

## MANAGEMENT RESPONSE AND ACTION PLAN

**Evaluation Report Title: Evaluation of the Reconciliation Secretariat**

**Approval Date of Evaluation by Deputy Minister: 06/2023**

**Recommendation 1:** The Indigenous Rights and Relations Portfolio, in collaboration with sectors across the Department, should undertake a whole-of-Justice review to clarify mandates, roles and responsibilities in regard to Indigenous-related priorities.

**Rationale for Recommendation:** Since the creation of the Reconciliation Secretariat in 2017, the demand for and nature of the Secretariat’s role have evolved considerably, growing in terms of the number and complexity of Indigenous-related files it undertakes. However, the Secretariat’s role is not clear to most stakeholders, both within and outside Justice Canada. The various Indigenous priorities the Secretariat is working on versus other areas within Justice Canada are not clear, as well as the manner in which the division of these responsibilities is determined.

The activities of the Secretariat generally do not overlap or duplicate work conducted by others within the department. Most instances where there was a potential for overlap or duplication have been managed through coordination and communication. Having said that, there is still a lack of clarity with respect to the linkage between IJS and the Pan-Canadian Strategy to Address the Overrepresentation of Indigenous Peoples in the Criminal Justice System (PCSIO).

A whole-of-Justice review to clarify mandates, roles and responsibilities about Indigenous-related priorities will limit the risk for potential or perceived duplication or overlap and will put the Reconciliation Secretariat in a better position to proactively communicate its role and responsibilities with partners/stakeholders.

**Management Response:** Management agrees with this recommendation.

Action(s)	Deliverable(s)	Accountability	Planned Completion Date
What SMART action(s) will be taken to address this recommendation?	Expected deliverable(s) to demonstrate the completion of the action.	ADM responsible for implementing the action.	
<ul style="list-style-type: none"> <li>In consultation with other implicated Sectors of Justice Canada (e.g. Policy Sector, Communications, Management Sector/Anti-Racism and Anti-discrimination Secretariat), review the mandate (roles and responsibilities) of the Reconciliation Secretariat in relation to the role of others working on Indigenous related priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Guidance documents and other material that clearly describe the mandate (roles and responsibilities) of the Reconciliation Secretariat within the context of all relevant Justice Canada Sectors working on Indigenous related priorities.</li> <li>Communications Plan and key communication tools (e.g., updated JUS webpage and/or other online platforms; first publication of newsletter</li> </ul>	ADM Indigenous Rights and Relations Portfolio (IRRP) – lead  SADM Policy Sector – support  DG Communications – support  ADM Management Sector - support	June 2024

<ul style="list-style-type: none"> <li>Through this exercise, clarify roles and responsibilities and develop a document describing them.</li> <li>Develop and launch a communication plan on the mandate of the Secretariat that is shared across Justice Canada, as well as with other government departments and agencies.</li> </ul>	<p>highlighting key initiatives and milestones).</p>		
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**Recommendation 2:** The Reconciliation Secretariat should seek opportunities to secure ongoing resources to ensure that it has the ability and capacity to sustain and advance government and departmental priorities regarding reconciliation with Indigenous Peoples.

**Rationale for Recommendation:** The evaluation found that the Reconciliation Secretariat currently lacks the capacity to be fully responsive to increased demands, or to be proactive in its Centre of Expertise role, leading it to be more reactive and ad hoc in its delivery of this role. In addition, the temporary nature of the Reconciliation Secretariat’s resources was identified as a challenge to recruiting and retaining staff, also resulting in a risk of burnout among staff and managers. The current short term funding poses a risk to Justice Canada by potentially limiting its ability to continue the work of the Secretariat and meet commitments made by the Department and the Government of Canada. Seeking opportunities to secure ongoing resources could ensure that the Reconciliation Secretariat has the capacity to deliver on its mandate and policy priorities, including its role as the Centre of Expertise on Indigenous relations, reconciliation and partnership building.

**Management Response:** Management agrees with this recommendation.

<b>Action(s)</b> What SMART action(s) will be taken to address this recommendation?	<b>Deliverable(s)</b> Expected deliverable(s) to demonstrate the completion of the action.	<b>Accountability</b> ADM responsible for implementing the action.	<b>Planned Completion Date</b>
<ul style="list-style-type: none"> <li>Clarify core areas of responsibility and priority for the Reconciliation Secretariat and identify gaps in resourcing required to support their efficient delivery. In doing so, take into account the responsibilities of other groups and sectors in relation to the Department of Justice’s mandate and ministerial</li> </ul>	<ul style="list-style-type: none"> <li>Integrated business plan for the Secretariat that identifies organizational mandate, HR and resourcing needs, informed by broader Portfolio and departmental contexts.</li> <li>Business case to secure sustainable funding to support a five-year business plan (2024-2029).</li> </ul>	ADM Indigenous Rights and Relations Portfolio (IRRP) – lead  Management Sector – support  Policy Sector - support	April 2024

<p>priorities related to reconciliation with Indigenous peoples, including the development of an Indigenous Justice Strategy by 2024.</p> <ul style="list-style-type: none"><li>• Develop Portfolio and departmental strategies (organizational, HR, financial) to enable the Secretariat to deliver on its mandate and priorities.</li></ul>			
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