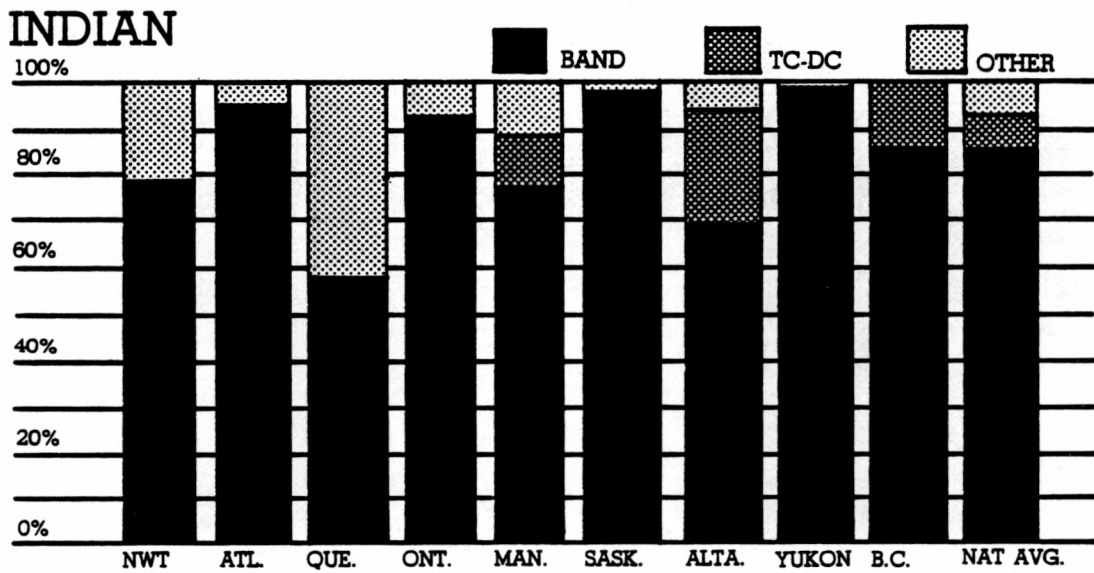
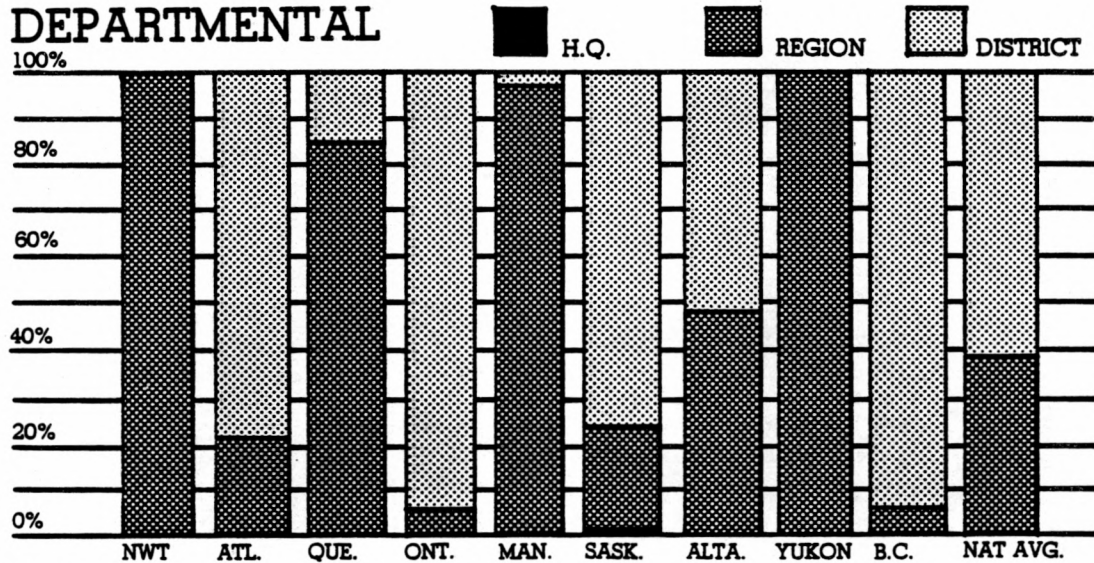
This information shows that, excepting NWT and Yukon Regions, Departmental Management of services is greatest in Saskatchewan at 58% and lowest in B.C. and the Atlantic at 33%. Nationally, the average of Departmental Service Management is 45%. Indian management of service is greatest in B.C. at 62% and lowest in Saskatchewan at 40%. Nationally the average is 51%.

Within the Indian Administration, Tribal and District Councils are prominent in Manitoba, Alberta and B.C. where they manage 12%, 25% and 14% respectively of all Indian administered services.

MANAGEMENT OF SERVICES: MANAGEMENT GROUPINGS

	<u>NWT</u>	<u>ATLANTIC</u>	<u>QUEBEC</u>	<u>ONTARIO</u>	<u>MANITOBA</u>	<u>SASK.</u>	<u>ALTA.</u>	<u>YUKON</u>	<u>B.C.</u>	<u>NATIONAL AVERAGE</u>
<u>DEPARTMENT</u>										
H.Q.						1%				
REGION	100%	22%	85%	6%	97%	23	48%	100%	6%	39%
DISTRICT		78	15	94	3	76	52		94	61
% TOTAL MGT.	56%	33%	51%	47%	55%	58%	44%	35%	33%	45%
<u>INDIAN ADMIN.</u>										
BAND	79%	96%	58%	93%	77%	98%	69%	99%	86%	86%
TC/DC					12		25		14	7
OTHER	21	4	42	6	11	2	6	1		7
% TOTAL MGT.	44%	59%	49%	51%	41%	40%	53%	50%	62%	51%
<u>OTHER ADMIN.</u>										
FED.		87%		71%	79%	43%	2%	100%	76%	74%
PROV.				4	21	7			3	6
OTHER		13		25		49	98		21	20
% TOTAL MGT.		8%		2%	4%	2%	3%	15%	5%	4%

MANAGEMENT OF SERVICES: Figure :5 MANAGEMENT GROUPINGS



ACCOUNTABILITY

The following chart and Figure 6 set out Departmental Accountability for services nationally and by Region:

ACCOUNTABILITY

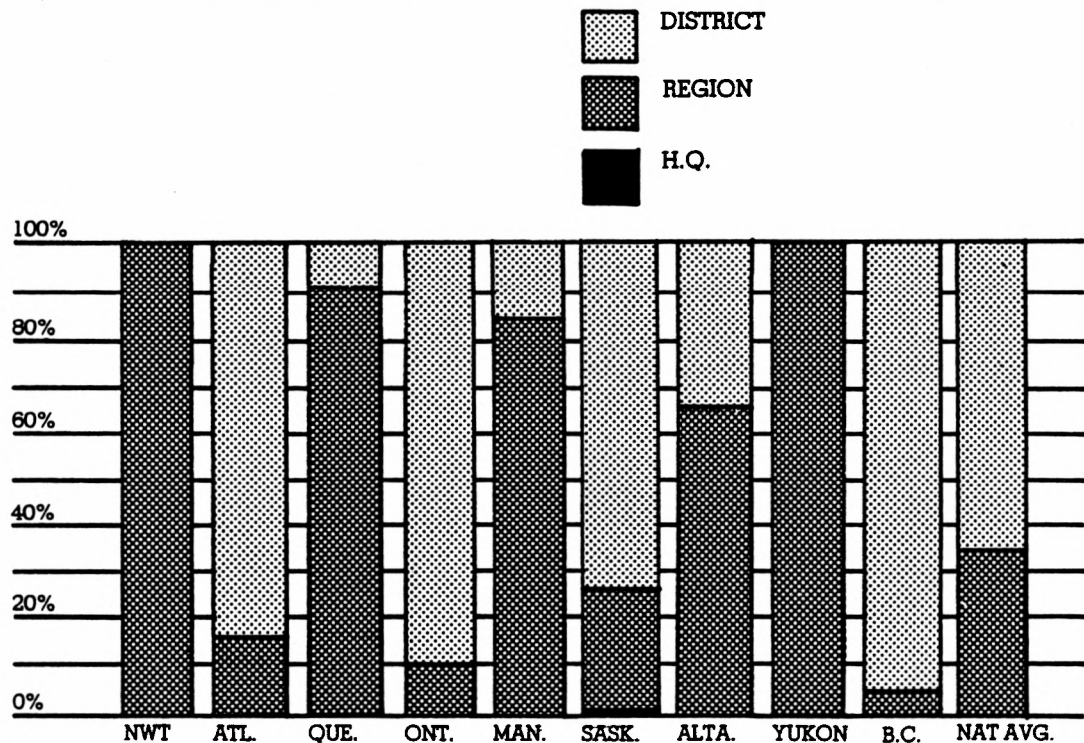
NATIONAL %

DEPT.	NWT	ATL.	QUE.	ONT.	MAN.	SASK.	ALTA.	YUK.	B.C.	NAT.
H.Q.						1%				*
REG.	100%	16%	91%	10%	84%	25	66%	100%	4%	34%
DIST.		84	9	90	16	74	34		96	66

* less than 1%

ACCOUNTABILITY

Figure :6



It is interesting to note that Headquarters accountability of services is relatively insignificant with only one Region, Saskatchewan, reporting 1% of its services accounted for at that level.

Regional organization, in great part, dictates where accountability lies. Manitoba, Quebec and Alberta have a high level of service accountability at the regional level with 84%, 91% and 66% respectively. The reverse is the case in Ontario and B.C. where 90% and 96% respectively of the services are accounted for at the District level.

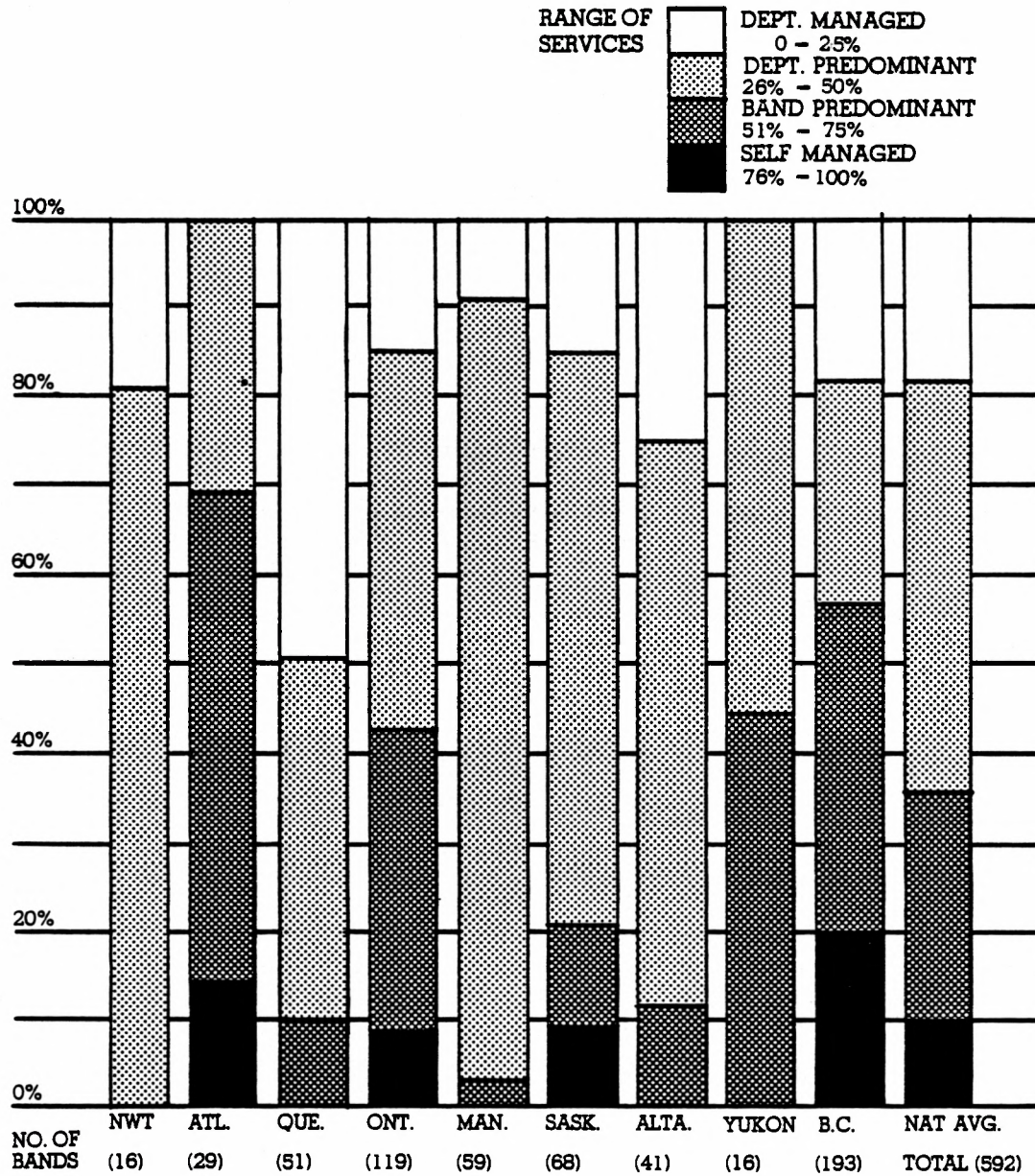
On the basis of this Report there is not a clear correlation between regional centralization and Indian administration of services. For example, Ontario and B.C. are highly decentralized and have respectively 51% and 62% Indian administration of services. Manitoba and Quebec on the other hand are highly centralized yet Indian administration of services is 49% and 41% respectively.

BAND MANAGED SERVICES

The following chart and Figure 7 compare by region the range of services received by Bands and managed by Indian Administration. For example, in Quebec, 25 Bands representing 49% of the region's 51 bands manage less than 25% of services received.

RANGE	<u>0-25%</u>		<u>26-50%</u>		<u>51-75%</u>		<u>76-100%</u>		<u>TOTAL</u>
	NO. OF BANDS	%	NO. OF BANDS	%	NO. OF BANDS	%	NO. OF BANDS	%	NO. OF BANDS
NWT	3	19%	13	81%	Ø		Ø		16
ATLANTIC	Ø		9	31	16	55%	4	14%	29
QUEBEC	25	49	21	41	5	10	Ø		51
ONTARIO	18	15	50	42	42	35	9	8	119
MANITOBA	5	9	52	88	2	3	Ø		59
SASK.	11	16	43	63	8	12	6	9	68
ALBERTA	10	25	26	63	5	12	Ø		41
YUKON	Ø		9	56	7	44	Ø		16
B.C.	34	18	49	25	72	37	38	20	193
TOTAL	106	18%	272	46%	157	26%	57	10%	592

BAND MANAGED SERVICES Figure :7



REGIONAL COMMENTS

In addition to general concerns regarding time constraints, delays and difficulties of an organizational nature, regional officials expressed the following observations:

- The questionnaire format on pages 1 and 2, (i.e. Name, Title, Ident. Code) should have been included on all pages. The format precluded the identification of program managers who, in most cases, completed the questionnaires.
- Reserves and Trusts had too few sub-activities. Additions varied by District and Region.
- Education was inconsistent since it is sometimes at level 2 and sometimes at level 3. Variation in rollup or breakout resulted in interpretation difficulties. Saskatchewan had difficulties in separating schools and residences, i.e. Code 6050 - Maintenance.
- Economic Development tended to include programs funded by other departments.
- Social Services was broken out as a data base. Funding had to be grouped, e.g. Adult Care 5006 included 5019, 5020, 5008; Child Care 5009 included 5010, 5011, 5021. Rehabilitation and Alcohol and Drug Abuse were often confused. The latter is funded on a national basis.
- Where many departmental units were involved in the same service delivery (quite common) it was often necessary to record at a higher RCM or arbitrarily select a RCM.
- Variation in activity definitions due to individual interpretations occurred.
- The delegation of BCS/EAS authority varies among activities and from region to region.
- *note* Services that are available on request but that had not been utilized were often recorded as delivered. Most noticeable was Reserves and Trusts.

INTERPRETATION

use { By Main Activity, the following qualifications to the interpretation of the questionnaire should be noted.

Reserves and Trusts:

There was some variation in the interpretation of who manages and the source of technical/advisory support. Part of the problem stems from the lack of an RCM in the field. Since the instructions required the use of RCM or CCM number some distortion in profile resulted.

Education:

There is considerable variation among districts of services rendered. This results, in part, from variations in interpretations of instructions. As pointed out previously, there was also concern expressed regarding duplication caused by level 2 and level 3 breakouts.

Economic and Employment:

Perception had a major influence. Some districts were extremely generous in their interpretation of services delivered even though no funds existed. There is some question as to the ability of RCM's to substantiate some delivery claims.

Social Services:

There was considerable variation in the detail of completion. Concern was expressed about level 2 and level 3 duplication. Data tended to be available in a Data Base format which did not duplicate the questionnaire layout.

Community Infrastructure:

1 One of the major problems was to determine if the service was in fact provided. Some districts rationalized inclusion on the basis that the service was available (See Reserves and Trusts) and had been provided in the past: some on the basis that it would be provided in the future. Multiple management of services were very common in this area with several major inputs being common but not recorded because of format.

Band Government:

Few comments were received in this area.

7. ANALYSIS

(b) NORTHWEST TERRITORIES

In the Northwest Territories, Cecil Thompson acted as Project Team Coordinator. He worked with Larry Hagan, A/Regional Director and the Directors of Economic Development and Finance. Since NWT is a relatively small Region, the questionnaires were completed, in the main, by the aforementioned individuals.

Management Control, in a financial sense, is vested in the management positions listed in the previous paragraph and the Director of Community Affairs. A relatively limited service range reduces the requirement for several RCM's or CQM's.

Northwest Territories Region is unique in its operations compared to other regions as the Territorial government provides most of the non-discretionary services to bands through a comprehensive agreement with the Government of Canada. Because only a total of 73 services are recorded as being delivered in the NWT, the percentage breakouts of 56% Departmentally administered services and 44% Indian administered services are distorted. The total services refer primarily to basic programs such as Core Funding, Committees and Recreation Grants.

MANAGEMENT OF SERVICES

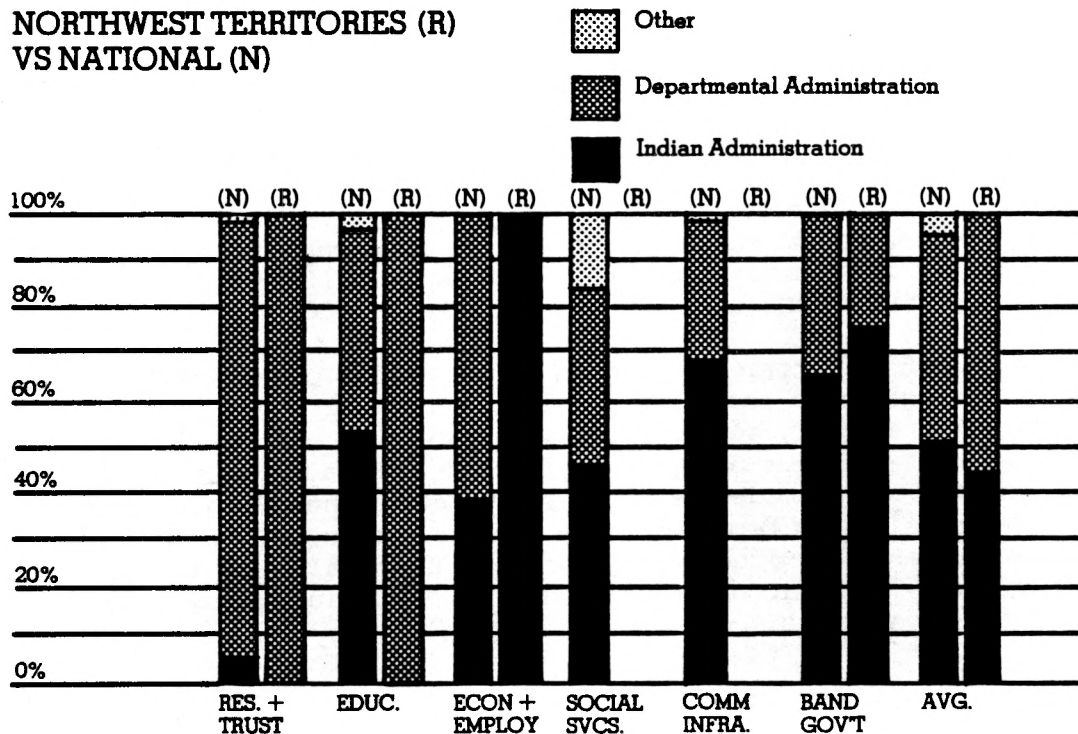
As there are no districts in the NWT, all programs are handled through the regional offices in Yellowknife. This is illustrated in the following chart and in Figure 8.

	<u>DEPARTMENT</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>NWT.</u>	<u>NAT.</u>	<u>NWT.</u>	<u>NAT.</u>	<u>NWT.</u>
Res. & Trust	94%	100%	5%		1%	
Education	43	100	53		3	
Ec. & Employ.	62		38	100		
Soc. Serv.	38		46		16	
Comm. Infra.	31		68		1	
Band Gov't.	35	24	65	76		
Average	45%	56%	51%	44%	4%	

Only the Economic Development and Band Government programs are handled directly by the Department through the Regional office. Within these two Activities, 44% of the services delivered are managed by Indians.

MANAGEMENT OF SERVICES

Figure :8



ACCOUNTABILITY

In the Northwest Territories, all funds handled by the Department are accounted for by the Regional office. Obviously, the total centralization is well above the national average as may be seen in the following chart.

	H.Q.		REG.		DIST.	
	NAT.	NWT.	NAT.	NWT.	NAT.	NWT.
Res. & Trust	2%		46%	100%	52%	
Education	*		31	100	69	
Ec. & Employ.			28	100	72	
Soc. Serv.	*		41		59	
Comm. Infra.			32		68	
Band Gov't.			40	100	60	
Average	*		34%	100%	66%	

* Less than 1%.

TECHNICAL/ADVISORY SUPPORT

In spite of the fact that only a small proportion of services delivered to Indian people in the Northwest Territories are managed by the department, the following chart shows that the regional office is involved in providing technical and advisory support in the majority of cases. The major exception is Social Services where the Territorial Government is the major delivering agent.

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>NWT.</u>	<u>NAT.</u>	<u>NWT.</u>	<u>NAT.</u>	<u>NWT.</u>
Res. & Trust	99%	100%			1%	
Education	78	100	14%		8	
Ec. & Employ.	91	57	4		5	
Soc. Serv.	70		5		25	43%
Comm. Infra.	81		16		4	14
Band Gov't.	79	97	16	3%	4	
Average	81%	94%	11%	2%	8%	5%

7. ANALYSIS

(c) ATLANTIC

In the Atlantic Region, Rod Brown acted as Project Team Coordinator and Dolores Gottenburg as Regional coordinator. They organized Regional workshops for the package which was distributed to District and Activity Managers for completion.

Management Control in Atlantic Region, as evidenced by the Budgetary Control System, is geared towards service both at the District level and by the Regional Office. All Program Directors and the Director of Operations are RCM's. The same holds true for the two District Managers (Nova Scotia and New Brunswick) and the Director of Operations. Program Superintendents also are RCM's. As in Ontario, the District Managers effectively have control over their program budgets. This has implications for Regional Program Directors and the District Program Superintendents who functionally report to them.

MANAGEMENT OF SERVICES

The following chart and Figure 9 illustrate the Department/Indian ratio of management by Main Activity.

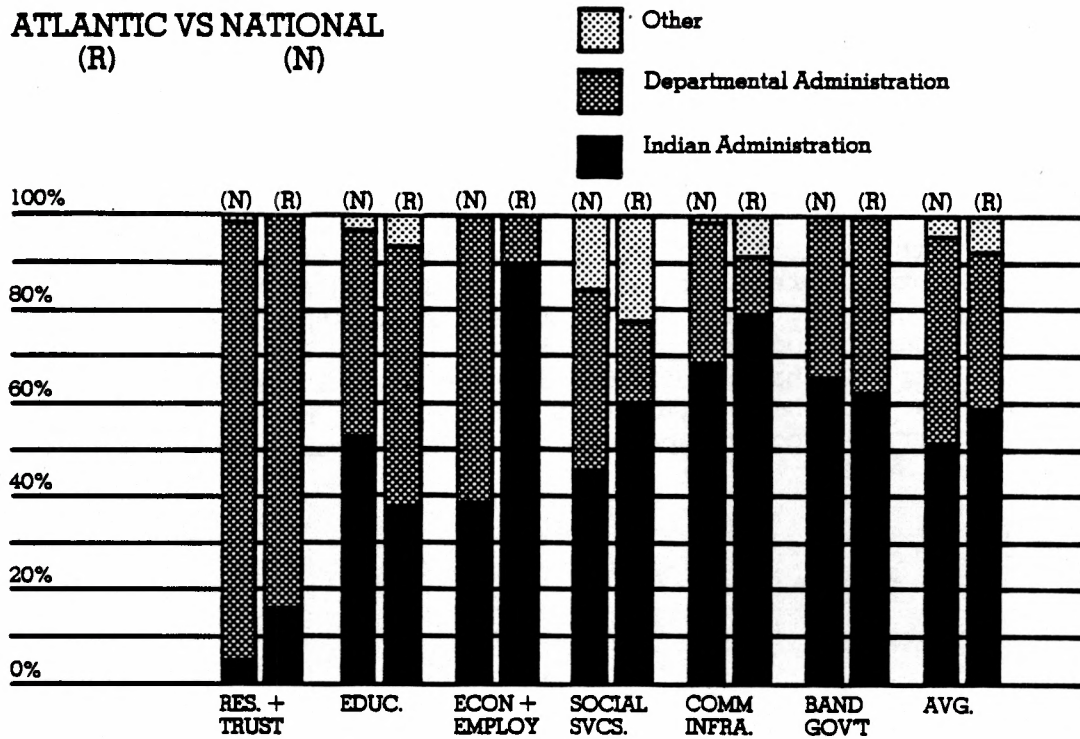
	<u>DEPARTMENT</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>ATL.</u>	<u>NAT.</u>	<u>ATL.</u>	<u>NAT.</u>	<u>ATL.</u>
Res. & Trust	94%	84%	5%	16%	1%	
Education	43	56	53	37	3	6%
Ec. & Employ.	62	10	38	90		
Soc. Serv.	38	17	46	60	16	23
Comm. Infra.	31	12	68	79	1	9
Band Gov't.	35	38	65	62		
Average	45%	33%	51%	59%	4%	8%

While overall figures confirm the degree of band administration, analysis by program shows that Economic Development with 90% management by bands is well above the national average. A trend toward band management of Reserves and Trusts is also evident. Management of Social Services indicates a significant provincial involvement.

MANAGEMENT OF SERVICES

Figure :9

ATLANTIC VS NATIONAL
(R) (N)



ACCOUNTABILITY

With the exception of Reserves and Trusts where accountability is almost equally divided between district and region, the majority of the programs are accounted for at district level as shown in this chart.

	H.Q.		REG.		DIST.	
	NAT.	ATL.	NAT.	ATL.	NAT.	ATL.
Res. & Trust	2%		46%	51%	52%	49%
Education	*		31	7	69	93
Ec. & Employ.			28	3	72	97
Soc. Serv.	*		41	8	59	92
Comm. Infra.			32	23	68	77
Band Gov't.			40	20	60	80
Average	*		34%	17%	66%	83%

* Less than 1%.

TECHNICAL/ADVISORY SUPPORT

	DEPT.		INDIAN		OTHER	
	<u>NAT.</u>	<u>ATL.</u>	<u>NAT.</u>	<u>ATL.</u>	<u>NAT.</u>	<u>ATL.</u>
Res. & Trust	99%	100%			1%	
Education	78	97	14%		8	3%
Ec. & Employ.	91	67	4		5	33
Soc. Serv.	70	75	5		25	25
Comm. Infra.	81	76	16	2%	4	22
Band Gov't.	79	54	16	35	4	12
Average	81%	80%	11%	4%	8%	16%

While Indians provide considerable technical advisory support only in Band Government, other agencies are prominent in several activities including Economic Development, Social Services and Community Infrastructure.

DISTRICT ANALYSIS

In Atlantic Region, the two bands on Prince Edward Island are administered from regional office.

<u>District</u>	<u>No. Bands</u>	<u>Dept.</u>	<u>Indian</u>	<u>Other</u>
New Brunswick	15	40%	52%	8%
Nova Scotia	12	26%	65%	9%
Regional Office	2	16%	80%	4%

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 29 bands and managed by Indian Administration:

<u>Range</u>	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>
No. of Bands		9	16	4
% of Bands		31%	55%	14%

7. ANALYSIS

(d) QUEBEC REGION

Quebec Region has undergone a process of centralization over the past few years. This development is reflected in the Budgetary Control System where financial control is within the Regional Office, exclusive of Pointe-Bleue and Sept-Isles Districts. Like Manitoba Region, Quebec Region has designated Program Directors as RCM's and, under these positions, various program manager specialists provide services to bands across the Region as Cost Centre Managers.

The Quebec survey was co-ordinated by Rosemary Kralik of the Project Team and J.F. Nault from Regional office. Antonio Blouin completed the forms in the Regional office and coordinated the review. Activity managers reviewed the forms for any errors or omissions. Final review was made by Regional Director General, R.M. Connelly and Director of Operations, V. Caissie.

The approach was parallel to that of Task 1.1 in acknowledging that although all the services were offered, only those that had been delivered in the 1980-81 fiscal year were noted.

At the end of the exercise it was agreed that a representative profile had been given. The system however neglected areas in which more than one activity manager might be involved in a project. This occurred in Economic Development, and Community Infrastructure.

Social Services in Quebec region are delivered by the provincial government and the funds are identified by code 5016. However this could not be adequately reflected in the computer printout. Code 6058 designates local contracts for forest fire protection services for 24 bands. There are two instances of funding for off reserve housing. For 12 Inuit communities, Reserves and Trusts, Social Services, Community Infrastructure, Band Government and Education all fall under provincial jurisdiction. Education is administered under the conditions of the James Bay Agreement for 20 Bands, and Placement and Relocation (3030) is the concern of Employment and Immigration Canada.

The area that was the most difficult to complete was Band Government because the system did not provide for involvement of more than one responsibility manager. In reality, as many as three different agencies can be involved in planning and managing activities. This also applies to (4019) Economic Development Projects.

MANAGEMENT OF SERVICES

Management of services shows a very highly centralized control in Regional Office, similar to Manitoba. This is displayed in the following chart and in Figure 10.

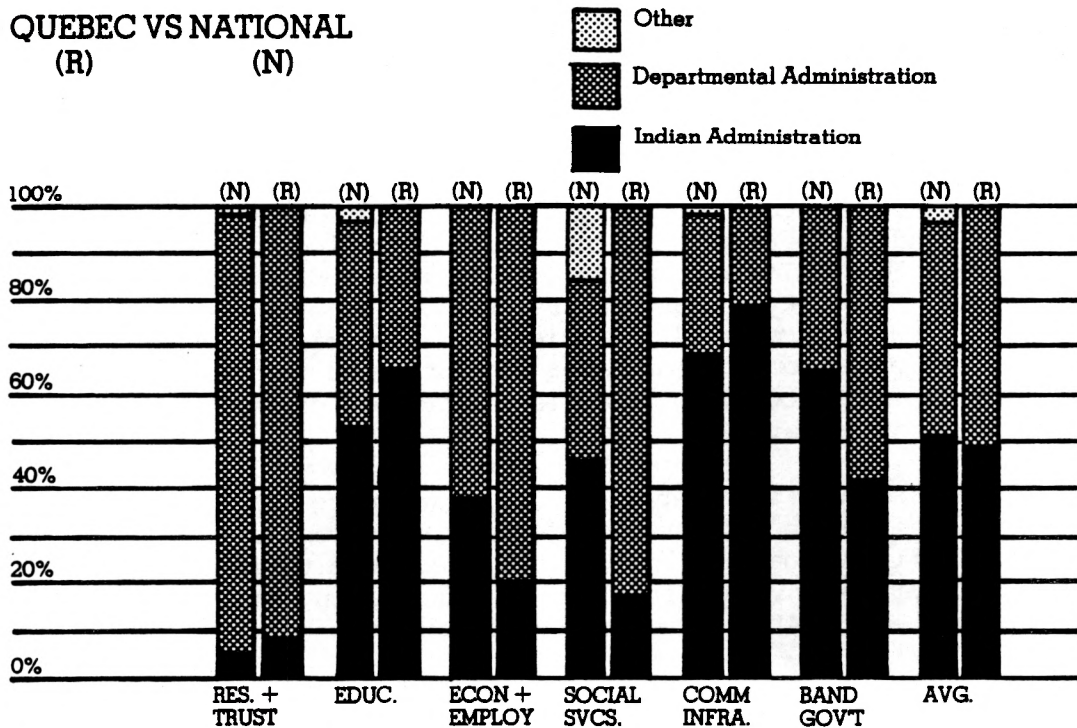
	DEPARTMENT		INDIAN ADMIN.		OTHER ADMIN.	
	NAT.	QUE.	NAT.	QUE.	NAT.	QUE.
Res. & Trust	94%	91%	5%	9%	1%	
Education	43	35	53	65	3	
Ec. & Employ.	62	80	38	20		
*Soc. Serv.	38	83	46	17	16	
Comm. Infra.	31	21	68	79	1	
Band Gov't.	35	58	65	42		
Average	45%	51%	51%	49%	4%	

*Social services are delivered by the province and paid for by the Department.

MANAGEMENT OF SERVICES

Figure :10

QUEBEC VS NATIONAL



ACCOUNTABILITY

The statistics also show that, as in the case of Manitoba, a similarly centralized structure with only two districts, most of the accountability resides in Regional Office.

	<u>H.Q.</u>		<u>REG.</u>		<u>DIST.</u>	
	<u>NAT.</u>	<u>QUE.</u>	<u>NAT.</u>	<u>QUE.</u>	<u>NAT.</u>	<u>QUE.</u>
Res. & Trust	2%		46%	100%	52%	
Education	*		31	99	69	1%
Ec. & Employ.			28	97	72	3
Soc. Serv.	*		41	60	59	40
Comm. Infra.			32	79	68	21
Band Gov't.			40	93	60	7
Average	*		34%	91%	66%	9%

* Less than 1%.

TECHNICAL/ADVISORY SUPPORT

Quebec employs a higher percentage of outside expertise than the national average. The particularly high count in Education is caused by involvement with various local school boards as a result of the James Bay Agreement.

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>QUE.</u>	<u>NAT.</u>	<u>QUE.</u>	<u>NAT.</u>	<u>QUE.</u>
Res. & Trust	99%	100%			1%	
Education	78	45	14%		8	55%
Ec. & Employ.	91	94	4		5	6
Soc. Serv.	70	78	5	8%	25	14
Comm. Infra.	81	89	16	6	4	5
Band Gov't.	79	58	16	4	4	38
Average	81%	71%	11%	2%	8%	26%

DISTRICT AND REGION ANALYSIS

In Quebec Region there are two Districts which provide services to Bands. The remaining Bands are served by the Regional office. To measure levels of service management between the two Districts and the Region, the following chart is helpful.

<u>DISTRICT</u>	<u>NO. BANDS</u>	<u>DEPT.</u>	<u>INDIAN</u>	<u>OTHER</u>
Regional Office	38	47%	53%	0
Pointe Bleue	4	55	45	0
Sept-Isles	9	62	38	0

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 51 bands and managed by Indian Administration:

<u>Range</u>	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>
No. of Bands	25	21	5	
% of Bands	49%	41%	10%	

No bands manage a full range of services; only 5 bands manage a majority of the services; 21 manage up to half the services and 25 bands manage the delivery of 1/4 of the services or fewer.

7. ANALYSIS

(e) ONTARIO REGION

In Ontario Region, Rod Brown acted as Project Team Coordinator. He conducted a Regional workshop for the task which was attended by District representatives. MIP questionnaires and instructions were taken back to Districts for completion. When questionnaires were returned to Region by Districts, Mr. Brown and Dan Patterson, Regional MIP coordinator, reviewed them for accuracy and uniformity of completion.

Generally, there are few qualifications to the data presented in Ontario Region questionnaires. It should be noted, however, that under the Federal-Provincial Agreement (1965) the Province delivers Social Services to most bands. In these cases Departmental accountability lies in the Regional office with the Director of Economic Development. Districts provide 20% of the bands' Social Services budget and the balance (80%) is provided by the Province. Technical advice to bands comes from the Province.

In instances where a band is in a state of co-management with the Department or the Department delivers all Social Services, accountability and technical advisory support lie with the district office, most often in the position of the Superintendent of Local Government. Another anomaly in Ontario is the policing program whereby funds are provided to the Province to hire band constables under the auspices of the Ontario Provincial Police. Departmental accountability for funds transferred is in the Regional Office.

The organizational and financial structure of Ontario Region is geared towards decentralization to the district level. This fact is borne out by Departmental accountability for services which indicates that districts are accountable for 89% of services provided in the Region. The Budgetary Control System further supports the concept of decentralization to districts. Funds flow from the Regional Director General to the District Manager then, through the District Manager, to Program Superintendents. Regional Program Directors do not exert direct control over the budgets of District Superintendents.

In Ontario Region, 119 bands were surveyed. Generally, the Ontario Region's profile is very close to National averages. Compared to the National Services Summary (Table 2.4) the following comparisons are of value.

MANAGEMENT OF SERVICES

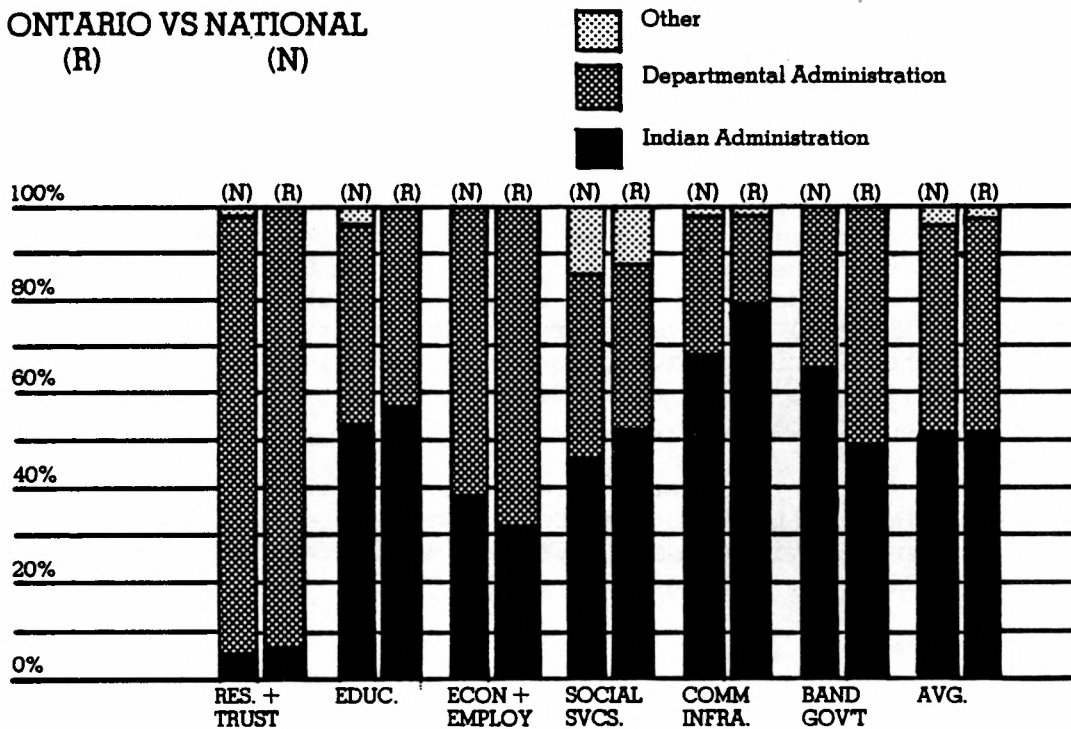
In terms of transfer of services to Indian Administration, Ontario equals the national average with 51% of the services delivered to bands managed by Indian Administration. The following chart and Figure 11 provide a breakdown of service management by activity both nationally and in Ontario:

	<u>DEPT.</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>ONT.</u>	<u>NAT.</u>	<u>ONT.</u>	<u>NAT.</u>	<u>ONT.</u>
Res. & Trust	94%	94%	5%	6%	1%	
Education	43	43	53	57	3	
Ec. & Employ.	62	68	38	31		
Soc. Serv.	38	34	46	52	16	14%
Comm. Infra.	31	20	68	80	1	1
Band Gov't.	35	51	65	49		
Average	45%	47%	51%	51%	4%	2%

MANAGEMENT OF SERVICES

Figure : 11

ONTARIO VS NATIONAL (R) (N)



MANAGEMENT OF SERVICES (Cont'd.)

Tribal Councils and District Councils represent .3% of service management in Ontario whereas the national average is 3.7%. In part this variation may be a function of the fact that average band population in Ontario is higher than other regions such as B.C. The role of the province in delivering certain Social Services in Ontario (Federal-Provincial Agreement 1965) is reflected in the fact that technical advisory support is provided in 61% of the cases by the Province compared to the National average of 25%.

ACCOUNTABILITY

In Ontario, Departmental accountability for services lies, for the most part at the district level (85%). Exceptions include Social Services because there is a province-wide agreement which places 49.1% of the Activity accountability at the Regional level. The reverse is Education where the absence of a master tuition agreement has 100% accountability at the district level. This decentralization permits Ontario, unlike other regions, to have greater district and band flexibility in negotiating tuition agreements.

Other information concerning accountability within Ontario Region is shown in the following chart:

	<u>H.Q.</u>		<u>REG.</u>		<u>DIST.</u>	
	<u>NAT.</u>	<u>ONT.</u>	<u>NAT.</u>	<u>ONT.</u>	<u>NAT.</u>	<u>ONT.</u>
Res. & Trust	2%	1%	46%	22%	52%	76%
Education	*		31		69	100
Ec. & Employ.			28	2	72	98
Soc. Serv.	*	1	41	49	59	50
Comm. Infra.			32	7	68	93
Band Gov't.			40	5	60	95
Average	*	*	34%	10%	66%	90%

* Less than 1%.

It should be noted, too, that Ontario Region's Budgetary Control System structure permits much greater control at the district level and, in particular, district manager control over services.

TECHNICAL/ADVISORY SUPPORT

With regards to this aspect of the survey, Ontario Region is close to the National averages by activity, as illustrated by the following chart:

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>ONT.</u>	<u>NAT.</u>	<u>ONT.</u>	<u>NAT.</u>	<u>ONT.</u>
Res. & Trust	99%	96%			1%	3%
Education	78	91	14%	7%	8	2
Ec. & Employ.	91	100	4		5	
Soc. Serv.	70	39	5	1	25	61
Comm. Infra.	81	88	16	7	4	5
Band Gov't.	79	95	16	5	4	
Average	81%	87%	11%	4%	8%	9%

The main exception to national averages is Social Services where the Region contracts with the Province to deliver several services in the Social Services Activity.

DISTRICT ANALYSIS

Comparison of individual Districts indicates some differences in service management as indicated by the following chart:

<u>DISTRICT</u>	<u>NO. OF BANDS</u>	<u>DEPT.</u>	<u>INDIAN</u>	<u>OTHER</u>
Bruce Service Centre	2	47%	52%	1%
Sudbury	30	52	47	1
London	8	44	55	1
Peterborough	13	40	60	
Brantford	2	92	8	
Fort Frances	10	20	80	
James Bay	6	43	57	
Kenora	13	45	53	2
Nakina	8	52	36	12
Lakehead	9	58	38	4
Sioux Lookout	18	48	51	1

Geographical location is not a prime determining factor for band and other Indian management of service if Sudbury and James Bay are compared.

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 119 bands and managed by Indian Administration:

<u>Range</u>	<u>0 - 25%</u>	<u>26 - 50%</u>	<u>51 - 75%</u>	<u>76 - 100%</u>
No. of Bands	18	50	42	9
% of Bands	15%	42%	35%	8%

From this chart it can be determined that 9 bands in Ontario manage a complete range of services, 42 bands manage the majority of services offered while 50 manage a partial range and 18 relatively few.

7. ANALYSIS

(f) MANITOBA

As Manitoba Region is a highly centralized organization, the MIP Task 6.2 survey was completed entirely in the Regional office in Winnipeg. Dennis Wallace acted as Project Team Co-ordinator for the survey and Russ Tawes as Regional MIP Coordinator. Regional activity managers completed the survey questionnaires.

Qualifications to the Manitoba survey are relatively few but they do have some impact. Reserves and Trusts managers, for example, felt that, since their activity is of a trust nature and can only be a Departmental responsibility, the Department is the service manager in all cases. They also felt that Reserves and Trusts was an activity available to all bands, regardless of usage, therefore all bands are shown as receiving Reserves and Trusts services.

In the area of Economic and Employment Development, Manitoba Region has negotiated an arrangement with Employment and Immigration Canada which provides Placement and Relocation services (3030) to bands. Environment Canada provides bands with necessary environmental studies (7016). In several instances (4014 for example), it was noted that a given service might be delivered to a band by the Department, a tribal council and the band itself. The main reason for this was the uneven skill level of managers in different organizations while it was acknowledged that the Department had particular skills (forestry, fisheries, tourism) not available elsewhere.

The Budgetary Control System in Manitoba reflects centralization of the Region. Only the Island Lake Service Centre and Thompson District are shown as RCM's outside of the Regional Office. Regional Program Directors are RCM,s and have delegated subordinate RCM authority to particular program specialities (education support, elementary and secondary education, for example) to carry out program sub-activities.

Manitoba has 59 bands ranging from developed areas of Southwestern Manitoba to isolated sections of the province near Hudson's Bay. These locational factors have an impact on management of service and sources of technical advisory assistance.

MANAGEMENT OF SERVICES

In Manitoba, the Department manages 55% of the services delivered to bands compared with the National average of 45%.

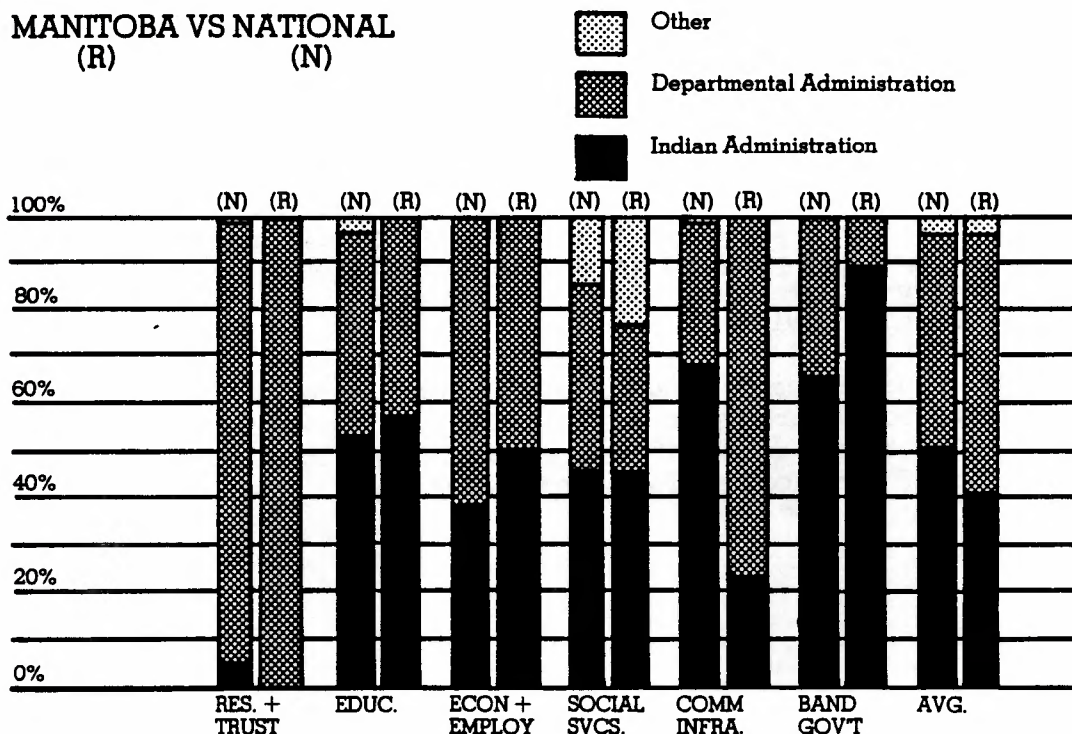
The following chart and Figure 12 show management of service by activity:

	<u>DEPARTMENT</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>MAN.</u>	<u>NAT.</u>	<u>MAN.</u>	<u>NAT.</u>	<u>MAN.</u>
Res. & Trust	94%	100%	5%		1%	
Education	43	43	53	57%	3	
Ec. & Employ.	62	50	38	50		
Soc. Serv.	38	30	46	46	16	24%
Comm. Infra.	31	77	68	23	1	
Band Gov't.	35	11	65	89		
Average	45%	55%	51%	41%	4%	4%

MANAGEMENT OF SERVICES

Figure :12

MANITOBA VS NATIONAL
(R) (N)



MANAGEMENT OF SERVICES (Cont'd.)

Reserves and Trusts is shown as being managed 100% by the Department. However, this statistic must be put in the perspective of the introductory qualifications. While Education shows Indian administration being equal to the National average at 46%, this figure should move significantly towards greater Indian administration over the next 12 months.

Interestingly, the bands manage a greater proportion of Band Government services with 89% compared to the National average of 65%. The role of the provincial government in Manitoba Region is slightly higher in the area of Social Services at 24% than the National average of 16%. Community Infrastructure has a high Departmental management of services at 77% compared to the National average of 23%.

Tribal/District Councils in Manitoba provide 4.5% of total Regional band service management compared to the National average of 3.7%.

ACCOUNTABILITY

Manitoba Region's high degree of centralization is supported in the following accountability statistics:

	<u>H.Q.</u>		<u>REG.</u>		<u>DIST.</u>	
	<u>NAT.</u>	<u>MAN.</u>	<u>NAT.</u>	<u>MAN.</u>	<u>NAT.</u>	<u>MAN.</u>
Res. & Trust	2%		46%	100%	52%	
Education	*		31	96	69	4%
Ec. & Employ.			28	92	72	8
Soc. Serv.	*		41	92	59	8
Comm. Infra.			32	68	68	32
Band Gov't.			40	94	60	6
Average	*		34%	83%	66%	17%

* Less than 1%.

Headquarters plays a very limited role in Reserves and Trusts (2%), Education (*) and Social Services (*). Overall the Region is accountable, on average, for 97% of services provided to bands. The national average for Regions is 39% with Ontario and B.C. at the opposite extreme with 6%.

TECHNICAL/ADVISORY SUPPORT

The following statistical grouping are helpful in comparing Manitoba with the National averages:

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>MAN.</u>	<u>NAT.</u>	<u>MAN.</u>	<u>NAT.</u>	<u>MAN.</u>
Res. & Trust	99%	100%			1%	
Education	78	64	14%	36%	8	
Ec. & Employ.	91	38	4	38	5	23%
Soc. Serv.	70	76	5	1	25	23
Comm. Infra.	81	82	16	18	4	
Band Gov't.	79	64	16	36	5	

It is interesting to note that in Manitoba, Canadian Executive Services Overseas (CESO) provides nearly 23% of technical/advisory support to Bands in the Economic and Employment Development Activity.

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 59 bands and managed by Indian Administration:

<u>Range</u>	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>
No. of Bands	5	52	2	
% of Bands	9%	88%	3%	

According to the statistical summary no bands in the Region manage a full range of services, 2 manage 51-75%, 52 manage 26-50% and 5 manage 25% or less.

7. ANALYSIS

(g) SASKATCHEWAN

In Saskatchewan, Alex Jenkins acted as Project Team Co-ordinator and Emile Korchinski, Director of Operations, as Regional MIP Co-ordinator.

Messrs. Jenkins and Korchinski conducted a workshop for MIP field contacts who visited each District Office. Forms were completed at the District level and then vetted in the Region before they were transmitted to Headquarters.

The financial accountability (BCS) system of Saskatchewan is organized so that program directors, District Managers and District Program Superintendents each are RCM's. The only program exception is Economic Development where the Supervisor is a CCM under the District Manager. District managers have relative flexibility in the utilization of District budgets when one considers their RCM status. Like Ontario, the BCS structure raises the issue of line management control versus program functional control.

MANAGEMENT OF SERVICES

The percentage of band managed services in Saskatchewan Region is similar to that of Manitoba, but lower than the national average. The percentage of programs delivered by other agencies also tends to be lower than the national average as the Province of Saskatchewan delivers very few of these services.

While levels of management within Indian Affairs show considerable variation, Saskatchewan was the only region to show services managed from Headquarters to any extent.

The following chart and Figure 13 indicate that Saskatchewan Region has a lower incidence of Band managed programs than the national average with the central programs, Education, Social Services and Band Management being considerably below the national average.

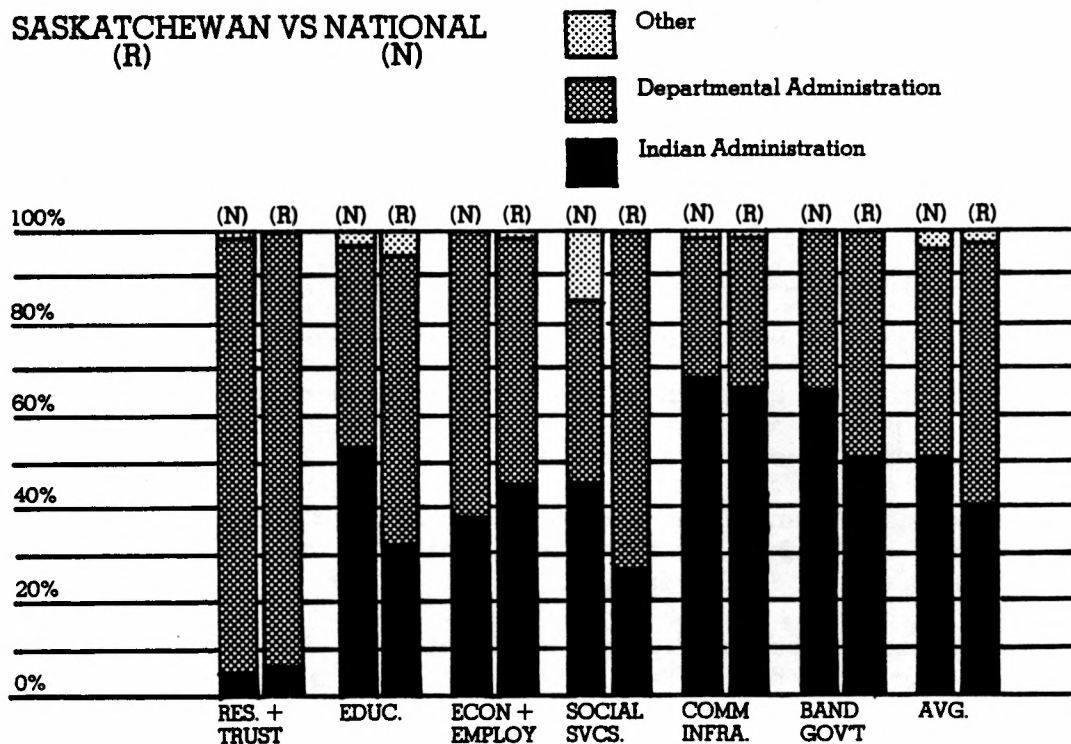
MANAGEMENT OF SERVICES (Cont'd.)

	<u>DEPARTMENT</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>SASK.</u>	<u>NAT.</u>	<u>SASK.</u>	<u>NAT.</u>	<u>SASK.</u>
Res. & Trust	94%	94%	5%	6%	1%	
Education	43	64	53	32	3	5%
Ec. & Employ.	62	54	38	46		1
Soc. Serv.	38	73	46	27	16	
Comm. Infra.	31	33	68	66	1	1
Band Gov't.	35	49	65	51		
Average	45%	58%	51%	40%	4%	2%

MANAGEMENT OF SERVICES

Figure :13

SASKATCHEWAN VS NATIONAL
(R) (N)



MANAGEMENT OF SERVICES (Cont'd.)

Analysis by program shows that Reserves and Trusts is an almost totally Departmentally managed program, probably because of the statutory responsibilities. Community Infrastructure, on the other hand, is two thirds managed by Bands. It should be noted that the two largest programs, Education and Social Services, are both less than a third managed by Bands.

With 23% of services administered by region as opposed to districts, Saskatchewan differs considerably from Manitoba with 97% regional delivery and British Columbia at the other end of the scale with only 6% delivery. Obviously the degree of decentralization is not standard.

ACCOUNTABILITY

While the degree of decentralization of accountability from region to districts in Saskatchewan exceeds the national average, it falls far short of some regions. With about three quarters of the programs accounted for at district level, a noticeable decentralization is evident as indicated in this chart.

	<u>H.Q.</u>		<u>REG.</u>		<u>DIST.</u>	
	<u>NAT.</u>	<u>SASK.</u>	<u>NAT.</u>	<u>SASK.</u>	<u>NAT.</u>	<u>SASK.</u>
Res. & Trust	2%	9%	46%	34%	52%	57%
Education	*		31	25	69	75
Ec. & Employ.			28	31	72	69
Soc. Serv.	*		41	26	59	74
Comm. Infra.			32	18	68	82
Band Gov't.			40	21	60	79
Average	*	1%	34%	25%	66%	74%

* Less than 1%.

TECHNICAL/ADVISORY SUPPORT

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>SASK.</u>	<u>NAT.</u>	<u>SASK.</u>	<u>NAT.</u>	<u>SASK.</u>
Res. & Trust	99%	97%			1%	3%
Education	78	96	14%	2%	8	1
Ec. & Employ.	91	97	4	1	5	1
Soc. Serv.	70	97	5		25	3
Comm. Infra.	81	87	16	6	4	7
Band Gov't.	79	100	17		5	
Average	81%	95%	11%	2%	8%	3%

DISTRICT ANALYSIS

A comparison of management among districts in Saskatchewan Region shows some consistency yet considerable range:

<u>District</u>	<u>No. of Bands</u>	<u>DEPT.</u>	<u>Indian</u>	<u>Other</u>
North Battleford	10	61%	39%	
Prince Albert	12	66	27	7%
Yorkton	8	68	32	1
Saskatoon	8	22	77	1
TFHQ	16	62	38	
Meadow Lake	10	45	54	
Shellbrook	4	100		

Since Indian leaders refuse to administer any programs in the Shellbrook Indian Agency area, departmental management is 100%. In Saskatoon District, which borders Shellbrook, the Department manages only 22% of the programs - the lowest in the Region. While there is a wide variation in the percentage of programs managed by the Department there is no north-south or rural-urban trend.

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 68 bands and managed by Indian Administration:

<u>Range</u>	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>
No. of Bands	11	43	8	6
% of Bands	16%	63%	12%	9%

7. ANALYSIS

(h) ALBERTA REGION

The survey was conducted in Alberta Region by Cecil Thompson of the Project Team, with the assistance and co-operation of MIP Regional Co-ordinators Harvey Allen and Wally Easton.

Financial accountability structures in Alberta are organized differently than in other regions. In this Region, Program Directors are RCM's and under them District Program Superintendents are listed as CCM's. District Managers are not RCM's, thus financial accountability for services is directly between a Regional Program Director and a District Program Superintendent. The number of RCM's and CCM's in Alberta also is limited compared to Saskatchewan where the total number of RCM's and CCM's is 50 and 207 respectively.

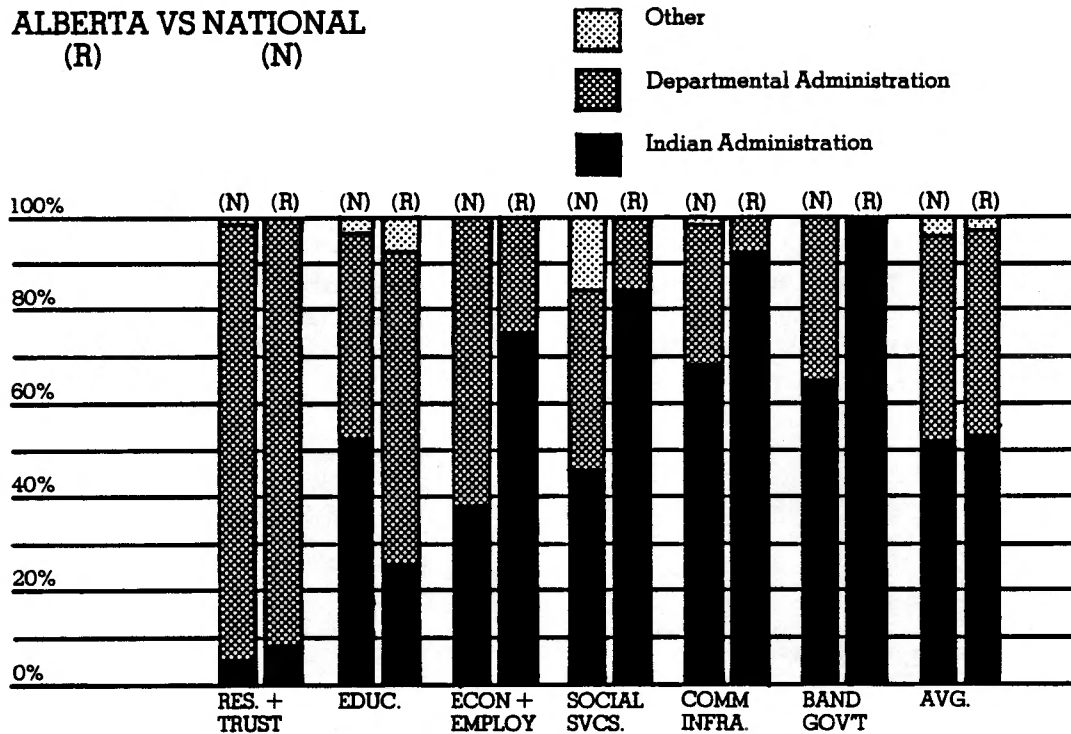
MANAGEMENT OF SERVICES

The survey indicates a commitment on behalf of the region toward the transfer of program to bands. Of a total of 1412 services delivered, 743 (53%) are managed by Indian administration. The Department administers 628 (44%) and 41 (5%) are managed by other organizations. This information is displayed in the following chart and in Figure 14.

	<u>DEPARTMENT</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>ALTA.</u>	<u>NAT.</u>	<u>ALTA.</u>	<u>NAT.</u>	<u>ALTA.</u>
Res. & Trust	94%	91%	5%	9%	1%	
Education	43	65	53	26	3	8%
Ec. & Employ.	62	25	38	75		
Soc. Serv.	38	17	46	83	16	
Comm. Infra.	31	8	68	92	1	
Band Gov't.	35		65	100		
Average	45%	44%	51%	53%	4%	3%

MANAGEMENT OF SERVICES

Figure :14



Tribal and District Councils in Alberta play an important role in the delivery of services to the Indian population. There are 1412 services being delivered to Indian Bands in Alberta and Tribal and District Councils manage 183 (12.9%) of them. The major emphasis is on the Education program with Tribal and District Councils managing 50 (9.6%) of the 483 services being delivered. Management by Councils for all activities is as follows:

Reserves and Trust	19
Education	50
Economic and Employment	18
Social Services	24
Community Infrastructure	48
Band Government	24
	<u>183</u>

ACCOUNTABILITY

In Alberta Region, accountability lies, for the most part, at the regional level, except for Education and Social Services where accountability rests within the districts.

	<u>H.Q.</u>		<u>REG.</u>		<u>DIST.</u>	
	<u>NAT.</u>	<u>ALTA.</u>	<u>NAT.</u>	<u>ALTA.</u>	<u>NAT.</u>	<u>ALTA.</u>
Res. & Trust	2%		46%	100%	52%	
Education	*		31	29	69	71%
Ec. & Employ.			28	100	72	
Soc. Serv.	*		41	23	59	77
Comm. Infra.			32	91	68	9
Band Gov't.			40	100	60	
Average	*		34%	66%	66%	34%

* Less than 1%.

TECHNICAL/ADVISORY SUPPORT

Technical and Advisory support is provided for 1411 services. The Department is responsible in 1036 (93%) of these cases; Indian Administration, 333 (24%), and 42 (3%) are provided by other non-Indian organizations.

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>ALTA.</u>	<u>NAT.</u>	<u>ALTA.</u>	<u>NAT.</u>	<u>ALTA.</u>
Res. & Trust	99%	100%			1%	
Education	78	100	14%		8	
Ec. & Employ.	91	73	4		5	27%
Soc. Serv.	70	99	5	1%	25	
Comm. Infra.	81	11	16	89	4	
Band Gov't.	79	10	16	90	4	
Average	81%	73%	11%	24%	8%	3%

DISTRICT ANALYSIS

Comparison of individual Districts reveals the following differences in service management.

<u>DISTRICT</u>	<u>NO. OF BANDS</u>	<u>DEPT.</u>	<u>INDIAN</u>	<u>OTHER</u>
Fort McMurray	5	58%	40%	3%
Blackfoot/Stoney/ Sarcee	5	49	49	2
Blood/Peigan	2	43	55	2
Edmonton/Hobbema	8	53	44	3
Fort Vermillion	4	52	45	3
Lesser Slave Lake	11	16	80	4
Saddle Lake/Athabaska	6	53	44	3

The range of Band and other Indian management of service varies from 40% in Fort McMurray Districts to 80% in Lesser Slave Lake. The role of tribal councils is very apparent for example, in Lesser Slave Lake District where they manage 77% of the services under Indian administration.

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 41 bands and managed by Indian Administration:

<u>Range</u>	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>
No. of Bands	10	26	5	
% of Bands	24%	64%	12%	

This shows that only 5 bands manage a majority of the services, while 26 manage a partial range, and 10 manage very few.

7. ANALYSIS

(i) YUKON REGION

The MIP Task 6.2 survey was conducted in the Yukon by Project Team Co-ordinator, Dennis Wallace. Vic Carson, A/Director of Operations, acted as Regional MIP coordinator. Since Yukon Region's offices are located in Whitehorse the questionnaires were completed there by respective activity managers.

Qualifications to Yukon's survey are not so much as to the data quality as they are for circumstances unique to the Region. Champagne/Aishihik Bands have amalgamated and use Aishihik's band number 00490. The Yukon Territorial Government provides the majority of Education services to bands via a master tuition agreement with Headquarters. Yukon Hall, a residential school, is charged to (3011), maintenance of students, by the Region. EAS code (3008) is used for In-school programs, (3014), counselling and referral, is used for cross cultural coordinators and (3032), Development, is used to code curriculum development by the Council for Yukon Indians. Social Services Code (5004), Basic Needs, includes Welfare Wood Program.

The Budgetary Control System in Yukon Region reflects the relatively small size of the Regional office. There are 10 RCM's in the Region including the Directors of Economic Development, Finance, Education, Social Development, Local Government, Engineering and Architecture, Planning, and Information services. The structure is not unlike a large District Office in Ontario.

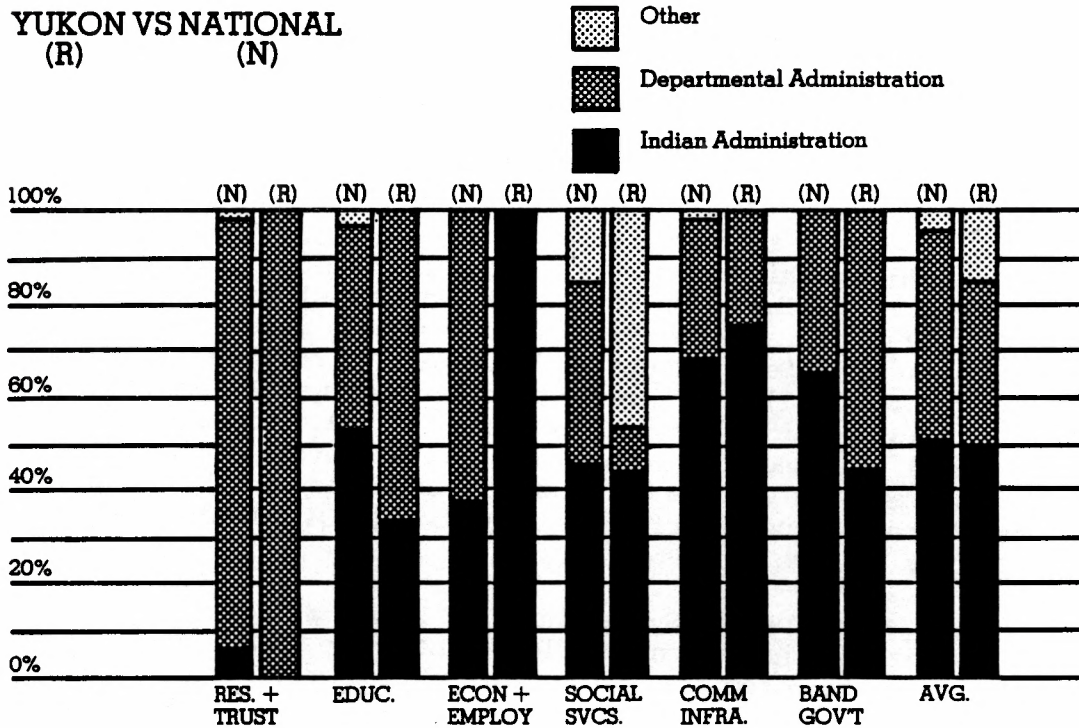
MANAGEMENT OF SERVICES

There are 16 bands and settlements in Yukon Region which, generally, are isolated by National standards. Management of services is displayed in the following chart and in Figure 15.

	<u>DEPT.</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>YUK.</u>	<u>NAT.</u>	<u>YUK.</u>	<u>NAT.</u>	<u>YUK.</u>
Res. & Trust	94%	100%	5%		1%	
Education	43	67	53	33%	3	
Ec. & Employ.	62		38	100		
Soc. Serv.	38	10	46	44	16	46%
Comm. Infra.	31	24	68	76	1	
Band Gov't.	35	56	65	44		
Average	45%	35%	51%	50%	4%	15%

MANAGEMENT OF SERVICES

Figure :15



Despite isolated band locations it is of note that bands manage about the same percentage of services (50%) as the national average (57%).

The relatively low level of band management of services in Education is partly attributable the master tuition agreement with the Yukon Territorial Government (YTG) administered from Headquarters. Social Services is primarily managed by the YTG (46%), to a lesser degree by bands (44%) and least by the Department (6%). Bands in the Yukon manage a large proportion (76%) of Community Infrastructure projects.

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ACCOUNTABILITY

Yukon varies from national averages in a number of respects as the following chart illustrates.

	<u>H.Q.</u>		<u>REG.</u>		<u>DIST.</u>	
	<u>NAT.</u>	<u>YUK.</u>	<u>NAT.</u>	<u>YUK.</u>	<u>NAT.</u>	<u>YUK.</u>
Res. & Trust	2%		46%	100%	52%	
Education	*		31	100	69	
Ec. & Employ.			28	100	72	
Soc. Serv.	*		41	100	59	
Comm. Infra.			32	100	68	
Band Gov't.			40	100	60	
Average	*		34%	100%	66%	

* Less than 1%.

Yukon has no district offices so the Region is accountable for all services. The Education statistics are distorted because the agreement between Headquarters and the YTG was not reflected in the questionnaire.

TECHNICAL/ADVISORY SUPPORT

The following chart shows the predominant role of the Region in providing technical advisory support to bands:

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>YUK.</u>	<u>NAT.</u>	<u>YUK.</u>	<u>NAT.</u>	<u>YUK.</u>
Res. & Trust	99%	100%			1%	
Education	78	98	14%	2%	8	
Ec. & Employ.	91	100	4		5	
Soc. Serv.	70	54	5		25	46%
Comm. Infra.	81	100	16		4	
Band Gov't.	79	100	16		4	
Average	81%	84%	11%	1%	8%	16%

Only in Social Services where the YTG provides 46% of technical/advisory services to bands, does the Region's role vary markedly from the national average.

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 16 bands and managed by Indian Administration:

<u>Range</u>	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>
No. of Bands		9	7	
% of Bands		56%	44%	

7. ANALYSIS

(j) BRITISH COLUMBIA REGION

Alex Jenkins acted as Project Team Co-ordinator and Gabor Szalay, Director of Finance, as Regional MIP Co-ordinator. Orientation meetings were conducted at Regional headquarters in Vancouver and questionnaires were completed at the District level. Despite the occupation of Regional Offices, completed questionnaires were returned to Headquarters in a timely fashion.

Financial Control in B.C. Region is decentralized to the District level for program services. At the Regional level the Director General, Director of Operations and Program Directors are RCM's. Funds flow from the Region to District Managers, who are RCM's, and then to Program Superintendents who are COM's. The BCS system structure in B.C. Region is not unlike that used in Ontario Region. At the District level, the District Manager has control over Program funds.

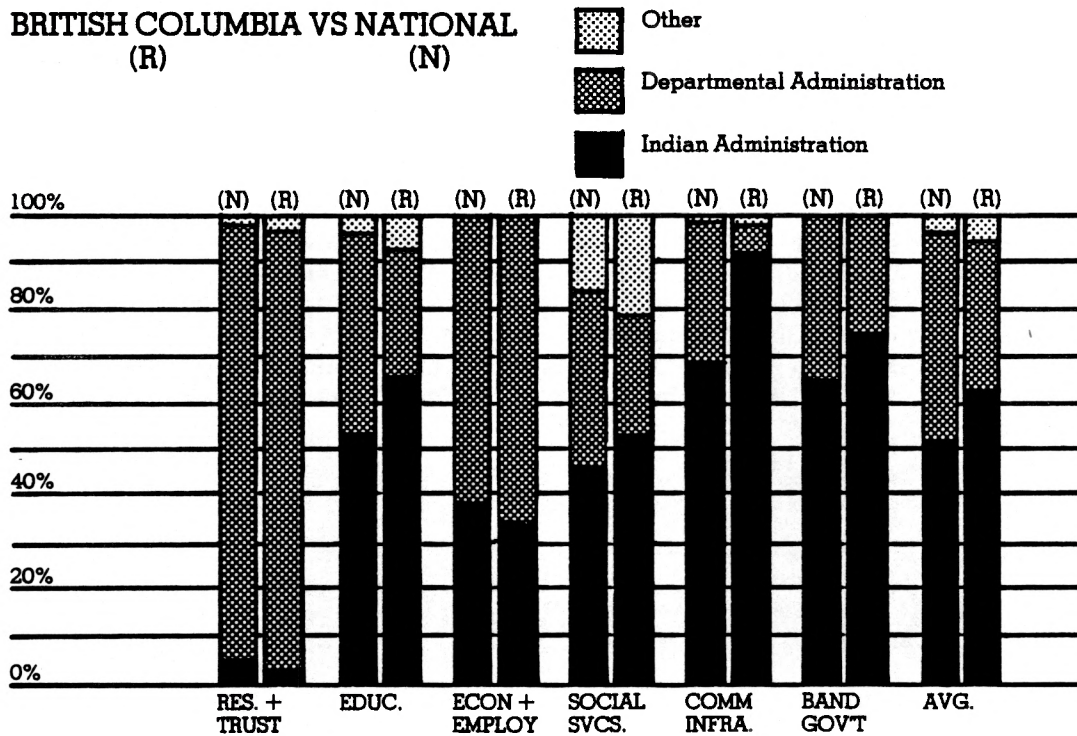
MANAGEMENT OF SERVICES

The following chart and Figure 16 indicate that British Columbia Region far exceeds the national average in Indian Administration of programs. Among individual activities, both Education and Community Infrastructure are particularly noteworthy as Indian administered programs well exceeding the national average. As usual, Reserves and Trusts is almost totally managed by the Department. A significant portion of Social Services (21%) is managed by non-Indian agencies, reflecting the provincial involvement in this area.

	<u>DEPARTMENT</u>		<u>INDIAN ADMIN.</u>		<u>OTHER ADMIN.</u>	
	<u>NAT.</u>	<u>B.C.</u>	<u>NAT.</u>	<u>B.C.</u>	<u>NAT.</u>	<u>B.C.</u>
Res. & Trust	94%	95%	5%	3%	1%	2%
Education	43	26	53	67	3	6
Ec. & Employ.	62	66	38	34		
Soc. Serv.	38	26	46	53	16	21
Comm. Infra.	31	6	68	92	1	2
Band Gov't.	35	25	65	75		
Average	45%	33%	51%	62%	4%	5%

MANAGEMENT OF SERVICES

Figure :16



With only 6% of services managed at the regional level compared to 94% managed at the district level, British Columbia Region approximates Ontario Region in the degree of program decentralization. The Accountability Table further supports the observation that this is a highly decentralized region. This profile contrasts decidedly with Manitoba Region where 97% of departmental programs are administered by regional office.

ACCOUNTABILITY

Further supporting the trend to decentralization of authority to districts in British Columbia, the following chart shows that 96% of program services are accountable at the District level. This is considerably higher than the national average of 66%.

	<u>H.Q.</u>		<u>REG.</u>		<u>DIST.</u>	
	<u>NAT.</u>	<u>B.C.</u>	<u>NAT.</u>	<u>B.C.</u>	<u>NAT.</u>	<u>B.C.</u>
Res. & Trust	2%		46%	21%	52%	79%
Education	*	1%	31	4	69	94
Ec. & Employ.			28		72	100
Soc. Serv.	*		41		59	100
Comm. Infra.			32		68	100
Band Gov't.			40		60	100
Average	*	*	34%	3%	66%	96%

* Less than 1%.

TECHNICAL/ADVISORY SUPPORT

British Columbia Region shows a significant trend toward technical advisory support being provided by Indian groups themselves. This trend is most noticable in the two largest programs, Education and Social Services which are considerably above the national average.

	<u>DEPT.</u>		<u>INDIAN</u>		<u>OTHER</u>	
	<u>NAT.</u>	<u>B.C.</u>	<u>NAT.</u>	<u>B.C.</u>	<u>NAT.</u>	<u>B.C.</u>
Res. & Trust	99%	100%			1%	
Education	78	66	14%	30%	8	5%
Ec. & Employ.	91	93	4	6	5	1
Soc. Serv.	70	62	5	17	25	21
Comm. Infra.	81	77	16	21	4	2
Band Gov't.	79	83	17	16	5	1
Average	81%	76%	11%	19%	8%	5%

DISTRICT ANALYSIS

Comparison of districts indicates a range of management.

<u>District</u>	<u>No. Bands</u>	<u>Dept.</u>	<u>Indian</u>	<u>Other</u>
Gitksan Carrier	8	25%	69%	6%
Nanaimo	31	17	72	11
Campbell River	16	48	50	2
Central	37	12	83	5
Prince George	21	60	34	6
Northwest	15	39	57	4
Vancouver	50	33	66	1
Williams Lake	15	34	58	8

In spite of the tendency toward Indian managed programs, the above chart shows a considerable range within the region. Central District, centered in Vancouver, has the highest proportion of programs managed by Indians followed closely by several other districts. The lowest proportion of Indian managed programs is in Prince George District. Nanaimo, on the other hand, has the highest percentage of programs managed by other agencies.

BAND MANAGED SERVICES

The following chart illustrates the range of services received by the 193 bands and managed by Indian Administration:

<u>Range</u>	<u>0-25%</u>	<u>26-50%</u>	<u>51-75%</u>	<u>76-100%</u>
No. of Bands	34	49	72	38
% of Bands	18%	25%	37%	20%

The large number of bands managing a full range of services is noted. Only in British Columbia Region and in Atlantic Region do a majority of bands manage 50% or more of the services received.

8. REPORT UTILIZATION

It is hoped that officers throughout the Indian and Inuit Program at headquarters and in regional and district offices will find the Report of Management Improvement Project Task 6.2 to be a useful management tool.

This Report may be regarded as an information system which will prove to be of assistance to managers. In combination with existing and planned systems it may become an important component of the Departmental planning process.

In addition to enumerating the services provided by the Department and received by each band at a given time (July 1, 1981), the Report identifies the role played by other federal and provincial agencies as well as that of Indian Government. Managers will find this information to be important in planning future transfers to bands and Tribal Councils. It will also be useful in preparation of the Operational Plan and as a basis of comparison among districts and regions.

Within the Department, managers will know precisely who is accountable for each service delivered to every band. This knowledge will prove valuable in identifying managerial responsibility and accountability networks within the Department, from Headquarters to Regions to Districts.

MIP Task 6.2 Report lends itself to being integrated with existing and planned information systems to provide managers with a more complete planning tool. Integration of Task 6.2 with Task 1.1 is the first step. Consideration may also be given to integrating the Report with the BCS/EAS system to add the additional dimension of dollars to services delivered to bands.

The Report will be of assistance to other information systems currently being developed within the Department such as the Band Profile Systems. Managers will find this Report to be a useful data base upon which to plan with bands the best use of resources available from the Department. At the same time, bands will have access to a data base regarding their own communities which should be useful for community planning purposes.

? not with the
limited number
of services
provided by
this outline

9. PROCEDURES FOR UPDATING

Management Improvement Project Task 6.2 was completed according to the work plan objectives approved by the MIP Steering Committee. It presents a "snapshot" or balance sheet presentation of Departmental services received by each band in the country and identifies management of services, Departmental accountability for each service and sources of technical/advisory support. At the same time, relationships between the various levels of the Department and bands as well as relationships with tribal councils and other federal and provincial agencies are traced.

The process of accumulating and analyzing the above data is complete within the MIP Task 6.2 project. Subsequent surveys therefore, have an established base against which changes may be measured.

SURVEY FREQUENCY AND TIME

Because of the volume of information and the nature of the data collected, it is recommended that subsequent surveys be conducted once annually. Optimum utility can be obtained from data gathered if the survey is conducted in the period July-October of each year. During this period, proposed transfers to Bands will have taken place.

In addition, if the survey is conducted in July it should not conflict with major events in the planning cycle such as the Operational Plan. Indeed, the results of the survey may be used for planning purposes.

SURVEY CONTENT

The current MIP Task 6.2 survey was completed using 155 of a total possible 177 services in six Main Activities of the existing Activity Structure. Field comments indicated that it would be preferable to include all services in future surveys to present a more complete picture of the Indian Program. Given that the current Activity Structure will be revised effective April 1, 1982 to include service definitions developed in the MIP Task 1.1 project, it will be necessary to amend the present MIP Task 6.2 questionnaire.

The number of discrete services on the questionnaire will increase from 155 to as many as 400 services in the next fiscal year. Since preliminary review indicates that only 25% of the current survey can accurately be mapped to the new Activity Structure, it will be necessary to administer a new questionnaire.

Updates in years to follow can be accomplished via a turnaround document, that is, a computer printout of the previous year will be mailed to each region for its amendment by exception. This will significantly reduce field time necessary to maintain the information.

It should be noted that detailed comparison of the current survey to future surveys must be made with caution. Since the Activity Structure will change, close comparison would be akin, using an accounting analogy, to comparing a firm's balance sheets when there has been a change in the accounting methods used.

SYSTEMS DEVELOPMENT

The design of a system to provide a timely update of the information contained in this Report will be undertaken in co-operation with the Management Systems Directorate. This will ensure that the goals of the task are achieved while the Department's standards are maintained. It may be necessary to subject the design to the Directorate's systems development process. However, this process should be simpler, and the time required should be reduced as a result of the field tests and analysis methods already developed in carrying out the Task.

SYSTEMS RESPONSIBILITY

The responsibility for MIP Task 6.2 should be transferred to an ongoing section of the Department. Survey results will be of value both for the purposes of accountability and responsibility in systems planning and in planning future transfers to Indian administration. It is recommended therefore, that the maintenance of the information contained in this Report be the ongoing responsibility of the Program Planning and Policy Coordination Directorate of the Indian and Inuit Program.

SYSTEMS COST

The budget of MIP Task 6.2 was \$341,000. This amount included MIP staff salaries, consultants contract fees, travel and operational expenses. The exact costs of developing an ongoing system will be determined in consultation with Management Systems and will be a function, in part, of the demands imposed by the systems development process. Total costs will consider the determination of user requirements, the development of computer programs and systems, and the preparation of software packages.

It should be recognised that MIP Task 6.2 involves a massive amount of data which can only be analyzed efficiently by computer. Field staff time to complete the next questionnaire has not been calculated. However, ongoing maintenance costs to transmit turnaround updating documents and to carry out annual analyses will be relatively minor.

SYSTEMS INTEGRATION

When MIP Project teams begin to review systems integration, this Report's complementary effects on a number of other existing and planned systems should be considered. For example, if dollar figures are added to the survey, either via questionnaire or computer search of EAS files (RI45), much additional information would become available to managers.

This Report should assist in the preparation of the Band Profile Systems currently being developed. Additionally, accountability and responsibility networks, under review by the MIP Task 1 series, could be supported by the Task 6.2 Report.

10. LIST OF TABLES

Table 1.1	Detailed Band Management Profile
Table 2.1	Service Summary by Band
Table 2.2	Service Summary by District
Table 2.3	Service Summary by Region
Table 2.4	National Services Summary
Table 3.1	National Management Summary by Activity
Table 4.1	National Service Delivery role

MIP TASK 6.2

TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

NOTE: This Section contains only that
portion of Table 1.1 relating
to Northwest Territories Region.

TABLE 1.1
DETAILED BAND MANAGEMENT PROFILE
NORTHWEST TERRITORIES REGION

2. INTRODUCTION

Table 1.1 provides a profile of the services delivered to each of the 592 Bands (and communities) in Canada. For each service delivered, three functions are examined: first, who delivers the service to the band (MANAGES SERVICE); second, who is accountable within the Department for the delivery of that service (ACCOUNTABILITY); and third, who provides technical and advisory support for that service (TECH/ADVISORY/SERVICE).

For each function, where applicable, a category name and a valid code from the Expenditure Coding Manual is given. For example, page 1 profiles service delivery for Fort Norman Band in Northwest Territories Region. Among the services delivered to this Band as part of the Education Activity is "Development Cultural 3032:" This service is managed by the Department at the Regional level by "REG DIR 01100", (Director, Community Affairs).

The band also receives the service "CORE FUNDING, 7002" in the Band Government Activity. In this case, however, the band manages the service itself (Band 00750), is accountable to "REG DIR 01100" and receives technical support from the same position.

The fifteen categories are abbreviated as follows:

<u>CATEGORY</u>	<u>ABBREVIATION</u>
1. Assistant Deputy Minister	ADM
2. Headquarters Director General	HQ DG
3. Headquarters Director	HQ DIR
4. Regional Director General	REG DG
5. Regional Director	REG DIR
6. District Manager	DIST MGR
7. Program Manager	PROG MGR

8. Band	BAND
9. Tribal/District Council	TC/DC
10. Indian Associations	IND ASSOC
11. Federal Agencies	FED A1111
12. Provincial Agencies	PROV A2222
13. School Board	SCHOOL BD A3333
14. Other Non-Indian Organizations	OTHER A4444
15. Other Indian Organizations	OTHER IND A5555

NOTE:

This report seeks to determine accountability as defined (i.e. F.A.A., Sec. 27), and to describe the provision of technical and advisory support ONLY when the service is delivered by Band or other Indian Administration.

In many cases, regional officials attempted to trace accountability and technical support within the Department. This was not part of the mandate of this project and although the information supplied is reproduced in this table, the precision of much of it cannot be vouched for. Accordingly, accuracy is claimed only when the first column (MANAGES SERVICE) shows management by Indian Administration.

In future editions of this Report, it may be decided to delete reference to "ACCOUNTABILITY" and "TECH/ADVISORY/ SERVICE" where the service is managed by the Department. Alternatively, when the Report is updated, this information may be gathered for the Department in a more exacting manner.

M.I.P. 6.2
TABLE 1.1

DETAILED BANO MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BANO: FORT NORMAN

01000
00000
00750

PAGE 1

MANAGES SERVICE

ACCDUNTABILITY

TECH/AOVISORY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PROPERTY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG OIR 01300

HQ DIR 11300
REG OIR 01300
REG OIR 01300

EDUCATION

DEVELDPMENT CULTURAL 3032

REG DIR 01100

REG DIR 01100

REG OIR 01100

ECDN & EMPLOY

SDCIAL SERVICES

COMM. INFRA

BANO GOV'T

CDRE FUND. BANO SUPP 7002
BANO TRAIN. BD. SUPP 7004
CDNSULT. BANO SUPP 7018

BAND 00750
REG OIR 01100
IND ASSDC 02155

REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG OIR 01100
IND ASSDC 02155

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FDRT MCPHERSDN

01000
00000
00751

PAGE 2

		MANAGES SERVICE -----	ACCDUNTABILITY -----	TECH/ADVISORY/SERVICE -----
RES & TRUST -----				
LAND REGISTER	2005	REG DIR 01100	REG DIR 01100	HQ DIR 11300
MEM: INDIAN REG	2012	REG DIR 01300	REG DIR 01300	REG DIR 01300
PROPERTY & ESTATES	2013	REG DIR 01300	REG DIR 01300	REG DIR 01300
EDUCATION -----				
DEVELOPMENT CULTURAL	3032	REG DIR 01100	REG DIR 01100	REG DIR 01100
ECDN & EMPLOY -----				
ECDN DEV CDMITTEE	4005	BAND 00751	REG DIR 01200	REG DIR 01200
SDCIAL SERVICES -----				
COMM. INFRA -----				
BAND GDV"T -----				
CORE FUND. BAND SUPP	7002	BAND 00751	REG DIR 01100	REG DIR 01100
OVERHEAD BAND SUPP	7003	BAND 00751	REG DIR 01100	REG DIR 01100
BAND TRAIN. BD. SUPP	7004	REG DIR 01100	REG DIR 01100	REG DIR 01100
CDNSULT. BAND SUPP	7018	IND ASSDC 02155	REG DIR 01100	IND ASSOC 02155

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FDRT GDOD HOPE

01000
00000
00752

PAGE 3

		MANAGES SERVICE -----	ACCOUNTABILITY -----	TECH/ADVISORY/SERVICE -----
RES & TRUST -----				
LAND REGISTER	2005	REG DIR 01100	REG DIR 01100	HQ DIR 11300
MEM: INDIAN REG	2012	REG DIR 01300	REG DIR 01300	REG DIR 01300
PROPERTY & ESTATES	2013	REG DIR 01300	REG DIR 01300	REG DIR 01300
EDUCATION -----				
DEVELDPMENT CULTURAL	3032	REG DIR 01100	REG DIR 01100	REG DIR 01100
ECON & EMPLOY -----				
BAND SUPPDRT	4004	BAND 00752	REG DIR 01200	DTHERR A4444
ECON DEV COMMITTEE	4005	BAND 00752	REG DIR 01200	REG DIR 01200
SOCIAL SERVICES -----				
CDMM. INFRA -----				
BAND GOV'T -----				
CORE FUND. BAND SUPP	7002	BAND 00752	REG DIR 01100	REG DIR 01100
DVERHEAD BAND SUPP	7003	BAND 00752	REG DIR 01100	REG DIR 01100
BAND TRAIN. BD. SUPP	7004	REG DIR 01100	REG DIR 01100	REG DIR 01100
CONSULT. BAND SUPP	7018	BAND 00752	REG DIR 01100	REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: ARCTIC RED RIVER

01000
00000
00753

PAGE 4

MANAGES SERVICE

ACCOUNTABILITY

TECH/ADVISORY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PROPERTY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG DIR 01300

HQ DIR 11300
REG DIR 01300
REG DIR 01300

EDUCATION

ECON & EMPLOY

ADVISE & SUPP ACT-SUP 4003

BAND 00753

REG DIR 01200

OTHER A4444

SOCIAL SERVICES

COMM. INFRA

BAND GDV'T

CDRE FUND. BAND SUPP 7002
OVERHEAD BAND SUPP 7003
BAND TRAIN. BD. SUPP 7004
CDNSULT. BAND SUPP 7018

BAND 00753
BAND 00753
REG DIR 01100
IND ASSDC 02155

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PRDFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FORT FRANKLIN

01000
00000
00754

PAGE 5

MANAGES SERVICE

ACCDUNTABILITY

TECH/ADVISDRY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PRDPERY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG DIR 01300

HQ DIR 11300
REG DIR 01300
REG DIR 01300

EDUCATION

DEVELDPMENT CULTURAL 3032

REG DIR 01100

REG DIR 01100

REG DIR 01100

ECDN & EMPLDY

SDCIAL SERVICES

CDMM. INFRA

BAND GDV"T

CDRE FUND. BAND SUPP 7002
DVERHEAD BAND SUPP 7003
BAND TRAIN. BD. SUPP 7004
CDNSULT. BAND SUPP 7018

BAND 00754
BAND 00754
REG DIR 01100
IND ASSDC 02155

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGIDN: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: AKLAVIK

01000
00000
00755

PAGE 6

		MANAGES SERVICE -----	ACCDUNTABILITY -----	TECH/ADVISORY/SERVICE -----
RES & TRUST -----				
LAND REGISTER	2005	REG DIR 01100	REG DIR 01100	HQ DIR 11300
MEM: INDIAN REG	2012	REG DIR 01300	REG DIR 01300	REG DIR 01300
PRDPERTY & ESTATES	2013	REG DIR 01300	REG DIR 01300	REG DIR 01300
EDUCATION -----				
DEVELDPMENT CULTURAL	3032	REG DIR 01100	REG DIR 01100	REG DIR 01100
ECON & EMPLDY -----				
PRDJECTS BUS-ENT	4014	BAND 00755	REG DIR 01200	REG DIR 01200
SOCIAL SERVICES -----				
CDMM. INFRA -----				
BAND GDV"T -----				
CDRE FUND. BAND SUPP	7002	BAND 00755	REG DIR 01100	REG DIR 01100
OVERHEAD BAND SUPP	7003	BAND 00755	REG DIR 01100	REG DIR 01100
BAND TRAIN. BD. SUPP	7004	REG DIR 01100	REG DIR 01100	REG DIR 01100
CDNSULT. BAND SUPP	7018	IND ASSDC 02155	REG DIR 01100	REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FDRT WRIGLEY

01000
00000
00756

PAGE 7

MANAGES SERVICE

ACCDUNTABILITY

TECH/ADVISDRY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PRDPERTY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG DIR 01300

HQ DIR 11300
REG DIR 01300
REG DIR 01300

EDUCATION

DEVELDPMENT CULTURAL 3032

REG DIR 01100

REG DIR 01100

REG DIR 01100

ECDN & EMPLDY

SDCIAL SERVICES

CDMM. INFRA

BAND GDV"T

CDRE FUND. BAND SUPP 7002
BAND TRAIN. BD. SUPP 7004
CDNSULT. BAND SUPP 7018

BAND 00756
REG DIR 01100
BAND 00756

REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PRDFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FORT SIMPSON

01000
00000
00757

PAGE 8

		MANAGES SERVICE -----	ACCDUNTABILITY -----	TECH/ADVISDRY/SERVICE -----
RES & TRUST -----				
LAND REGISTER	2005	REG DIR 01100	REG DIR 01100	HQ DIR 11300
MEM: INDIAN REG	2012	REG DIR 01300	REG DIR 01300	REG DIR 01300
PRDPERY & ESTATES	2013	REG DIR 01300	REG DIR 01300	REG DIR 01300
EDUCATION -----				
DEVELDPMENT CULTURAL	3032	REG DIR 01100	REG DIR 01100	REG DIR 01100
ECDN & EMPLDY -----				
ADVISE & SUPP ACT-SUP	4003	BAND 00757	REG DIR 01200	DHER A4444
ECDN DEV CDMMITTEE	4005	BAND 00757	REG DIR 01200	REG DIR 01200
DEV CDRP SDCID-ECDN	4006	BAND 00757	REG DIR 01200	DHER A4444
ADVISE&SUPP BUS-ENT	4012	BAND 00757	REG DIR 01200	DHER A4444
SDCIAL SERVICES -----				
CDMM. INFRA -----				
BAND GDV"T -----				
CDRE FUND. BAND SUPP	7002	BAND 00752	REG DIR 01100	REG DIR 01100
DVERHEAD BAND SUPP	7003	BAND 00752	REG DIR 01100	REG DIR 01100
BAND TRAIN. BD. SUPP	7004	REG DIR 01100	REG DIR 01100	REG DIR 01100
CDNSULT. BAND SUPP	7018	IND ASSDC 02155	REG DIR 01100	REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PRDFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FORT LIARD

01000
00000
00758

PAGE 9

MANAGES SERVICE

ACCOUNTABILITY

TECH/ADVISORY/SERVICE

RES & TRUST

LAND REGISTER 2005
LAND SURVEYS 2006
MEM: INDIAN REG 2012
PROPERTY & ESTATES 2013

REG DIR 01100
REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01100
REG DIR 01300
REG DIR 01300

HQ DIR 11300
REG DIR 01100
REG DIR 01300
REG DIR 01300

EDUCATION

ECON & EMPLOY

SOCIAL SERVICES

CDMM. INFRA

BAND GOVT

CDRE FUND. BAND SUPP 7002
BAND TRAIN. BD. SUPP 7004
CONSULT. BAND SUPP 7018

BAND 00758
REG DIR 01100
IND ASSDC 02155

REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FITZ/SMITH

01000
00000
00759

PAGE 10

		MANAGES SERVICE -----	ACCDUNTABILITY -----	TECH/ADVISDRY/SERVICE -----
RES & TRUST -----				
LAND REGISTER	2005	REG DIR 01100	REG DIR 01100	HQ DIR 11300
MEM: INDIAN REG	2012	REG DIR 01300	REG DIR 01300	REG DIR 01300
PRDPERTY & ESTATES	2013	REG DIR 01300	REG DIR 01300	REG DIR 01300
EDUCATIDN -----				
DEVELDPMENT CULTURAL	3032	REG DIR 01100	REG DIR 01100	REG DIR 01100
ECDN & EMPLOY -----				
ECDN DEV CDMMITTEE	4005	BAND 00759	REG DIR 01200	REG DIR 01200
SDCIAL SERVICES -----				
CDMM. INFRA -----				
BAND GDV"T -----				
CDRE FUND. BAND SUPP	7002	BAND 00759	REG DIR 01100	REG DIR 01100
BAND TRAIN. BD. SUPP	7004	BAND 00759	REG DIR 01100	REG DIR 01100
CDNSULT. BAND SUPP	7018	IND ASSDC 02155	REG DIR 01100	REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: FORT PROVIDENCE

01000
00000
00760

PAGE 11

MANAGES SERVICE

ACCOUNTABILITY

TECH/ADVISORY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PROPERTY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG DIR 01300

HQ DIR 11300
REG DIR 01300
REG DIR 01300

EDUCATION

ECDN & EMPLOY

ECDN DEV COMMITTEE 4005

BAND 00760

REG DIR 01200

REG DIR 01200

SOCIAL SERVICES

CDMM. INFRA

BAND GOVT

CORE FUND. BAND SUPP 7002
OVERHEAD BAND SUPP 7003
BAND TRAIN. BD. SUPP 7004
CONSULT. BAND SUPP 7018

BAND 00760
BAND 00760
REG DIR 01100
IND ASSDC 02155

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PRDFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: HAY RIVER

01000
00000
00761

PAGE 12

		MANAGES SERVICE -----	ACCDUNTABILITY -----	TECH/ADVISDRY/SERVICE -----
RES & TRUST -----				
LAND REGISTER	2005	REG DIR 01100	REG DIR 01100	HQ DIR 11300
MEM: INDIAN REG	2012	REG DIR 01300	REG DIR 01300	REG DIR 01300
PRDPERTY & ESTATES	2013	REG DIR 01300	REG DIR 01300	REG DIR 01300
EDUCATION -----				
DEVELOPMENT CULTURAL	3032	REG DIR 01100	REG DIR 01100	REG DIR 01100
ECDN & EMPLDY -----				
ECON DEV CDMMITTEE	4005	BAND 00761	REG DIR 01200	REG DIR 01200
SDCIAL SERVICES -----				
CDMM. INFRA -----				
BAND GDV"T -----				
CDRE FUND. BAND SUPP	7002	BAND 00761	REG DIR 01100	REG DIR 01100
BAND TRAIN. BD. SUPP	7004	REG DIR 01100	REG DIR 01100	REG DIR 01100
CDNSULT. BAND SUPP	7018	BAND 00761	REG DIR 01100	REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: RESDLUTIDN

01000
00000
00762

PAGE 13

MANAGES SERVICE

ACCOUNTABILITY

TECH/ADVISORY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PROPERTY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG DIR 01300

HO DIR 11300
REG DIR 01300
REG DIR 01300

EDUCATION

ECON & EMPLOY

ADVISE & SUPP ACT-SUP 4003

BAND 00762

REG DIR 01200

OTHER A4444

SOCIAL SERVICES

CDMM. INFRA

BAND GOV'T

CORE FUND. BAND SUPP 7002
OVERHEAD BAND SUPP 7003
BAND TRAIN. BD. SUPP 7004
CONSULT. BAND SUPP 7018

BAND 00762
BAND 00762
REG DIR 01100
IND ASSOC 02155

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: YELLDWKNIFE (B)

01000
00000
00763

PAGE 14

		MANAGES SERVICE -----	ACCDUNTABILITY -----	TECH/ADVISDRY/SERVICE -----
RES & TRUST -----				
LAND REGISTER	2005	REG DIR 01100	REG DIR 01100	HO DIR 11300
MEM: INDIAN REG	2012	REG DIR 01300	REG DIR 01300	REG DIR 01300
PRDPERTY & ESTATES	2013	REG DIR 01300	REG DIR 01300	REG DIR 01300
EDUCATION -----				
DEVELDPMENT CULTURAL	3032	REG DIR 01100	REG DIR 01100	REG DIR 01100
ECDN & EMPLDY -----				
SDCIAL SERVICES -----				
CDMM. INFRA -----				
BAND GDV"T -----				
CDRE FUND. BAND SUPP	7002	BAND 00763	REG DIR 01100	REG DIR 01100
BAND TRAIN. BD. SUPP	7004	BAND 00763	REG DIR 01100	REG DIR 01100
CDNSULT. BAND SUPP	7018	IND ASSDC 02155	REG DIR 01100	REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: SNOWDRIFT

01000
00000
00764

PAGE 15

MANAGES SERVICE

ACCDUNTABILITY

TECH/ADVISEDRY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PRDPERY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG DIR 01300

HQ DIR 11300
REG DIR 01300
REG DIR 01300

EDUCATION

ECDN & EMPLDY

SDCIAL SERVICES

CDMM. INFRA

BAND GOV"T

CDRE FUND. BAND SUPP 7002
DVERHEAD BAND SUPP 7003
BAND TRAIN. BD. SUPP 7004
CDNSULT. BAND SUPP 7018

BAND 00764
BAND 00764
REG DIR 01100
IND ASSDC 02155

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BAND MANAGEMENT PROFILE

JULY 1, 1981

REGION: N.W.T.
DISTRICT: REGIONAL OFFICE
BAND: DDG RIB RAE

01000
00000
00765

PAGE 16

MANAGES SERVICE

ACCOUNTABILITY

TECH/ADVISDRY/SERVICE

RES & TRUST

LAND REGISTER 2005
MEM: INDIAN REG 2012
PRDPERY & ESTATES 2013

REG DIR 01100
REG DIR 01300
REG DIR 01300

REG DIR 01100
REG DIR 01300
REG DIR 01300

HQ DIR 11300
REG DIR 01300
REG DIR 01300

EOUCATION

ECON & EMPLOY

ECDN DEV COMMITTEE 4005

BAND 00765

REG DIR 01200

REG DIR 01200

SOCIAL SERVICES

CDMM. INFRA

BAND GDV"T

CDRE FUND. BAND SUPP 7002
DVERHEAD BAND SUPP 7003
BAND TRAIN. BO. SUPP 7004
CDNSULT. BAND SUPP 7018

BAND 00765
BAND 00765
REG DIR 01100
BAND 00765

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

REG DIR 01100
REG DIR 01100
REG DIR 01100
REG DIR 01100

M.I.P. 6.2
TABLE 1.1

DETAILED BANO MANAGEMENT PROFILE

JULY 1, 1981

MIP TASK 6.2

TABLE 2.1

SERVICE SUMMARY BY BAND

NOTE: This Section contains only that
portion of Table 2.1 relating
to Northwest Territories Region.

TABLE 2.1SERVICE SUMMARY BY BANDNORTHWEST TERRITORIES REGION2. INTRODUCTION

Table 2.1 provides a statistical summary of services delivered to each band (or community). For each band, a statistical analysis, by Main Activity, is given for the three functions of the matrix; management, accountability and the provision of technical advisory support.

Table 2.1 differs from Table 1.1 in that the former (2.1) gives a statistical breakdown of services received, whereas the latter (1.1) gives the name and code of the responsible parties.

Page 13 of Table 2.1 profiles the Resolution Band, in the Northwest Territories Region. Under the heading "MANAGEMENT OF SERVICES", the Reserves and Trusts Activity is analysed. Of a possible total of 13 services, Resolution Band receives 3 or 23%. Of these 3 services, all 3 (100%) are administered by the Department.

Under the heading "ACCOUNTABILITY" it is noted that for all the Reserves and Trusts services, accountability lies at the Regional level.

Under the heading, "TECH/ADVIS SRV", it is noted that for all activities, and in all instances where the technical support was sought, it was provided in 88% of the cases by the Department and 13% by other bodies. Please note that technical support is not always provided and therefore the total in this function does not always equal that of the services delivered.

REGION: N.W.T. 01000
 DISTRICT: REGIONAL OFFICE 00000
 BAND: FORT NORMAN 00750

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN			TOTAL RCVD -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%								3
EDUCATION		1	1 100%								1
ECON. & EMPLOYMENT											
SOCIAL SERVICES											
COMM. INFRA											
BAND GOV'T		1	1 33%	1		1	2 67%				3
TOTAL		5	5 71%	1		1	2 29%				7
ACCOUNTABILITY -----											
RES & TRUST		3	3								
EDUCATION		1	1								
ECON. & EMPLOYMENT											
SOCIAL SERVICES											
COMM. INFRA											
BAND GOV'T		3	3								
TOTAL		7	7								
TECH/AOVIS. SRV -----											
RES & TRUST	1	2	3 100%								3
EDUCATION		1	1 100%								1
ECON. & EMPLOYMENT											
SOCIAL SERVICES											
COMM. INFRA											
BAND GOV'T		2	2 67%			1	1 33%				3
TOTAL	1	5	6 86%			1	1 14%				7

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: FORT MCPHERSON

01000
 00000
 00751

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		3	3 100%									3
EDUCATION		1	1 100%									1
ECON. & EMPLOYMENT				1			1 100%					1
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		1	1 25%	2		1	3 75%					4
TOTAL		5	5 56%	3		1	4 44%					9
ACCOUNTABILITY -----												
RES & TRUST		3	3									
EDUCATION		1	1									
ECON. & EMPLOYMENT		1	1									
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		4	4									
TOTAL		9	9									
TECH/AOVIS. SRV -----												
RES & TRUST	1	2	3 100%									3
EDUCATION		1	1 100%									1
ECON. & EMPLOYMENT		1	1 100%									1
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		3	3 75%			1	1 25%					4
TOTAL	1	7	8 89%			1	1 11%					9

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: FORT GOOD HOPE

01000
 00000
 00752

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT				2		2 100%				2
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		1	1 25%	3		3 75%				4
TOTAL		5	5 50%	5		5 50%				10
ACCOUNTABILITY -----										
RES & TRUST		3	3							
EDUCATION		1	1							
ECON. & EMPLOYMENT		2	2							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4							
TOTAL		10	10							
TECH/ADVIS. SRV -----										
RES & TRUST	1	2	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT		1	1 50%					1	1 50%	2
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4 100%							4
TOTAL	1	8	9 90%					1	1 10%	10

REGION: N.W.T. 01000
 DISTRICT: REGIONAL OFFICE 00000
 BAND: ARCTIC RED RIVER 00753

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION										
ECON. & EMPLOYMENT				1		1 100%				1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		1	1 25%	2		1 75%				4
TOTAL		4	4 50%	3		1 4 50%				8
ACCOUNTABILITY										
RES & TRUST		3	3							
EDUCATION										
ECON. & EMPLOYMENT		1	1							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4							
TOTAL		8	8							
TECH/ADVIS. SRV										
RES & TRUST	1	2	3 100%							3
EDUCATION										
ECON. & EMPLOYMENT							1	1 100%		1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4 100%							4
TOTAL	1	6	7 88%				1	1 13%		8

REGION: N.W.T. 01000
 DISTRICT: REGIONAL OFFICE 00000
 BAND: FORT FRANKLIN 00754

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.O.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		3	3 100%									3
EDUCATION		1	1 100%									1
ECON. & EMPLOYMENT												
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		1	1 25%	2		1	3 75%					4
TOTAL		5	5 63%	2		1	3 38%					8
ACCOUNTABILITY -----												
RES & TRUST		3	3									
EDUCATION		1	1									
ECON. & EMPLOYMENT												
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		4	4									
TOTAL		8	8									
TECH/ADVIS. SRV -----												
RES & TRUST	1	2	3 100%									3
EDUCATION		1	1 100%									1
ECON. & EMPLOYMENT												
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		4	4 100%									4
TOTAL	1	7	8 100%									8

REGION: N.W.T. 01000
 DISTRICT: REGIONAL OFFICE 00000
 BAND: AKLAVIK 00755

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT				1		1 100%				1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		1	1 25%	2		1 75%				4
TOTAL		5	5 56%	3		1 44%				9
ACCOUNTABILITY										
RES & TRUST		3	3							
EDUCATION		1	1							
ECON. & EMPLOYMENT		1	1							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4							
TOTAL		9	9							
TECH/ADVIS. SRV										
RES & TRUST	1	2	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT		1	1 100%							1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4 100%							4
TOTAL	1	8	9 100%							9

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: FORT WRIGLEY

01000
 00000
 00756

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT										
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		1	1 33%	2		2 67%				3
TOTAL		5	5 71%	2		2 29%				7
ACCOUNTABILITY -----										
RES & TRUST		3	3							
EDUCATION		1	1							
ECON. & EMPLOYMENT										
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3							
TOTAL		7	7							
TECH/ADVIS. SRV -----										
RES & TRUST	1	2	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT										
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3 100%							3
TOTAL	1	6	7 100%							7

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: FORT SIMPSON

01000
 00000
 00757

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		3	3 100%									3
EDUCATION		1	1 100%									1
ECON. & EMPLOYMENT				4			4 100%					4
SDCIAL SERVICES												
COMM. INFRA												
BAND GDV'T		1	1 25%	2		1	3 75%					4
TOTAL		5	5 42%	6		1	7 58%					12
ACCOUNTABILITY -----												
RES & TRUST		3	3									
EDUCATION		1	1									
ECON. & EMPLOYMENT		4	4									
SDCIAL SERVICES												
COMM. INFRA												
BAND GDV'T		4	4									
TOTAL		12	12									
TECH/ADVIS. SRV -----												
RES & TRUST	1	2	3 100%									3
EDUCATION		1	1 100%									1
ECON. & EMPLOYMENT		1	1 25%						3	3 75%		4
SDCIAL SERVICES												
COMM. INFRA												
BAND GDV'T		4	4 100%									4
TOTAL	1	8	9 75%						3	3 25%		12

REGION: N.W.T. 01000
 DISTRICT: REGIONAL OFFICE 00000
 BAND: FORT LIARD 00758

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		4		4 100%									4
EDUCATION													
ECON. & EMPLOYMENT													
SOCIAL SERVICES													
COMM. INFRA													
BAND GOV'T		1		1 33%	1		1	2 67%					3
TOTAL		5		5 71%	1		1	2 29%					7
ACCOUNTABILITY -----													
RES & TRUST		4		4									
EDUCATION													
ECON. & EMPLOYMENT													
SOCIAL SERVICES													
COMM. INFRA													
BAND GOV'T		3		3									
TOTAL		7		7									
TECH/ADVIS. SRV -----													
RES & TRUST	1	3		4 100%									4
EDUCATION													
ECON. & EMPLOYMENT													
SOCIAL SERVICES													
COMM. INFRA													
BAND GOV'T		3		3 100%									3
TOTAL	1	6		7 100%									7

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: FITZ/SMITH

01000
 00000
 00759

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT				1		1 100%				1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T				2		1 3 100%				3
TOTAL		4	4 50%	3		1 4 50%				8
ACCOUNTABILITY										
RES & TRUST		3	3							
EDUCATION		1	1							
ECON. & EMPLOYMENT		1	1							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3							
TOTAL		8	8							
TECH/ADVIS. SRV										
RES & TRUST	1	2	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT		1	1 100%							1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3 100%							3
TOTAL	1	7	8 100%							8

REGION: N.W.T. 01000
 DISTRICT: REGIONAL OFFICE 00000
 BAND: FORT PROVIDENCE 00760

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION										
ECON. & EMPLOYMENT				1		1 100%				1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		1	1 25%	2		1 3 75%				4
TOTAL		4	4 50%	3		1 4 50%				8
ACCOUNTABILITY -----										
RES & TRUST		3	3							
EDUCATION										
ECON. & EMPLOYMENT		1	1							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4							
TOTAL		8	8							
TECH/ADVIS. SRV -----										
RES & TRUST	1	2	3 100%							3
EDUCATION										
ECON. & EMPLOYMENT		1	1 100%							1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4 100%							4
TOTAL	1	7	8 100%							8

REGION: N.W.T. 01000
 DISTRICT: REGIONAL OFFICE 00000
 BAND: HAY RIVER 00761

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT				1		1 100%				1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		1	1 33%	2		2 67%				3
TOTAL		5	5 63%	3		3 38%				8
ACCOUNTABILITY -----										
RES & TRUST		3	3							
EDUCATION		1	1							
ECON. & EMPLOYMENT		1	1							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3							
TOTAL		8	8							
TECH/ADVIS. SRV -----										
RES & TRUST	1	2	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT		1	1 100%							1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3 100%							3
TOTAL	1	7	8 100%							8

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: RESOLUTION

01000
 00000
 00762

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVO -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST	3		3 100%							3
EDUCATION				1		1 100%				1
ECON. & EMPLOYMENT										
SOCIAL SERVICES										
COMM. INFRA	1		1 25%	2	1	3 75%				4
BAND GOV'T										
TOTAL	4		4 50%	3	1	4 50%				8
ACCOUNTABILITY -----										
RES & TRUST	3		3							
EDUCATION										
ECON. & EMPLOYMENT	1		1							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T	4		4							
TOTAL	8		8							
TECH/ADVIS. SRV -----										
RES & TRUST	1	2	3 100%							3
EDUCATION										
ECON. & EMPLOYMENT							1	1 100%		1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4 100%							4
TOTAL	1	6	7 88%				1	1 13%		8

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: YELLOWKNIFE (B)

01000
 00000
 00763

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVD -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT										
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T				2	1	3 100%				3
TOTAL		4	4 57%	2	1	3 43%				7
ACCOUNTABILITY -----										
RES & TRUST		3	3							
EDUCATION		1	1							
ECON. & EMPLOYMENT										
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3							
TOTAL		7	7							
TECH/AOVIS. SRV -----										
RES & TRUST	1	2	3 100%							3
EDUCATION		1	1 100%							1
ECON. & EMPLOYMENT										
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		3	3 100%							3
TOTAL	1	6	7 100%							7

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: SNOWDRIFT

01000
 00000
 00764

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%								3
EDUCATION											
ECON. & EMPLOYMENT											
SOCIAL SERVICES											
COMM. INFRA											
BAND GOV'T		1	1 25%	2		1	3 75%				4
TOTAL		4	4 57%	2		1	3 43%				7
ACCOUNTABILITY											

RES & TRUST		3	3								
EDUCATION											
ECON. & EMPLOYMENT											
SOCIAL SERVICES											
COMM. INFRA											
BAND GOV'T		4	4								
TOTAL		7	7								
TECH/ADVIS. SRV											

RES & TRUST	1	2	3 100%								3
EDUCATION											
ECON. & EMPLOYMENT											
SOCIAL SERVICES											
COMM. INFRA											
BAND GOV'T		4	4 100%								4
TOTAL	1	6	7 100%								7

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 BAND: DOG RIB RAE

01000
 00000
 00765

MANAGEMENT OF SERVICES	DEPT. ADMIN			INOIAN ADMIN			OTHER NON-INOIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		3	3 100%							3
EDUCATION										
ECON. & EMPLOYMENT				1		1 100%				1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		1	1 25%	3		3 75%				4
TOTAL		4	4 50%	4		4 50%				8
ACCOUNTABILITY										

RES & TRUST		3	3							
EDUCATION										
ECON. & EMPLOYMENT		1	1							
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4							
TOTAL		8	8							
TECH/ADVIS. SRV										

RES & TRUST	1	2	3 100%							3
EDUCATION										
ECON. & EMPLOYMENT		1	1 100%							1
SOCIAL SERVICES										
COMM. INFRA										
BAND GOV'T		4	4 100%							4
TOTAL	1	7	8 100%							8

MIP TASK 6.2

TABLE 2.2

SERVICE SUMMARY BY DISTRICT

TABLE 2.2

SERVICE SUMMARY BY DISTRICT

NORTHWEST TERRITORIES REGION

INTRODUCTION

Table 2.2 provides a statistical summary of services delivered at the District level. For each of the approximately 40 Districts a statistical analysis, by Main Activity, is given for the three functions of the matrix; management, accountability and the provision of technical/advisory support. In several cases where a direct region/band relationship exists, the regional office is treated as if it were a district office.

Page 1 of Table 2.2 profiles the Northwest Territories Region which is not divided into districts. Under the heading "MANAGEMENT OF SERVICES" it is noted that a total of 131 services are delivered to the 16 bands in the Region. Of these 131 services, 73 (56%) are administered by the Department; 46 (44%) by Indian Administration; and none by other bodies.

Under the heading, "ACCOUNTABILITY" it is noted that for all 131 services, accountability lies at the Regional level in all instances.

Under the heading, "TECH/ADVIS SRV", it is noted that for all activities, and in all instances where technical support was sought, it was provided in 94% of the cases by the Department, 2% by Indian Administration and 5% by other bodies. Please note that technical support is not always provided and therefore the total in this function does not always equal that of the services delivered.

REGION: N.W.T.
 DISTRICT: REGIONAL OFFICE
 NO. OF BANDS: 16

01000
 00000

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		49	49									49
EDUCATION		10	10									10
ECON. & EMPLOYMENT				14			14				100%	14
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		14	14	32		12	44				76%	58
TOTAL		73	73	46		12	58				44%	131
ACCOUNTABILITY -----												
RES & TRUST		49	49									
EDUCATION		10	10									
ECON. & EMPLOYMENT		14	14									
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		58	58									
TOTAL		131	131									
TECH/AOVIS. SRV -----												
RES & TRUST	16	33	49									49
EDUCATION		10	10									10
ECON. & EMPLOYMENT		8	8						6	6	43%	14
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		56	56			2	2				3%	58
TOTAL	16	107	123			2	2		6	6	5%	131

REGION: ATLANTIC
 DISTRICT: REGIONAL OFFICE
 NO. OF BANDS: 2

20000
 00000

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NDN-INDIAN			TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER TDAL	
RES & TRUST	6		6 75%	2		2 25%				8
EDUCATION				23		23 100%				23
ECDN. & EMPLOYMENT				4		4 100%				4
SOCIAL SERVICES	2		2 11%	10		10 56%	6		6 33%	18
COMM. INFRA	3		3 4%	65		65 96%				68
BAND GOV'T	10		10 71%	4		4 29%				14
TDAL	21		21 16%	108		108 80%	6		6 4%	135
ACCDUNTABILITY -----										
RES & TRUST	8		8							
EDUCATION	23		23							
ECON. & EMPLOYMENT	4		4							
SDCIAL SERVICES	18		18							
COMM. INFRA	68		68							
BAND GDV'T	14		14							
TDAL	135		135							
TECH/ADVIS. SRV -----										
RES & TRUST	8		8 100%							8
EDUCATION	22		22 100%							22
ECDN. & EMPLOYMENT	2		2 100%							2
SDCIAL SERVICES	8		8 47%					9	9 53%	17
COMM. INFRA	48		48 86%				2	6	8 14%	56
BAND GDV'T	9		9 100%							9
TDAL	97		97 85%				2	15	17 15%	114

REGION: ATLANTIC
 DISTRICT: NEW-BRUNSWICK
 NO. OF BANDS: 15

20000
 27100

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL		
RES & TRUST	16	36	52	87%	8		8	13%					60	
EDUCATION		113	113	63%	56		56	31%	10		10	6%	179	
ECON. & EMPLOYMENT		15	15	14%	90		90	86%					105	
SOCIAL SERVICES		35	35	30%	66		66	57%	15		15	13%	116	
COMM. INFRA	5	30	35	21%	101		101	61%	17	13	30	18%	166	
BAND GOV'T	15	30	45	43%	32	28	60	57%					105	
TOTAL	36	259	295	40%	353	28	381	52%	42	13	55	8%	731	
ACCOUNTABILITY -----														
RES & TRUST	15	45	60											
EDUCATION		179	179											
ECON. & EMPLOYMENT		105	105											
SOCIAL SERVICES		116	116											
COMM. INFRA	8	158	166											
BAND GOV'T	15	90	105											
TOTAL	38	693	731											
TECH/ADVIS. SRV -----														
RES & TRUST	16	43	1	60	100%								60	
EDUCATION			154	154	94%				9		9	6%	163	
ECON. & EMPLOYMENT			75	75	71%					30	30	29%	105	
SOCIAL SERVICES			100	100	86%					16	16	14%	116	
COMM. INFRA	2	111	113	68%					10	30	13	53	32%	166
BAND GOV'T	1	43	44	50%		30	30	34%			14	14	16%	88
TOTAL	16	46	484	546	78%	30	30	4%	10	55	57	122	17%	698

REGION: ATLANTIC 20000
 DISTRICT: NOVA SCOTIA 27400
 NO. OF BANDS: 12

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	36	3	39	81%	9		9	19%					48
EDUCATION		60	60	57%	36		36	34%	10		10	9%	106
ECON. & EMPLOYMENT					40		40	100%					40
SOCIAL SERVICES					52		52	66%	27		27	34%	79
COMM. INFRA		3	3	3%	100		100	97%					103
BAND GOV'T					24		24	100%					24
TOTAL	36	66	102	26%	261		261	65%	37		37	9%	400
ACCOUNTABILITY -----													
RES & TRUST	36	12	48										
EDUCATION		106	106										
ECON. & EMPLOYMENT		40	40										
SOCIAL SERVICES		79	79										
COMM. INFRA		103	103										
BAND GOV'T		24	24										
TOTAL	36	364	400										
TECH/AOVIS. SRV -----													
RES & TRUST	47	1	48	100%									48
EDUCATION		106	106	100%									106
ECON. & EMPLOYMENT		12	12	46%						14	14	54%	26
SOCIAL SERVICES		52	52	66%					27		27	34%	79
COMM. INFRA		86	86	83%	8		8	8%	5	4	9	9%	103
BAND GOV'T		12	12	50%	12		12	50%					24
TOTAL	47	269	316	82%	20		20	5%	32	18	50	13%	386

REGION: QUEBEC
 DISTRICT: REGIONAL OFFICE
 NO. OF BANDS: 38

30000
 00000

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----		
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL			
RES & TRUST		80		80	86%	13		13	14%				93		
EDUCATION		185	1	186	29%	95	361	456	71%				642		
ECON. & EMPLOYMENT		342		342	83%	48	20	68	17%				410		
SOCIAL SERVICES		84		84	76%	25	1	26	24%				110		
COMM. INFRA		46		46	14%	204	89	293	86%				339		
BAND GOV'T		95		95	55%	45	33	78	45%				173		
TOTAL		832	1	833	47%	430	504	934	53%				1767		
ACCOUNTABILITY -----															
RES & TRUST		93		93											
EDUCATION		642		642											
ECON. & EMPLOYMENT		410		410											
SOCIAL SERVICES		110		110											
COMM. INFRA		339		339											
BAND GOV'T		173		173											
TOTAL		1767		1767											
TECH/ADVIS. SRV -----															
RES & TRUST		93		93	100%								93		
EDUCATION		211		211	33%	1	1	2	%	2	361	66	429	67%	642
ECON. & EMPLOYMENT		396		396	97%					1		13	14	3%	410
SOCIAL SERVICES		87		87	79%			2	2			21	21	19%	110
COMM. INFRA		315		315	93%	9	8	17	5%			6	6	2%	338
BAND GOV'T		113		113	65%	1	1	2	1%			58	58	34%	173
TOTAL		1215		1215	69%	11	12	23	1%	3	361	164	528	30%	1766

REGION: QUEBEC
DISTRICT: POINTE-BLEUE
NO. OF BANDS: 4

30000
35000

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		16		16	100%								16
EDUCATION		26	4	30	38%	49		49	62%				79
ECON. & EMPLOYMENT		32		32	65%	17		17	35%				49
SOCIAL SERVICES			24	24	83%	5		5	17%				29
COMM. INFRA		14	24	38	43%	46	4	50	57%				88
BAND GOV'T		22		22	63%	5	8	13	37%				35
TOTAL		110	52	162	55%	122	12	134	45%				296
ACCOUNTABILITY -----													
RES & TRUST		16		16									
EDUCATION		76	3	79									
ECON. & EMPLOYMENT		45	4	49									
SOCIAL SERVICES		1	28	29									
COMM. INFRA		40	48	88									
BAND GOV'T		31	4	35									
TOTAL		209	87	296									
TECH/AOVIS. SRV -----													
RES & TRUST		16		16	100%								16
EDUCATION		79		79	100%								79
ECON. & EMPLOYMENT		31	15	46	94%					3	3	6%	49
SOCIAL SERVICES		24	4	28	97%					1	1	3%	29
COMM. INFRA		60	12	72	82%		4	4	5%	12	12	14%	88
BAND GOV'T		17		17	49%		2	2	6%	16	16	46%	35
TOTAL		227	31	258	87%		6	6	2%	32	32	11%	296

REGION: QUEBEC
DISTRICT: SEPT-ILES
NO. OF BANDS: 9

30000
37000

MANAGEMENT OF SERVICES	OEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	36			36	100%								36
EDUCATION	82	9		91	54%	76		76	46%				167
ECON. & EMPLOYMENT	7	73		80	75%	27		27	25%				107
SOCIAL SERVICES	7	48		55	95%	2	1	3	5%				58
COMM. INFRA	18	11		29	28%	67	9	76	72%				105
BAND GOV'T	45			45	63%	16	11	27	38%				72
TOTAL	195	141		336	62%	188	21	209	38%				545
ACCOUNTABILITY -----													
RES & TRUST	36			36									
EDUCATION	158	9		167									
ECON. & EMPLOYMENT	92	15		107									
SOCIAL SERVICES	7	51		58									
COMM. INFRA	42	63		105									
BAND GOV'T	57	15		72									
TOTAL	392	153		545									
TECH/AOVIS. SRV -----													
RES & TRUST	36			36	100%								36
EDUCATION	104	2		106	63%	1		1	1%	17	43	60	167
ECON. & EMPLOYMENT	83	5		88	82%						19	19	107
SOCIAL SERVICES	39			39	67%		14	14	24%		5	5	58
COMM. INFRA	79	9		88	84%		9	9	9%		8	8	105
BAND GOV'T	30			30	43%		8	8	11%		32	32	70
TOTAL	371	16		387	71%	1	31	32	6%	17	107	124	543

REGION: ONTARIO 40000
 DISTRICT: BRUCE SERVICE CENTRE 40301
 NO. OF BANDS: 2

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	8			8 100%									8
EDUCATION		19		19 51%	18			18 49%					37
ECON. & EMPLOYMENT		25		25 61%	15			15 37%	1	1	2%		41
SOCIAL SERVICES	2			2 22%	7			7 78%					9
COMM. INFRA	2			2 9%	21			21 91%					23
BAND GOV'T	2			2 33%	4			4 67%					6
TOTAL	14	44	58	47%	65			65 52%	1	1	1%		124
ACCOUNTABILITY -----													
RES & TRUST	8			8									
EDUCATION		37		37									
ECON. & EMPLOYMENT		41		41									
SOCIAL SERVICES	9			9									
COMM. INFRA	20	3		23									
BAND GOV'T	6			6									
TOTAL	43	81	124										
TECH/ADVIS. SRV -----													
RES & TRUST													
EDUCATION		18		18 100%									18
ECON. & EMPLOYMENT		41		41 100%									41
SOCIAL SERVICES	7			7 100%									7
COMM. INFRA	18	3		21 100%									21
BAND GOV'T	4			4 100%									4
TOTAL	29	62	91	100%									91

REGION: ONTARIO 40000
 DISTRICT: SUDBURY 41100
 NO. OF BANDS: 30

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST			106	106	88%	14		14	12%				120
EDUCATION			117	117	39%	176	5	181	61%				298
ECON. & EMPLOYMENT			299	299	84%	49	6	55	16%				354
SOCIAL SERVICES						78		78	85%	14	14	15%	92
COMM. INFRA			16	16	9%	155		155	91%				171
BAND GOV'T			51	51	50%	51		51	50%				102
TOTAL			589	589	52%	523	11	534	47%	14	14	1%	1137
ACCOUNTABILITY -----													
RES & TRUST			120	120									
EDUCATION			298	298									
ECON. & EMPLOYMENT	23		331	354									
SOCIAL SERVICES	70		22	92									
COMM. INFRA			171	171									
BAND GOV'T			102	102									
TOTAL	93	1044	1137										
TECH/ADVIS. SRV -----													
RES & TRUST			120	120	100%								120
EDUCATION			5	5	7%	62		62	93%				67
ECON. & EMPLOYMENT	2	352	354	100%									354
SOCIAL SERVICES		4	4	4%					74	14	88	96%	92
COMM. INFRA		170	170	100%									170
BAND GOV'T		101	101	100%									101
TOTAL	2	752	754	83%	62		62	7%	74	14	88	10%	904

REGION: ONTARIO
 DISTRICT: LONDON
 NO. OF BANDS: 8

40000
 47100

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----		
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL			
RES & TRUST			21	21	75%	7		7	25%				28		
EDUCATION			86	86	62%	53		53	38%				139		
ECON. & EMPLOYMENT			77	77	53%	63		63	43%	6	6	4%	146		
SOCIAL SERVICES						33		33	100%				33		
COMM. INFRA						94		94	100%				94		
BAND GOV'T			34	34	61%	14	8	22	39%				56		
TOTAL			218	218	44%	264	8	272	55%	6	6	1%	496		
ACCOUNTABILITY -----															
RES & TRUST		2	26	28											
EDUCATION			139	139											
ECON. & EMPLOYMENT	3		143	146											
SOCIAL SERVICES		33		33											
COMM. INFRA			94	94											
BAND GOV'T		2	54	56											
TOTAL	3	37	456	496											
TECH/ADVIS. SRV -----															
RES & TRUST			19	19	95%	1		1	5%				20		
EDUCATION			83	83	73%	16		16	14%	2	13	15	13%	114	
ECON. & EMPLOYMENT			141	141	98%						3	3	2%	144	
SOCIAL SERVICES															
COMM. INFRA			74	74	79%					32	32	100%	32		
BAND GOV'T			56	56	100%					14	6	20	21%	94	
TOTAL			373	373	81%	17		17	4%	2	46	22	70	15%	460

REGION: ONTARIO 40000
 DISTRICT: PETERBOROUGH 47600
 NO. OF BANDS: 13

MANAGEMENT OF SERVICES	OEPT. ADMIN				INDIAN ADMIN			OTHER NON-INDIAN				TOTAL RCVO -----			
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER		TOTAL		
RES & TRUST			46	46	88%	6		6	12%				52		
EDUCATION			49	49	26%	139		139	74%				188		
ECON. & EMPLOYMENT			110	110	76%	34		34	24%				144		
SOCIAL SERVICES			21	21	24%	68		68	76%				89		
COMM. INFRA			2	2	3%	71		71	97%				73		
BAND GOV'T			2	2	7%	26		26	93%				28		
TOTAL			230	230	40%	344		344	60%				574		
ACCOUNTABILITY -----															
RES & TRUST	6		46	52											
EDUCATION			188	188											
ECON. & EMPLOYMENT			144	144											
SOCIAL SERVICES		58	31	89											
COMM. INFRA			73	73											
BAND GOV'T			28	28											
TOTAL	6	58	510	574											
TECH/AOVIS. SRV -----															
RES & TRUST	26		26	67%					13		13	33%	39		
EDUCATION			137	137	98%					3	3	2%	140		
ECON. & EMPLOYMENT			142	142	99%	2		2	1%				144		
SOCIAL SERVICES			34	34	38%					55		55	62%	89	
COMM. INFRA			73	73	100%								73		
BAND GOV'T			26	26	100%								26		
TOTAL	26		412	438	86%	2		2	%	13	55	3	71	14%	511

REGION: ONTARIO 40000
 DISTRICT: BRANTFORD 47900
 NO. OF BANDS: 2

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST			8	8	100%								8
EDUCATION			31	31	97%	1		1	3%				32
ECON. & EMPLOYMENT			38	38	100%								38
SOCIAL SERVICES			2	2	20%	8		8	80%				10
COMM. INFRA			44	44	92%	4		4	8%				48
BAND GOV'T			18	18	100%								18
TOTAL			141	141	92%	13		13	8%				154
ACCOUNTABILITY -----													
RES & TRUST			8	8									
EDUCATION			32	32									
ECON. & EMPLOYMENT			38	38									
SOCIAL SERVICES	8		2	10									
COMM. INFRA			48	48									
BAND GOV'T			18	18									
TOTAL	8		146	154									
TECH/ADVIS. SRV -----													
RES & TRUST	1		6	7	88%				1		1	13%	8
EDUCATION			32	32	100%								32
ECON. & EMPLOYMENT			38	38	100%								38
SOCIAL SERVICES			2	2	20%					8	8	80%	10
COMM. INFRA			48	48	100%								48
BAND GOV'T			18	18	100%								18
TOTAL	1		144	145	94%				1	8	9	6%	154

REGION: ONTARIO
 DISTRICT: FORT FRANCES
 NO. OF BANDS: 10

40000
 48500

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN			TOTAL RCVO -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/OC	OTHER TOTAL	FED	PROV	OTHER TOTAL	
RES & TRUST		40	40 100%							40
EDUCATION		26	26 21%	97		97 79%				123
ECON. & EMPLOYMENT		8	8 6%	123		123 94%				131
SOCIAL SERVICES		13	13 26%	37		37 74%				50
COMM. INFRA		9	9 7%	120		120 93%				129
BAND GOV'T		10	10 18%	45		45 82%				55
TOTAL		106	106 20%	422		422 80%				528
ACCOUNTABILITY -----										
RES & TRUST		40	40							
EDUCATION		123	123							
ECON. & EMPLOYMENT		131	131							
SOCIAL SERVICES	29	21	50							
COMM. INFRA	13	116	129							
BAND GOV'T		55	55							
TOTAL	42	486	528							
TECH/ADVIS. SRV -----										
RES & TRUST		40	40 100%							40
EDUCATION		123	123 100%							123
ECON. & EMPLOYMENT		131	131 100%							131
SOCIAL SERVICES		21	21 42%				29	29 58%		50
COMM. INFRA		116	116 90%				13	13 10%		129
BAND GOV'T		55	55 100%							55
TOTAL		486	486 92%				42	42 8%		528

REGION: ONTARIO
 DISTRICT: JAMES BAY
 NO. OF BANDS: 6

40000
 48600

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	24			24 100%									24
EDUCATION		43		43 60%	29			29 40%					72
ECON. & EMPLOYMENT					6			6 100%					6
SOCIAL SERVICES		5		5 33%	10			10 67%					15
COMM. INFRA		9		9 15%	52			52 85%					61
BAND GOV'T					12			12 100%					12
TOTAL	24	57	81	43%	109			109 57%					190
ACCOUNTABILITY -----													
RES & TRUST	24			24									
EDUCATION		72		72									
ECON. & EMPLOYMENT		6		6									
SOCIAL SERVICES	6	9		15									
COMM. INFRA		61		61									
BAND GOV'T		12		12									
TOTAL	30	160		190									
TECH/ADVIS. SRV -----													
RES & TRUST	24			24 100%									24
EDUCATION		72		72 100%									72
ECON. & EMPLOYMENT		6		6 100%									6
SOCIAL SERVICES		9		9 60%					6		6 40%		15
COMM. INFRA		60		60 100%									60
BAND GOV'T		12		12 100%									12
TOTAL	24	159	183	97%					6		6 3%		189

REGION: ONTARIO
 DISTRICT: KENORA
 NO. OF BANDS: 13

40000
 48700

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL		
RES & TRUST			51	51	98%	1		1	2%				52	
EDUCATION			96	96	60%	63		63	40%				159	
ECON. & EMPLOYMENT			106	106	59%	74		74	41%				180	
SOCIAL SERVICES			48	48	39%	64		64	52%	12		12	10%	124
COMM. INFRA	65	14	79	22%	269		269	75%	2	9	11	3%	359	
BAND GOV'T	12	26	38	60%	25		25	40%					63	
TOTAL	77	341	418	45%	496		496	53%	14	9	23	2%	937	
ACCOUNTABILITY -----														
RES & TRUST			52	52										
EDUCATION		1	158	159										
ECON. & EMPLOYMENT			180	180										
SOCIAL SERVICES	4	65	55	124										
COMM. INFRA		80	279	359										
BAND GOV'T		12	51	63										
TOTAL	4	158	775	937										
TECH/ADVIS. SRV -----														
RES & TRUST			52	52	100%								52	
EDUCATION			50	50	91%					1	4	5	9%	55
ECON. & EMPLOYMENT			180	180	100%									180
SOCIAL SERVICES			33	33	27%									124
COMM. INFRA	58	156	214	60%	105		105	29%	4	74	13	91	73%	359
BAND GOV'T	12	26	38	60%	25		25	40%		29	11	40	11%	63
TOTAL	70	497	567	68%	130		130	16%	4	104	28	136	16%	833

REGION: ONTARIO
 DISTRICT: NAKINA
 NO. OF BANDS: 8

40000
 48900

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		32		32				100%					32
EDUCATION			85	85	44		44	34%					129
ECON. & EMPLOYMENT			40	40	19		19	32%					59
SOCIAL SERVICES			6	6	1		1	2%	5	40		45	52
COMM. INFRA			22	22	52		52	69%		1		1	75
BAND GOV'T		8	8	16	20		20	56%					36
TOTAL		40	161	201	136		136	36%	5	41		46	383
ACCOUNTABILITY -----													
RES & TRUST		32		32									
EDUCATION			129	129									
ECON. & EMPLOYMENT			59	59									
SOCIAL SERVICES	5	38	9	52									
COMM. INFRA		1	74	75									
BAND GOV'T		8	28	36									
TOTAL	5	79	299	383									
TECH/ADVIS. SRV -----													
RES & TRUST		32		32				100%					32
EDUCATION			129	129				100%					129
ECON. & EMPLOYMENT			59	59				100%					59
SOCIAL SERVICES			6	6				12%	5	41		46	52
COMM. INFRA			75	75				100%					75
BAND GOV'T		1	35	36				100%					36
TOTAL		33	304	337				88%	5	41		46	383

REGION: ONTARIO
DISTRICT: LAKEHEAD
NO. OF BANDS: 9

40000
49200

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----		
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL			
RES & TRUST		35		35	97%	1		1	3%				36		
EDUCATION			37	37	53%	33		33	47%				70		
ECON. & EMPLOYMENT			76	76	70%	32		32	30%				108		
SOCIAL SERVICES			48	48	56%	20		20	24%	17		17	20%	85	
COMM. INFRA						57		57	100%				57		
BAND GOV'T			51	51	76%	16		16	24%				67		
TOTAL		35	212	247	58%	159		159	38%	17		17	4%	423	
ACCOUNTABILITY -----															
RES & TRUST		35	1	36											
EDUCATION			70	70											
ECON. & EMPLOYMENT			108	108											
SOCIAL SERVICES	1	17	67	85											
COMM. INFRA			57	57											
BAND GOV'T			67	67											
TOTAL	1	52	370	423											
TECH/AOVIS. SRV -----															
RES & TRUST		18	18	36	100%								36		
EDUCATION			69	69	100%								69		
ECON. & EMPLOYMENT			108	108	100%								108		
SOCIAL SERVICES			25	25	29%	5		5	6%	1	54	55	65%	85	
COMM. INFRA			54	54	96%					1	1	2	4%	56	
BAND GOV'T			44	44	100%								44		
TOTAL		18	318	336	84%	5		5	1%	1	55	1	57	14%	398

REGION: ONTARIO
 DISTRICT: SIOUX LOOKOUT
 NO. OF BANDS: 18

40000
 49400

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NDN-INDIAN				TOTAL RCVD
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		54	54	100%									54
EDUCATION		75	75	26%	36		174	210	74%				285
ECDN. & EMPLOYMENT		222	222	85%	19		19	38	15%				260
SOCIAL SERVICES		93	93	65%	39			39	27%	12		12	144
CDMM. INFRA		120	120	27%	329			329	73%				449
BAND GOV'T		72	72	55%	58			58	45%				130
TOTAL		636	636	48%	481		193	674	51%	12		12	1322
ACCDUNTABILITY													
RES & TRUST		54	54										
EDUCATION		285	285										
ECDN. & EMPLDYMENT		260	260										
SOCIAL SERVICES	12	132	144										
COMM. INFRA		449	449										
BAND GDV'T		130	130										
TOTAL	12	1310	1322										
TECH/AOVIS. SRV													
RES & TRUST		54	54	100%									54
EDUCATION		285	285	100%									285
ECDN. & EMPLDYMENT		260	260	100%									260
SDCIAL SERVICES		127	127	91%						12		12	139
CDMM. INFRA		444	444	100%									444
BAND GDV'T		130	130	100%									130
TOTAL		1300	1300	99%						12		12	1312

REGION: MANITOBA
DISTRICT: REGIONAL OFFICE
NO. OF BANDS: 50

50200
00000

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN					OTHER NON-INDIAN					TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL		FED	PROV	OTHER	TOTAL		
RES & TRUST	200			200	100%										200
EDUCATION	290	2		292	37%	236	111	149	496	63%					788
ECON. & EMPLOYMENT	109	1		110	53%	18	30	50	98	47%					208
SOCIAL SERVICES	206	5		211	28%	272	63	29	364	48%	36	142		178	753
COMM. INFRA	1326	3		1329	76%	410			410	24%					1739
BAND GOV'T	50			50	11%	400			400	89%					450
TOTAL	2181	11		2192	53%	1336	204	228	1768	43%	36	142		178	4138
ACCOUNTABILITY -----															
RES & TRUST	200			200											
EDUCATION	782	6		788											
ECON. & EMPLOYMENT	206	2		208											
SOCIAL SERVICES	739	14		753											
COMM. INFRA	1204	535		1739											
BAND GOV'T	447	3		450											
TOTAL	3578	560		4138											
TECH/ADVIS. SRV -----															
RES & TRUST	200			200	100%										200
EDUCATION	452	6		458	58%	9	147	170	326	41%	2		2	4	788
ECON. & EMPLOYMENT	77	1		78	38%		30	50	80	38%			50	50	208
SOCIAL SERVICES	560	11		571	76%	10		3	13	2%	40	129		169	753
COMM. INFRA	719	705		1424	82%	315			315	18%					1739
BAND GOV'T	273	2		275	61%	1	65	109	175	39%					450
TOTAL	2281	725		3006	73%	335	242	332	909	22%	42	129	52	223	4138

REGION: MANITOBA
DISTRICT: THOMPSON
NO. OF BANDS: 9

50200
57800

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	36			36 100%									36
EDUCATION	87	16		103 82%	23			23 18%					126
ECON. & EMPLOYMENT	9	9		18 38%	11	18		29 62%					47
SOCIAL SERVICES	46	12		58 40%	42	9		51 35%	8	27		35 24%	144
COMM. INFRA	234	18		252 81%	61			61 19%					313
BAND GOV'T	9	1		10 12%	72			72 88%					82
TOTAL	421	56		477 64%	209	27		236 32%	8	27		35 5%	748
ACCOUNTABILITY													
RES & TRUST	36			36									
EDUCATION	91	35		126									
ECON. & EMPLOYMENT	29	18		47									
SOCIAL SERVICES	90	54		144									
COMM. INFRA	200	113		313									
BAND GOV'T	54	28		82									
TOTAL	500	248		748									
TECH/AOVIS. SRV													
RES & TRUST	36			36 100%									36
EDUCATION	89	33		122 98%		2		2 2%					124
ECON. & EMPLOYMENT	11	9		20 43%		18		18 38%			9	9 19%	47
SOCIAL SERVICES	55	54		109 76%					8	27		35 24%	144
COMM. INFRA	117	144		261 83%	52			52 17%					313
BAND GOV'T	45	19		64 78%		18		18 22%					82
TOTAL	353	259		612 82%	52	38		90 12%	8	27	9	44 6%	746

REGION: SASK. 60000
 DISTRICT: NORTH BATTLEFORD 67100
 NO. OF BANDS: 10

MANAGEMENT OF SERVICES	DEPT. ADMIN					INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL		BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	8	20	60	88	96%	4		4	4%					92
EDUCATION			144	144	59%	100		100	41%					244
ECON. & EMPLOYMENT			156	156	95%	9		9	5%					165
SOCIAL SERVICES			70	70	63%	42		42	38%					112
COMM. INFRA			26	26	15%	142		142	85%					168
BAND GOV'T			20	20	39%	31		31	61%					51
TOTAL	8	20	476	504	61%	328		328	39%					832
ACCOUNTABILITY -----														
RES & TRUST	8	20	64	92										
EDUCATION			244	244										
ECON. & EMPLOYMENT		147	18	165										
SOCIAL SERVICES			112	112										
COMM. INFRA		1	167	168										
BAND GOV'T			51	51										
TOTAL	8	168	656	832										
TECH/ADVIS. SRV -----														
RES & TRUST	8	14	70	92	100%									92
EDUCATION			236	236	97%					8		8	3%	244
ECON. & EMPLOYMENT			165	165	100%									165
SOCIAL SERVICES			112	112	100%									112
COMM. INFRA			168	168	100%									168
BAND GOV'T			51	51	100%									51
TOTAL	8	14	802	824	99%					8		8	1%	832

REGION: SASK.
DISTRICT: PRINCE ALBERT
NO. OF BANDS: 12

60000
67200

MANAGEMENT OF SERVICES	DEPT. ADMIN					INDIAN ADMIN				DTHR NON-INDIAN				TOTAL RCVD
	H.Q.	REG.	DIST.	TOTAL		BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	28	60	12	100	100%									100
EDUCATION			91	91	38%	89		89	37%		27	33	60	240
ECON. & EMPLOYMENT		8	97	105	72%	37		4	41	28%				146
SDCIAL SERVICES			144	144	86%	24			24	14%				168
COMM. INFRA		12	72	84	56%	62			62	41%	1	3	4	150
BAND GOV'T			67	67	72%	26			26	28%				93
TOTAL	28	80	483	591	66%	238		4	242	27%	1	27	36	897
ACCOUNTABILITY -----														
RES & TRUST	28	60	12	100										
EDUCATION				240	240									
ECON. & EMPLOYMENT		35		111	146									
SDCIAL SERVICES				168	168									
COMM. INFRA		18		132	150									
BAND GOV'T				93	93									
TOTAL	28	113		756	897									
TECH/ADVIS. SRV -----														
RES & TRUST				100	100	100%								100
EDUCATION				240	240	100%								240
ECON. & EMPLOYMENT		8		137	145	99%		1	1	1%				146
SDCIAL SERVICES				168	168	100%								168
COMM. INFRA		2		148	150	100%								150
BAND GOV'T				93	93	100%								93
TOTAL		10		886	896	100%		1	1	%				897

REGION: SASK.
DISTRICT: YORKTON
NO. OF BANDS: 8

60000
67300

MANAGEMENT OF SERVICES	DEPT. ADMIN				INOIAN ADMIN				OTHER NON-INOIAN				TOTAL RCVD -----
	H.O.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		16	16	32	97%	1		1	3%				33
EDUCATION			174	174	85%	31		31	15%				205
ECON. & EMPLOYMENT			91	91	81%	22		22	19%				113
SOCIAL SERVICES			74	74	65%	36	3	39	35%				113
COMM. INFRA	6	46	52	38%	85		85	62%					137
BAND GOV'T		10	10	26%	29		29	74%					39
TOTAL	22	411	433	68%	204		3	207	32%				640
ACCOUNTABILITY -----													
RES & TRUST		16	17	33									
EDUCATION			205	205									
ECON. & EMPLOYMENT	2	111	113										
SOCIAL SERVICES			113	113									
COMM. INFRA	6	131	137										
BAND GOV'T			39	39									
TOTAL	24	616	640										
TECH/ADVIS. SRV -----													
RES & TRUST			33	33	100%								33
EDUCATION			205	205	100%								205
ECON. & EMPLOYMENT			113	113	100%								113
SOCIAL SERVICES			110	110	97%								113
COMM. INFRA	14	123	137	100%					3	3	3%		137
BAND GOV'T			39	39	100%								39
TOTAL	14	623	637	100%					3	3	%		640

REGION: SASK.
DISTRICT: SASKATOON
NO. OF BANDS: 8

60000
67400

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST			31	31	74%	11		11					42
EDUCATION			21	21	19%	83		83		8		8	112
ECON. & EMPLOYMENT			15	15	19%	63		63					78
SOCIAL SERVICES			33	33	51%	32		32					65
COMM. INFRA	4		18	22	9%	211		211					233
BAND GOV'T	3			3	8%	34		34					37
TOTAL		7	118	125	22%	434		434		8		8	567
ACCOUNTABILITY													
RES & TRUST	8		34	42									
EDUCATION			112	112									
ECON. & EMPLOYMENT			78	78									
SOCIAL SERVICES			65	65									
COMM. INFRA	4		229	233									
BAND GOV'T			37	37									
TOTAL	8	4	555	567									
TECH/ADVIS. SRV													
RES & TRUST			42	42	100%								42
EDUCATION			78	78	70%		24	24	21%	10		10	112
ECON. & EMPLOYMENT			78	78	100%								78
SOCIAL SERVICES			65	65	100%								65
COMM. INFRA	12		185	197	86%						32	32	229
BAND GOV'T			37	37	100%								37
TOTAL		12	485	497	88%		24	24	4%	10	32	42	563

REGION: SASK. 60000
 DISTRICT: TOUCHWOOD/FILEHILLS/QUAP. 67500
 NO. OF BANDS: 16

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL		
RES & TRUST	4	115	119	90%	13		13	10%					132	
EDUCATION	279		279	78%	78		78	22%					357	
ECON. & EMPLOYMENT		16	16	19%	70		70	81%					86	
SOCIAL SERVICES	166		166	75%	56		56	25%					222	
COMM. INFRA	19	1	20	15%	117		117	85%					137	
BAND GOV'T	31	8	39	41%	56		56	59%					95	
TOTAL	499	140	639	62%	390		390	38%					1029	
ACCOUNTABILITY -----														
RES & TRUST	4	128	132											
EDUCATION	357		357											
ECON. & EMPLOYMENT	4	82	86											
SDCIAL SERVICES	222		222											
COMM. INFRA	135	2	137											
BAND GOV'T	80	15	95											
TOTAL	802	227	1029											
TECH/ADVIS. SRV -----														
RES & TRUST	4	111	115	87%					17		17	13%	132	
EDUCATION	357		357	100%									357	
ECON. & EMPLOYMENT	4	82	86	100%									86	
SOCIAL SERVICES	222		222	100%									222	
COMM. INFRA	19	19	38	28%	71		71	52%	1		27	28	20%	137
BAND GOV'T	80	14	94	99%					1		1	1%	95	
TOTAL	686	226	912	89%	71		71	7%	19		27	46	4%	1029

REGION: SASK.
DISTRICT: MEADOW LAKE
NO. OF BANDS: 10

80000
87800

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL		
RES & TRUST	5	60	65	100%									65	
EDUCATION		125	125	61%	80		80	39%					205	
ECON. & EMPLOYMENT		2	2	1%	102		37	139	5		5	3%	146	
SOCIAL SERVICES		87	87	73%	33			33					120	
COMM. INFRA	29	47	76	29%	184		1	185			4	4	2%	265
BAND GOV'T	1	28	29	48%	32			32					61	
TOTAL	35	349	384	45%	431		38	469	5		4	9	1%	862
ACCOUNTABILITY -----														
RES & TRUST	65		65											
EDUCATION		205	205											
ECON. & EMPLOYMENT	43	103	146											
SOCIAL SERVICES		120	120											
COMM. INFRA	32	233	265											
BAND GOV'T	1	60	61											
TOTAL	141	721	862											
TECH/AOVIS. SRV -----														
RES & TRUST	65		65	100%									65	
EDUCATION		195	195	95%	9		1	10					205	
ECON. & EMPLOYMENT	26	105	131	90%			10	10	4		1	5	146	
SOCIAL SERVICES		96	96	80%						14	10	24	120	
COMM. INFRA	27	213	240	91%							25	25	265	
BAND GOV'T	8	52	60	98%			1	1					61	
TOTAL	126	661	787	91%	9		12	21	4	14	36	54	862	

REGION: SASK. 60000
 DISTRICT: SHELLBROOK INDIAN AGENCY 67700
 NO. OF BANDS: 4

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST			24	24	100%								24
EDUCATION			88	88	100%								88
ECON. & EMPLOYMENT			20	20	100%								20
SOCIAL SERVICES			52	52	100%								52
COMM. INFRA		16	104	120	100%								120
BAND GOV'T		4	24	28	100%								28
TOTAL		20	312	332	100%								332
ACCOUNTABILITY -----													
RES & TRUST			24	24									
EDUCATION			88	88									
ECON. & EMPLOYMENT			20	20									
SOCIAL SERVICES			52	52									
COMM. INFRA		16	104	120									
BAND GOV'T		4	24	28									
TOTAL		20	312	332									
TECH/ADVIS. SRV -----													
RES & TRUST			24	24	100%								24
EDUCATION			88	88	100%								88
ECON. & EMPLOYMENT			16	16	80%				4		4	20%	20
SOCIAL SERVICES			51	51	100%								51
COMM. INFRA		20	100	120	100%								120
BAND GOV'T		4	24	28	100%								28
TOTAL		24	303	327	99%				4		4	1%	331

REGION: ALBERTA
 DISTRICT: FORT MCMURRAY
 NO. OF BANDS: 5

70000
 70200

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		28		28									28
EDUCATION		3	51	54	7		7	11%		5	5	8%	66
ECON. & EMPLOYMENT		5		5	7		5	71%					17
SOCIAL SERVICES		3	10	13									13
COMM. INFRA			2	2	35		2	95%					39
BAND GOV'T					14			100%					14
TOTAL		39	63	102	63		7	40%		5	5	3%	177
ACCOUNTABILITY -----													
RES & TRUST		28		28									
EDUCATION		10	56	66									
ECON. & EMPLOYMENT		17		17									
SOCIAL SERVICES		13		13									
COMM. INFRA		37	2	39									
BAND GOV'T		14		14									
TOTAL		119	58	177									
TECH/ADVIS. SRV -----													
RES & TRUST		28		28									28
EDUCATION		11	55	66									66
ECON. & EMPLOYMENT		12		12						5	5	29%	17
SOCIAL SERVICES			13	13									13
COMM. INFRA		3	2	5	33		1	87%					39
BAND GOV'T		4		4	10			71%					14
TOTAL		58	70	128	43		1	25%		5	5	3%	177

REGION: ALBERTA 70000
 DISTRICT: BLACKFOOT/STONE/SARCEE 77200
 NO. OF BANDS: 5

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		35		35									35
EDUCATION		3	51	54	16			16		1	4	5	75
ECON. & EMPLOYMENT		5		5	10		5	15					20
SOCIAL SERVICES					24			24					24
COMM. INFRA			5	5	31			31					36
BAND GOV'T					13			13					13
TOTAL		43	56	99	94		5	99		1	4	5	203
ACCOUNTABILITY -----													
RES & TRUST		35		35									
EDUCATION		14	61	75									
ECON. & EMPLOYMENT		20		20									
SOCIAL SERVICES		4	20	24									
COMM. INFRA		31	5	36									
BAND GOV'T		13		13									
TOTAL		117	86	203									
TECH/ADVIS. SRV -----													
RES & TRUST		35		35									35
EDUCATION		14	61	75									75
ECON. & EMPLOYMENT		15		15						4	4	21%	19
SOCIAL SERVICES			23	23	1		1	4%					24
COMM. INFRA			5	5	31		31	86%					36
BAND GOV'T		4		4	9		9	69%					13
TOTAL		68	89	157	41		41	20%		4	4	2%	202

REGION: ALBERTA
 DISTRICT: BLOOD/PEIGAN
 NO. OF BANDS: 2

70000
 77300

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL		
RES & TRUST		14		14	100%								14	
EDUCATION		2	19	21	66%	9		9			2	2	6%	32
ECON. & EMPLOYMENT		1		1	10%	7	2	9						10
SOCIAL SERVICES						10		10						10
COMM. INFRA			2	2	11%	17		17						19
BAND GOV'T						4		4						4
TOTAL		17	21	38	43%	47	2	49	55%		2	2	2%	89
ACCOUNTABILITY -----														
RES & TRUST		14		14										
EDUCATION		7	25	32										
ECON. & EMPLOYMENT		10		10										
SOCIAL SERVICES			10	10										
COMM. INFRA		17	2	19										
BAND GOV'T		4		4										
TOTAL		52	37	89										
TECH/AOVIS. SRV -----														
RES & TRUST		14		14	100%									14
EDUCATION		7	25	32	100%									32
ECON. & EMPLOYMENT		8		8	80%						2	2	20%	10
SOCIAL SERVICES			10	10	100%									10
COMM. INFRA			2	2	11%	17		17	89%					19
BAND GOV'T						4		4	100%					4
TOTAL		29	37	66	74%	21		21	24%		2	2	2%	89

REGION: ALBERTA
 DISTRICT: EDMONTON/HOBBEMA
 NO. OF BANDS: 8

70000
 77400

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		51		51									51
EDUCATION		8	74	82	28		28	24%		8	8	7%	118
ECON. & EMPLOYMENT		8		8	8		8	16					24
SOCIAL SERVICES					34			34					34
COMM. INFRA			7	7	34			34					41
BAND GOV'T					8		2	10					10
TOTAL		67	81	148	112		10	122		8	8	3%	278
ACCDUNTABILITY -----													
RES & TRUST		51		51									
EDUCATION		23	95	118									
ECON. & EMPLOYMENT		24		24									
SOCIAL SERVICES			34	34									
COMM. INFRA		34	7	41									
BAND GOV'T		10		10									
TOTAL		142	136	278									
TECH/AOVIS. SRV -----													
RES & TRUST		51		51									51
EDUCATION		23	95	118									118
ECON. & EMPLOYMENT		16		16						8	8	33%	24
SOCIAL SERVICES			34	34									34
COMM. INFRA			7	7	34			34					41
BAND GOV'T					8		2	10					10
TOTAL		90	136	226	42		2	44		8	8	3%	278

REGION: ALBERTA
 DISTRICT: FORT VERMILLION
 NO. OF BANDS: 4

70000
 77500

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.O.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		25		25									25
EDUCATION		4	36	40	4		4	8%		4	4	8%	48
ECON. & EMPLOYMENT		4		4	8		4	12					16
SDCIAL SERVICES					14			14					14
COMM. INFRA		3	2	5	27			27					32
BAND GOV'T					8			8					8
TOTAL		36	38	74	61		4	65		4	4	3%	143
ACCOUNTABILITY -----													
RES & TRUST		25		25									25
EDUCATION		8	40	48									48
ECON. & EMPLOYMENT		16		16									16
SDCIAL SERVICES			14	14									14
CDMM. INFRA		30	2	32									32
BAND GOV'T		8		8									8
TOTAL		87	56	143									
TECH/ADVIS. SRV -----													
RES & TRUST		25		25									25
EDUCATION		8	40	48									48
ECON. & EMPLOYMENT		12		12						4	4	25%	16
SDCIAL SERVICES			14	14									14
CDMM. INFRA		3	2	5	27			27					32
BAND GOV'T					8			8					8
TOTAL		48	56	104	35			35		4	4	3%	143

REGION: ALBERTA
 DISTRICT: LESSER SLAVE LAKE
 NO. OF BANDS: 11

70000
 77700

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	34		34 61%	3	19		22 39%					56
EDUCATION				3	50		53 83%			11 11 17%		64
ECON. & EMPLOYMENT	11		11 25%	4	18	11	33 75%					44
SOCIAL SERVICES	2		2 6%	8	24		32 94%					34
COMM. INFRA				18	48		66 100%					66
BAND GOV'T				7	24		31 100%					31
TOTAL	47		47 16%	43	183	11	237 80%			11 11 4%		295
ACCOUNTABILITY -----												
RES & TRUST	56		56									
EDUCATION	64		64									
ECON. & EMPLOYMENT	44		44									
SOCIAL SERVICES	7	27	34									
COMM. INFRA	66		66									
BAND GOV'T	31		31									
TOTAL	268	27	295									
TECH/AOVIS. SRV -----												
RES & TRUST	56		56 100%									56
EDUCATION	64		64 100%									64
ECON. & EMPLOYMENT	31		31 70%							13 13 30%		44
SOCIAL SERVICES	7	27	34 100%									34
COMM. INFRA	2		2 3%	16	48		64 97%					66
BAND GOV'T	1		1 3%	6	24		30 97%					31
TOTAL	161	27	188 64%	22	72		94 32%			13 13 4%		295

REGION: ALBERTA 70000
 DISTRICT: SADDLE LAKE/ATHABASCA 77900
 NO. OF BANDS: 6

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL		
RES & TRUST		37		37	100%								37	
EDUCATION		5	59	64	80%	10		10			6	6	8%	80
ECON. & EMPLOYMENT		6		6	21%	16	6	22						28
SOCIAL SERVICES		6	5	11	48%	12		12						23
COMM. INFRA			2	2	4%	46	1	47						49
BAND GOV'T						10		10	100%					10
TOTAL		54	66	120	53%	94	7	101	44%		6	6	3%	227
ACCOUNTABILITY -----														
RES & TRUST		37		37										
EDUCATION		14	66	80										
ECON. & EMPLOYMENT		28		28										
SOCIAL SERVICES		11	12	23										
COMM. INFRA		43	6	49										
BAND GOV'T		10		10										
TOTAL		143	84	227										
TECH/ADVIS. SRV -----														
RES & TRUST		37		37	100%									37
EDUCATION		14	66	80	100%									80
ECON. & EMPLOYMENT		22		22	79%						6	6	21%	28
SOCIAL SERVICES		3	20	23	100%									23
COMM. INFRA			5	5	10%	43	1	44	90%					49
BAND GOV'T						10		10	100%					10
TOTAL		76	91	167	74%	53	1	54	24%		6	6	3%	227

REGION: YUKON
 DISTRICT: REGIONAL OFFICE
 NO. OF BANDS: 16

80000
 00000

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	52		52 100%									52
EDUCATION	68		68 67%	18		15	33 33%					101
ECON. & EMPLOYMENT				16			16 100%					16
SOCIAL SERVICES	22		22 10%	100			100 44%	104		104	46%	226
COMM. INFRA	54		54 24%	166		3	169 76%					223
BAND GOV'T	51		51 56%	40			40 44%					91
TOTAL	247		247 35%	340		18	358 50%	104		104	15%	709
ACCOUNTABILITY -----												
RES & TRUST	52		52									
EDUCATION	101		101									
ECON. & EMPLOYMENT	16		16									
SOCIAL SERVICES	226		226									
COMM. INFRA	223		223									
BAND GOV'T	91		91									
TOTAL	709		709									
TECH/ADVIS. SRV -----												
RES & TRUST	52		52 100%									52
EDUCATION	45		45 98%	1		1	2%					46
ECON. & EMPLOYMENT	16		16 100%									16
SOCIAL SERVICES	121		121 54%					105		105	46%	226
COMM. INFRA	223		223 100%									223
BAND GOV'T	91		91 100%									91
TOTAL	548		548 84%	1		1	%	105		105	16%	654

REGION: B. C. 90000
 DISTRICT: GITKSAN CARRIER 97100
 NO. OF BANDS: 8

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN			OTHER NON-INDIAN				TOTAL RCVD
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		32	32 100%								32
EDUCATION		11	11 12%	83		83 88%					94
ECON. & EMPLOYMENT		39	39 75%	13		13 25%					52
SOCIAL SERVICES		8	8 10%	52		52 62%	16	8	24 29%		84
COMM. INFRA		8	8 6%	133		133 94%					141
BAND GOV'T		10	10 42%	14		14 58%					24
TOTAL		108	108 25%	295		295 69%	16	8	24 6%		427
ACCOUNTABILITY -----											
RES & TRUST		32	32								
EDUCATION		94	94								
ECON. & EMPLOYMENT		52	52								
SOCIAL SERVICES		84	84								
COMM. INFRA		141	141								
BAND GOV'T		24	24								
TOTAL		427	427								
TECH/ADVIS. SRV -----											
RES & TRUST		32	32 100%								32
EDUCATION		94	94 100%								94
ECON. & EMPLOYMENT		52	52 100%								52
SOCIAL SERVICES		60	60 71%				24		24 29%		84
COMM. INFRA		141	141 100%								141
BAND GOV'T		24	24 100%								24
TOTAL		403	403 94%				24		24 6%		427

REGION: B. C.
DISTRICT: NANAIMO
NO. OF BANDS: 31

90000
97400

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL		
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	RCVO		
RES & TRUST			122	122	100%								122		
EDUCATION		30	27	57	20%	182		182	65%		42	42	15%	281	
ECON. & EMPLOYMENT						52		52	98%	1		1	2%	53	
SOCIAL SERVICES			47	47	15%	123	12	135	44%		125	125	41%	307	
COMM. INFRA						633		633	100%					633	
BAND GOV'T			31	31	27%	83		83	73%					114	
TOTAL		30	227	257	17%	1073	12	1085	72%	1	125	42	168	11%	1510
ACCOUNTABILITY															

RES & TRUST			122	122											
EDUCATION	1	31	249	281											
ECON. & EMPLOYMENT			53	53											
SOCIAL SERVICES			307	307											
COMM. INFRA			633	633											
BAND GOV'T			114	114											
TOTAL	1	31	1478	1510											
TECH/AOVIS. SRV															

RES & TRUST			122	122	100%									122	
EDUCATION			59	59	21%	180		180	64%		1	41	42	15%	281
ECON. & EMPLOYMENT			7	7	13%	16	28	44	83%	2		2	4%	53	
SOCIAL SERVICES			124	124	40%		63	63	21%		120	120	39%	307	
COMM. INFRA			384	384	61%	13	234	247	39%	1		1	%	632	
BAND GOV'T			71	71	62%	9	34	43	38%					114	
TOTAL			767	767	51%	218	359	577	38%	3	121	41	165	11%	1509

REGION: B. C.
 DISTRICT: CAMPBELL RIVER
 NO. OF BANDS: 16

90000
 97800

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	RCVD
RES & TRUST		63	63	98%	1		1	2%					64
EDUCATION		166	166	61%	107		107	39%					273
ECON. & EMPLOYMENT		9	9	47%	10		10	53%					19
SOCIAL SERVICES		43	43	59%	15		15	21%	15		15	21%	73
COMM. INFRA		11	11	7%	155		155	93%					166
BAND GOV'T		15	15	32%	24	8	32	68%					47
TOTAL		307	307	48%	312	8	320	50%	15		15	2%	642
ACCOUNTABILITY													

RES & TRUST		64	64										64
EDUCATION		273	273										273
ECON. & EMPLOYMENT		19	19										19
SOCIAL SERVICES		73	73										73
COMM. INFRA		166	166										166
BAND GOV'T		47	47										47
TOTAL		642	642										642
TECH/AOVIS. SRV													

RES & TRUST		64	64	100%									64
EDUCATION		174	174	64%	99		99	36%					273
ECON. & EMPLOYMENT		9	9	47%	10		10	53%					19
SOCIAL SERVICES		35	35	48%	19	4	23	32%	15		15	21%	73
COMM. INFRA		29	29	18%	136		136	82%					165
BAND GOV'T		15	15	32%	24	8	32	68%					47
TOTAL		326	326	51%	288	12	300	47%	15		15	2%	641

REGION: B. C.
 DISTRICT: CENTRAL
 NO. OF BANDS: 37

90000
 98100

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN					OTHER NON-INDIAN				TOTAL	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/OC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	RCVO		
RES & TRUST		111	13	124	84%	15	9		24	16%				148	
EDUCATION						243	141		384	90%	25	18	43	427	
ECON. & EMPLOYMENT						11	7		18	100%				18	
SOCIAL SERVICES						70	31	4	105	97%	3		3	108	
COMM. INFRA						157	41		198	100%				198	
BAND GOV'T						52	43		95	100%				95	
TOTAL		111	13	124	12%	548	272	4	824	83%	28	18	46	994	
ACCOUNTABILITY															

RES & TRUST		113	35	148											
EDUCATION		25	402	427											
ECON. & EMPLOYMENT			18	18											
SOCIAL SERVICES			108	108											
COMM. INFRA			198	198											
BAND GOV'T			95	95											
TOTAL		138	856	994											
TECH/AOVIS. SRV															

RES & TRUST		144	4	148	100%									148	
EDUCATION		13	389	402	94%					25		25	6%	427	
ECON. & EMPLOYMENT			18	18	100%									18	
SOCIAL SERVICES			101	101	94%			4	4	3		3	3%	108	
COMM. INFRA			182	182	92%	4	11		15					197	
BAND GOV'T			95	95	100%									95	
TOTAL		157	789	946	95%	4	11	4	19	2%	28		28	3%	993

REGION: B. C.
 DISTRICT: PRINCE GEORGE
 NO. OF BANDS: 21

90000
 98500

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----		
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL			
RES & TRUST			83	83	99%	1		1	1%				84		
EDUCATION			108	108	48%	96		96	43%	21		21	9%	225	
ECON. & EMPLOYMENT			298	298	96%		14	14	4%					312	
SOCIAL SERVICES			48	48	44%	31		31	28%	29	1	30	28%	109	
COMM. INFRA			48	48	20%	177		177	75%		12	12	5%	237	
BAND GOV'T			65	65	60%	43		43	40%					108	
TOTAL			650	650	60%	348	14	362	34%	50	13	63	6%	1075	
ACCOUNTABILITY -----															
RES & TRUST		1	83	84											
EDUCATION	2	17	206	225											
ECON. & EMPLOYMENT			312	312											
SOCIAL SERVICES			109	109											
COMM. INFRA			237	237											
BAND GOV'T			108	108											
TOTAL	2	18	1055	1075											
TECH/AOVIS. SRV -----															
RES & TRUST			84	84	100%									84	
EDUCATION	2		160	162	72%	46		46	20%	17		17	8%	225	
ECON. & EMPLOYMENT			312	312	100%									312	
SOCIAL SERVICES			79	79	72%					29	1	30	28%	109	
COMM. INFRA			221	221	93%					16		16	7%	237	
BAND GOV'T			108	108	100%									108	
TOTAL	2		964	966	90%	46		46	4%	16	46	1	63	6%	1075

REGION: B. C.
DISTRICT: NORTHWEST
NO. OF BANDS: 15

90000
98600

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN					OTHER NON-INDIAN				TOTAL
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	RCVD	
RES & TRUST		118	118	100%									118	
EDUCATION		145	145	58%	104			104	42%				249	
ECON. & EMPLOYMENT		15	15	19%	66			66	81%				81	
SDCIAL SERVICES		96	96	59%	52			52	32%	15		15	9%	163
COMM. INFRA		33	33	8%	343	3		346	85%	13	15	28	7%	407
BAND GOV'T		26	26	28%	53	13	2	68	72%					94
TOTAL		433	433	39%	618	16	2	636	57%	28	15	43	4%	1112
ACCDUNTABILITY														
RES & TRUST		118	118											
EDUCATION		249	249											
ECON. & EMPLDYMENT		81	81											
SDCIAL SERVICES		163	163											
COMM. INFRA		407	407											
BAND GOV'T		94	94											
TOTAL		1112	1112											
TECH/ADVIS. SRV														
RES & TRUST		118	118	100%										118
EDUCATION		249	249	100%										249
ECON. & EMPLOYMENT		81	81	100%										81
SDCIAL SERVICES		148	148	91%						15		15	9%	163
COMM. INFRA		375	375	92%	7		7	2%		3	22	25	6%	407
BAND GOV'T		90	90	96%	1		1	1%	1		2	3	3%	94
TOTAL		1061	1061	95%	8		8	1%	1	18	24	43	4%	1112

REGION: B. C.
DISTRICT: VANCOUVER
NO. OF BANDS: 50

90000
98700

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN					OTHER NON-INDIAN				TOTAL		
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	RCVD			
RES & TRUST		2	207	209	97%	6		6	3%				215			
EDUCATION			93	93	14%	289	258	9	556	86%			649			
ECON. & EMPLOYMENT			280	280	67%	136			136	33%			416			
SOCIAL SERVICES			40	40	17%	52	112	1	165	71%	27	27	12%	232		
COMM. INFRA			1	1	%	299			299	100%				300		
BAND GOV'T						95			95	100%				95		
TOTAL		2	621	623	33%	877	370	10	1257	66%	27	27	1%	1907		
ACCOUNTABILITY																

RES & TRUST		51	164	215												
EDUCATION			649	649												
ECON. & EMPLOYMENT			416	416												
SOCIAL SERVICES			232	232												
COMM. INFRA			300	300												
BAND GOV'T			95	95												
TOTAL		51	1856	1907												
TECH/AOVIS. SRV																

RES & TRUST		4	211	215	100%								215			
EDUCATION			286	286	44%	83	279	1	363	56%			649			
ECON. & EMPLOYMENT			395	395	95%	1	12		13	3%	5	2	7	2%	415	
SOCIAL SERVICES			88	88	38%	4	112	1	117	50%		27	27	12%	232	
COMM. INFRA			194	194	65%	14	88		102	34%		4	4	1%	300	
BAND GOV'T			61	61	64%		32		32	34%		2	2	2%	95	
TOTAL		4	1235	1239	65%	102	523	2	627	33%	5	27	8	40	2%	1906

REGION: B. C.
 DISTRICT: WILLIAMS LAKE
 NO. OF BANDS: 15

90000
 98900

MANAGEMENT OF SERVICES	OEPT. ADMIN				INOIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL		
RES & TRUST		15	106	121	89%				15			15	11%	136
EDUCATION			51	51	27%	93		93		44		44	23%	188
ECON. & EMPLOYMENT			46	46	49%	33	15	48						94
SOCIAL SERVICES			26	26	24%	67		67		14		14	13%	107
COMM. INFRA	1		38	39	14%	245		245						284
BAND GOV'T			19	19	21%	52	19	71						90
TOTAL		16	286	302	34%	490	34	524	58%	15	58	73	8%	899
ACCOUNTABILITY -----														
RES & TRUST		29	107	136										
EDUCATION	15	28	145	188										
ECON. & EMPLOYMENT			94	94										
SOCIAL SERVICES			107	107										
COMM. INFRA	1		283	284										
BAND GOV'T			90	90										
TOTAL	15	58	826	899										
TECH/AOVIS. SRV -----														
RES & TRUST			136	136	100%									136
EDUCATION			139	139	74%	5	15	20	11%	29		29	15%	188
ECON. & EMPLOYMENT			94	94	100%									94
SOCIAL SERVICES			94	94	88%					13		13	12%	107
COMM. INFRA	4		278	282	99%						2	2	1%	284
BAND GOV'T			90	90	100%									90
TOTAL	4		831	835	93%	5	15	20	2%	42	2	44	5%	899

MIP TASK 6.2

TABLE 2.3

SERVICE SUMMARY BY REGION

TABLE 2.3

SERVICE SUMMARY BY REGION

NORTHWEST TERRITORIES REGION

INTRODUCTION

Table 2.3 provides a statistical summary of services delivered at the Regional level. For each of the nine regions, a statistical analysis, by Main Activity, is given for the three functions of the matrix; management, accountability and the provision of technical/advisory support.

Page 1 of Table 2.3 profiles the Northwest Territories Region. Under the heading "MANAGEMENT OF SERVICES" it is noted that a total of 131 services are delivered to the 16 bands in the Region. Of these 131 services, 73 (56%) are administered by the Department; 58 (44%) by Indian Administration; and none by other bodies.

Under the heading, "ACCOUNTABILITY" it is noted that for all 131 services, accountability lies at the Regional level all instances.

Under the heading, "TECH/ADVIS SRV", it is noted that for all activities, and in all instances where technical support was sought, it was provided in 94% of the cases by the Department, 2% by Indian Administration and 5% by other bodies. Please note that technical support is not always provided and therefore the total in this function does not always equal that of the services delivered.

REGION: N.W.T. 01000

NO. OF BANDS: 16

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NDN-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST		49	49 100%									49
EDUCATION		10	10 100%									10
ECDN. & EMPLOYMENT				14			14 100%					14
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		14	14 24%	32		12	44 76%					58
TDAL		73	73 56%	46		12	58 44%					131
ACCOUNTABILITY -----												
RES & TRUST		49	49									
EDUCATION		10	10									
ECDN. & EMPLOYMENT		14	14									
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		58	58									
TDAL		131	131									
TECH/ADVIS. SRV -----												
RES & TRUST	16	33	49 100%									49
EDUCATION		10	10 100%									10
ECDN. & EMPLOYMENT		8	8 57%						6	6	43%	14
SOCIAL SERVICES												
COMM. INFRA												
BAND GOV'T		56	56 97%			2	2 3%					58
TDAL	16	107	123 94%			2	2 2%		6	6	5%	131

REGION: ATLANTIC 20000

NO. OF BANDS: 29

MANAGEMENT OF SERVICES	DEPT. ADMIN					INDIAN ADMIN					OTHER NON-INDIAN					TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL		BAND	TC/DC	OTHER	TOTAL		FED	PROV	OTHER	TOTAL		
RES & TRUST		58	39	97	84%	19			19	16%					116	
EDUCATION			173	173	56%	115			115	37%	20		20	6%	308	
ECON. & EMPLOYMENT			15	15	10%	134			134	90%					149	
SOCIAL SERVICES		2	35	37	17%	128			128	60%	48		48	23%	213	
COMM. INFRA		8	33	41	12%	266			266	79%	17	13	30	9%	337	
BAND GOV'T		25	30	55	38%	60		28	88	62%					143	
TOTAL		93	325	418	33%	722		28	750	59%	85	13	98	8%	1266	
ACCDUNTABILITY -----																
RES & TRUST		59	57	116												
EDUCATION		23	285	308												
ECON. & EMPLOYMENT		4	145	149												
SOCIAL SERVICES		18	195	213												
COMM. INFRA		76	261	337												
BAND GOV'T		29	114	143												
TOTAL		209	1057	1266												
TECH/ADVIS. SRV -----																
RES & TRUST	16	98	2	116	100%										116	
EDUCATION		22	260	282	97%						9		9	3%	291	
ECON. & EMPLOYMENT		2	87	89	67%							44	44	33%	133	
SOCIAL SERVICES		8	152	160	75%							52	52	25%	212	
COMM. INFRA		50	197	247	76%	8			8	2%	12	41	17	70	325	
BAND GOV'T		10	55	65	54%	12		30	42	35%			14	14	121	
TOTAL	16	190	753	959	80%	20		30	50	4%	12	102	75	189	1198	

REGION: QUEBEC 30000

NO. OF BANDS: 51

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	132			132 91%	13			13 9%					145
EDUCATION	293	14		307 35%	220		361	581 65%					888
ECON. & EMPLOYMENT	381	73		454 80%	92		20	112 20%					566
SOCIAL SERVICES	91	72		163 83%	32		2	34 17%					197
COMM. INFRA	78	35		113 21%	317		102	419 79%					532
BAND GOV'T	162			162 58%	66		52	118 42%					280
TOTAL	1137	194		1331 51%	740		537	1277 49%					2608
ACCOUNTABILITY -----													
RES & TRUST	145			145									
EDUCATION	876	12		888									
ECON. & EMPLOYMENT	547	19		566									
SOCIAL SERVICES	118	79		197									
COMM. INFRA	421	111		532									
BAND GOV'T	261	19		280									
TOTAL	2368	240		2608									
TECH/AOVIS. SRV -----													
RES & TRUST	145			145 100%									145
EDUCATION	394	2		396 45%	2		1	3 %	2	378	109	489 55%	888
ECON. & EMPLOYMENT	510	20		530 94%					1		35	36 6%	566
SOCIAL SERVICES	150	4		154 78%			16	16 8%			27	27 14%	197
COMM. INFRA	454	21		475 89%	9		21	30 6%			26	26 5%	531
BAND GOV'T	160			160 58%	1		11	12 4%			106	106 38%	278
TOTAL	1813	47		1860 71%	12		49	61 2%	3	378	303	684 26%	2605

REGION: ONTARIO 40000

NO. OF BANDS: 119

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN					OTHER NON-INDIAN					TOTAL RCVD	
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL				
RES & TRUST		99	326	425	94%	29		29	6%					454		
EDUCATION			664	664	43%	689	5	174	868	57%				1532		
ECON. & EMPLOYMENT			1001	1001	68%	434	6	19	459	31%		7	7	%	1467	
SOCIAL SERVICES		2	236	238	34%	365			365	52%	5	81	14	100	14%	703
COMM. INFRA		67	236	303	20%	1224			1224	80%		3	9	12	1%	1539
BAND GOV'T		22	272	294	51%	271		8	279	49%						573
TOTAL		190	2735	2925	47%	3012	11	201	3224	51%	5	84	30	119	2%	6268
ACCOUNTABILITY																
RES & TRUST		6	101	347	454											
EDUCATION			1	1531	1532											
ECON. & EMPLOYMENT		3	23	1441	1467											
SOCIAL SERVICES		10	345	348	703											
COMM. INFRA			114	1425	1539											
BAND GOV'T			28	545	573											
TOTAL		19	612	5637	6268											
TECH/AOVIS. SRV																
RES & TRUST		26	75	309	410	96%	1		1	%	14			14	3%	425
EDUCATION				1003	1003	91%	16	62	78	7%	2	1	20	23	2%	1104
ECON. & EMPLOYMENT			2	1458	1460	100%	2		2	%			3	3	%	1465
SOCIAL SERVICES			7	261	268	39%	5		5	1%	10	385	27	422	61%	695
COMM. INFRA			76	1273	1349	88%	105		105	7%		57	18	75	5%	1529
BAND GOV'T			17	503	520	95%	25		25	5%						545
TOTAL		26	177	4807	5010	87%	154	62	216	4%	26	443	68	537	9%	5763

REGION: MANITOBA 50200

NO. OF BANDS: 59

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN					OTHER NON-INDIAN				TOTAL RCVD -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL		FED	PRDV	OTHER	TOTAL	
RES & TRUST	236			236	100%									236
EDUCATION	377	18		395	43%	259	111	149	519	57%				914
ECON. & EMPLOYMENT	118	10		128	50%	29	48	50	127	50%				255
SOCIAL SERVICES	252	17		269	30%	314	72	29	415	46%	44	169	213	897
COMM. INFRA	1560	21		1581	77%	471			471	23%				2052
BAND GOV'T	59	1		60	11%	472			472	89%				532
TOTAL	2602	67		2669	55%	1545	231	228	2004	41%	44	169	213	4886
ACCOUNTABILITY														
RES & TRUST	236			236										
EDUCATION	873	41		914										
ECON. & EMPLOYMENT	235	20		255										
SOCIAL SERVICES	829	68		897										
COMM. INFRA	1404	648		2052										
BAND GOV'T	501	31		532										
TOTAL	4078	808		4886										
TECH/ADVIS. SRV														
RES & TRUST	236			236	100%									236
EDUCATION	541	39		580	64%	9	149	170	328	36%	2		2	912
ECON. & EMPLOYMENT	88	10		98	38%		48	50	98	38%			59	255
SOCIAL SERVICES	615	65		680	76%	10		3	13	1%	48	156	204	897
COMM. INFRA	836	849		1685	82%	367			367	18%				2052
BAND GOV'T	318	21		339	64%	1	83	109	193	36%				532
TOTAL	2634	984		3618	74%	387	280	332	999	20%	50	156	61	4884

REGION: SASK. 60000

NO. OF BANDS: 68

MANAGEMENT OF SERVICES	OEPT. ADMIN					INDIAN ADMIN				OTHER NON-INDIAN					TOTAL	
	H.Q.	REG.	DIST.	TOTAL		BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	RCVD		
RES & TRUST	36	105	318	459	94%	29		29	6%					488		
EDUCATION		279	643	922	64%	461		461	32%		35	33	68	5%	1451	
ECON. & EMPLOYMENT		8	397	405	54%	303		41	344	46%	5		5	1%	754	
SOCIAL SERVICES		166	460	626	73%	223		3	226	27%					852	
COMM. INFRA		86	314	400	33%	801		1	802	66%	1		7	8	1%	1210
BAND GOV'T		39	157	196	49%	208			208	51%					404	
TOTAL	36	683	2289	3008	58%	2025		45	2070	40%	6	35	40	81	2%	5159
ACCOUNTABILITY																
RES & TRUST	44	165	279	488												
EDUCATION		357	1094	1451												
ECON. & EMPLOYMENT		231	523	754												
SOCIAL SERVICES		222	630	852												
COMM. INFRA		212	998	1210												
BAND GOV'T		85	319	404												
TOTAL	44	1272	3843	5159												
TECH/AOVIS. SRV																
RES & TRUST	8	83	380	471	97%					17			17	3%	488	
EDUCATION		357	1042	1399	96%	9		25	34	2%		18	18	1%	1451	
ECON. & EMPLOYMENT		38	696	734	97%			11	11	1%	8		1	9	1%	754
SOCIAL SERVICES		222	602	824	97%							17	10	27	3%	851
COMM. INFRA		94	956	1050	87%	71			71	6%	1		84	85	7%	1206
BAND GOV'T		92	310	402	100%			1	1	%	1			1	%	404
TOTAL	8	886	3986	4880	95%	80		37	117	2%	27	35	95	157	3%	5154

REGION: ALBERTA 70000

NO. OF BANDS: 41

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV.	OTHER	TOTAL	
RES & TRUST	224			224	3	19		22					246
EDUCATION	25	290		315	77	50		127		1	40	41	483
ECON. & EMPLOYMENT	40			40	60	18	41	119					159
SOCIAL SERVICES	11	15		26	102	24		126					152
COMM. INFRA	3	20		23	208	48	3	259					282
BAND GOV'T					64	24	2	90					90
TOTAL	303	325		628	514	183	46	743		1	40	41	1412
ACCOUNTABILITY -----													
RES & TRUST	246			246									246
EDUCATION	140	343		483									483
ECON. & EMPLOYMENT	159			159									159
SOCIAL SERVICES	35	117		152									152
COMM. INFRA	258	24		282									282
BAND GOV'T	90			90									90
TOTAL	928	484		1412									
TECH/ADVIS. SRV -----													
RES & TRUST	246			246									246
EDUCATION	141	342		483									483
ECON. & EMPLOYMENT	116			116						42	42	27%	158
SOCIAL SERVICES	10	141		151	1			1					152
COMM. INFRA	8	23		31	201	48	2	251					282
BAND GOV'T	9			9	55	24	2	81					90
TOTAL	530	506		1036	257	72	4	333		42	42	3%	1411

REGION: YUKON 80000

NO. OF BANDS: 16

MANAGEMENT OF SERVICES	DEPT. ADMIN			INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO
	H.Q.	REG.	DIST. TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL	
RES & TRUST	52		52 100%									52
EDUCATION	68		68 67%	18		15	33 33%					101
ECON. & EMPLOYMENT				16			16 100%					16
SOCIAL SERVICES	22		22 10%	100			100 44%	104		104	46%	226
COMM. INFRA	54		54 24%	166		3	169 76%					223
BAND GOV'T	51		51 56%	40			40 44%					91
TOTAL	247		247 35%	340		18	358 50%	104		104	15%	709
ACCOUNTABILITY -----												
RES & TRUST	52		52									
EDUCATION	101		101									
ECON. & EMPLOYMENT	16		16									
SOCIAL SERVICES	226		226									
COMM. INFRA	223		223									
BAND GOV'T	91		91									
TOTAL	709		709									
TECH/ADVIS. SRV -----												
RES & TRUST	52		52 100%									52
EDUCATION	45		45 98%	1		1	2%					46
ECON. & EMPLOYMENT	16		16 100%									16
SOCIAL SERVICES	121		121 54%					105		105	46%	226
COMM. INFRA	223		223 100%									223
BAND GOV'T	91		91 100%									91
TOTAL	548		548 84%	1		1	%	105		105	16%	654

REGION: B. C. 90000

NO. OF BANDS: 193

MANAGEMENT OF SERVICES	DEPT. ADMIN				INDIAN ADMIN				OTHER NON-INDIAN				TOTAL RCVO -----			
	H.Q.	REG.	DIST.	TOTAL	BAND	TC/DC	OTHER	TOTAL	FED	PROV	OTHER	TOTAL				
RES & TRUST		128	744	872	95%	23	9	32	3%	15		15	2%	919		
EDUCATION		30	601	631	26%	1197	399	9	1605	67%		90	60	150	6%	2386
ECON. & EMPLOYMENT			687	687	66%	321	36		357	34%	1			1	%	1045
SOCIAL SERVICES			308	308	26%	462	155	5	622	53%		244	9	253	21%	1183
COMM. INFRA		1	139	140	6%	2142	44		2186	92%		13	27	40	2%	2366
BAND GOV'T			166	166	25%	416	83	2	501	75%						667
TOTAL		159	2645	2804	33%	4561	726	16	5303	62%	16	347	96	459	5%	8566
ACCOUNTABILITY -----																
RES & TRUST			194	725	919											
EDUCATION	18		101	2267	2386											
ECON. & EMPLOYMENT				1045	1045											
SOCIAL SERVICES				1183	1183											
COMM. INFRA			1	2365	2366											
BAND GOV'T				667	667											
TOTAL	18	296		8252	8566											
TECH/ADVIS. SRV -----																
RES & TRUST			148	771	919	100%										919
EDUCATION	2	13	1550	1565	66%	413	294	1	708	30%		72	41	113	5%	2386
ECON. & EMPLOYMENT			968	968	93%	27	40		67	6%	7		2	9	1%	1044
SOCIAL SERVICES			729	729	62%	23	179	5	207	17%		246	1	247	21%	1183
COMM. INFRA		4	1804	1808	77%	174	333		507	21%	17	3	28	48	2%	2363
BAND GOV'T			554	554	83%	34	74		108	16%	1		4	5	1%	667
TOTAL	2	165	6376	6543	76%	671	920	6	1597	19%	25	321	76	422	5%	8562

MIP TASK 6.2

TABLE 2.4
NATIONAL SERVICES SUMMARY

TABLE 2.4

NATIONAL SERVICES SUMMARY

INTRODUCTION

Table 2.4 provides a statistical summary of services delivered nationally. A composite statistical analysis of the services provided to Indian Bands by Main Activity, is given for the three functions of the matrix; management, accountability and the provision of technical advisory support.

This table shows that a total of 31,005 discrete units of service are received by the 592 bands (and communities) across the country.

Under the heading "MANAGEMENT OF SERVICES", it is noted that 45% of all services are managed by the Department, 51% by Indian Administration, and 4% by other bodies.

Under the heading, "ACCOUNTABILITY" it is noted that of the 31,005 total services, accountability lies at the District level in approximately 20,300 instances, at the Regional level in approximately 10,600 instances, and at Headquarters level in only 81 instances.

Under the heading, "TECH/ADVIS SRV", it is noted that for all activities, and in all instances where technical support was sought, it was provided in 81% of the cases by the Department, 11% by Indian Administration and 8% by other bodies. Please note that technical support is not always provided and therefore the total in this function does not always equal that of the services delivered.

NUMBER OF BANDS: 592

MANAGEMENT OF SERVICES	DEPT. ADMIN					INDIAN ADMIN					OTHER NON-INDIAN					TOTAL RCVD
	H.Q.	REG.	DIST.	TOTAL		BAND	TC/DC	OTHER	TOTAL		FED	PROV	OTHER	TOTAL		
RES & TRUST	36	1083	1427	2546	94%	116	28		144	5%	15			15	1%	2705
EDUCATION		1082	2403	3485	43%	3036	565	708	4309	53%		146	133	279	3%	8073
ECON. & EMPLOYMENT		547	2183	2730	62%	1403	108	171	1682	38%	6		7	13	%	4425
SOCIAL SERVICES		546	1143	1689	38%	1726	251	39	2016	46%	49	646	23	718	16%	4423
COMM. INFRA		1857	798	2655	31%	5595	92	109	5796	68%	1	33	56	90	1%	8541
BAND GOV'T		372	626	998	35%	1629	107	104	1840	65%						2838
TOTAL	36	5487	8580	14103	45%	13505	1151	1131	15787	51%	71	825	219	1115	4%	31005
ACCOUNTABILITY																
RES & TRUST	50	1247	1408	2705												
EDUCATION	18	2482	5573	8073												
ECON. & EMPLOYMENT	3	1229	3193	4425												
SOCIAL SERVICES	10	1793	2620	4423												
COMM. INFRA		2709	5832	8541												
BAND GOV'T		1143	1695	2838												
TOTAL	81	10603	20321	31005												
TECH/ADVIS. SRV																
RES & TRUST	66	1116	1462	2644	99%	1			1	%	31			31	1%	2676
EDUCATION	2	1523	4238	5763	76%	450	505	197	1152	15%	6	478	172	656	9%	7571
ECON. & EMPLOYMENT		780	3239	4019	91%	29	88	61	178	4%	16		192	208	5%	4405
SOCIAL SERVICES		1133	1954	3087	70%	39	179	24	242	5%	58	961	65	1084	25%	4413
COMM. INFRA		1745	5123	6868	81%	935	381	23	1339	16%	30	101	173	304	4%	8511
BAND GOV'T		753	1443	2196	79%	128	181	155	464	17%	2		124	126	5%	2786
TOTAL	68	7050	17459	24577	81%	1582	1334	460	3376	11%	143	1540	726	2409	8%	30362

MIP TASK 6.2

TABLE 3.1

NATIONAL MANAGEMENT SUMMARY BY ACTIVITY

TABLE 3.1

NATIONAL MANAGEMENT SUMMARY BY ACTIVITY

INTRODUCTION

Table 3.1 analyses the management of services by Main Activity for each region and nationally. For each Main Activity, statistics are displayed by the three management groupings: Departmental administration; Indian administration; Other administration, (i.e., non-Department; non-Indian).

This table invites comparisons within and among regions and against national averages. For example, the degree to which the Education Activity is either Departmentally administered or Indian administered can be seen in examining management in selected regions. The following summary, taken from this table is shown as an example:

	Man.	Sask.	B.C.	Total (National)
Managed by Depart. (%)	43	64	26	43
Managed by Indian Adm. (%)	57	32	67	53

Caution must be exercised in making inter-regional comparisons. To point out, for example that 43% of all Education Activity services in Manitoba are Departmentally administered versus 57% Indian administered does not indicate that 43% of the Education BUDGET is delivered by the Department. This table, and indeed this entire Report, considers only the number of services delivered and received at the sub-activity level. It does not give weight to any given service relative to another. Nor does it consider financial and budgetary implications of any individual service or group of services.

This table provides additional regional information. For example, in Quebec Region, of all services delivered, 6% were in the Reserves and Trusts Activity, 34% were in Education, and 22% were in Economic and Employment. This contrasts with Ontario Region where the respective percentages were 7%, 24% and 23%. The utility of this information however, is questionable.

TABLE 3.1

NATIONAL MANAGEMENT SUMMARY BY ACTIVITY

JULY 1, 1981

	N.W.T.		ATLANTIC		QUEBEC		ONTARIO		MANITOBA		SASK		ALBERTA		YUKON		B.C.		TOTAL	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
RES. & TRUST																				
DEPT	49	100	97	84	132	91	425	94	236	100	459	94	224	91	52	100	872	95	2546	94
INDIAN			19	16	13	9	29	6			29	6	22	9			32	3	144	5
OTHER																	15	2	15	1
TOTAL	49	37	116	9	145	6	454	7	236	5	488	9	246	17	52	7	919	11	2705	9
EDUCATION																				
DEPT	10	100	173	56	307	35	664	43	395	43	922	64	315	65	68	67	631	26	3485	43
INDIAN			115	37	581	65	868	57	519	57	461	32	127	26	33	33	1605	67	4309	53
OTHER			20	6							68	5	41	8			150	6	279	3
TOTAL	10	8	308	24	888	34	1532	24	914	19	1451	28	483	34	101	14	2386	28	8073	26
ECON. & EMPLOYMENT																				
DEPT			15	10	454	80	1001	68	128	50	405	54	40	25			687	66	2730	62
INDIAN	14	100	134	90	112	20	459	31	127	50	344	46	119	75	16	100	357	34	1682	38
OTHER							7				5	1					1		13	
TOTAL	14	11	149	12	566	22	1467	23	255	5	754	15	159	11	16	2	1045	12	4425	14
SOCIAL SERVICES																				
DEPT			37	17	163	83	238	34	269	30	626	73	26	17	22	10	308	26	1689	38
INDIAN			128	60	34	17	365	52	415	46	226	27	126	83	100	44	622	53	2016	46
OTHER			48	23			100	14	213	24					104	46	253	21	718	16
TOTAL			213	17	197	8	703	11	897	18	852	17	152	11	226	32	1183	14	4423	14
COMM. INFRA.																				
DEPT			41	12	113	21	303	20	1581	77	400	33	23	8	54	24	140	6	2655	31
INDIAN			266	79	419	79	1224	80	471	23	802	66	259	92	169	76	2186	92	5796	68
OTHER			30	9			12	1			8	1					40	2	90	1
TOTAL			337	27	532	20	1539	25	2052	42	1210	23	282	20	223	31	2366	28	8541	28
BAND GOVT																				
DEPT	14	12	55	38	162	58	294	51	60	11	196	49			51	56	166	25	998	35
INDIAN	44	38	88	62	118	42	279	49	472	89	208	51	90	100	40	44	501	75	1840	65
OTHER																				
TOTAL	58	44	143	11	280	11	573	9	532	11	404	8	90	6	91	13	667	8	2838	9
GRAND TOTAL																				
DEPT	73	24	418	33	1331	51	2925	47	2669	55	3008	58	628	44	247	35	2804	33	14103	45
INDIAN	58	19	750	59	1277	49	3224	51	2004	41	2070	40	743	53	358	50	5303	62	15787	51
OTHER			98	8			119	2	213	4	81	2	41	3	104	15	459	5	1115	4
TOTAL	131		1266	4	2608	8	6268	20	4886	16	5159	17	1412	5	709	2	8566	28	31005	100

MIP TASK 6.2

TABLE 4.1

NATIONAL SERVICE DELIVERY ROLE

TABLE 4.1

NATIONAL SERVICE DELIVERY ROLE

INTRODUCTION

Table 4.1 highlights the roles played by each of the "deliverers" of services, which are categorized into the following three main groupings and nine sub-groupings.

- Departmental Administration
 - Headquarters
 - Region
 - District
- Indian Administration
 - Band
 - Tribal or District Council (TC/DC)
 - Other Indian
- Other Non-Indian
 - Federal (Other Departments)
 - Provincial
 - Other

Information is displayed for each region and nationally. There is no subdivision by Main Activity; all services delivered are tabulated, and are considered collectively.

For example, in British Columbia Region, 2804 discrete units of service are delivered by the Department. Of these, the overwhelming majority, 2645 or 94% are managed at the district level, while only 159 (6%) are managed at the regional level. This contrasts with Manitoba Region where the district/regional roles are reversed (37% vs 97%). The national average is: district-61%; region-39%.

Within the Indian Administration category, the role of Tribal Councils can be examined. This table shows that in most regions, tribal and district councils do not deliver any services to bands. However in Ontario, 11 services are delivered; in Manitoba 231 (or 12% of all Indian-administered services); in Alberta 183 (25%); and in British Columbia, 726 (14%).

Subsequent editions of this report, might indicate any trends towards an increasingly important role played by tribal councils in the delivery of the Department's program.

MIP 6.2 TABLE 4.1

NATIONAL SERVICE DELIVERY ROLE

JULY 1, 1981

DEPT	ADMIN	NWT		ATLANTIC		QUEBEC		ONTARIO		MANITOBA		SASK		ALBERTA		YUKON		B.C.		TOTAL	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
H.G.	MANAGEMENT											36	1							36	0
	ACCDUNT							19				44						18		81	
	TECH/ADVISE	16		16				26				8						2		68	
REG	MANAGEMENT	73	100	93	22	1137	85	190	6	2602	97	683	23	303	48	247	100	159	6	5487	39
	ACCOUNT	131		209		2368		612		4078		1272		928		709		296		10603	
	TECH/ADVISE	107		190		1813		177		2634		886		530		548		165		7050	
DIST	MANAGEMENT			325	78	194	15	2735	94	67	3	2289	76	325	52			2645	94	8580	61
	ACCDUNT			1057		240		5637		808		3843		484				8252		20321	
	TECH/ADVISE			753		47		4807		984		3986		506				6376		17459	
TOTAL	MANAGEMENT	73	56	418	33	1331	51	2925	47	2669	55	3008	58	628	44	247	35	2804	33	14103	45
	ACCDUNT	131		1266		2608		6268		4886		5159		1412		709		8566		31005	
	TECH/ADVISE	123		959		1860		5010		3618		4880		1036		548		6543		24577	
INDIAN ADMIN																					
BAND	MANAGEMENT	46	79	722	96	740	58	3012	93	1545	77	2025	98	514	69	340	95	4561	86	13505	86
	TECH/ADVISE			20		12		154		387		80		257		1		671		1582	
TC/OC	MANAGEMENT							11		231	12			183	25			726	14	1151	7
	TECH/ADVISE							62		280				72				920		1334	
OTHER	MANAGEMENT	12	21	28	4	537	42	201	6	228	11	45	2	46	6	18	5	16		1131	7
	TECH/ADVISE	2		30		49		332		37				4				6		460	
TOTAL	MANAGEMENT	58	44	750	59	1277	49	3224	51	2004	41	2070	40	743	53	358	50	5303	62	15787	51
	TECH/ADVISE	2		50		61		216		999		117		333		1		1597		3376	
OTHER NON-IND																					
FED	MANAGEMENT							5	4	44	21	6	7					16	3	71	6
	TECH/ADVISE			12		3		26		50		27						25		143	
PROV	MANAGEMENT			85	87			84	71	169	79	35	43	1	2	104	100	347	76	825	74
	TECH/ADVISE			102		378		443		156		35				105		321		1540	
DOTHER	MANAGEMENT			13	13			30	25			40	49	40	98			96	21	219	20
	TECH/ADVISE	6		75		303		68		61		95		42				76		726	
TDOTAL	MANAGEMENT			98	8			119	2	213	4	81	2	41	3	104	15	459	5	1115	4
	TECH/ADVISE	6		189		684		537		267		157		42		105		422		2409	
TOTAL SERVICES PROVIDED																					
		131		1266	4	2608	8	6268	20	4886	16	5159	17	1412	5	709	2	8566	28	31005	

WORK PLAN FOR TASK 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE

Prepared for:

The Assistant Deputy Minister
Indian and Inuit Affairs

By:

James Owens (Project Leader)
Paul Kyba

March 20, 1981

TABLE OF CONTENTS

	<u>Page</u>
I OVERVIEW OF TASK	1
II PROBLEM DEFINITION	2
A. BACKGROUND	
B. TASK OBJECTIVES	
III PROJECT METHODOLOGY	3
IV RESOURCE REQUIREMENTS	5
V WORKPLAN AND PROJECT OUTPUTS	6
VI PROJECT ORGANIZATION	11
VII PROJECT SCHEDULE	13
APPENDIX "A" - LIST OF IDENTIFIED ACTIVITIES	15

Detailed Task Plan	Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE	File No: A-3725-4-R1
	Date Prepared: March 20, 1981

I OVERVIEW OF TASK

A. OBJECTIVES

1. To develop a profile of operational relationships between Bands and Departmental and other organizations at the level of service delivery; and
2. To develop and introduce procedures to regularly maintain this profile.

B. RESPONSIBILITIES

Accountable ADM: ADM Indian & Inuit Affairs Program

Project Leader: To be appointed

MIP Task Priority: 1 (top priority)

C. SUMMARY OF TASK

The task is intended to produce the following:

1. A comprehensive description of the operational relationships between all Bands, District/Tribal Councils or other Indian institutions and Headquarters, Regional, District and other Departmental responsibility centres for each specific activity identified within the Program Activity Structure; and
2. A system for the updating of this data base.

This product will provide a comprehensive picture of existing operational linkages and answer these questions:


- a) which Bands manage a complete range of services;
- b) which Bands manage a partial range of services; and
- c) which Bands have services wholly delivered by the Department.

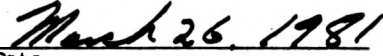
The task will produce a "snapshot" from the Department's point of view, and in doing so will deal with three existing structural linkages (i.e. delivery of service, accountability, and technical/advisory services).

The information produced by this task will be quickly dated as additional transfers of program delivery responsibility take place. Importance is therefore attached to designing a system which may be updated at regular and timely intervals.

The project will be undertaken during a six-month period beginning April 1 and terminating September 30, 1981. It is estimated that 46 person months (4 PY) of effort and an additional \$125 K of operating expenses will be required.

Task Plan Approvals


Recommended: Project Leader


Date

Approval: ADM, Indian and Inuit Affairs Program

Date

Detailed Task Plan	Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE	File No: A-3725-4-R1
	Date Prepared: March 20, 1981

II PROBLEM DEFINITION

A. BACKGROUND

The transfer of program delivery responsibilities to Indian Bands is regarded as a significant means to enable Indian people to make the major decisions affecting their political, social economic and cultural well-being.

The transfer of program delivery responsibility has been practised since 1965 and became national policy in 1974. However, the lack of an explicit policy framework and guidelines at the national and regional levels has led to confusion in implementing transfers as well as a perception of loss of financial accountability.

In the absence of explicit guidelines, policy implementation has, to a large extent, been at the discretion of individual managers. The ensuing problems have been documented in the Auditor General's most recent report to the House of Commons. The Report identified "a number of major planning and control inadequacies."

In addition to the Auditor General's criticisms, the manner in which transfers have taken place has been the subject of concern to central agencies.

Task 6.2 addresses these concerns first of all, by identifying the degree to which transfers of services have already taken place, and the inter-relationship between the bands on one hand and the departmental responsibility centres on the other.

Other tasks which are being conducted concurrently will identify future transfers, describe existing guidelines and list existing criteria. Phase II projects will attempt to develop and implement new policies and criteria.

It is hoped that in addition to the ultimate utility of this information, a short-term result will be to satisfy central agency requirements needed to release resources which have been frozen.

B. TASK OBJECTIVES

As specified in the MIP task description, the objectives of Task 6.2 are:

1. To identify and document the organizational profile of districts to regions and bands to districts.
2. To identify any cases (e.g. BC, Man.) where the organizational relationship is direct between the regional office and bands.
3. To identify and document those bands that
 - a) manage a complete range of services
 - b) manage a partial range
 - c) have services wholly delivered by the Department.
4. To identify and document bands to whom services are delivered by Tribal Councils, and whether wholly or partially.
5. To develop and implement procedures to keep the above data updated as changes occur.

Detailed Task Plan	Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE	File No: A-3725-4-R1
	Date Prepared: March 20, 1981

III PROJECT METHODOLOGY

The approach of this project is to construct a network profile of the linkages between all relevant "organizational cells" involved in the provision or receipt of services. The profile will map present linkage patterns on selected dimensions.

The task will be undertaken in five stages as listed below. Results of each stage will be reported formally for approval of the ADM (I&I) and the Senior A.D.M.

Stage 1. Design
 Stage 2. Data Collection
 Stage 3. Data Organization
 Stage 4. Data Analysis and Presentation
 Stage 5. Data Base Update System

Activities to be carried out during each stage are as follows:

Stage 1. Design

a) During this stage a conceptual model will be constructed within which decisions can be taken pertaining to the shape and scale of the network profile. The responsible A.D.M.'s will be asked to select which additional specific dimensions are to be mapped. (e.g. organizational linkages, authorities, service delivery relationships, technical/advisory support provided, administrative services provided, flows of money and information).

b) A data collection process will be developed and survey instruments designed and tested. The purpose is to produce questionnaires that can be administered to the level of District activity manager. This will be carried out by officers of the Department who are to be identified by each Regional Director General and provided with appropriate training and orientation. Planning for the collection of data will be synchronized with Tasks 1.1 and 6.3 in order that, where feasible, personnel, work instruments and other resources may be shared.

c) Relevant organizational cells will be identified (HQ, Regional, District, Services Centres, Tribal Councils, Indian institutions, Bands, Other).

Stage 2. Data Collection

a) Data will be collected, where possible, in conjunction with Tasks 1.1 and 6.3.

b) The survey population will be appropriate Departmental Responsibility Centre Managers (max. population: 576).

c) Indian Bands and organizations will not be interviewed.

Detailed Task Plan REGIONAL/DISTRICT/BAND SERVICE PROFILE	Task No: MIP 6.2
	File No: A-3725-4-R1
	Date Prepared: March 20, 1981

Stage 3. Data Organization

During this stage, the data will be aggregated and displayed on matrices as follows:

a) Management of service delivery

	<u>Unit of Service</u>
All organizational cells (Bands, Tribal Councils District Offices)	

b) Accountability

	<u>Dept. Responsibility Centres</u>
All organizational cells	

c) Technical/Advisory Services

	<u>All Organizational cells</u>
Bands	

Stage 4. Data Analysis and Presentation

During this stage the data will be consolidated and analysed.

Stage 5. Data Base Update System

a) A review of existing and proposed Departmental information systems will be undertaken to determine the extent to which the data requirements for the maintenance of the network profile can be satisfied through existing structures including the Operational Planning process itself - the most likely vehicle.

b) The feasibility of computer storage will be determined.

Detailed Task Plan	Task No: MIP 6.2
	File No: A-3725-4-R1
	Date Prepared: March 20, 1981
REGIONAL/DISTRICT/BAND SERVICE PROFILE	

IV RESOURCE REQUIREMENTS

It is estimated that 46 persons months (4 PY) of effort will be required to complete this task. An additional \$125 K of operating expenses will be required.

Detailed resource requirements are outlined below.

RESOURCE PLAN: PERSON DAYS & COST

	Full Time	H.Q.	Field	Total	\$ Per Day	Total \$
Indian & Inuit	300	20	600	920	200	184,000
Consultants	180	-	-	180	300	54,000
Travel & Other						<u>50,000</u>
TOTAL COST						288,000

Detailed Task Plan				Task No: MIP 6.2	
REGIONAL/DISTRICT/BAND SERVICE PROFILE				File No: A-3725-4-R1	
				Date Prepared: March 20, 1981	
V <u>WORK PLAN AND PROJECT OUTPUTS</u>					
<u>STAGE I</u>	<u>DESIGN</u>	<u>Outputs</u>	<u>Approval</u>	<u>Target</u>	
<u>Activity</u>	<u>Description</u>				
1.0	<u>Project Start-Up</u>				
1.1	Inform program managers of task				
1.2	Assemble H.Q. Team				
1.3	Review task plan				
1.4	Confirm activities, timing and resources	Final Organization Structure	D.G.M.I.	April 30	
2.0	<u>Establish Functional Requirements</u>				
2.1	Interviews with key personnel involved in strategic planning				
2.2	Synthesize requirements	Functional Requirements of Data Base	Sr. ADM and ADM, I & I	April 15	
3.0	<u>Identify Optional Models</u>				
3.1	Define options in consultation with Information Systems Branch	Optional Models	D.G.M.I.	April 21	
4.0	<u>Feasibility of Models</u>				
4.1	Test models and estimate costs (financial and personnel)	Recommended Model	D.G.N.I.	April 30	
5.0	<u>Identify Detailed Requirements</u>				
5.1	Establish specific output specifications through interviews/discussions with senior Departmental personnel and central agencies	Detailed Specification for Data Base	Sr. ADM and ADM, I & I	May 7	
6.0	<u>Establish Methodology for Data Collection</u>				
6.1	Design questionnaire				
6.2	Pre-test questionnaire				
6.3	Revise questionnaire	Questionnaire	D.G.M.I.	May 15	

Detailed Task Plan				Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE				File No: A-3725-4-R1
				Date Prepared: March 20, 1981
V <u>WORK PLAN AND PROJECT OUTPUTS</u> (cont'd.)				
<u>STAGE II</u>	<u>Activity</u>	<u>DATA COLLECTION</u> <u>Description</u>	<u>Outputs</u>	<u>Approval</u> <u>Target</u>
7.0	7.1	Organization		
	7.2	Identify Regional Co-ordinators		
	7.3	Confirm Co-ordinators		
	7.4	Develop orientation package		
		Orientation workshop for	Field organization in place	May 15
		Coordinators		
8.0	8.1	Planning		
	8.2	Develop Regional Interview Schedules	Interview Schedules	May 30
		Brief Regional Sr. Management		R.D.G.'s
9.0	9.1	Data Collection		
		Administer questionnaire to R.C.M.'s	Raw Data	Project Leader
				July 15

Detailed Task Plan		Task No: MIP 6.2	
REGIONAL/DISTRICT/BAND SERVICE PROFILE		File No: A-3725-4-R1	
		Date Prepared: March 20, 1981	

V WORK PLAN AND PROJECT OUTPUTS (cont'd.)

<u>STAGE III</u>	<u>DATA ORGANIZATION</u>	<u>Outputs</u>	<u>Approval</u>	<u>Target</u>
<u>Activity</u>	<u>Description</u>			
10.0	Complete Information System			
10.1	User Instructions	Manual	D.G.M.I.	May 30
10.2	Data Input			July 30
10.3	Output	Print-outs	Project Leader	Aug. 15

Detailed Task Plan				Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE				File No: A-3725-4-R1
				Date Prepared: March 20, 1981
V <u>WORK PLAN AND PROJECT OUTPUTS</u> (cont'd.)				
<u>STAGE IV</u>	<u>DATA ANALYSIS</u>			
<u>Activity</u>	<u>Description</u>	<u>Outputs</u>	<u>Approval</u>	<u>Target</u>
11.0	Analytical Framework			
11.1	Develop Indicators	Optional Indicators	D.G.M.I.	April 30
11.2	Test Indicators with selected managers	Recommended Indicators	Sr. ADM and ADM, I & I	May 15
12.0	<u>Analysis</u>			
12.1	Present Data to Work Group of Sr. Managers in each Region	Preliminary Findings	Sr. ADM and ADM, I & I	Sept. 1
12.2	Prepare Final Report	Findings and Conclusions	MIP, Steering Committee	Sept. 30

Detailed Task Plan			Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE			File No: A-3725-4-R1
			Date Prepared: March 20, 1981
V <u>WORK PLAN AND PROJECT OUTPUTS</u> (cont'd.)			
<u>STAGE V</u>	<u>SYSTEMS DESIGN FOR UPDATE</u>	<u>Outputs</u>	<u>Approval</u>
<u>Activity</u>	<u>Description</u>		<u>Target</u>
13.0	Feasibility		
13.1	Study feasibility of optional approaches (including integrative approaches with existing information systems)	Report to D.G.M.I.	Aug. 30
13.2	Design	Process and format	Sept. 30
	Develop information system to update data base	D.G. Mgt. Systems	

Detailed Task Plan	Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE	File No: A-3725-4-R1
	Date Prepared: March 20, 1981

VI PROJECT ORGANIZATION

The project will be staffed primarily by departmental staff. External expertise may be required particularly in the areas of survey design. The anticipated project organization is described in Figure 1.

Relative responsibilities are outlined as follows.

Project Leader: Monitors progress and ensures co-ordination with other MIP tasks and Program activities. Reports to Sr. A.D.M. through Dir. Gen. MIP (line) and to ADM, I&I (functional).

Task Co-ordinator: Manages the planning of methodology, design of work/research instruments, and ensures collection and organization of data. Reports to Project Leader.

Systems Support: Provides technical advice and guidance to Task Co-ordinator in development of methodology, design of work/survey instruments. Reviews existing and proposed information systems (including Operational Planning process) to determine adjustments that might enable collection of data to maintain network profile. Reports to Project Leader.

Regional Director General: Designates regional co-ordinators, monitors progress and approves results. Reports to ADM, I&I.

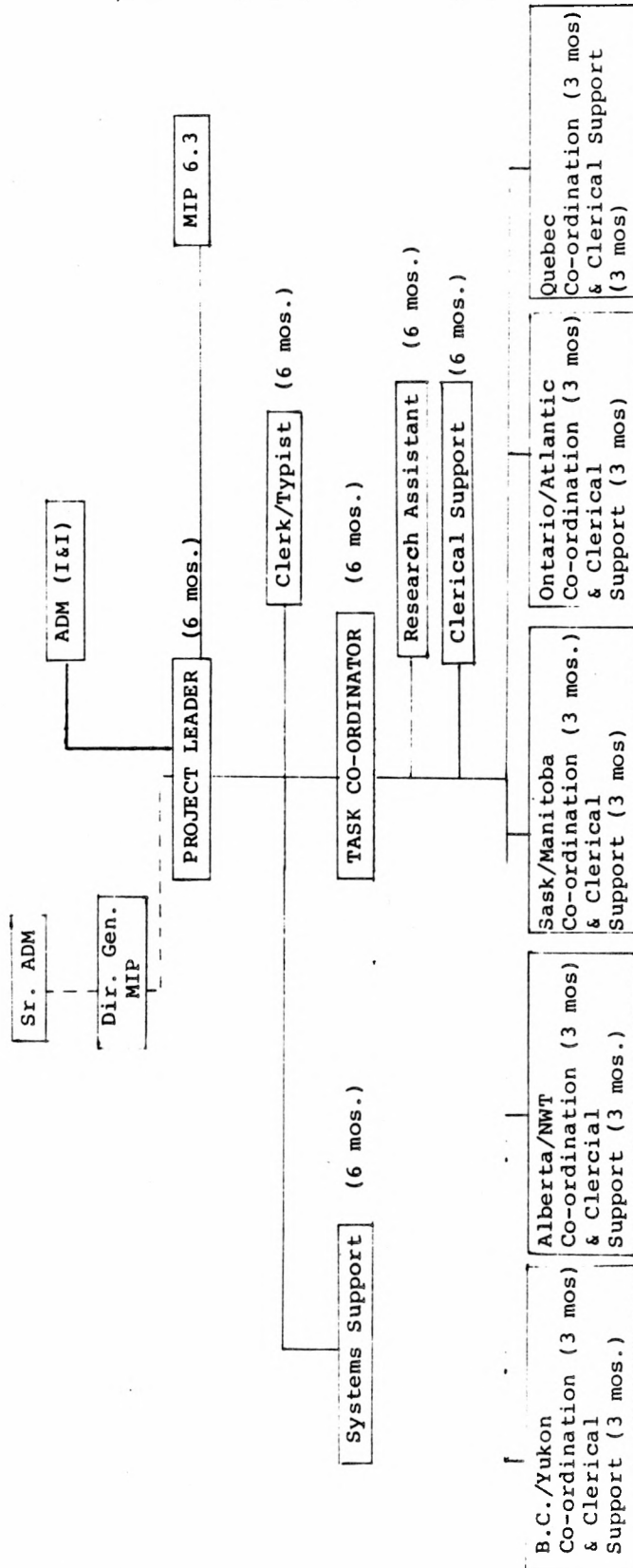
Regional Co-ordinator: Identifies all organizational cells involved in the delivery of Departmental services. Prepares interview schedules and administers survey to Regional/District R.C.M.'s. Responsible for preliminary organization of data. Reports to Regional Director General (line) and Task Co-ordinator (functional).

Detailed Task Plan

Task No: MIP 6.2

File No: A-3725-4-R1

Date Prepared: March 20, 1981


PROJECT ORGANIZATION 6.2
(Figure 1)

Detailed Task Plan REGIONAL/DISTRICT/BAND SERVICE PROFILE	Task No: MIP 6.2
	File No: A-3725-4-R1
	Date Prepared: March 20, 1981
<p>VII <u>PROJECT SCHEDULE</u></p> <p>Figure 2 shows the schedule for Task 6.2 and its component activities. This schedule is dependent on the availability of the resources identified as required.</p>	

Project No. - N° du projet:

MIP 6.2

Project Name - Nom du projet: Regional/
District/Band Profile


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 Pour dactylographier utiliser 10 caractères par puce

Stage (or event) - Stage (ou événement)

ACTIVITY PLANNING
REPORT

PLANIFICATION D'ACTIVITÉS
RAPPORT DE

Responsible individual - Individu responsable

OVENS

Page 14 of 15

Date completed - Terminé le
March 23, 1981

Activity - Activite	1981			April			May			June			July			August			September							
	3	10	17	23	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25
1. Design																										
2. Data Collection																										
3. Data Organization																										
4. Data Analysis & Presentation																										
5. Data Base Update System																										

Detailed Task Plan	Task No: MIP 6.2
REGIONAL/DISTRICT/BAND SERVICE PROFILE	File No: A-3725-4-R1
	Date Prepared: March 20, 1981

APPENDIX "A" - LIST OF IDENTIFIED ACTIVITIES

A. RESERVES AND TRUSTS

1. Indian Register (Membership)

B. EDUCATION

1. Federal Schools: Instruction
2. Federal Schools: Cultural Enrichment
3. Federal Schools: Maintenance of Students
4. Federal Schools: Transportation
5. Federal Schools: Education Committees/Boards
6. Non Federal Schools: Instruction
7. Non Federal Schools: Cultural Enrichment
8. Non Federal Schools: Maintenance of Students
9. Non Federal Schools: Transportation
10. Non Federal Schools: Education Committees/Boards
11. Counselling and Referral (Education)
12. University and Professional (Education)
13. Occupational Skill Training
14. Adult Education
15. Employment and Relocation
16. Training-on-the-Job
17. Cultural Centres and Development

C. ECONOMIC DEVELOPMENT

1. Development Corporations
2. Economic Development Projects
3. Job Creation Projects
4. Economic Development Committees

D. SOCIAL SERVICES

1. Social Assistance: Social Service Workers
2. Social Assistance: Basic Needs
3. Social Assistance: Special Needs
4. Adult Care: Institutional
5. Adult Care: In-Home
6. Alcohol and Drug Abuse
7. Day Care
8. Preventive

E. COMMUNITY INFRASTRUCTURE & SERVICES

1. Band Housing: Construction
2. Band Housing: Maintenance
3. Band Housing: Committees
5. Community Infrastructure: Roads
6. Community Infrastructure: Bridges
7. Community Infrastructure: Sewer Systems
8. Community Infrastructure: Water Systems
9. Community Infrastructure: Electrification
10. Community Infrastructure: Community Buildings
11. Community Infrastructure: School Construction
12. Band Constables
13. Fire Protection

F. BAND GOVERNMENT

1. Core Funding
2. Overhead
3. Band Training
4. Planning
5. Associations Support



Assistant Deputy Minister
Indian and Northern Affairs Canada

Indian and Inuit Affairs

Sous-ministre adjoint
Affaires indiennes et du Nord Canada

Affaires indiennes et inuit

File # A3725-4-R1
Référence

July 16, 1981

le 16 juillet 1981

All Regional Directors
General,
Regional Directors,
Northwest Territories and
Yukon Regions,
Directors General,
Economic and Social
Development,
Reserves and Trusts.

Tous les directeurs généraux
régionaux
Directeurs régionaux
Territoires du Nord-Ouest et
du Yukon
Directeurs généraux
Développement économique et
social
Réserves et fidéicommiss

MANAGEMENT IMPROVEMENT PROJECT
6.2, REGIONAL/DISTRICT/BAND
SERVICE PROFILE

TÂCHE 6.2 DU PAG
APERÇU DES SERVICES
DISPENSÉS PAR LES RÉGIONS,
LES DISTRICTS ET LES BANDES

The purpose of this memorandum is to remind you that the survey portion of MIP Task 6.2 is about to begin and to ask that you and your staff give it your complete support.

La présente note de service a pour but de vous rappeler que la partie sondage de la tâche 6.2 du PAG va bientôt commencer et de vous demander, à vous et à votre personnel, de bien vouloir nous apporter votre appui le plus complet.

From our discussions at EPC and during Mr. Fournier's visits to the Regions, you will recall the importance attached to the issue of program transfer to Bands and other Indian Administration. MIP Task 6.2 will play a major role in addressing this important issue.

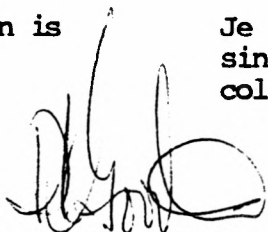
Vous vous souvenez sans doute, à la suite des discussions tenues au Comité de direction de la planification et des visites de M. Fournier dans les régions, de l'importance que nous accordons au transfert des programmes aux bandes et aux autres niveaux de l'administration indienne. La tâche 6.2 du PAG aura donc une importance majeure car elle portera sur cette question essentielle.

...2

The project will produce a comprehensive picture of existing operational linkages and levels of service to Bands. In order to update the "snapshot" resulting from this survey, the MIP Team is developing a system which will maintain the data.

The survey will be carried out in the Regions during the early summer. The exact schedule will be determined in consultation with Directors of — Operations. The attached Information Sheet describes the project in detail and provides instructions for completion of the forms. There will, of course, be a Regional Co-ordinator from the Project Team in every region.

Your continued co-operation is greatly appreciated.



Donald K. Goodwin

Attach.

Le projet permettra d'obtenir une vision globale des divers niveaux opérationnels de prestation des services aux bandes et des liens entre ces niveaux. Afin de pouvoir conserver à jour le "tableau" fourni par ce sondage, l'équipe du PAG élabore actuellement un système qui permettra de rajuster en permanence les données recueillies.

Nous réaliserons le sondage dans les régions au début de l'été et établirons le calendrier exact de ce dernier en consultation avec le directeur des Opérations. La feuille de renseignements ci-jointe décrit le projet en détail et indique comment remplir les formulaires de réponse. Un coordonnateur régional faisant partie de l'équipe du projet sera à votre disposition dans chaque région.

Je termine en vous remerciant sincèrement de votre collaboration soutenue.

P.J.

MIP TASK 6.2, PHASE I
REGIONAL/DISTRICT/BAND SERVICE
PROFILE
INFORMATION SHEET -
INSTRUCTIONS

A. OBJECTIVES

1. To develop a description of the operational relationships between all bands, district/tribal councils or other Indian institutions; and Headquarters, Regional, District and other Departmental responsibility centres for each specific activity identified within the Program Activity Structure.
2. To devise a system for the updating of this data base. The task will provide a "snapshot" view of three linkages (i.e. delivery of service, accountability and technical/advisory services).

Task 6.2 will address the degree to which transfers have taken place, and the inter-relationship between the bands on one hand and the Departmental responsibility centres on the other.

B. METHODOLOGY

Questionnaires, devised to address the objectives of 6.2, identify each band in Canada.

TACHE 6.2 DU PAG, PHASE I
APERCU DES SERVICES DISPENSES PAR
LES REGIONS, LES DISTRICTS
ET LES BANDES
FEUILLE DE RENSEIGNEMENTS -
INSTRUCTIONS

A. OBJECTIFS

1. Décrire les relations opérationnelles entre les bandes, les conseils de district, les conseils tribaux et les autres institutions indiennes, d'une part, et l'administration centrale, les régions, les districts et les autres centres de responsabilité du Ministère, d'autre part, et ce pour chacune des activités définies dans le cadre des activités du Programme.
2. Mettre au point un système de mise à jour de la base de données ainsi obtenue. Le sondage permettra d'obtenir un "tableau" des liens qui existent sur le triple plan de la prestation des services, de l'imputabilité et des services de conseils techniques.

La tâche 6.2 examinera dans quelle mesure les transferts ont été réalisés et étudiera l'interdépendance des bandes et des centres de responsabilité du Ministère.

B. METHODE

Chacun des questionnaires utilisés dans le cadre de la tâche 6.2 porte le nom d'une bande.

The questionnaires are batched by region and district for completion by the appropriate Responsibility Centre Manager. It is expected that the majority of data will be prepared by districts. Regions should complete those activities listed in the questionnaires, where they fund bands directly.

Questionnaires will be identified by Region, District and Band. This information will be preprinted on the questionnaires. Please check for errors upon receipt.

The deadline for submission of completed questionnaires will be set by the MIP Project Team in conjunction with the Director of Operations. Any questions regarding completion of the forms may be directed to regional coordinators, c/o the Director of Operations or Dennis Wallace at National Headquarters: (819) 994-0341.

Each Responsibility Centre Manager, or designate, should complete the questionnaire based on the situation as of July 1, 1981.

In completing the questionnaire, respondents will need as resource tools:

- (a) The Financial Management Manual - Expenditure Coding,
and

Les questionnaires sont en outre groupés par région et par district afin de pouvoir être remplis plus facilement par les administrateurs de centre de responsabilité pertinents. Nous prévoyons que la majorité des données seront fournies par les districts. Les régions doivent cependant remplir les espaces correspondant aux activités pour lesquelles elles financent directement les bandes.

Les questionnaires porteront chacun le nom d'une région, d'un district et d'une bande, imprimés à l'avance. Veuillez, cependant, vous assurer, en les recevant, qu'ils ne comportent pas d'erreurs.

La date limite pour la présentation des questionnaires remplis sera établie par l'équipe du projet du PAG, de concert avec le directeur des Opérations. Si vous avez des questions à poser sur la façon de remplir les formulaires, vous pouvez vous adresser aux coordonnateurs régionaux, a/s du directeur des Opérations, ou à Dennis Wallace, à l'administration centrale, au numéro de téléphone (819) 994-0341.

Chaque administrateur de centre de responsabilité ou fonctionnaire désigné aux fins du sondage doit répondre au questionnaire selon la situation au premier juillet 1981.

Les personnes qui remplissent le questionnaire auront besoin pour ce faire des documents suivants:

- (a) Manuel de gestion financière -
Codage des dépenses, et

- (b) Program Activity Structure and Definitions. Use only the codes listed in the manuals as identifiers. Where a province or agency such as Children's Aid Society provides a Management and/or technical advisory support service the code AAAAA will be used for identification.

Districts and regions will utilize various sources for information when completing the questionnaires including BCS input and printouts (R135 and R145), approved contribution arrangements, etc.

C. QUESTIONNAIRE HEADINGS

1. Completed by: Each section may be completed by one or more R.C.M.'s. or CQM's.

The program headings are:

- (a) Reserves and Trusts
- (b) Education
- (c) Economic and Employment
- (d) Social Services
- (e) Community Infrastructure
- (f) Band Government.

2. Services: Services are identified in the left hand column along with the function code as listed in the Financial Management Manual.

- (b) Cadre et définitions des activités du Programme. Utilisez seulement les codes fournis dans les manuels comme éléments d'identification. Lorsqu'une province ou un organisme, telle la Société de l'aide à l'enfance, fournit des services de soutien en matière de gestion et (ou) de conseils techniques, on doit utiliser comme élément d'identification le code.

Les districts et les régions utiliseront diverses sources d'information pour remplir le formulaire, notamment les documents pour l'introduction des données et les imprimés d'ordinateur du S.C.B. (R135 et R145), les accords approuvés sur les contributions, etc.

C. EN-TETES DES QUESTIONNAIRES

1. Rempli par: Chaque section peut être remplie par un ou plusieurs A.C.R. ou A.C.C.

Les titres des programmes sont:

- (a) Réserves et fidéicomis
- (b) Education
- (c) Développement économique et création d'emplois
- (d) Services sociaux
- (e) Infrastructure et services communautaires
- (f) Administration des bandes

2. Services: Dans la colonne de gauche apparaissent les noms des services et les codes de fonction correspondants fournis par le Manuel de gestion financière.

3. Services Provided: If the band listed on the questionnaire receives a service from any source funded by the Department directly or indirectly, please insert an X. If they do not receive a particular service leave the box blank.
4. MGT (Management of Service Delivery) - Management, for the purposes of this questionnaire, can be defined as the entity responsible for administering the service received by the band. For example, the entity could be a superintendent of education, a tribal council, a province or a band. Once the service manager has been identified please insert the identification code for the appropriate manager using the Financial Management Manual for expenditure coding (e.g. District Manager Kenora, 48700; Blackfoot Band, 00430; etc.). Please note that the recorded responsibility for administration of service does not go below the code level found in the Financial Management Manual.
5. Dept. Accounted (Departmental Accountability) - For the purposes of this study, Departmental Accountability is defined in Section 27 of the Financial Administration Act as the responsible individual
3. Services dispensés: Si la bande dont le nom apparaît sur le questionnaire reçoit un service donné d'une source quelconque financé directement ou indirectement par le Ministère, inscrivez un X. Si la bande ne bénéficie pas du service en question, laissez la case libre.
4. Gestion de la prestation des services: Dans le présent questionnaire, on désigne par le mot gestion l'entité responsable d'administrer tel ou tel service dispensé à la bande. L'entité en question pourrait, par exemple, être un directeur de l'éducation, un conseil tribal, une province ou une bande. Une fois que vous avez indiqué qui administre le service, inscrivez le code d'identification correspondant en vous référant au Manuel de gestion des finances - Codage des dépenses (par exemple, pour le directeur du district de Kenora, 48700; pour la bande des Pieds-Noirs, 00430; etc.). A noter qu'on ne peut inscrire comme responsable de l'administration d'un service une entité se situant en-dessous du code le plus bas apparaissant dans le Manuel de gestion financière.
5. Responsabilité ministérielle. Aux fins de la présente étude, le détenteur de la responsabilité ministérielle est défini, à l'article 27 de la Loi sur l'administration financière, comme la personne

who, "certifies that the work has been completed (performance), the goods received or the services rendered and that the price is reasonable or in accordance with the contract or previous agreement." Using the Financial Management Manual - Expenditure Coding, please insert the code of the Departmental manager accountable for the management of the particular service provided. Where programs exceeding the Delegated Signing Authority must receive approval at a higher level, the manager at the level responsible for ensuring performance should be entered. For example, a program that required ADM approval would still be accounted for at District or Region level.

6. Tech/Adv Support (Technical Advice and Support) - The entity that provides the major portion of advice or support. If more than one level or organization provides significant service record the major source and note the secondary organization in the comment section.

7. Comments

Where further explanation or comment is necessary please enter in this space.

responsable attestant que les travaux ont été accomplis (exécution), les matières fournies ou les services rendus, et que le prix exigé est raisonnable ou conforme au contrat ou à l'accord préalablement conclu. Inscrivez, en vous référant au Manuel de gestion financière Codage des dépenses, le code du gestionnaire du Ministère responsable de la gestion du service fourni. Lorsqu'un programme dépasse le cadre de la délégation de signature qui s'y applique et doit recevoir l'approbation d'un niveau plus élevé, on indique comme responsable le gestionnaire du niveau auquel incombe la prestation du service. Par exemple, la responsabilité d'un programme exigeant l'approbation du sous-ministre adjoint serait malgré tout imputée à la région ou au district en cause.

6. Soutien et conseils techniques. L'entité qui fournit la majeure partie des services de conseils ou du soutien. Si plus d'un niveau ou d'une organisation participent à la prestation d'un service important, indiquez le prestataire principal et mentionnez l'organisation secondaire dans la section des remarques.

7. Remarques

Lorsque des explications ou des observations supplémentaires sont nécessaires, inscrivez les dans cet espace.



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REGIONAL/DISTRICT/BAND SERVICES PROFILE

Page 1

MIP Task 6.2

	Name	Number
Region		
District		
Band		

Completed by:

Name	Title	Identification Code

Reserves & Trusts

Services	Services Provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Lands Land Register	2005			
Land Surveys	2006			
Membership Indian Register	2012			
Property & Estates	2013			

Comments



BAND SERVICES PROFILE

Page 2

MIP Task 6.2

Band	Band Number
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Completed by:

Name	Title	I.D. Code
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Education

Services	Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Activity Administration	3001			
Federal Schools Instruction	3003			
Curriculum Development	3004			
Maintenance of Students	3005			
Transportation	3006			
Committees and Boards	3007			
Non-Federal Schools Instruction	3009			
Curriculum Development	3010			
Maintenance of Students	3011			
Transportation	3012			
Committees and Boards	3013			
Counselling and Referral	3014			
Guidance	3015			
Band Operated Schools	3016			
Post-School University & Professional	3017			

Services	Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Maintenance of Students	3018			
Transportation	3019			
Tuition	3020			
Occupational Skill Training	3021			
Maintenance of Students	3022			
Transportation	3023			
Instruction	3024			
Adult Education	3025			
Instruction	3026			
Public Library Service	3028			
Counselling Guidance	3029			
Placement and Relocation	3030			
Cultural Education Centres	3031			
Development	3032			

Comments

**BAND SERVICES PROFILE**

MIP Task 6.2

Band	Band Number
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Economic and Employment

Services	Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Socio-Economic Activity Support	4001			
Monitor and Analyse	4002			
Advise and Support	4003			
Band Support	4004			
Economic Development Committees	4005			
Development Corporations	4006			
Projects	4007			
Associations	4008			
Activity Administration	4009			
Business Enterprises Activity Support	4010			
Monitor and Analyse	4011			
Advise and Support	4012			
Development Corporations	4013			
Projects	4014			
Job Creation Activity Support	4015			

Services	Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Monitor and Analyse	4016			
Advise and Support	4017			
Development Corporations	4018			
Projects	4019			
Associations	4020			
Youth Job Corps	4021			
Summer Students	4022			
Year-Round Non-Students	4023			
High School	4024			
Operating Expenses	4025			
Employment	4026			
Summer Youth Employment	4027			
Associations	4028			
I.I.R.D.	4029			
Band Work Process	4030			
Training on the Job	3033			

Comments



BAND SERVICES PROFILE

MIP Task 6.2

Band

Band Number

Social Services

Services		Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Activity Administration	5001				
Income Support Social Assistance	5002				
Guardian Social Allowance	5018				
Basic Needs	5004				
Special Needs	5005				
Social Service Workers	5003				
Care & Rehabilitation Adult Care	5006				
Supervisory Care (Level 1)	5019				
Intensive Personal (Level 2)	5020				
In-Home Care	5008				
Child Care	5009				
Institutional Care	5010				
Foster-Home Care	5011				
Group Homes	5021				
Rehabilitation	5012				
Alcohol and Drug Abuse	5013				
Day-Care	5014				
Preventative Services Counselling & Referral	5015				
Community Action Projects	5017				

Comments



BAND SERVICES PROFILE

MIP Task 6.2

Community Infrastructure

Band					Band Number				
Services	Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support	Services	Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Activity Administration	6001				Maintenance	6031			
Housing Private/On-Reserve	6002				Operation	6032			
Band Housing	6003				Joint Agreements	6033			
Design	6004				Electrification	6034			
Construction	6005				Design	6035			
Maintenance	6006				Construction	6036			
Committees and Authorities	6007				Maintenance	6037			
Renovations	6011				Operation	6038			
Comm. Infra. & Facilities Roads and Bridges	6012				Joint Agreements	6039			
Design	6013				Community Buildings	6040			
Construction	6014				Design	6041			
Maintenance	6015				Construction	6042			
Joint Agreements	6016				Maintenance	6043			
Residences	6017				Operation	6044			
Student Residences	6018				Municipal Services	6045			
Teacher Accomodation	6019				Joint Agreements	6046			
Sewer Systems	6022				Schools	6047			
Design	6023				Design	6048			
Construction	6024				Construction	6049			
Maintenance	6025				Maintenance	6050			
Operation	6026				Operation	6051			
Joint Agreement	6027				Joint Agreements	6052			
Water System	6028				Protection Policing	6053			
Design	6029				Band Constable Program	6054			
Construction	6030				Fire protection and safety	6056			
					Fire and safety	6059			



BAND SERVICES PROFILE

MIP Task 6.2

Band	Band No.
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Band Government

Services	Services provided	Mgt.	Dept. Accounted	Tech./Adv. Support
Activity Administration	7001			
Band Support Core Funding	7002			
Overhead	7003			
Band Training	7004			
Consultation	7018			
Management Support Planning	7009			
Studies	7010			
Physical Site Plans	7011			
Environment	7014			
Association Support Policy Development	7012			
Consultation	7013			
Environment	7016			

Comments



Affaires indiennes et inuit

BAND SERVICES PROFILE

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APERÇU DES SERVICES DISPENSÉS AUX BANDES/RÉGIONS/DISTRICT

Page 1

		PAG Tâche 6.2
	Nom	Numéro
Région		
District		
Bande		

Rempli par:

Nom	Titre	Code d'identification

Réserves et fidéicommiss

Services	Services dispensés	Gestion	Responsa- bilité ministé- rielle	Soutiens et conseils techniques
Terres et ressources Cadastre	2005			
Levés des terrains	2006			
Effectif des bandes Inscription des Indiens	2012			
Immobilier et successions	2013			

Remarques:



APERÇU DES SERVICES DISPENSÉS AUX BANDES

Page 2

PAG Tâche 6.2

Bande	Numéro de bande
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Rempli par:

Nom	Titre	Code d'identification
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Éducation

Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques
Administration de l'activité	3001			
Écoles fédérales Enseignement	3003			
Perfectionnement culturel	3004			
Indemnités de subsistance aux étudiants	3005			
Transport	3006			
Comités et commissions	3007			
Écoles non-fédérales Enseignement	3009			
Perfectionnement culturel	3010			
Indemnités de subsistance aux étudiants	3011			
Transport	3012			
Comités et commissions	3013			
Services d'orientation et de consultation	3014			
Orientation	3015			
Écoles dirigées par les bandes	3016			
Postsecondaire Universitaire/Professionnel	3017			

Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques
Indemnités de subsistance aux étudiants	3018			
Transport	3019			
Frais de scolarité	3020			
Formation professionnelle	3021			
Indemnités de subsistance aux étudiants	3022			
Transport	3023			
Enseignement	3024			
Éducation permanente	3025			
Enseignement	3026			
Services de bibliothèques	3028			
Orientation	3029			
Placement et réinstallation	3030			
Enseignement culturel Centres d'éducation	3031			
Perfectionnement culturel	3032			

Remarques:



APERÇU DES SERVICES DISPENSÉS AUX BANDES

PAG Tâche 6.2

Bande	Numéro de bande
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Développement économique et création d'emplois

Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques
Socio-économique Soutien de l'activité	4001			
Surveillance et analyses	4002			
Conseils et soutien	4003			
Soutien des bandes	4004			
Comité de développement économique	4005			
Sociétés de développement	4006			
Projets	4007			
Associations	4008			
Administration de l'activité	4009			
Entreprises commerciales Soutien de l'activité	4010			
Surveillance et analyses	4011			
Conseils et soutien	4012			
Sociétés de développement	4013			
Projets	4014			
Création d'emplois Soutien de l'activité	4015			

Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques
Surveillance et analyses	4016			
Conseils et soutien	4017			
Sociétés de développement	4018			
Projets	4019			
Associations	4020			
Emploi des jeunes	4021			
Étudiants d'été	4022			
Non-étudiants annuels	4023			
École secondaire	4024			
Dépenses d'exploitation	4025			
Emploi	4026			
Emploi d'été des jeunes	4027			
Associations	4028			
(P.P.R.I.I.)	4029			
Méthodes de travail (bandes)	4030			
Formation en cours d'emploi	3033			

Remarques



APERÇU DES SERVICES DISPENSÉS AUX BANDES

PAG Tâche 6.2

Bande

Numéro de bande

Services sociaux

Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques
Administration de l'activité	5001			
Aide de revenu Assistance sociale	5002			
Allocation des assistants sociaux	5018			
Besoin fondamentaux	5004			
Besoins particuliers	5005			
Travailleurs sociaux	5003			
Soins et réadaptation Soins aux adultes	5006			
Projets	5019			
Soins personnels intensifs (niveau 2)	5020			
Soins à domicile	5008			
Soins aux enfants	5009			
Soins dans des institutions	5010			
Soins dans des foyers nourriciers	5011			
Soins dans des maisons communautaires	5021			
Réadaptation	5012			
Abus de l'alcool et des drogues	5013			
Maternelles	5014			
Services préventifs Orientation et conseils	5015			
Projets d'action communautaire	5017			

Remarques:

APERÇU DES SERVICES
DISPENSÉS AUX BANDES

PAG Tâche 6.2

Infrastructure et service communautaires

Bande					Numéro de bande				
Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques	Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques
Administration de l'activité	6001				Entretien	6031			
Logement Habitations dans réserves	6002				Exploitation	6032			
Logement des bandes	6003				Accords conjoints	6033			
Plans	6004				Électrification	6034			
Construction	6005				Conception	6035			
Entretien	6006				Construction	6036			
Comités et compétences en matière de logement	6007				Entretien	6037			
Rénovations	6011				Exploitation	6038			
Infrastructure comm. Routes et ponts	6012				Accords conjoints	6039			
Conception	6013				Bâtiments communautaires	6040			
Construction	6014				Conception	6041			
Entretien	6015				Construction	6042			
Accords conjoints	6016				Entretien	6043			
Résidences	6017				Exploitation	6044			
Résidences d'étudiants	6018				Services municipaux	6045			
Logement des enseignants	6019				Accords conjoints	6046			
Réseaux d'égout	6022				Écoles	6047			
Conception	6023				Conception	6048			
Construction	6024				Construction	6049			
Entretien	6025				Entretien	6050			
Exploitation	6026				Exploitation	6051			
Accords conjoints	6027				Accords conjoints	6052			
Réseaux d'adduction de l'eau	6028				Protection Services de police	6053			
Conception	6029				Programme d'agents de police de bandes	6054			
Construction	6030				Protection contre les incendies et sécurité	6056			
					Incendies et sécurité	6059			



APERÇU DES SERVICES DISPENSÉS AUX BANDES

PAG Tâche 6.2

Bande

Numéro de bande

Administration des bandes

Services	Services dispensés	Gestion	Responsa- bilité ministérielle	Soutiens et conseils techniques
Administration de l'activité	7001			
Soutien aux bandes Financement de base	7002			
Administration générale	7003			
Formation des bandes	7004			
Consultation	7018			
Soutien de la gestion Planification	7009			
Études	7010			
Plans-lieux physiques	7011			
Environnement	7014			
Soutien des associations Elaboration de la politique	7012			
Consultation	7013			
Environnement	7016			

Remarques



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APERÇU DES SERVICES DISPENSÉS AUX BANDES

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