

Summary of the Evaluation of the Indigenous Partnership Office West

Objective of the Evaluation:

The objective of the evaluation was to assess the relevance, efficiency and effectiveness of IPO-West (2014-15 to 2017-18).

Program Description:

NRCan's Indigenous Partnerships Office-West (IPO-West) was launched in light of the economic opportunities associated with the major oil and gas infrastructure projects proposed in the Western provinces. IPO-West roles and responsibilities did not include project-specific consultations (e.g. liquefied natural gas projects or pipeline expansion projects), with that role being under the responsibility of other federal organisations, such as the Major Project Management Office (MPMO).

IPO-West is one of the four (4) components of the West Coast Energy Initiative (WCEI). It facilitates a coordinated federal response to Indigenous concerns related to major energy projects on the West Coast, and plays a governance, coordination and engagement role as part of the WCEI. The WCEI is intended to ensure that federal engagement with Indigenous communities is translated into concrete actions and investments to address Indigenous priorities including business development, skills and employment, early and ongoing engagement, and environmental action.

Planned Budget for 2014-18: \$11.6 million

Evaluation Scope:

Evaluation Period: 2014-15 to 2017-18

Evaluation Completion: September 2018

Program Expenditure: \$7,782,163

Methodology: Evaluation conducted in accordance with the Treasury Board *Policy on Results*. The evaluation was based on three lines of evidence: (1) Key Informant Interviews; (2) Document Review; (3) File Review

Limitations: The main limitation of the evaluation is that only a partial list of potential indigenous communities was provided and some of them participated in interviews.

What the Evaluation found:

The evaluation demonstrated a continued need for IPO-W, and for sustained engagement with Indigenous groups, beyond project-specific consultations. Through engagement activities and project support, IPO-West has contributed to building trust and good relationships with Indigenous communities with a wide variety of views on energy development.

The Strategic Partnerships Initiative – West Coast Energy (SPI-WCE), administered by Indigenous Services Canada (ISC) and co-led by ISC and IPO-West, was a key component of IPO-West's activities and provided \$61M over five years in contributions (G&C) funding for projects led by Indigenous communities. SPI-WCE projects helped Indigenous communities prepare and build their capacity in anticipation of major infrastructure projects being implemented. Interviewees indicated that some projects would not have been identified or funded at all without the work of IPO-West.

The evaluation identified some concerns expressed by interviewees, including confusion as to the role of IPO-West and the responsibilities of other departments in the initiative, and barriers to timely funding decisions.

Recommendations:

The Evaluation has resulted in four (4) recommendations and management responses; they are detailed on the following page.

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Recommendation 1:

Given confusion expressed by some key government stakeholders about roles of IPO-West in a changing policy and major projects landscape, IPO-West roles and responsibilities should be well defined and communicated, with special attention to the role played by other federal departments and agencies that are working with west coast Indigenous communities on socio-economic issues.



Agreed. IPO-West will engage with NRCan and partner departments through existing mechanisms (DGIC, Technical Working Group and WCE Coordination fora) to reaffirm IPO-West roles and responsibilities as defined and articulated in the mid-term report to the President of the Treasury Board.

Responsible Manager, Sector: ADM, Indigenous Secretariat and Senior Executive Director, IPO-West

Target Date: January 31, 2019

Recommendation 2:

Considering IPO-West's new responsibilities related to Indigenous Advisory and Monitoring Committees and Economic Pathways Partnership, IPO-West roles and responsibilities should be clarified and that sound accountabilities and reporting be put in place.



Agreed. IPO-West will clarify its roles, responsibilities and accountabilities for senior management and report on activities associated with the IAMC co-development phase as against the mandates provided through the WCEI, IAMC and Economic Pathways Partnership (EPP) initiatives.

Responsible Manager, Sector: ADM, Indigenous Secretariat and Senior Executive Director, IPO-West

Target Date: January 31, 2019

Recommendation 3:

Given the findings related to the lengthiness of Gs&Cs decision-making processes, IPO-West should initiate discussion with other departmental partners on potential options to improve the process including better communication with Indigenous communities.



Agreed. IPO-West will engage within NRCan and with partner departments to discuss the G&C process. Discussions will include feedback from Indigenous communities to help in the design of future programming related to Indigenous capacity building, including the potential renewal of IPO-West.

Responsible Manager, Sector: ADM, Indigenous Secretariat and Senior Executive Director, IPO-West

Target Date: February 28, 2019

Recommendation 4:

Considering the significant engagement work initiated by IPO-West, and that additional work is being initiated by NRCan in this area, a lessons-learned document should be developed and used to support NRCan and other federal departments who may take on similar work, including the best practices developed from Indigenous capacity building and engagement activities.



Agreed. IPO-West will develop a lessons learned document prior to the end of IPO-West's initial WCEI mandate in 2018-19. This will include best practices developed from Indigenous capacity building and engagement activities; Share these lessons learned, within NRCan via the Policy Science Integration Committee (PSIC) and with other partner departments via existing horizontal mechanisms such as MPMO and Federal Councils, so that these lessons can be used to inform the design and consideration of future Indigenous partnership initiatives

Responsible Manager, Sector: ADM, Indigenous Secretariat and Senior Executive Director, IPO-West

Target Date: March 31, 2019