Government of Canada   Gouvernement du Canada

Species at Risk Program: Results-based Management and Accountability Framework and Risk-based Audit Framework

Canada

Environment Canada wishes to thank Performance Management Network Inc. for its efforts in producing the initial draft report on the Species at Risk Program: Results-based Management and Accountability Framework (RMAF) and Risk-based Audit Framework (RBAF).

Note: The material presented here is not to be interpreted as legal advice. If there is a discrepancy between the information presented in this document and the *Species at Risk Act*, the Act prevails.

Aussi disponible en français sous le titre : Programme sur les espèces en péril :
Cadre de gestion et de responsabilisation axé sur les résultats et Cadre de vérification axé sur les risques

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Acronyms

ADM	Assistant Deputy Minister
ADMC	Assistant Deputy Minister Committee
ACBF	Aboriginal Capacity Building Fund
ACHPF	Aboriginal Critical Habitat Protection Fund
ATK	Aboriginal traditional knowledge
CBD	Convention on Biological Diversity
CEEA	*Canadian Environmental Assessment Act*
CEO	Chief Enforcement Officer
CEPA 1999	*Canadian Environmental Protection Act, 1999*
CESCC	Canadian Endangered Species Conservation Council
COSEWIC	Committee on the Status of Endangered Wildlife in Canada
CSDP	Conservation Service Delivery and Permitting
CWA	*Canadian Wildlife Act*
CWDC	Canadian Wildlife Directors Committee
CWS	Canadian Wildlife Service
DFO	Fisheries and Oceans Canada
DG	Director General
DG Ops	Director General Operations Committee
DHSC	Deputy Head Steering Committee
DPRs	departmental performance reports
E	East
EC	Environment Canada
EI	ecological integrity
EMC	Executive Management Council
ENGO	environmental non-governmental organization
ER&VE	External Relations and Visitor Experience
ESRF	Endangered Species Recovery Fund
ESB	Environmental Stewardship Branch
F/P/T	federal/provincial/territorial
GIC	Governor in Council
HAPAE	Healthy and Productive Aquatic Ecosystems
HSP	Habitat Stewardship Program for Species at Risk
IRF	Interdepartmental Recovery Fund
MBCA	*Migratory Birds Convention Act*
NACOSAR	National Aboriginal Council on Species at Risk
NFSARC	National Framework for Species at Risk Conservation
NGSWG	National General Status Working Group
NP	national parks
O&HS	Oceans and Habitat Sector
OPG	Outcome Program Group
OPP	Outcome Project Plan
P/T	provinces/territories
PAA	Program Activity Architecture
PC	Parks Canada
RBAF	Risk-based Audit Framework
RENEW	Recovery of Nationally Endangered Wildlife Working Group
RIMS	Recovery Information Management System
RMAF	Results-based Management and Accountability Framework
RP&O	Resource Protection and Operation
SAR	species at risk

SARA	*Species at Risk Act*
SARAC	Species at Risk Advisory Committee
SARCC	Species at Risk Coordinating Committee
SARS	Species at Risk Secretariat
SFA	Sustainable Fisheries and Aquaculture
SO	staff officer
TB	Treasury Board
Accord	Accord for the Protection of Species at Risk
Act	*Species at Risk Act*
W&N	West and North
WAPPRIITA	*Wild Animal and Plant Protection and Regulation of International and Interprovincial Trade Act*

Tables

Figures

1.0   Introduction

This document presents a results-based management and accountability framework (RMAF) and risk-based audit framework (RBAF) for the *Species at Risk Act* program activities. This framework addresses a range of federal species at risk efforts and includes several grants and contributions programs for capacity building and stewardship activities. For the purpose of this framework, this amalgam of activities is referred to as the federal Species at Risk (SAR) Program.

1.1   Background

The *Species at Risk Act* (SARA) is a tool for conserving and protecting Canada's biological diversity. The Act establishes a process for conducting scientific assessments of the conservation status of wildlife species[1] and a mechanism for listing extirpated, endangered, threatened and special concern species. The Act provides legal protection to listed wildlife species and their residences, and requires recovery of the listed threatened, endangered and extirpated species and protection of their critical habitat. Since responsibility for the conservation of wildlife is shared by federal, provincial and territorial governments, the Act is designed to work with provincial/territorial (P/T) legislation.

Environment Canada (EC), Fisheries and Oceans Canada (DFO) and Parks Canada (PC) (collectively referred to as the core departments throughout this framework) are responsible for the implementation of SARA and jointly manage the federal SAR Program. However, Environment Canada leads the Program's administration. The annual budget is $100 million for each of the next five years and then $75 million per year ongoing.

The balance of this document comprises seven sections:

▸ Section 2 provides an overall profile of the Program and situates the species at risk activity within each of the core departments, describes the delivery approach, key activities, partners, Aboriginal people and stakeholders. The section also outlines the roles and responsibilities of the core departments and describes the governance structure.

▸ Section 3 presents the Program results logic, including a description of activities, outputs and results. Key risk areas are also identified.

▸ Section 4 identifies key program risk areas, mitigating strategies and presents an overall risk management process.

▸ Section 5 proposes a set of performance and risk indicators and outlines requirements for ongoing monitoring and reporting.

▸ Section 6 describes the evaluation strategy and proposes evaluation issues and methodologies.

▸ Section 7 presents the reporting strategy, including a description of the reporting activities, products, timing and responsibilities.

▸ Section 8 presents the RMAF–RBAF implementation review strategy, including a description of the review activities, products, timing and responsibilities.

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[1] "Wildlife species" means a species, subspecies, variety or geographically or genetically distinct population of animal, plant or other organism, other than a bacterium or virus, that is wild by nature and (a) is native to Canada; or (b) has extended its range into Canada without human intervention and has been present in Canada for at least 50 years. (source: COSEWIC, http://www.cosewic.gc.ca/eng/sct2/sct2_6_e.cfm)

1.2   Level of Integration

The RMAF and RBAF are fully integrated (i.e., the results logic and risk assessment of the SAR Program have been coordinated and are presented here under one cover). The results measurement and risk management strategies have been synchronized to draw on, where possible, common measures and review processes.

1.3   RMAF–RBAF Project Overview

This framework was developed through a review of program documentation and extensive consultations with the three core delivery departments. Key background documents included the following:

▸ *Species at Risk Act* (SARA)
▸ Accord for the Protection of Species at Risk
▸ Formative Evaluation of the Federal Species at Risk Programs (July 2006)
▸ Reports on plans and priorities (RPPs)
▸ Departmental performance reports (DPRs)
▸ Minister's Round Table Report
▸ Cooperative Management Framework for the Strategy for the Protection of Species at Risk
▸ Interdepartmental Species at Risk Action Plan (developed in response to the recommendations in the Formative Evaluation)
▸ National Framework for Species at Risk Conservation (NFSARC)
▸ Bilateral agreement between the federal government and the province of British Columbia
▸ Habitat Stewardship Program (HSP) for Species at Risk—RMAF and RBAF
▸ SAR Public Registry

Consultations included

▸ Interviews with 29 representatives of Environment Canada, Fisheries and Oceans Canada and Parks Canada, including regional, headquarter and senior management staff.
▸ A one-day workshop, attended by 17 representatives of the core delivery departments, to discuss the program logic, performance measures and risk.

A steering committee and a working group were convened to guide the project and provide input through regular meetings and review of all key deliverables.

The heads of evaluation from each of the core departments (Environment Canada, Fisheries and Oceans Canada and Parks Canada) provided their approval in the spring of 2008, indicating that they had reviewed and found the Results-Based Management Accountability Framework and Risk-Based Audit Framework for the Species at Risk Program to be satisfactory.

2.0   Program Profile

2.1   Context

In 1992, Canada signed and ratified the United Nations' Convention on Biological Diversity (CBD) in Rio de Janeiro. CBD objectives include the conservation of biological diversity, the sustainable use of biological resources, and the fair and equitable sharing of the benefits arising from the use of genetic resources. One of Canada's responses to the CBD was the Canadian Biodiversity Strategy (1996). The Strategy is an umbrella for a range of initiatives including the Accord for the Protection of Species at Risk*,* the Habitat Stewardship Program for Species at Risk, and the *Species at Risk Act.*

The provinces and territories hold primary responsibility for terrestrial wildlife species in Canada and for the management of provincial and territorial lands upon which many species rely, while the federal government exercises direct responsibility for aquatic species, migratory birds, and for species found on federal lands. Conservation therefore requires a collaborative approach with recognition and coordination of activities across all jurisdictions.

The Accord for the Protection of Species at Risk and Provincial Legislation

The Accord for the Protection of Species at Risk (1996) outlines commitments by federal, provincial and territorial (F/P/T) Ministers to designate species at risk, protect their habitats, and develop recovery plans as well as complementary legislation, regulations, policies and programs (including stewardship). Under the Accord, it is understood that the provinces[2] and territories will undertake actions and enforce prohibitions for the conservation of species at risk under their jurisdiction. The Canadian Endangered Species Conservation Council (CESCC), comprising F/P/T Ministers responsible for conservation and management of species at risk, was established under the Accord and provides general direction on the activities of COSEWIC, the preparation of recovery strategies and the preparation and implementation of actions plans. Provinces and territories have policies and legislation frameworks in place regarding species at risk.

Species at Risk Act

The *Species at Risk Act* was proclaimed in June 2003 and came into force in stages during 2003 and 2004. The purposes of the Act are to prevent wildlife species from being extirpated or becoming extinct; to provide for the recovery of wildlife species that are extirpated, endangered or threatened as a result of human activity; and to manage species of special concern to prevent them from becoming endangered or threatened. The Act is consistent with commitments set out in the Canadian Biodiversity Strategy, the Accord for the Protection of Species at Risk, and other existing laws and agreements (both federal and provincial) that provide for the legal protection of wildlife species and conservation of biological diversity. Under the *Accord for the Protection of Species at Risk* (the Accord) the federal, provincial and territorial governments committed to protect species at risk in their own jurisdictions. The federal *Species at Risk Act* ensures legal protection for species at risk and their residences on federal land, for aquatic species and for migratory birds protected by the *Migratory Birds Convention Act*.

More specifically, the Act

▸   recognizes the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) as an independent body of experts responsible for assessing and identifying species at risk;

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[2] All provinces and territories, with the exception of the province of Quebec, have signed the Accord for the Protection of Species at Risk and Provincial Legislation. However, a bilateral agreement with the province of Quebec is in place to coordinate the delivery of both the federal and provincial species at risk programs.

▸ creates prohibitions to protect wildlife species listed as an extirpated, endangered or threatened species, their residences and their critical habitat;

▸ requires the preparation of recovery strategies for species listed as an extirpated, endangered or threatened species, including the identification of critical habitat;

▸ requires the preparation of action plans based on recovery strategies, including the identification of critical habitat;

▸ requires the preparation of management plans for wildlife species listed as species of special concern;

▸ provides the power to competent Ministers[3] to enter into agreements or issue permits authorizing activity affecting a listed wildlife species, their residence or critical habitat;

▸ requires projects that require environmental assessments to identify the adverse effects of the project on the listed wildlife species and its critical habitat and ensure that measures are taken to avoid or lessen those effects and monitor them;

▸ provides the power to the Governor in Council to make an emergency order to provide for the protection of a listed wildlife species; and

▸ creates a public registry for the purpose of facilitating access to documents relating to matters under this Act.

For listed species other than aquatic species, migratory birds and species on federal land, the provinces and territories have the responsibility to provide effective protection. If the province or territory does not provide effective protection, the Governor in Council may order, on the recommendation of the Minister,[4] that the general prohibitions apply for a given species in a province or territory.

Federal / Provincial / Territorial Program Coordination

Several mechanisms have been developed to coordinate SAR Program implementation across the various jurisdictions. These include intergovernmental committees (see Section 2.6), the new National Framework for Species at Risk Conservation (NFSARC), and negotiated bilateral agreements.

The NFSARC (2007) was developed to support the Accord and SARA implementation by providing a set of common principles, objectives and overall approaches to facilitate co-operation among all jurisdictions. For SARA, the framework will be supported by policies and guidelines for the key steps in the species at risk conservation cycle to help operationalize SARA program activities.

Bilateral agreements are used to formalize F/P/T species at risk co-operation on species identification, recovery planning and implementation. The agreements provide the administrative framework within which both parties can co-operatively exercise their respective powers to ensure a coordinated and focused approach to the delivery of species at risk policies, programs and activities. Each agreement is supported by a Species at Risk Coordinating Committee (SARCC). As of October 2007, three agreements are in place (British Columbia, Quebec and

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[3] Under SARA, "competent minister" means (*a*) the Minister responsible for the Parks Canada Agency with respect to individuals in or on federal lands administered by that Agency; (*b*) the Minister of Fisheries and Oceans with respect to aquatic species, other than individuals mentioned in paragraph (*a*); and (*c*) the Minister of the Environment with respect to all other individuals.
[4] Under SARA, "Minister" means the Minister of the Environment.

Saskatchewan), four are in the final stages of negotiation (Alberta, New Brunswick, Northwest Territories and Yukon), and five more are in active negotiation (Newfoundland and Labrador, Nova Scotia, Nunavut, Ontario and Prince Edward Island).

2.2   *Program Objectives and Links to Core Department Objectives*

The key objectives of SARA are to

▸   prevent wildlife species from being extirpated or becoming extinct;
▸   provide for the recovery of wildlife species that are extirpated, endangered or threatened as a result of human activity; and
▸   manage species of special concern to prevent them from becoming endangered or threatened.

The SAR Program funding supports strategic objectives and program activities within each of the three core departments. Linkages to the core departments' 2008 key results areas and program activity architecture (PAA) are shown below. The core departments' official PAA structure includes several activities associated with the SAR Program and related wildlife conservation, protection, outreach and public education activities. This results-based structure is currently being streamlined to ensure that planning, budgeting and reporting are focused on the achievement of results and reflect the NFSARC. An alignment of the SAR Program outputs and outcomes to the department/agency 2008 PAA has been presented in Annex A.

Environment Canada

The SAR Program supports results under the *Biodiversity and Wildlife Program* and the *Chemicals Management Program.* The three sub-activities and related sub-sub-activities that are linked with the SAR Program are shown in the following table.

Table 1: Contribution to Environment Canada's 2008 Results Areas	
Program Area: Biodiversity and Wildlife Program	
Sub–activity	Sub-sub-activity
Wildlife Program	▪ Species at Risk Program ▪ National Wildlife Issues Program
Lands and Landscapes Program	▪ Conservation Partnerships and Programs
Program Area: Chemicals Management Program	
Risk Management Program	● Enforcement

Summary: This table lists the contribution of the Species at Risk Program to two of Environment Canada's 2008 program areas: the Biodiversity and Wildlife Program and the Chemicals Management Program. Three sub-activities and four sub-sub-activities are listed under these results areas.

SARA complements a number of conventions and acts administered by Environment Canada, including

▸   the Convention on International Trade in Endangered Species of Wild Fauna and Flora;
▸   the Convention on Biological Diversity (CBD);
▸   the *Canada Wildlife Act* (CWA);
▸   the *Migratory Birds Convention Act* (MBCA);
▸   the *Canadian Environmental Assessment Act* (CEEA);
▸   the *Canadian Environmental Protection Act, 1999* (CEPA 1999) and

▸ the *Wild Animal and Plant Protection and Regulation of International and Interprovincial Trade Act* (WAPPRIITA).

Fisheries and Oceans Canada

SAR Program implementation at DFO contributes to the strategic outcome Sustainable Fisheries and Aquaculture (SFA), which includes a program sub-activity to support the assessment and recovery of species at risk (under the Science Program Activity). The Species at Risk Program also indirectly fosters another DFO strategic outcome, Healthy and Productive Aquatic Ecosystems (HAPAE), which includes Habitat Management. Conservation and Protection, a sub-activity under both SFA and HAPAE, is also supported by the SAR Program.

SARA also complements a number of conventions and acts administered by DFO or under which it undertakes significant activities:

▸ the *Fisheries Act*;
▸ the *Oceans Act*;
▸ the *Canadian Environmental Assessment Act*;
▸ the *Federal Real Property and Federal Immovables Act*; and
▸ the United Nations Convention on the Law of the Sea.

The *Fisheries Act* applies to all aquatic species (marine and freshwater), as defined in the Act. The focus of the Act is primarily on managing fisheries, although the Act also contains numerous provisions for the protection and conservation of fish habitat. Under the *Oceans Act*, DFO may create marine protected areas to protect critical habitat for species at risk. Both acts provide for alternative and complementary management tools and approaches for protecting aquatic species and their habitat.

Parks Canada

Species at Risk (a Parks Canada sub-sub-activity) contributes to results under three of six core Program activities as shown in the following table:

Table 2: Contribution to Parks Canada's 2008 Program Activities	
Program Activity	**Sub-activity**
Program Activity 2 – Heritage Resources Conservation	▪ National Parks Conservation o Species at Risk ▪ National Marine Conservation Areas Sustainability
Program Activity 3 – Public Appreciation and Understanding	▪ Outreach Education and Agency Communication ▪ Engagement
Program Activity 4 – Visitor Experience	▪ National Parks Interpretation ▪ National Historic Sites Interpretation ▪ National Marine Conservation Areas Interpretation

Summary: This table lists the contribution of the Species at Risk Program to three of six of Parks Canada's 2008 Program Activities: Heritage Resources Conservation, Public Appreciation and Understanding, and Visitor Experience. Seven sub-activities and one sub-sub-activity are listed under these program activities.

SARA complements five acts administered by PC:

▸ the *Canada National Parks Act*;
▸ the *Canada National Marine Conservation Areas Act*;
▸ the *Historic Sites and Monuments Act*;

- ▸ the *Parks Canada Agency Act*; and
- ▸ the *Saguenay-St-Lawrence Marine Park Act*.

2.3   Delivery Approach and Key Activities

The SAR Conservation Cycle is used by the core departments to illustrate and describe the federal approach to species at risk conservation management. The cycle comprises five interdependent elements, each with a separate budget and plan. The delivery of activities under these elements is supported by a number of horizontal support and governance mechanisms that integrate and coordinate activities across the cycle. The SAR Conservation Cycle is shown in Figure 1 and described below.

Figure 1: The Species at Risk Conservation Cycle
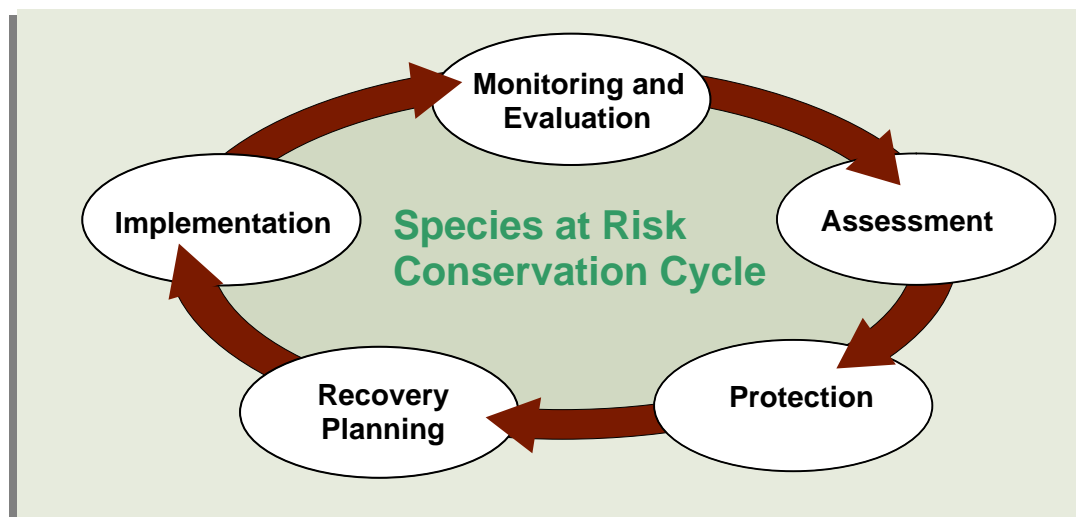
Summary: This figure graphically depicts the Species at Risk Conservation Cycle and its elements: Assessment, Protection, Recovery Planning, Implementation, and Monitoring and Evaluation in an oval formation with arrows running in a clockwise fashion from element to element, illustrating that it is a continuous cycle. In the middle of the oval is the title Species at Risk Conservation Cycle.

Assessment

Objective: To formally identify, on the basis of science, those species that are at risk, or are tending towards becoming at risk, so that appropriate steps may be planned and implemented to protect and / or recover them.

The species assessment process is conducted by the Committee on the Status of Endangered Wildlife in Canada (COSEWIC), which operates at arm's length from the core departments. COSEWIC uses available biological information on species deemed to be in some danger of disappearing from Canada to assess the risk status. It reviews information on population and habitat status, trends and threats from commissioned status reports and from unsolicited status reports received with an application from the public; uses community and Aboriginal traditional knowledge (ATK); and applies assessment criteria based on international standards. The core departments are responsible for providing input to the assessment phase (e.g., providing data to COSEWIC, assigning two members from each jurisdiction, and reviewing COSEWIC species status reports by COSEWIC). The result is an assessment of the status of wildlife species that classifies a species as extinct, extirpated, endangered, threatened, of special concern, data

deficient, or not at risk.[5] COSEWIC's assessments and supporting status reports are provided to the Minister of the Environment once a year and are publicly available through the SAR Public Registry at www.sararegistry.gc.ca.

Protection (Response and Listing)

Objective: to protect species at risk and their residences from being harmed. Protection measures precede the development of a plan or strategy that will detail the recovery goals and objectives and the actions needed to reach these objectives.

Upon receipt of a COSEWIC assessment, the Minister has 90 days to include a report on the SAR Public Registry indicating how he or she intends to respond to the assessment, and to the extent possible, provide timelines for action. The timelines for action pertain to the nature of public consultations and when it is anticipated that the assessment will be forwarded to the Governor in Council (GIC) for receipt.

The Act requires the GIC to make a listing decision within nine (9) months of receiving the COSEWIC assessment. The GIC, informed by a recommendation from the Minister, may decide to add species to, or remove species from, Schedule 1 of SARA, refer the matter back to COSEWIC for further information or consideration, not to add species to Schedule 1, or add species to Schedule 1 on an emergency basis. In order to make a decision on whether to amend the List of Wildlife Species at Risk, a number of factors must be considered. This is done through consideration of the scientific assessment, the conservation needs of the species, the analysis of the social and economic consequences, consultations with Canadians, and any other relevant factors.

SARA contains provisions for authorizing activities that would be prohibited under sections 32 and 33. Under section 73 of SARA, agreements or permits may be entered into or issued for an activity that would otherwise be prohibited if the activity meets specific criteria.

SARA compliance will be sought through two types of activities: compliance promotion and enforcement. Measures to promote compliance include communication and publication of information, education, and consultation with parties affected by the Act. Enforcement activities under SARA include inspection to verify compliance, investigations of violations, and measures to compel compliance through court action.

Recovery Planning

Objective: To establish recovery goals, objectives and approaches for the recovery of species at risk and identify appropriate measures and actions to effectively achieve those goals.

Species recovery includes a wide range of measures to restore populations of species at risk. Under SARA, the competent Ministers must prepare recovery strategies and action plans for extirpated, endangered or threatened species, and management plans for species of special concern. To the extent possible, these strategies and plans are prepared in co-operation with appropriate provincial and territorial Ministers, Government of Canada Ministers, land claim agreement authorities, wildlife management boards, Aboriginal organizations and/or other persons or organizations. They must also be prepared in consultation with any landowners and other persons, including governments of other countries that are considered to be directly affected by the strategy.

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[5] Definitions for each classification can be found in the *Species at Risk Act.*

Recovery strategies identify threats to the species and its habitat, and outline the strategies to successfully recover a species at risk. The strategic document describes the goals (outcomes) for the species, objectives (what is required to achieve the goals), approach (how to go about doing it), the species' critical habitat to the extent possible, and the timeline for completing one or more action plans. Recovery strategies are posted on the SAR Public Registry for a 60-day comment period and may or may not be revised as per comments.

Recovery action plans[6] are developed to outline the projects or activities required to meet the recovery goals and objectives outlined in the recovery strategy. This includes activities to address knowledge gaps, alleviate threats, protect species at risk and their residence, increase population abundance and distribution, and identify and protect critical habitat. The socio-economic costs and benefits of implementing the plan must also be evaluated.

The Act outlines specific timelines for the preparation of recovery strategies, action and management plans.

Table 3: Timelines for Recovery Planning Documents		
	For species included in the List of Wildlife Species (Schedule 1) on June 5, 2003	For species added to the List of Wildlife Species (Schedule 1) after June 5, 2003
Recovery strategies for endangered species	Within three years	Within one year
Recovery strategies for threatened or extirpated species	Within four years	Within two years
Management plan for species of special concern	Within five years	Within three years

Summary: This table lists the timelines for Recovery Planning documents for species included in the List of Wildlife Species (Schedule 1 of the *Species at Risk Act*) on June 5, 2003, and for species added to Schedule 1 after June 5, 2003. The Recovery Strategies timelines are listed for endangered, threatened or extirpated species and for species of special concern.

Implementation

Objective: To implement recovery actions on federal lands and for federal species and to encourage, through partnerships, the implementation of recovery actions by partners, Aboriginal people and stakeholders, in order to meet the goals and objectives identified in the recovery planning stage.

Implementation is the process by which the actions identified in the recovery planning stage are carried out to achieve the recovery goals, objectives and strategies. This includes actions identified in both action plans and management plans.

Successful implementation is highly dependent upon effective stewardship, where governments, Canadians and other interest groups and stakeholders work together in a coordinated way to achieve their goals. Stewardship is based on the premise that responsibility for recovery of species at risk is shared by all those who have an impact on them and that, through a co-operative approach, we can achieve better results. As such, implementation can involve a wide range of stakeholder groups, such as provinces, territories, land claim agreement authorities, wildlife management boards, landowners, managers and developers, Aboriginal communities and industry, to name a few. The activities carried out by these groups can also be quite varied and might include activities such as education and outreach, habitat restoration or creation, or application of prohibitions. The federal government plays a key role in funding projects, which

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[6] Note that the first seven action plans required under SARA were due in 2007–2008.

fosters coordination and collaboration among participants and encourages timely and effective action.

The SAR Program provides funds to support the recovery of SAR and their habitat through the Habitat Stewardship Program (HSP) for Species at Risk, the Interdepartmental Recovery Fund (IRF), Aboriginal Funds for Species at Risk that include two funds: the Aboriginal Capacity Building Fund (ACBF) and the Aboriginal Critical Habitat Fund (ACHF), and the Endangered Species Recovery Fund (ESRF). Details on these programs are shown in the following table.

Table 4: Primary SAR Funding Programs		
Program	**Description**	**Annual Funding**
Habitat Stewardship Program	HSP provides support to recipients for projects that secure or protect habitat to protect species at risk and support their recovery; mitigate threats to species at risk caused by human activity; and support activities identified in recovery strategies. The fund is administered by Environment Canada on a regional basis. Regional implementation boards (with representatives from the three core departments, P/Ts, land claim agreement authorities, and others where appropriate) provide advice on priorities, program direction and project selection for their region.	$14M[7]
Interdepartmental Recovery Fund	IRF supports actions by any federal department to identify and alleviate / mitigate the threats to species at risk caused as a result of federal activities.	$3M
Aboriginal Capacity Building Fund	ACBF assists Aboriginal organizations and communities to build capacity for the protection and recovery of species at risk.	$3.3M
Aboriginal Critical Habitat Protection Fund	ACHPF is directed toward the identification and protection of critical habitat on Aboriginal lands.	
Endangered Species Recovery Fund	ESRF supports research and education efforts and is co managed by Environment Canada and the World Wildlife Fund Canada, with PC and DFO involvement in the development and management.	$420K

Summary: This table provides a description of the five primary Species at Risk funding programs: the Habitat Stewardship Program, Interdepartmental Recovery Fund, Aboriginal Capacity Building Fund, Aboriginal Critical Habitat Protection Fund, and Endangered Species Recovery Fund and their respective annual funding amounts.

The core departments may also enter into conservation agreements with any government in Canada, organization or individual to benefit a species at risk. The agreements provide for conservation measures consistent with the purposes of SARA and can include measures for monitoring the status of the species, developing and implementing education and public awareness programs, developing and implementing recovery strategies, action plans, and management plans, and protecting the species habitat.

As a final activity of implementation, the core departments must review projects that require environmental assessments (*Canadian Environmental Assessment Act*) to ensure that adverse effects of projects on the listed wildlife species and their critical habitat are identified and that measures will be taken to avoid or mitigate those effects.

Monitoring and Evaluation

Objective: To detect changes in the status of the species, to determine the effectiveness of protection and recovery measures, to measure progress towards achieving the set recovery

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[7] Through a budget review, the Habitat Stewardship Program lost $1M in funding, bringing its total annual funding to $13M.

goals, and to examine the effectiveness of the administration of SARA, in order to ensure continual improvement of the SAR Program.

Monitoring starts with an inventory of wildlife species along with population status and trends, ecological function, and a way of tracking information. The responsible Minister then uses this information to publish a report on the general status of wildlife species every five years.

The competent Ministers must monitor the implementation of recovery strategies, action plans and management plans and the progress towards meeting their objectives, and assess and report on their implementation and their ecological and socio-economic impacts five years after the strategies or plans come into effect.

The core departments are required to monitor the administration of SARA, including monitoring of the Minister's responses to COSEWIC's assessments, requests for emergency listing, preparation and implementation of recovery strategies, action plans and management plans, administration and funding agreements, agreements and permits, enforcement and compliance actions taken, and regulation and emergency orders. The core departments must also monitor any mitigation measures required as a result of CEAA assessments. A report on the administration of SARA is provided to Parliament every year.

Under SARA, the Minister must, at least once every two years, convene a round table of persons interested in matters respecting the protection of wildlife species at risk in Canada to advise the Minister on those matters. Any written recommendations and associated Minister's response are included on the Public Registry.

Furthermore, the core departments must provide support to evaluations of the SAR Program as well as the parliamentary review of SARA.

Horizontal Support Mechanisms

The SAR Cycle is supported by a number of interdepartmental horizontal support mechanisms that provide for an integrated approach to policy development, planning and delivery. These mechanisms fall within two funded SAR Program areas, namely Program Development and Management, and Other Related Activities, as described below.

- ▸ Program Development and Management: Includes support for national policy, legislation and regulation development on species at risk, secretariat support to bodies created by the legislation (e.g., CESCC and the NACOSAR), ensuring national consistency in the development and implementation planning of SARA with key partners, Aboriginal people and stakeholders, maintaining the SAR Public Registry, developing the report on the status of wildlife species in Canada (every five years) and the annual report to Parliament on SARA implementation.

- ▸ Other Related Activities: Includes support for socio-economic analysis at the listing and recovery planning stages, legal work and environmental assessment.

These support mechanisms account for $22.2 million (i.e., 22.2%) of the total annual budget of $100 million from 2007–2008 to 2011–2012, and for $16 million (i.e., 21.3%) of the total ongoing annual budget of $75 million starting from 2012–2013. These activities are integral to the delivery of each element of the SAR cycle and are reflected / integrated, where possible, in the discussion of program results and indicators for each of the elements. Where required, the evaluation approach (issues, performance and risk indicators) addresses the mechanisms explicitly.

Foundational Elements

Supporting the implementation of the SAR Conservation Cycle is a set of foundational elements (i.e., structures, activities and tools). These elements are reflected, as appropriate, throughout this framework, in particular in the program logic models, performance indicators, and evaluation issues.

Table 5: Species at Risk Program Foundational Elements	
Foundational Element	**Description**
Conservation	Conservation of biodiversity is the ultimate goal, as put forth in the Convention on Biological Diversity. This goal must lie at the heart of all decisions and actions related to the identification, protection and recovery of species at risk. Efforts must focus on preventative approaches and early intervention to prevent species from becoming at risk.
Governance and Legal Framework	Implementation of the SAR conservation cycle will recognize the legislative frameworks of federal/provincial/territorial governments, the provisions of treaties and land claim agreements, and the role of wildlife management boards in the process. The core departments will ensure that a formal governance structure and supporting and advisory structures are in place for decision making and that these structures are able to interact with other jurisdictional decision-making structures.
Knowledge	The core departments will seek and incorporate the best available information into their decision making. Science-based information, Aboriginal traditional knowledge and community knowledge are of particular importance in this respect, as is a precautionary approach.
Consultation	The core departments will recognize and fulfill their responsibilities to consult with partners, Aboriginal people and stakeholders on species at risk matters.
Socio-economic Analysis	Socio-economic factors and information will be incorporated into decision making (including protection, recovery planning and implementation), as appropriate. Socio-economic analysis should be undertaken on a priority basis, to the appropriate level of detail, when decisions are likely to have significant impacts. Socio-economic analysis should include co-operation and information sharing with participating jurisdictions, and incorporate peer review where suitable.
Stewardship, Education and Awareness	The core departments will promote the adoption of a range of stewardship and voluntary actions for protection and recovery of species at risk. This includes working with partners to increase awareness, build capacity and increase participation of Canadians so that they increasingly do the right things for the environment. Measures such as education, incentives or provision of scientific and technical assistance to participants will be strongly encouraged, backed up by enforcement of a regulatory framework where required.

Summary: This table provides a description of the six foundation elements of the Species at Risk Program: Conservation, Governance and Legal Framework, Knowledge, Consultation, Socio-economic Analysis, and Stewardship, Education and Awareness.

Departmental Program Descriptions

2.4 Partners

The responsibility for the conservation of wildlife in Canada is shared with the SAR Program partners. SAR Program partners include

- ▸ federal departments/agencies whose activities may affect species at risk;
- ▸ provincial and territorial governments and natural resource departments; and
- ▸ land claim agreement authorities and wildlife management boards.

2.5 Aboriginal People

Collaboration with Aboriginal people is key to the protection of SAR, to the delivery of SAR Program results and to meeting the core departments' obligations. Therefore, Aboriginal people are involved throughout the Species at Risk Conservation Cycle. Furthermore, land claim agreement authorities and wildlife management boards are considered Program partners as described above.

2.6 Stakeholders

Program stakeholders are many and vary by SAR element and core department. Stakeholders are involved throughout the cycle (assessment, protection, recovery planning implementation and monitoring and evaluation) and formal consultations are required at several stages. Furthermore, stakeholders provide input to the assessment process (e.g., species data) and support stewardship activities / projects. The engagement and co-operation of stewards is also critical to the successful delivery of species at risk results. Stakeholders include

- ▸ individual Canadians;
- ▸ landowners;
- ▸ regional and municipal governments;
- ▸ resource industries (fisheries, forestry, agriculture, mining, oil and gas, hydroelectricity) and other industry, companies and associations;
- ▸ environmental non-government organizations (ENGOs) (e.g., Nature Conservancy of Canada, Nature Canada, Ducks Unlimited, World Wildlife Fund, Sierra Club, David Suzuki Foundation);
- ▸ museums (e.g., for information and public education on plants, mosses, migratory birds and aquatic species);
- ▸ Nature Serve and Conservation Data Centres; and
- ▸ universities.

2.7 Roles and Responsibilities

This section provides information on the roles, responsibilities and accountabilities of the core departments carrying out activities under the Act. The competent Ministers have the authority to make decisions in their areas of responsibility. Orders in Council required under SARA, such as orders to list species under the Act, are made by the Governor in Council (GIC) on the recommendation of the Minister of the Environment.

Environment Canada

Environment Canada is the lead department for SARA legislation and is responsible for recovery planning for all listed species that do not fall under the responsibility of DFO or PC. The Minister of the Environment is also responsible for the protection and recovery of migratory birds under the *Migratory Birds Convention Act* across Canada.

The Department is responsible for the overall coordination of the federal species at risk strategy, including the implementation of federal activities in support of the Accord for the Protection of Species at Risk in Canada (the Accord) and the administration of the Habitat Stewardship Program (HSP) for Species at Risk and the Interdepartmental Recovery Fund (IRF). Furthermore, the Department is currently developing a quality management system for regulatory programs, including the *Species at Risk Act*, in order to promote clarity and transparency of decision making, ensure consistent and efficient processes for seeking senior and ministerial approvals, and provide a benchmark for continuous improvement of decision-making processes with respect to legislative programs at Environment Canada.

Environment Canada's departmental accountabilities for the SAR Program are directly assigned to the Associate Assistant Deputy Minister of the Environmental Stewardship Branch (Associate ADM, ESB). Furthermore, the Chief Enforcement Office (CEO) is also accountable for certain outputs and outcomes related to wildlife enforcement. For specific accountabilities regarding the outputs and outcomes of the Program, please refer to Table 13.

Fisheries and Oceans Canada

The Minister of Fisheries and Oceans is responsible for administrating the provisions of the Act related to aquatic species; undertaking listing consultations and providing listing recommendations to the Minister of the Environment; developing recovery strategies and action plans for all aquatic species; and promoting recovery implementation and monitoring of marine and anadromous (moves between fresh and salt water) species where the federal government has exclusive jurisdiction and for freshwater species where certain provinces have specific delegated responsibilities related to fisheries management through regulations under the *Fisheries Act*.

The Minister is responsible for implementing the necessary conservation and protection measures under the *Species at Risk Act* for aquatic species on the list of wildlife species at risk. Aquatic species include marine mammals, fish and marine plant species as defined under the federal *Fisheries Act*.

DFO's departmental accountabilities for the SAR Program are shared between the Assistant Deputy Minister of the Oceans and Habitat Sector (ADM, O&HS) and the regional Directors General (regional DGs). Furthermore, the staff officer (SO), SARA, is also accountable for certain outputs and outcomes related to wildlife enforcement. For specific accountabilities regarding the outputs and outcomes of the Program, please refer to Table 13.

Parks Canada

Parks Canada is responsible for the development of recovery strategies, action plans and management plans for those species that occur in Canada, primarily in protected heritage areas administered by PC. Protected heritage areas include 42 national parks, 3 marine conservation areas, and approximately 150 national historic sites. PC also collaborates with DFO and EC for the protection and recovery of species that are found outside PC lands, when appropriate. PC is also involved in the development and management of SAR funding programs such as HSP and IRF.

PC's departmental accountabilities for the SAR Program are shared between the Directors General for National Parks (NP), External Relations and Visitor Experience (ER&VE), East (E) and West and North (W&N). Furthermore, the Head, Resource Protection and Operation (H, RP&O), is also accountable for certain outputs and outcomes related to wildlife enforcement. For specific PC accountabilities regarding the outputs and outcomes of the Program, please refer to Table 13.

2.8   Governance Structure

Following the Formative Evaluation, all elements of SARA governance were reviewed and a number of steps taken to strengthen the governance structure.

SAR governance is separated into two components: the formal governance structure and the supporting and advisory structures.

Formal Governance Structures

The federal department / agency roles and responsibilities for SARA implementation are described in Section 2.7. In summary, the Minister of the Environment has overall lead responsibility for the administration of the SARA, in co-operation with the Minister of Fisheries and Oceans. Since 2003, the Minister of the Environment has been designated the responsible Minister for Parks Canada. The Ministers are responsible and accountable to Parliament for their respective programs and results. The governance approach to SAR within the three core departments is as follows:

▸ *Environment Canada:* All major departmental decisions are made through the Executive Management Council (EMC). Priority Management Boards are responsible for setting priorities related to strategic results and providing ongoing direction to the work carried out in support of these priorities. The Canadian Wildlife Service (CWS) provides support to the SARA management structure and coordinates work among all partners involved in species at risk.

▸ *Fisheries and Oceans Canada:* A corporate DFO SARA secretariat reporting to the ADM Oceans & Habitat has been established to oversee and coordinate SARA-related activities. The Special Advisor to the DM for species at risk (an Assistant Deputy Minister-level position) complements the work of this group. Two committees (the Species At Risk Coordination Committee and the Species at Risk Director General Committee) comprising representatives from each of the six regions and four sectors (Oceans and Habitat, Fisheries and Aquaculture, Policy, and Science) at the working and the Director General levels respectively, play lead roles in the coordination and policy direction for the SAR Program.

▸ *Parks Canada:* Parks Canada's Executive Board is the senior decision-making body and is responsible for setting the strategic direction for the SAR Program. The Agency's Finance Committee is responsible for resource allocation. Responsibilities for policy development, national coordination and reporting rests with the Director General, National Parks and the Director General, External Relations and Visitor Experience. Priority setting and coordination for implementation are the responsibility of the Director General, East and Director General, West and North. The Aboriginal Secretariat and Aboriginal Advisors support the field units for Aboriginal involvement and consultation.

Two national coordinating structures support Program implementation:

▸ *Canadian Endangered Species Conservation Council (CESCC):* The CESCC, established under the 1996 Accord for the Protection of Species at Risk and legally mandated under SARA, comprises the Minister of the Environment, the Minister of Fisheries and Oceans, and Ministers of the provincial / territorial governments who are responsible for the conservation and management of a wildlife species. The role of CESCC is to provide general direction on the activities of COSEWIC; review and provide guidance on recovery planning and actions; coordinate the activities of the various governments represented on the Council relating to the protection of species at risk; and seek and consider advice and recommendations from the National Aboriginal Council on Species at Risk (NACOSAR).

▸ *The Canadian Council of Fisheries and Aquaculture Ministers:* This committee comprises federal, provincial and territorial Ministers responsible for fisheries and aquaculture and plays a national coordinating role on issues involving aquatic species.

Federal coordinating structures have been established to support a consistent policy approach and guide the implementation of the SAR Program. These are the following:

▸ The Deputy Head Steering Committee (DHSC) (also known as SAR Associate DMs Committee) comprises the Deputy Ministers of Environment and Fisheries and Oceans and the Chief Executive Officer of Parks Canada. The Committee reviews key strategies and issues for submission to Ministers; makes recommendations to Ministers on funding proposals; provides advice to Ministers participating in the CESCC; and assesses the progress and future direction of the SAR Program.

▸ The Assistant Deputy Ministers Committee (ADMC) (also known as SAR ADMs committee) includes one official representative from each core department and is responsible for the overall management of SARA implementation. The ADMC reports to the DHSC and meets at least four times per year to

  ▪ approve SARA policies and ensure a coordinated approach to the implementation of federal programs and initiatives;
  ▪ provide recommendations to the DHSC on program and policy issues;
  ▪ report on progress and performance;
  ▪ establish priorities and ensure a consistent federal approach at F/P/T meetings (e.g., the CESCC);
  ▪ assign responsibilities and form working groups; and
  ▪ make other decisions as required to implement the Program.

  The ADMC makes decisions on priority projects (based on recommendations from SARCCs and national committees) including those under the Habitat Stewardship Program, the Aboriginal Critical Habitat Protection Fund, the Aboriginal Capacity Building Fund and the Interdepartmental Recovery Fund. All funding proposals are examined and allocation decisions for funding are made by the ADMC according to established priorities utilizing business cases put forward against priorities set by the Committee.

▸ Director General Operations (DG Ops) Committee comprises DG-level managers from the core departments and is chaired by the Canadian Wildlife Service (CWS) DG. The Committee makes decisions with respect to operational issues and provides advice on program directions to the ADMC. Responsibilities are to

  ▪ develop and maintain a coordinated work plan;
  ▪ identify program and policy issues and propose solutions;
  ▪ approve guidelines to implement policies;
  ▪ monitor overall Program progress and results;
  ▪ prepare integrated reports on progress and performance for review by the ADMC and DHSC;
  ▪ advise ADMC on program pressures and resource proposals;
  ▪ provide support to the ADMC; and
  ▪ manage issues

Supporting and Advisory Structures

In addition to the formal governance structure, there are a number of groups that play a supporting and advisory role in the delivery of the SAR Program. These include

▸ the Committee on the Status of Endangered Wildlife in Canada (COSEWIC);
▸ the National Aboriginal Council on Species at Risk (NACOSAR);
▸ the Species at Risk Coordinating Committee(s) (SARCC);
▸ the Canadian Wildlife Directors Committee (CWDC);

  ▸   the Species at Risk Advisory Committee (SARAC);
  ▸   the Recovery of Nationally Endangered Wildlife (RENEW) Working Group (formerly the National Recovery Working Group);
  ▸   the National General Status Working Group; and
  ▸   the Aquatic Species at Risk Task Group.

Committee on the Status of Endangered Wildlife in Canada

The Committee on the Status of Endangered Wildlife in Canada (COSEWIC) provides advice to government on the status of wildlife species and was established for the first time as a legal entity under the *Species at Risk Act.* COSEWIC members are appointed on the basis of their wildlife conservation expertise and may originate from federal, provincial and territorial governments, wildlife management boards, Aboriginal groups, universities, museums and national non-governmental organizations. Members are appointed by the Minister of the Environment after consultation with CESCC and appropriate experts. The Committee is supported by a Secretariat funded and staffed by Environment Canada.

COSEWIC operates at arm's length from government. The role of COSEWIC is to assess and classify the status of wildlife species using the best available information on the biological status of a species, including scientific knowledge, community knowledge and Aboriginal traditional knowledge. COSEWIC currently meets twice a year to assess species considered at risk, classify wildlife species and report to the CESCC. SARA obliges COSEWIC to review the classification of species every 10 years.

COSEWIC has 10 subcommittees, including one for Aboriginal traditional knowledge (ATK) (a requirement under the Act) and others for species groups (e.g., marine mammals).

National Aboriginal Council on Species at Risk

The National Aboriginal Council on Species at Risk (NACOSAR) is an advisory council comprising six representatives of the Aboriginal peoples of Canada selected by the Minister of the Environment, based on recommendations from Aboriginal organizations. The role of the Council is to advise the Minister on the administration of the Act and provide advice and recommendations to the Canadian Endangered Species Conservation Council (CESCC) under section 8.1 of the *Species at Risk Act* (SARA).

Species at Risk Coordinating Committees

SARCCs are established between the federal and provincial / territorial governments to facilitate coordination of F/P/T species at risk programs. SARCCs are specific to each P/T and comprise regional management representatives from the core departments and P/T wildlife representatives. Other government departments may participate when required to address specific issues.

Canadian Wildlife Directors Committee

The Canadian Wildlife Directors Committee (CWDC) is an advisory body comprising F/P/T wildlife directors, the five regional directors and the Director General of the Canadian Wildlife Service, and one representative each from Fisheries and Oceans Canada and Parks Canada. The Committee provides leadership in the development and coordination of policies, strategies, programs and activities that address wildlife issues of national concern and contribute to the conservation of biodiversity. The CWDC also reports and advises and supports Deputies' and Ministers' councils on these matters.

Species at Risk Advisory Committee

The Species at Risk Advisory Committee (SARAC) comprises members of various stakeholder groups including industry, agriculture, ENGOs and other members with particular expertise in wildlife science and public policy development/implementation, concerned with the implementation of SARA. SARAC meets several times a year to review and provide advice on matters related to the administration of SARA. Each of the core departments provides expertise and information to support the work of this committee.

Recovery of Nationally Endangered Wildlife Working Group

The Recovery of Nationally Endangered Wildlife (RENEW) Working Group (formerly called the National Recovery Working Group) comprises representatives of the 16 F/P/T government agencies responsible for wildlife and is co-chaired by a federal core department representative and a provincial/territorial representative. The group was formed in 1988 under RENEW, the national recovery program, to advise the CWDC on recovery matters and to develop guidelines, procedures, and tools to support the effective planning and implementation of recovery activities. This group has been instrumental in harmonizing SARA requirements into the existing national recovery program.

National General Status Working Group

The National General Status Working Group (NGSWG) is composed of representatives from each of the provinces and territories and the three core departments. Members of the group are responsible for completing the general status assessments in their respective jurisdictions. The NGSWG was established by the Canadian Wildlife Director Committee in order to meet the commitment of monitoring, assessing and reporting on the status of wildlife, as required under the Accord for the Protection of Species at Risk. NGSWG members report to the Canadian Wildlife Director Committee, and ultimately to the Canadian Endangered Species Conservation Council.

Task Group on Aquatic Species at Risk

The Task Group was established by the Canadian Council of Fisheries and Aquaculture Ministers to develop a coordinated F/P/T approach to aquatic species at risk and to advise and provide support to the CESCC on species at risk issues involving aquatic species.

2.9   Allocation of Funds

The total cost of the Species at Risk Program initiative is $100 million per year for the next five years (2007–2008 through 2011–2012) and $75 million per year ongoing beginning in 2012–2013.The distribution of the funds per department/agency per year is shown in the following two tables. Environment Canada's portion includes funding for the related G&C programs (HSP, IRF, ESRF and the Aboriginal funds). In addition, Environment Canada has received a total of $23.7M for the next five years ((2007–2008 through 2011–2012) dedicated to wildlife enforcement.

Table 6: Allocation per Year from 2007—2008 to 2011—2012 ($ million)			
	Environment Canada	**Fisheries and Oceans Canada**	**Parks Canada**	**Total**
Funding Allocation from 2003	$30.5	$11	$3.5	**$45**
Funding Allocation from 2007	$29.4	$15	$10.6	**$55**
Total Funds	**$59.9[8]**	**$26**	**$14.1**	**$100**

Summary: This table lists the allocation per year from 2007–2008 to 2011–2012 in millions of dollars for each of the core departments: Environment Canada, Fisheries and Oceans Canada, and Parks Canada. It also lists each core department's funding allocation from 2003 and from 2007 that totals $100 million.

Table 7: Ongoing Allocation from 2012–2013 ($ million)			
	Environment Canada	**Fisheries and Oceans Canada**	**Parks Canada**	**Total**
Funding Allocation from 2003	$30.5	$11	$3.5	**$45**
Funding Allocation from 2007	$16.4	$6.8	$6.8	**$30**
Total Funds	**$46.9**	**$17.8**	**$10.3**	**$75**

Summary: This table lists the ongoing allocation from 2012–2013 in millions of dollars for each of the core departments: Environment Canada, Fisheries and Oceans Canada, and Parks Canada. It also lists each core department's funding allocation from 2003 and from 2007 that totals $75 million.

The distribution of the funds per program element/activity area per year is shown in the following two tables.

Table 8: Allocation per Program Element/Activity Area per Year from 2007–2008 to 2011–2012 ($ million)			
Program Element/Activity Area	**Funding Allocation from 2003**	**Funding Allocation from 2007**	**Total**
Species at Risk Protection Cycle			
Assessment	$3.5	$4.4	**$7.9**
Response/Listing/Protection	$0.6	$2.6	**$3.2**
Recovery Planning	$12.9	$9.8	**$22.7**
Implementation	$21.9	$15.1	**$37.0**
Compliance Promotion/Enforcement[9]	$2.2	$3.0	**$5.2**
Monitoring and Evaluation	$0.1	$1.7	$1.8
Horizontal Support Mechanisms			
Program Development and Management	$1.5	$14.7	**$16.2**
Other Related Activities	$2.3	$3.7	**$6.0**
Total	**$45.0**	**$55.0**	**$100.0**

Summary of Table 8: This table lists the allocation per year from 2007–2008 to 2011–2012 in millions of dollars to the program elements of the Species at Risk Conservation Cycle and the Horizontal Support Mechanisms activity areas. It also lists each core department's funding allocation from 2003 and from 2007 to the Species at Risk Conservation Cycle elements: Assessment, Response/Listing/Protection, Recovery Planning, Implementation, Compliance Promotion/Enforcement, and Monitoring and Evaluation. As well, it lists each core department's funding allocation from 2003 and from 2007 to the Horizontal Support Mechanisms elements: Program Development and Management and Other Related Activities. Total funding allocated from 2003 and from 2007 to both activity areas was $100 million.

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[8] Due to a budget review of the Habitat Stewardship Program, EC funding was decreased by $1M, resulting in a total annual funding of $58.9M.
[9] Compliance Promotion/Enforcement activities are part of the protection element of the SAR Conservation Cycle.

Table 9: Ongoing Allocation per Program Element/Activity Area per Year from 2012–2013 ($ million)			
Program Element/Activity Area	**Funding Allocation from 2003**	**Funding Allocation from 2007**	**Total**
Species at Risk Protection Cycle			
Assessment	$3.5	$2.1	**$5.6**
Response/Listing/Protection	$0.6	$0.8	**$1.4**
Recovery Planning	$12.9	$5.8	**$18.7**
Implementation	$21.9	$7.1	**$29.0**
Compliance Promotion/Enforcement	$2.2	$1.3	**$3.5**
Monitoring and Evaluation	$0.1	$0.7	**$0.8**
Horizontal Support Mechanisms			
Program Development and Management	$1.5	$10.4	**$11.9**
Other Related Activities	$2.3	$1.8	**$4.1**
Total	**$45.0**	**$30.0**	**$75.0**

Summary of Table 9: This table lists the ongoing allocation per year from 2012–2013 in millions of dollars to the program elements of the Species at Risk Conservation Cycle and the Horizontal Support Mechanisms activity areas. It also lists each core department's funding allocation from 2003 and from 2007 to the Species at Risk Conservation Cycle elements: Assessment, Response/Listing/Protection, Recovery Planning, Implementation, Compliance Promotion/Enforcement, and Monitoring and Evaluation. As well, it lists funding allocation from 2003 and from 2007 to the Horizontal Support Mechanisms elements: Program Development and Management and Other Related Activities. Total funds allocated from 2003 and from 2007 to both activity $75 million.

3.0   **Program Results Logic**

The results logic outlined in this section focuses on the "how, who, what and why" of species at risk protection and recovery. The "why" of the SAR Program refers to the long-term expected benefits to the environment, Canadians and the economy. The rationale for the Program is addressed by the Program context and objectives (sections 2.1 and 2.2). The intermediate and immediate outcomes can be described by "what" we would expect to see happen and to / by "whom" (Program partners, Aboriginal people and stakeholders) as indicators of progress towards the long-term outcomes. "How" refers to the operational aspects or activities required to meet the program objectives (see Section 3.1) and encompasses those activities and outputs that are under direct control of the core departments.

A logic model is a graphical illustration of the links among the "how, who, what and why" of a program and shows the declining levels of influence of the core departments moving from activities through to long-term impacts.

To accommodate the range of activities and complexity of the SAR Program, four logic models have been developed (figures 2 to 5).

3.1   Activities and Outputs

Activities refer to the internal operations or work process of the core departments responsible for delivering on species at risk, and outputs refer to the resulting deliverables (products and/or services). Activities are the first link in the chain through which outcomes are achieved.

The key activities and outputs are summarized in Table 10.[10]

Table 10: Program Activities and Outputs		
Element	**Activities**	**Outputs**
Assessment	*COSEWIC (arm's-length organization)* ‣ Assess the conservation status of wildlife species based on the best available biological information, ATK and community knowledge	COSEWIC Status Reports
	Core Departments ‣ Provide professional, technical, secretarial services to COSEWIC (EC)	Secretariat support to COSEWIC
	‣ Monitor the status of wildlife species	Report on the general status of species
	‣ Establish and maintain federal SAR assessment policies and guidelines	Federal SAR assessment policies and guidelines

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[10] More information on SAR Program activities overall can be found in Section 2.

Table 10: Program Activities and Outputs		
Element	**Activities**	**Outputs**
Protection	*Core Departments* ‣ Undertake listing consultations with partners, Aboriginal people and stakeholders	Listing consultations
	‣ Issue permits for eligible activities	Permits
	‣ Post statements of rationale for permitting decisions on the Public Registry	Statements of rationale
	‣ Develop and implement compliance promotion strategies, plans, tools and policies	Compliance promotion strategies, plans, tools and policies
	‣ Develop and implement enforcement tools, policies and capacity	Enforcement tools and policies Trained enforcement officers Enforcement activities / investigative reports
	‣ Establish and maintain federal SAR protection policies and guidelines	Federal SAR protection policies and guidelines
	Minister of the Environment ‣ Coordinate responses to COSEWIC Assessments	Response statements
	‣ Complete recommendations to GIC for listing SAR or for other orders/regulations to protect SAR based on input from core departments	Minister's recommendations Statements that support decisions
	‣ Make orders to protect critical habitats ‣ Make statements regarding the level of protection of critical habitats	Orders to legally protect critical habitat Ministerial opinions on effective protection
	Governor in Council ‣ Make decisions for listing SAR and for other orders to protect SAR	GIC listing order Orders, other than listing orders
	‣ Make regulations to protect critical habitat on federal lands	Regulations to protect critical habitat on federal lands

Table 10: Program Activities and Outputs		
Element	**Activities**	**Outputs**
Recovery Planning	*Core Departments* ‣ Develop recovery strategies, action plans and management plans, including the identification of critical habitat, within legislated timelines	Recovery strategies, recovery action plans, and management plans
	‣ Undertake consultations with partners, Aboriginal people and stakeholders on recovery strategies, action plans and management plans	Recovery planning consultations
	‣ Establish and maintain federal SAR recovery planning policies and guidelines	Federal SAR recovery planning policies and guidelines
Implementation	*Core Departments* ‣ Implement priority recovery actions on federal lands and for federal species as identified in recovery strategies, action plans and management plans	Core departments' implementation of priority actions

	‣ Provide support to Program partners, Aboriginal people and stakeholders (through G&C programs) to implement actions identified in the recovery strategies, action plans and management plans, e.g.:
	  ‣ Other government department actions on federal lands (IRF)
	  ‣ Stewardship actions on non-federal land (HSP)
	  ‣ Aboriginal community capacity development and habitat protection activities
	  ‣ Contributions to the World Wildlife Fund/EC ESRF to support research and education efforts
		G&C Funding Support
		
		Funding agreements

	‣ Review projects that require environmental assessments under CEAA	CEAA recommendations
	‣ Establish and maintain federal SAR implementation policies and guidelines	Federal SAR implementation policies and guidelines
Monitoring and Evaluation	*Core Departments* ‣ Monitor actions identified in recovery strategies, action plans and management plans and compare results to date against expected progress	SAR 5-year recovery implementation reports

	‣ Monitor and report on SARA administration, e.g.:
	  ‣ COSEWIC's assessments and the Minister's responses
	  ‣ Preparation and implementation of recovery strategies, action plans and management plans
	  ‣ Administrative and funding agreements
	  ‣ Agreements and permits
	  ‣ Enforcement and compliance actions taken
	  ‣ Regulations and emergency orders
	  ‣ Mitigation measures identified in projects' environmental assessments (CEAA monitoring requirement)
		Annual report to Parliament on the administration of SARA

	‣ Establish and maintain federal SAR monitoring and evaluation policies and guidelines	Federal SAR monitoring and evaluation policies and guidelines
	Minister of the Environment ‣ Convene and facilitate a round table of SAR Program partners, Aboriginal people and stakeholders	Round table meetings Responses to round table recommendations

Summary: This table lists the key activities and outputs of the Committee on the Status of Endangered Wildlife in Canada (an arm's-length organization), core departments, and the Governor in Council for each of the Species at Risk Conservation Cycle elements: Assessment, Protection, Recovery Planning, Implementation and Monitoring and Evaluation.

3.2 Program Results

Immediate Outcomes

Immediate outcomes refer to the impact of the core departments' activities on those directly reached by and involved with the federal SAR Program and its activities (e.g., Program partners and Aboriginal people). Immediate outcomes of the program include increased engagement and co-operation on SAR Program delivery, alignment of F/P/T policies and programs, enhanced Aboriginal capacity on SAR conservation, and measures to protect species at risk. The core departments do not control these impacts but have a reasonable degree of influence on the outcomes.

Intermediate Outcomes

Intermediate outcomes can be a consequence of a single immediate outcome or can result from the contribution of a number of immediate outcomes. The program's intermediate outcomes will be seen in the SAR Program stakeholder groups (e.g., ENGOs, industry, private landowners, land managers, individual Canadians) in terms of increased awareness, capacity, and actions to protect species at risk and their habitat.

The expected immediate and intermediate outcomes are shown in Table 11.

Table 11: Immediate and Intermediate Outcomes		
Element	**Immediate Outcomes (SAR Program Partners and Aboriginal People)**	**Intermediate Outcomes (SAR Program Stakeholders)**
Assessment and Protection	‣ Engagement by partners and Aboriginal people in SAR assessment and protection activities ‣ Identification of SAR priorities through a coordinated early detection system based in science, ATK and risk ranking of species ‣ Legislative frameworks collectively provide protection to species at risk, their residence and critical habitats ‣ Legal obligations are met ‣ Implementation of compliance promotion ‣ Enforcement of general and critical habitat prohibitions by departments	‣ Engagement and support by stakeholders in the development of SAR assessment and protection activities ‣ Critical habitat is protected
Recovery Planning	‣ Engagement by partners and Aboriginal people in SAR recovery strategies, action plans and management plans	‣ Engagement and support by stakeholders in recovery strategies, action plans and management plans
Implementation	‣ Implementation of priority recovery actions by partners and Aboriginal people ‣ Increased Aboriginal capacity to participate in SAR planning and implementation ‣ Inclusion of SAR, their residence and/or critical habitat, in environmental assessments	‣ Implementation of priority recovery actions by stakeholders ‣ Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat
Monitoring and Evaluation	‣ Improved species monitoring ‣ Improved administration of SARA	‣ Engagement and support for species monitoring

Summary: This table lists the immediate outcomes (for Species at Risk Program Partners and Aboriginal People) and intermediate outcomes (for Species at Risk Program Stakeholders) for each of the elements of the Species at Risk Conservation Cycle: Assessment and Protection (combined in this row), Recovery Planning, Implementation, and Monitoring and Evaluation.

Final Outcomes

The final (long-term) outcome is the ultimate rationale for SARA implementation and responds to the question of why the Accord and the Act were developed. The final outcome is

▸ Conservation and protection of Canada's species at risk.

3.3 Logic Model

The links between activities and outputs and outcomes are illustrated in the following four logic models (see figures 2 through 5).

The first two elements of the SAR Conservation Cycle (i.e., Assessment and Protection) are represented in one logic model. While the assessment process is managed independently from the protection activity, there are a number of significant links between the two in terms of activities, outputs and expected outcomes. Each of the other three elements (i.e., Recovery Planning and Implementation, which includes Compliance Promotion and Enforcement, and Monitoring and Evaluation) is presented separately. The final outcome is shared by all elements of the SAR Program.

Figure 2: Results-based Logic Model for Species at Risk Assessment and Protection

| INPUTS (RESOURCES) | ACTIVITIES | OUTPUTS | IMMEDIATE OUTCOMES (DIRECT) | INTERMEDIATE OUTCOMES (INDIRECT) | FINAL OUTCOMES |

COSEWIC (arm's-length organization)
- Assess the conservation status of wildlife species based on the best available biological information, ATK and community knowledge

Core Departments
- Provide professional, technical and secretarial services to COSEWIC (EC)
- Monitor the status of wildlife species
- Establish and maintain federal SAR assessment policies and guidelines

- COSEWIC Status Reports
- Secretariat support to COSEWIC
- Report on the general status of species
- Federal SAR assessment policies and guidelines

Core Departments
- Undertake listing consultations with partners, aboriginal people and stakeholders
- Issue permits for eligible activities
- Post statements of rationale for permitting decisions on the Public Registry
- Develop and implement compliance promotion strategies, plans, tools and policies
- Develop and implement enforcement tools, policies and capacity
- Establish and maintain federal SAR protection policies and guidelines

Minister of the Environment
- Coordinate responses to COSEWIC Assessments
- Complete recommendations to GIC for listing SAR or for other orders/regulations to protect SAR based on input from core departments
- Make orders to protect critical habitat
- Make statements regarding the level of protection of critical habitat

Governor in Council
- Make decisions for listing SAR and for other orders to protect SAR
- Make regulations to protect critical habitat on federal lands

- Listing consultations
- Permits
- Statements of rationale
- Compliance promotion strategies, plans, tools and policies
- Enforcement tools and policies
- Trained enforcement officers
- Enforcement activities / investigative reports
- Federal SAR protection policies and guidelines
- Response statements
- Minister's recommendations
- Statements that support decisions
- Orders to legally protect critical habitat
- Ministerial opinions on effective protection
- GiC listing order
- Orders, other than listing orders
- Regulations to protect critical habitat on federal lands

Partners and Aboriginal People
- Engagement by partners and aboriginal people in SAR assessment and protection activities
- Identification of SAR priorities through a coordinated early detection system based in science, ATK and risk ranking of species
- Legislative frameworks collectively provide protection to species at risk and their residence and critical habitats
- Legal obligations are met
- Implementation of compliance promotion
- Enforcement of general and critical habitat prohibitions by responsible authorities

Stakeholders
- Engagement and support for the development of SAR assessment and protection activities
- Critical habitat is protected

- Conservation and protection of Canada's species at risk

Core Department Control

Direct Influence

Contributing Influence

Summary: This figure describes the result-based logic model for the first two elements of the Species at Risk Conservation Cycle: Assessment and Protection. It depicts a horizontal series of five arrows and within each arrow the activity in the following order: inputs (resources), activities, outputs, immediate outcomes (direct), and intermediate outcomes (indirect). The final arrow points to a box containing the words: final outcomes. Below this box is a large vertically oriented rectangular box that contains the description of the final outcome for these two elements of the Species at Risk Conservation Cycle: conservation and protection of Canada's Species at Risk Program. Please note that this final outcome is the same for all of the remaining elements of the Species at Risk Conservation Cycle as described in figures 3 to 5. The logic model illustrates how the activities listed in the arrows range from completely under the control by the core department (e.g., inputs, activities and outputs) to exerting direct influence (e.g., immediate and intermediate outcomes) to contributing influence as the activities move towards the final outcome. These three zones of influence (i.e., complete control, direct influence, and contributing influence) are delineated in the figure by two concentric dashed lines. The first dashed line starts between the outputs and immediate outcomes arrows and curves down and back to the left margin, thus separating the complete control zone from the direct influence zone. The second dashed line starts between the intermediate outcomes arrow and the final outcomes box and curves down and to the left margin at equidistance from the first dashed line. Within these now delineated zones of influence are rectangular boxes that describe in more detail the activities listed in the above arrows. These boxes then link (as illustrated by little arrows) to description boxes located under the other arrows in the other zones of influence. These description boxes are a flow diagram that shows, in more detail than the above arrows, the process from initial input of resources to the final outcome of conserving and protecting Canada's species at risk. It should be noted as well that some of the description boxes overlap the zones of influence as some of the activities in the boxes fall under both zones. Specifically, the description boxes in the core department control zone lists the activities and products of COSEWIC, core departments, Governor in Council and the Minister of the Environment. In the direct influence zone the immediate outcomes, such as listing consultations, Governor in Council listing orders, and Minister's recommendations are listed. Intermediate outcomes are activities related to partners and Aboriginal peoples, such as engagement and implementation of compliance promotion. The stakeholders box overlaps with the direct influence zone and the contributing influence and they are linked both to intermediate outcome and the final outcome of conserving and protecting Canada's species at risk in Canada.
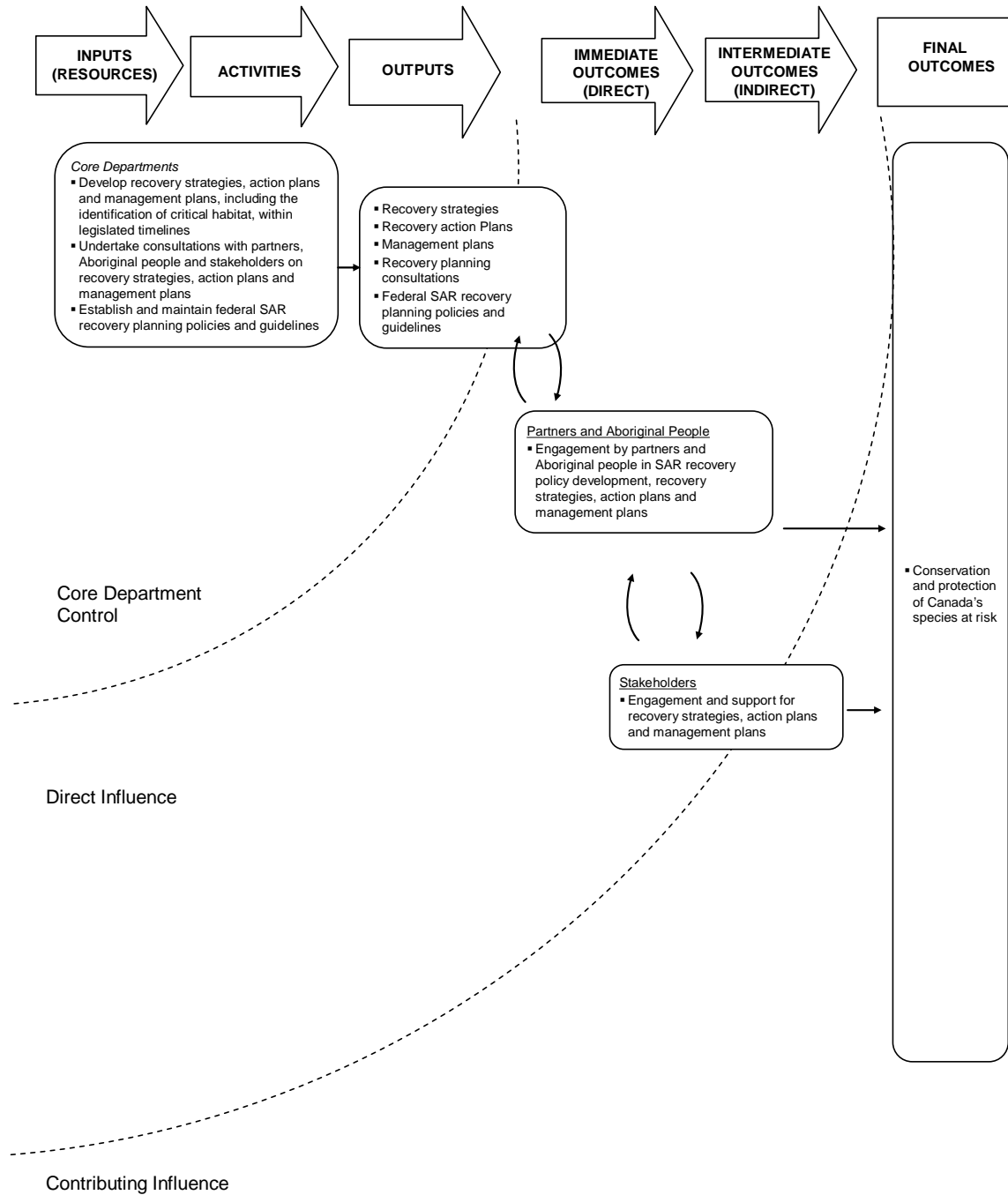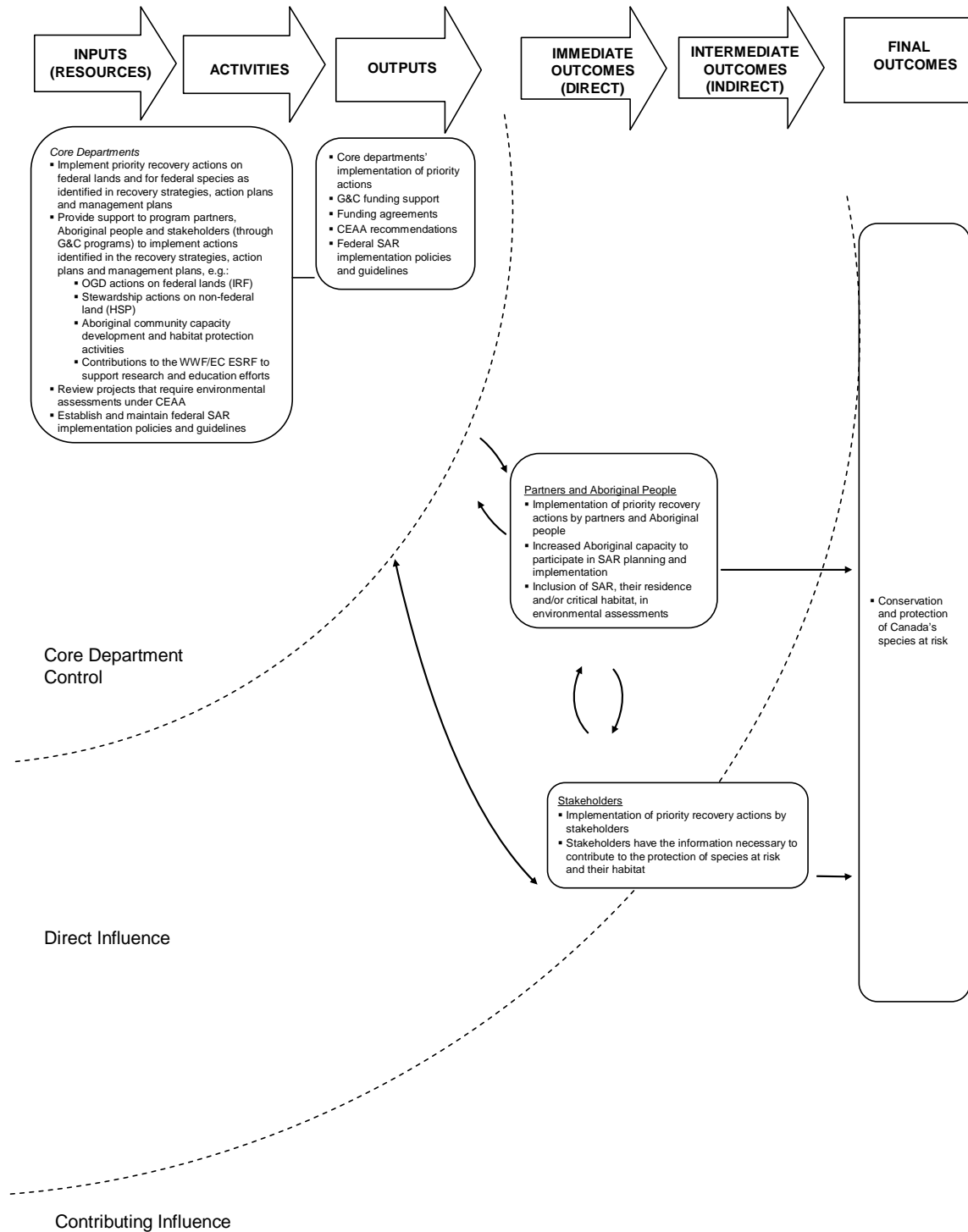
Figure 3: Results-based Logic Model for Species at Risk Recovery Planning

Summary: This figure describes the results-based logic model for the Recovery Planning element of the Species at Risk Conservation Cycle. It follows the same format as Figure 2 and the reader is asked to refer to the description in that figure in order to understand the pictorial presentation of and terminology used in the logic model. While the final outcome for this element (i.e., conservation and protection of Canada's species at risk) remains the same, the description boxes for the various activities identified in each of the zones of influence (i.e., core department control, direct influence and contributing influence) reflect activities that deal with Recovery Planning for the core departments and their engagement of partners, Aboriginal people, and stakeholders. As indicated in Figure 2, some of the activities in the description boxes may overlap zones of influence.
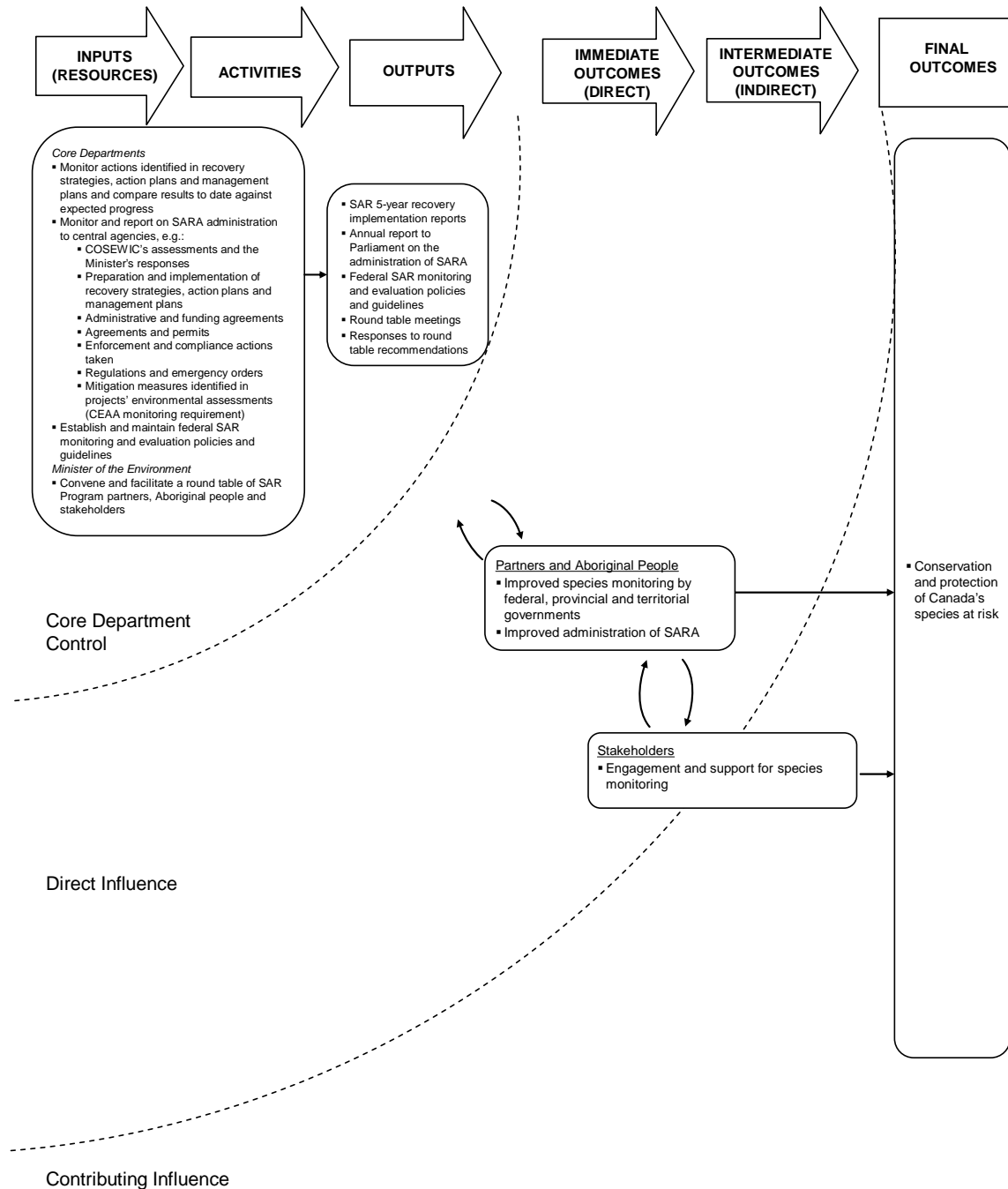
Figure 4: Results-based Logic Model for Species at Risk Implementation

INPUTS (RESOURCES) → ACTIVITIES → OUTPUTS → IMMEDIATE OUTCOMES (DIRECT) → INTERMEDIATE OUTCOMES (INDIRECT) → FINAL OUTCOMES

Core Departments
- Implement priority recovery actions on federal lands and for federal species as identified in recovery strategies, action plans and management plans
- Provide support to program partners, Aboriginal people and stakeholders (through G&C programs) to implement actions identified in the recovery strategies, action plans and management plans, e.g.:
  - OGD actions on federal lands (IRF)
  - Stewardship actions on non-federal land (HSP)
  - Aboriginal community capacity development and habitat protection activities
  - Contributions to the WWF/EC ESRF to support research and education efforts
- Review projects that require environmental assessments under CEAA
- Establish and maintain federal SAR implementation policies and guidelines

- Core departments' implementation of priority actions
- G&C funding support
- Funding agreements
- CEAA recommendations
- Federal SAR implementation policies and guidelines

Partners and Aboriginal People
- Implementation of priority recovery actions by partners and Aboriginal people
- Increased Aboriginal capacity to participate in SAR planning and implementation
- Inclusion of SAR, their residence and/or critical habitat, in environmental assessments

Stakeholders
- Implementation of priority recovery actions by stakeholders
- Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat

- Conservation and protection of Canada's species at risk

Core Department Control

Direct Influence

Contributing Influence

Summary: This figure describes the results-based logic model for the Implementation element of the Species at Risk Conservation Cycle. It follows the same format as Figure 2 and the reader is asked to refer to the description in that figure in order to understand the pictorial presentation of and terminology used in the logic model. While the final outcome for this element (i.e., conservation and protection of Canada's species at risk) remains the same, the description boxes for the various activities identified in each of the zones of influence (i.e., core department control, direct influence and contributing influence) reflect activities that deal with Implementation for the core departments and their engagement of partners, Aboriginal people, and stakeholders. As indicated in Figure 2, some of the activities in the description boxes may overlap zones of influence.

Figure 5: Results-based Logic Model for Species at Risk Monitoring and Evaluation

Summary: This figure describes the results-based logic model for the Monitoring and Evaluation element of the Species at Risk Conservation Cycle. It follows the same format as Figure 2 and the reader is asked to refer to the description in that figure in order to understand the pictorial presentation of and terminology used in the logic model. While the final outcome for this element (i.e., conservation and protection of Canada's species at risk) remains the same, the description boxes for the various activities identified in each of the zones of influence (i.e., core department control, direct influence and contributing influence) reflect activities that deal with Monitoring and Evaluation for the core departments and their engagement of partners, Aboriginal people, and stakeholders. As indicated in Figure 2, some of the activities in the description boxes may overlap zones of influence.

4.0   Risk Assessment and Management Summary

Risk refers to the uncertainty that surrounds future events and outcomes. The RBAF component of this framework identifies risk areas and corresponding mitigating strategies and management approaches.

Through risk identification, assessment, and development / refinement of strategies to mitigate the risks, program managers and core department senior management have an explicit and common understanding of SAR Program risks.

4.1   Risk Assessment Methodology

The risk assessment methodology includes the following steps:

▸   Risk Identification: Identification of the key risk areas that could have an impact on the ability of the core departments to deliver the SAR Program and fully achieve the intended results.

▸   Risk Response: Identification of existing mitigation measures and strategies and those that are under development.

▸   Risk Assessment: An estimate of the likelihood and impact of risk-related issues arising even with risk mitigation measures and strategies in place (this includes existing measures and those under development).

4.2   Program Risks

A number of program risks were identified through interviews with senior managers from the core departments, a one-day workshop, and a review of background documentation. The key program risk areas, along with strategies for risk mitigation and an assessment of impact, are shown in Table 12.

Table 12: Key Risk Areas, Mitigation Strategies and Assessment of Impact		
Risk Area and Description	**Strategies for Risk Mitigation / Control**	**Likelihood / Impact[11]**
1. Partner Capacity and Co-operation/Support The protection and conservation of wildlife is the joint responsibility of the federal, provincial and territorial (F/P/T) governments (as per the 1997 Accord). As a result, the capacity and level of co-operation and support within each of the P/Ts can have a significant impact on the implementation of the Act. The *capacity* for undertaking SAR-related activities (e.g., assessing species (science), undertaking recovery planning, implementing recovery actions and enforcing legislation) varies by province. This is a particular challenge for smaller jurisdictions. Partner *co-operation and support* for SARA-related activities is essential to the successful implementation of the Act as P/Ts are responsible for implementing recovery strategies and plans for most species on P/T lands. Each P/T has its own set of programs and strategies to manage risks and set priorities to meet their legislative accountabilities and individual P/T guidelines may not be compatible or consistent with those under SARA (e.g., the approach used to define critical habitat or undertake socio-economic analyses). In the event that a P/T chooses not to respond to a listed species through their own actions (e.g., recovery strategy, action plans, implementation of specific actions), the federal government may impose the SARA safety net. The primary risks inherent in using the SARA safety net for general or critical habitat prohibitions are provoking F/P/T jurisdictional disputes and unanticipated outcomes, such as additional work and resources pressures. Federal SARA recovery strategies and actions plans may identify priority actions on P/T and, without partners' co-operation, recovery goals will not be met.	A number of mechanisms and management strategies have been developed to improve coordination among Program partners and manage the gaps in P/T legislation. These include the Accord for the Protection of Species at Risk, the National Framework for Species at Risk Conservation, bilateral agreements with the P/Ts, and appropriate leverage to bridge legislative gaps and encourage P/Ts to take actions compatible with SARA requirements and thus limit the need for safety net intervention. The Program's governance structure is a critical component of the risk mitigation strategy and will help to build / strengthen partner relationships. Following the development of these mechanisms and management strategy, the core departments will focus on how to make them work to ensure co-operation and support for the implementation of the Act. *The Accord for the Protection of Species at Risk* was established in 1996 and outlines commitments by federal, provincial and territorial (F/P/T) Ministers to designate species at risk, protect their habitats, and to develop recovery plans as well as complementary legislation, regulations, policies and programs. *The National Framework for Species at Risk Conservation* was developed in co-operation with provinces and territories and endorsed by F/P/T Ministers in October 2006. The Framework expresses a consensus view on the management of species at risk and will guide the development of compatible policies and programs within the core federal departments and the P/Ts. *Bilateral agreements* between the federal and provincial or territorial governments will improve coordination between the two levels of government. For each Agreement, a *Species at Risk Coordinating Committee (SARCC)* (previously referred to as a regional implementation committee) will be established between the federal government and the provinces and territories to facilitate coordination of federal, provincial and territorial species at risk programs. These committees will help guide how capacity and resources are allocated to species conservation issues within each jurisdiction. Furthermore, bilateral agreements will be supported by joint work plans. The committees and joint work plans will help mitigate risks related to partner support. The *Interdepartmental Recovery Fund* (IRF) has been developed to supports actions by other federal departments to identify species at risk on federal properties and undertake recovery activities. The *governance structure* for the SAR Program was strengthened by reviewing and redefining the roles and responsibilities following the Formative Evaluation Committees such as the Canadian Endangered Species	Likelihood: High Impact: High

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[11] In some cases a range is given (e.g., Med – High). This has been done in cases where there is a degree of uncertainty around the level of likelihood or impact.

Table 12: Key Risk Areas, Mitigation Strategies and Assessment of Impact		
Risk Area and Description	**Strategies for Risk Mitigation / Control**	**Likelihood / Impact[11]**
	The Conservation Council (CESCC), the Species at Risk Coordinating Committees (SARCCs), the RENEW Working Group, and the National General Status Working Group (see Section 2.6) provide mechanisms for increased co-operation and communication between the federal and P/T governments.	
2. Aboriginal Capacity and Co-operation The protection and conservation of wildlife also involves Aboriginal people. Aboriginal people's *co-operation and support* for SARA-related activities is essential to the successful implementation of the Act, given that SARA applies to Aboriginal lands and Aboriginal people participate in the implementation of recovery strategies and action plans for certain species. Federal SARA recovery strategies and action plans may identify priority actions on Aboriginal lands and, without Aboriginal people, co-operation recovery goals will not be met. Land claim agreements in the territories have established wildlife management boards, which share responsibilities with governments on the management of SAR. The *capacity* of land claim agreement authorities and Aboriginal groups to participate in recovery planning and implementation has been identified as a risk to species protection and recovery on Aboriginal lands.	As part of the *governance structure* for the SAR Program, NACOSAR acts in an advisory role to the Minister on the administration of the Act and provides advice and recommendations to the CESCC. This advisory council was created under SARA to increase co-operation and communication between the federal government and Aboriginal people. Furthermore, an Aboriginal engagement strategy is currently being developed. This strategy will provide a structure on how the federal government engages Aboriginal people regarding the implementation of SARA. Aboriginal people are engaged for listing of species and for developing recovery strategies, action plans and management plans. The *Aboriginal Funds* have been set up to help address capacity gaps and support Aboriginal participation in the management of species at risk (planning and implementation of stewardship activities on Aboriginal lands). The *Habitat Stewardship Program* provides funds to stewards for implementing activities that protect or conserve habitats for species at risk which take place on private lands, provincial Crown lands, Aboriginal lands or in aquatic and marine areas across Canada. The program also fosters partnerships among organizations interested in the recovery of species at risk. As such, it supports many organizations and individuals, including Aboriginal people, in their efforts to meet the requirements of the National Recovery Program and the *Species at Risk Act*.	Likelihood: High Impact: High

Table 12: Key Risk Areas, Mitigation Strategies and Assessment of Impact		
Risk Area and Description	**Strategies for Risk Mitigation / Control**	**Likelihood / Impact[11]**
3. Stakeholder Capacity and Cooperation Recovery implementation relies extensively on stakeholders, through agreements with the federal government and independent activities, to take action to protect species and habitat. The willingness and ability (financial and otherwise) of stakeholders (industry, ENGOs, landowners) to implement recovery actions and reduce threats to species is a key determinant of SAR Program success. Stakeholders may not agree with / support listing decisions and related recovery strategies and plans (e.g., the range of critical habitat may be questioned). The use of the legislative authority granted by SARA may present a risk to the core departments' ongoing relationships with its key stakeholder groups (which are essential to the achievement of other federal priorities / goals). Stakeholders are not informed of the SARA permitting requirements and the SAR component of the CEAA authorization process and do not necessarily apply for all required permits.	The SAR Program supports stewardship activities by landowners, industrial resource sectors, and other federal departments through programs including the Habitat Stewardship Program (HSP) for Species at Risk, the Endangered Species Recovery Fund (ESRF), and the Interdepartmental Recovery Fund. The HSP is administered on a regional basis to ensure that local priorities and stakeholder needs are reflected in the funding decisions. The ESRF supports research and education efforts and is co-managed by EC and the World Wildlife Fund of Canada. Consultations are a critical element of the SAR Program design and opportunities for stakeholder involvement are built in throughout the process. Public education and outreach tools, the SAR Public Registry and other online information sources will be used to increase Canadians' awareness of, and involvement in species at risk protection. The SAR Public Registry provides a forum for stakeholders to submit comments on SARA documents including regulations and orders made under the Act, COSEWIC's criteria for the classification of wildlife species, status reports on wildlife species, and the List of Wildlife Species at Risk (Schedule 1). The Registry is an important tool for informing Canadians on species at risk issues and supporting public participation in decision making related to species at risk. Ongoing efforts will be made to explain the SARA permitting requirements and the new SAR components of the CEAA authorization process to stakeholders.	Likelihood: Varies by stakeholder Impact: High

Table 12: Key Risk Areas, Mitigation Strategies and Assessment of Impact		
Risk Area and Description	**Strategies for Risk Mitigation / Control**	**Likelihood / Impact[11]**
4. Program Resources and Workload The workload associated with implementing the Act grows steadily as species are added to the legal list. Once listed, there are ongoing reporting requirements and timelines. Experience has shown that the costs associated with consultations and socio-economic analyses can vary greatly depending on the location and distribution of the species, the associated threats, the complexity of the recovery planning processes, and the number and diversity of interested stakeholders. Managing consultations in remote and northern communities is especially challenging and costly. Also, since the legislation was proclaimed, there has been a steady increase in the workload associated with monitoring species issuing permits and providing input into environmental assessments of projects that may affect a listed species or its critical habitat. The core departments are at risk of not meeting the requirements of the legislation in future. Development and implementation of a growing number of strategies and plans, and subsequently enforcing prohibitions and regulations under the Act and monitoring and evaluating and reporting on compliance and species recovery, will put further demands on the Program. The Formative Evaluation noted that costs will increase significantly to meet mandatory legislative requirements. These resource constraints present legal, biological and policy risks and liabilities. There is a risk that the growing workload will result in missed deadlines, compromised consultation processes, and missed opportunities for applying a strategic lens to species recovery (e.g., prioritization, multi-species approach).	SARA funding is managed through a number of priority-setting arrangements within the core departments. This ensures that the basic requirements of the legislation, timelines, essential activities and programs are implemented. The interdepartmental governance mechanisms (e.g., Deputy Head, ADM and DG Committees) identify priorities and monitor progress and performance vis-à-vis the expectations as set out under SARA. This allows regular realignment of resources towards the highest priority items Furthermore, the core departments, through annual budgeting exercises, have the opportunity to realign resources to areas of highest priority. The core departments will reassess their financial resources needs in 2010–2011. Although many measures are in place to reduce legal, biological and political risks and liabilities, the approach used to manage the SAR Program is risk-based. There will remain a significant residual risk of not managing the core departments' legislative obligations and ultimately achieving the conservation and protection of species at risk.	Likelihood: High Impact: High
5. Meeting SARA Obligations for Federal Species and on Federal Lands SARA's specific requirements for recovery planning, protecting species and enforcing prohibitions for federally managed species (e.g., aquatic species, migratory birds) and for all species on federal lands (e.g., national parks, national wildlife areas) is the responsibility of the federal government. There is a risk that the federal government will not meet the obligations of the Act. Should the federal government's legislative obligations with respect to listed species not be managed properly, the federal government's ability to influence others in their work on species conservation will be at risk, as well as the federal government's credibility.	Federal capacity will be strengthened and invested strategically, and contribution from partners, Aboriginal people and stakeholders will be fostered through development and implementation of bilateral agreements, contribution agreements with required leveraging, partnerships and other mechanisms. Funding is also available to other federal departments through the IRF to support species protection on federal lands. Parks Canada will continue to integrate species recovery and protection in their operations through the park management plans.	Likelihood: Medium Impact: Medium

Table 12: Key Risk Areas, Mitigation Strategies and Assessment of Impact		
Risk Area and Description	**Strategies for Risk Mitigation / Control**	**Likelihood / Impact[11]**
6. Legal Challenges to SARA The *Species at Risk Act* creates expectations on the part of Canadians vis-à-vis the federal government's ability to protect species at risk. However, the federal role is constrained by the extent that implementation of recovery actions often rely on Program partners, Aboriginal people and stakeholders. Federal decisions / actions are guided by scientific information as well as an analysis of the socio-economic impacts of proposed actions, the need to respect Aboriginal treaty rights, land claim agreements, and the roles and responsibilities of the provinces and territories. The result is the risk of legal action by ENGOs, industry and other stakeholders. The cost of responding to legal challenges reduces the resources available for Program implementation. Furthermore, legal challenges could lead to significant program implementation changes. There is therefore a residual uncertainty as to how the Program will be implemented, resulting in a risk regarding roles and responsibilities with respect to species conservation, not only for the core departments but also for partners and Aboriginal people who are involved in the Program. SARA is a relatively recent piece of legislation and there is uncertainty around a number of the terms and concepts in the Act (e.g., the operational definition of "critical habitat," "effective protection," the extent of required consultations, etc.). SARA allows the Minister of the Environment to provide fair and reasonable compensation for losses suffered as a result of any extraordinary impacts of the application of provisions protecting the habitat of a protected species. There is limited experience and understanding regarding compensation and the possible level of compensation. This could lead to the risk of legal challenges, given the differences in interpretation of the Act, risk to program financial resources needs, and risk regarding co-operation with partners, Aboriginal people and stakeholders.	The core departments are developing national policies and guidelines to address these risks. These policies and guidelines will be consistent with the National Framework for Species at Risk Conservation, will include the use of socio-economic analyses for making listing decisions and developing recovery strategies and action plans and will provide a mechanism to mitigate legal risk. Furthermore, the national policies and guidelines will help mitigate these risks by defining certain terms and concepts. The core departments will also develop their own operational guidelines, which will, in turn, be consistent with departmental operations and will take into account their requirements. Regulations are being developed for the GIC regarding compensation. The key to mitigating federal risk in this area is to ensure that regulations permit compensation for loss suffered as a result of any extraordinary impacts only. Any requests for compensation will be considered on an individual basis unless a significant number of claims emerge. The Minister of the Environment will report to Cabinet in the event that significant resources are required for such payments.	Likelihood: High Impact: High
7. Information Gathering and Reporting There is a limited knowledge within the core departments of available information and systems for the management of data regarding the SAR Program. A lack of baseline data for performance and risk monitoring reporting is a risk to reporting on	Coordinated systems and administration will be developed within each core department for collecting data for performance and risk monitoring reporting to enable the Program to extract the relevant information required when needed. Performance reporting will include immediate and intermediate measures (as identified in this framework)	Likelihood: Medium - High Impact: Medium - High

Table 12: Key Risk Areas, Mitigation Strategies and Assessment of Impact		
Risk Area and Description	**Strategies for Risk Mitigation / Control**	**Likelihood / Impact**[11]
success of the SAR Program. This will also impact the opportunities to communicate the overall story of the Program. There is risk that the data required for performance and risk monitoring reporting is unavailable due to some inadequate data systems. There is also a risk that, once the data is gathered, it may be difficult to determine the underlying causes of variance between expected and achieved results. Furthermore, insufficient information on select species at risk and their habitats may limit the effectiveness of the SAR assessment and protection processes. The socio-economic analysis and consultation can only be as thorough as the data upon which they are based. Where data limitations/deficiencies exist, the analysis may be less than ideal.	to demonstrate progress made through stewardship programs (e.g., HSP) and the impact that prohibitions associated with SARA listing are having on species. A number of partnerships are being developed to increase the availability and quality of species data. This includes efforts with provinces and territories, Nature Serve Canada, industry, core department science groups and others.	
8. Communication Implementation of the SAR Program depends largely on communication because of the nature of the program, which is based on joint responsibility of the federal, provincial and territorial governments and co-operation with Aboriginal people and stakeholders. There is a risk of a loss of internal and external support for the Program if the core departments do not communicate the story effectively regarding the SAR Program.	Activities and resources will be directed to work on communication to improve understanding of species conservation issues and the role of SARA by partners, Aboriginal people, stakeholders and Canadians. Core departments will develop mechanisms to identified opportunities to communicate with partners, Aboriginal people, stakeholders and Canadians. These mechanisms will also ensure consistent messaging across core departments and regions.	Likelihood: Medium Impact: Medium

Summary: This table describes the eight key risk areas, the strategies for risk mitigation/control, and the likelihood and or impact that they would happen. These eight key risk areas include: Partner Capacity and Cooperation/Support, Aboriginal Capacity and Cooperation, Stakeholder Capacity and Cooperation, Program Resources and Workload, Meeting *Species at Risk Act* Obligations for Federal Species and on Federal Lands, Legal Challenges to *Species at Risk Act*, Information Gathering Reporting, and Communication.

4.3   Risk Management Process

The Program Development and Management component of the SAR Program is allotted approximately 22% of the total program budget, which reflects the significant management investment required to fully develop and implement this (relatively new) interdepartmental, interjurisdictional program. The level of resources devoted to program management and governance reflects and responds to the number of significant key risk areas described above.

The governance structure shown in Section 2.0 involves the key Program partners and Aboriginal people at all levels of the core departments and partner organizations.

A key risk area is the level of involvement of Program partners, Aboriginal people and stakeholders in the delivery of SARA objectives. The new National Framework for Species at Risk Conservation supports the coordinated implementation of the Accord and the Act by providing a

set of common principles, objectives and overarching approaches for species at risk conservation. The objectives of the Framework are to

- ▸ facilitate co-operation among jurisdictions involved with species at risk;
- ▸ encourage greater national coherence and consistency in jurisdictional policies; and
- ▸ provide context and common ground for federal/provincial/territorial bilateral agreements.

The identification of risks and assessment of the likelihood and impact has been a key input to the performance measurement strategy (see Section 5.0) and the evaluation strategy (see Section 6.0). A number of key performance indicators have been developed to both monitor the level of risk and assess the effectiveness of the risk mitigation strategies. These indicators are shown in bold in Table 13 of Section 5.1. Note that these bolded indicators serve as *both* performance and risk indicators and therefore the effort to collect and assess results achievement and risk is integrated and streamlined.

Furthermore, EC is currently developing a quality management system for regulatory programs, including the *Species at Risk Act*, in order to promote the clarity and transparency of decision making, ensure consistent and efficient processes for seeking senior and ministerial approvals, and provide a benchmark for continuous improvement of decision-making processes with respect to legislative programs at EC.

5.0 Performance and Risk Monitoring and Reporting

Performance and risk will be monitored as an integrated strategy that relies on the results logic shown in Section 3.0 and the risk assessment shown in Section 4.0.

5.1 Performance Indicators and Measurement Strategy

Corresponding to the SAR Program outputs and expected outcomes (see Section 3.0) is a set of performance indicators and a measurement strategy, which have been presented in Table 13. A number of indicators are relevant for both performance measurement of results and risk. These dual indicators are shown in bold and are a key efficiency feature of an integrated RMAF–RBAF. Note that risk indicators are linked to specific risks (as identified and numbered in Section 4.0).

For each output and outcome, the measurement strategy identifies

- ▸ indicators;
- ▸ targets;
- ▸ those accountable for delivering on the outputs and the outcomes;
- ▸ data collection methods and / or sources of information;
- ▸ those responsible for collecting, analyzing and reporting; and
- ▸ frequency of data collection.

Indicators

Quantitative and qualitative indicators have been identified strategically in order to demonstrate progress in producing the outputs and achieving the outcomes. The ability to collect data was an important factor in choosing the indicators.

Targets

Some indicators have associated targets. These targets are presented in Table 13 under the Targets column. Other performance targets will be identified through an implementation review (2009) (see Section 8.0 RMAF–RBAF Implementation Review Strategy) and after gathering benchmarking data (2008–2009). However, it is important to note that a number of indicators do not lend themselves to performances targets.

Accountability

Those accountable from the core departments for producing the outputs and achieving the set outcomes have been identified at the Assistant Deputy Minister and Director General levels, depending on the department/agency. Partners, Aboriginal people and stakeholders have also been identified as accountable for certain outcomes, given that their involvement in the Program is critical to the success of delivering on the species at risk results.

Data Source and Evaluation Methods

The data sources for most of the output indicators and for several of the outcome indicators are Program management databases and Program files. This information will be used to support the management of the Program as well as future evaluations. The sources for the remaining indicators are various evaluation methodologies (e.g., document review, interviews, surveys, case studies and/or workshops).

Responsibility for Data Collecting, Analyzing and Reporting

Those responsible from the core departments for the data collection, analysis and reporting have been identified at the Director level.

Frequency of Data Collection

The majority of the outputs indicators and several outcome indicators will be tracked and reported annually. The remaining indicators will require a greater investment in data collection and assessment methodologies. Most of these indicators will be the responsibility of the evaluation team (supported by the core departments).

It is important to note that formal risk evaluations or assessment will be done on a periodic basis; however, some indicators of risk may be monitored on an ongoing basis as part of good management practices. This ongoing monitoring is critical to Program success as factors that affect risk levels / exposure can change quickly and, as a result, new or modified mitigation strategies may be needed.

Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
Assessment / Protection						
Key Outputs						
COSEWIC Status Reports	• % of SAR species for which COSEWIC completed a conservation status review within 10 years.	100%	COSEWIC	Species at Risk (SAR) Database[14]	EC Director Conservation Service Delivery and Permitting (CSDP)	Annual
Secretariat support to COSEWIC	• Trend in the resources provided to COSEWIC activities o # of meetings organized		EC Associate ADM ESB	Secretariat files	EC Director CSDP	Annual
Report on the general status of species	• Trend in the number of species addressed in report on the general status of species		DFO ADM O&SG and Regional DGs EC Associate ADM ESB PC DG NP	Wildlife Species Website[15]	EC Director CSDP, PC Executive Director EI	Annual
Federal SAR <u>assessment</u> policies and guidelines	• **Extent to which core departments follow the policies and guidelines (6)** • **Extent to which policies and guidance documents meet Program management needs (6)**		DFO ADM O&SG and Regional DGs EC Associate ADM ESB PC DG NP	Outcome Evaluation (document review, interviews)	Evaluators	2010–2011
Listing consultations	• ***% of species assessed for which consultation have taken place (1, 2, 3, 4)*** • ***% of species assessed found on Aboriginal lands for which consultation have taken place and have met the federal requirements, including those of land claim agreements (2, 4)***	1) 100% 2) 100%	DFO ADM O&HS and Regional DGs EC Associate ADM ESB	SAR Database	DFO Director Species at Risk Secretariat (SARS), EC Director CSDP	Annual

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[12] Those indicators that support risk management and assessment are presented in bold. The numbers found following indicators refer back to the list of risks outlined in Section 4.

[13] Those indicators that related to the core departments' workload are presented in bold and italics. These indicators demonstrate the volume of work in that area.

[14] SAR database, managed by EC, contains information regarding the assessment, listing, recovery of species at risk and federal lands where they are known to occur. It is used for the management of the Program and also supplies data to the SARA Registry. Currently, information from the database is shared with DFO and PC upon request. However, negotiations are underway to provide full access to DFO and PC. The database also provides information on the general status of wildlife in Canada.

[15] Wildlife Species website: www.wildspecies.ca

Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
	• *Number of partners contacted during listing consultations (1, 4)* • *Number of Aboriginal people or organizations contacted during listing consultations (2, 4)* • *Number of stakeholders contacted during listing consultations (3, 4)*		DFO ADM O&HS and Regional DGs EC Associate ADM ESB	Departmental Records	DFO Director SARS, EC Director CSDP	Annual
Permits Statements of rationale	• *Number of permit requests or applications received (4)* • *Number of permits issued (4)* • *Average time required to respond to permit applications, trend in average (4)* • % of enforcement actions with respect to permits		DFO ADM O&HS, Regional DGs and SO, SARA EC Associate ADM ESB and CEO PC DGs E, and W&N	DFO Permitting Database EC SAR Permitting Database PC Permitting Database	DFO Director SARS, EC Director CSDP and PC Executive Director EI	Annual
Compliance promotion strategies, plans, tools and policies	• *% of annually listed SAR covered by compliance promotion strategies and plans[16] (4)* • % of regulated communities that have been targeted by compliance promotion activities	1) 100%	DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DG NP	Compliance strategies and compliance promotion plans SAR Database	DFO Director SARS, EC Director CSDP and PC Executive Director EI	Annual
Enforcement tools and policies	• *% of listed SAR covered by compliance promotion and enforcement planning mechanisms (4)*		DFO ADM O&HS, Regional DGs and SO, SARA EC Associate ADM ESB, CEO PC DG NP	National Inspection Plans SAR Database	DFO Director SARS, EC Director CSDP and PC Executive Director EI	Annual
Trained enforcement officers	• *Number of SARA-trained enforcement officers (F/P/T) (4)*		DFO SO, SARA EC CEO PC DG NP	DFO Enforcement Database EC NEMESIS PC Enforcement Database	DFO SO, SARA EC Director Wildlife Enforcement PC DG NP	Annual

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[16] Compliance promotion strategies and plans are internal departmental documents.

Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
Enforcement activities / investigative reports	• ***Number of recorded violations, charges laid, charges approved, enforcement inspections and investigations by the core departments' enforcement officers (4)*** • ***Number of S.93 requests for investigation processed by the core departments' enforcement officers (4)*** • ***Number of S.93 requests for investigation completed by the core departments' enforcement officers (4)***		DFO SO, SARA EC CEO PC DGs E and W&N	DFO Enforcement Database EC NEMESIS PC Enforcement Database	DFO SO, SARA EC Director Wildlife Enforcement PC DG NP	Annual
Federal SAR <u>protection</u> policies and guidelines	• **Extent to which core departments follow the policies and guidelines (6)** • **Extent to which policies and guidance documents met program management needs (6)**		DFO ADM O&HS, Regional DGs EC Associate ADM ESB PC DG NP	Outcome evaluation (interviews, document review)	Evaluators	2010–2011
Response statements	• **% of response statements issued within 90 days (6)**	100%	DFO ADM O&HS EC Associate ADM ESB	SAR Database	EC Director CSDP	Annual
Minister's recommendations Statements that support decisions GIC listing order	• **% of GIC receipt that led to a GIC decision issued within nine months (6)**		DFO ADM O&HS EC Associate ADM ESB	SAR Database	EC Director CSDP	Annual
Orders to legally protect critical habitat Ministerial opinions on effective protection	• ***Number of orders to protect critical habitats (4)*** • % of critical habitat in federal protected areas that is published in the *Canada Gazette* on time as per subsection 58(3)	2) 100%	DFO ADM O&HS EC Associate ADM ESB PC DGs E and W&N	SAR Database / Recovery Information Management System (RIMS)	EC Director CSDP	Annual

Performance Area	Key Indicators (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	Targets	Accountability for Results	Data Source / Eval'n Methods	Responsibility for Collecting Data	Report-ing
**Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program**[12, 13]
Orders, other than listing orders	• *Number of emergency listing orders, trend in number of orders (4)* • *Number of emergency protection orders (4)* • *Number of orders to apply section 32 and/or section 33 to non-federal lands (safety net) (1, 4)*		DFO ADM O&HS EC Associate ADM ESB	SAR Database	EC Director CSDP	Annual
Regulations to protect critical habitat on federal lands	• *Number of regulations to protect critical habitat on federal lands(4)*		DFO ADM O&HS EC Associate ADM ESB	SAR Database	EC Director CSDP	Annual
Immediate Outcomes						
Engagement by partners and Aboriginal people in SAR assessment and protection activities	• **Extent to which partners are engaged in assessment and protection activities (1)** • **Extent to which Aboriginal people are engaged in assessment and protection activities (2)**		DFO ADM O&HS, Regional DGs EC Associate ADM ESB PC DG E and W&N Partners and Aboriginal people	Outcome Evaluation (survey)	Evaluators	2010–2011
	• **Number of partners providing input during the listing process (1)** • **Number of Aboriginal people or organization providing input during the listing process (2)**		Partners and Aboriginal people	Departmental Records	DFO Director SARS, EC Director CSDP	Annual
Identification of SAR priorities through a coordinated early detection system based in science, ATK and risk ranking of species	• % of species assessed by COSEWIC that were identified a priori as at risk in the report on the general status of species • % of COSEWIC decisions that were informed by ATK and scientific information		COSEWIC	SAR Database	EC Director CSDP	Annual

	Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]					
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
Legislative frameworks collectively provide protection to species at risk and their residence and critical habitat	• **Number of times SARA was invoked to protect species at risk and their residence on lands of federal responsibility (1)** • **Number of times SARA was invoked to protect critical habitat identified in recovery strategy (1)**		DFO ADM O&HS EC Associate ADM ESB PC DG E and W&N Partners and Aboriginal people	SAR Database	EC Director CSDP, PC Executive Director EI	Annual
	• **Progress towards a complementary set of F/P/T species at risk legislation and policies (1, 6)**		DFO ADM O&HS EC Associate ADM ESB PC DG NP Partners and Aboriginal people	Outcome evaluation (document review, interviews)	Evaluators	2010–2011
Legal obligations are met	• **Number of legal challenges to the listing process (6)** • **% of legal challenges successfully defended or resolved (6)**		DFO ADM O&HS EC Associate ADM ESB	EC Director General's office files	EC Director CSDP	Annual
Implementation of compliance promotion	• Implementation of actions outlined in compliance promotion plans		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DG ER&VE	Compliance promotion plans	Evaluators	2010–2011
Enforcement of general and critical habitat prohibitions by departments	• *Number of recorded violations, charges laid, charges approved, enforcement inspections and investigations by core departments' enforcement officers (4)* • *% of S.93 of SARA requests for investigation processed by core departments' enforcement officers (4)* • *% of S.93 of SARA requests for investigation completed by core departments' enforcement officers (4)*		DFO SO, SARA EC CEO PC DG NP	DFO Enforcement Database EC NEMESIS PC Enforcement Database	DFO SO, SARA EC Director Wildlife Enforcement PC DG NP	Annual

Performance Area	Key Indicators (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	Targets	Accountability for Results	Data Source / Eval'n Methods	Responsibility for Collecting Data	Report-ing
Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
Intermediate Outcomes						
Engagement and support by stakeholders in the development of SAR assessment and protection activities	• **Extent to which stakeholders are engaged in assessment and protection activities (3)**		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N Stakeholders	Outcome Evaluation (survey)	Evaluators	2010–2011
	• **Number of stakeholders providing input during the listing process (3)**		Stakeholders	Departmental Records	DFO Director SARS, EC Director CSDP	Annual
Critical habitat is protected	• % of critical habitat identified in SARA recovery strategies that is protected		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N Partners and Aboriginal people	SAR Database	EC Director CSDP, PC Executive Director EI	Annual
Recovery Planning						
Outputs						
Recovery Strategies Recovery Action Plans Management Plans	• *% of recovery strategies, action plans and management plans developed and published within legislative timelines for listed SAR (4, 5)* • *% of listed SAR with a recovery strategy, action plan or management plan in place (4)* • % of threatened and endangered species for which critical habitat was identified in recovery strategies or action plans (part or whole)	1) 100%	DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N	DFO Recovery Records SAR Database / RIMS PC Recovery Records	DFO Director SARS EC Director CSDP PC Executive Director EI	Annual

Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
Recovery Planning Consultations	• *% of listed SAR for which recovery planning consultations have taken place (1, 2, 3, 4, 5)* • *Number of partners and Aboriginal contacted during the recovery planning consultations (1, 2)* • *Number of stakeholders contacted during the recovery planning consultations (3)*	1) 100%	DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N	SAR Database / RIMS	EC Director CSDP, PC Executive Director EI	Annual
Federal SAR recovery planning policies and guidelines	• **Extent to which core departments follow the policies and guidelines (6)** • **Extent to which policies and guidance documents meet program management needs (6)**		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DG NP	Outcome Evaluation (document review, interviews)	Evaluators	2010–2011
Immediate Outcomes						
Engagement by partners and Aboriginal people in SAR recovery strategies, action plans and management plans	• **Extent to which partners are engaged in recovery planning activities (1) a** • **Extent to which Aboriginal people are engaged in recovery planning activities (2)**		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N Partners and Aboriginal people	Outcome Evaluation (survey)	Evaluators	2010–2011
	• **Number of partners that have participated during recovery planning (1)** • **Number of Aboriginal people or organizations that have participated during recovery planning (2)** • **Number of provincial recovery documents that can be adopted in their present condition (1)**		Partners and Aboriginal people	Departmental Records SAR Database / RIMS	DFO Director SARS EC Director CSDP PC Executive Director EI	Annul

Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
Intermediate Outcomes						
Engagement and support by stakeholders in recovery strategies, action plans and management plans	• **Extent to which stakeholders are engaged and support recovery planning (3)**		DFO ADM O&HS and Regional DGs	Outcome Evaluation (survey)	Evaluators	2010–2011
			EC Associate ADM ESB			
			PC DGs E and W&N			
			Stakeholders			
	• **Number of stakeholders that provided input during recovery planning (3)** • **% of recovery planning documents for which comments were received through the public comment period from stakeholders (3)**		Stakeholders	Departmental Records	DFO Director SARS	Annual
					EC Director CSDP	
					PC Executive Director EI	
Implementation						
Outputs						
Core departments' implementation of priority actions	• *% of priority actions implemented and completed (4, 5)*		DFO ADM O&HS and Regional DGs	5-year recovery implementation review	DFO Director SARS	Beginning 2011
			EC Associate ADM ESB		EC Director CSDP	
			PC DGs E and W&N		PC Executive Director EI	

	Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]					
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
G&C Funding Support Funding agreements	• ***Number of applications for funding received (4)*** • Trend in the amount of G&C funding provided • Number of projects funded under G&Cs • ***Number of funding agreements signed (4)*** • **Number of projects funded under the Aboriginal programs (2)** • **Number and type of Aboriginal organizations involved in the Aboriginal programs (2)**		DFO ADM O&HS EC Associate ADM ESB PC DG E and W&N Partners, Aboriginal people and stakeholders	DFO Funding Database EC SARA Funding Program Database RENEW Annual Reports	DFO Director SARS EC Director CSDP	Annual
CEAA recommendations	• *Number of CEAA projects that identified mitigation and monitoring measures related to SAR* • *Number of projects reviewed by an environmental assessment officer that had a SAR component*		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N	CEAA Registry	EC Director CSDP, PC Executive Director EI	Annual
Federal SAR <u>implementation</u> policies and guidelines	• **Extent to which core departments follow the policies and guidelines (6)** • **Extent to which policies and guidance documents meet program management needs (6)**		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DG NP	Outcome evaluation (interviews, document review)	Evaluators	2010–2011
Immediate Outcomes						
Implementation of priority recovery actions by partners and Aboriginal people	• Distribution of the financial contribution by types of projects (IRF, HSP, Aboriginal, ESRF) funded by the federal government in recovery implementation		DFO ADM O&HS EC Associate ADM ESB PC DGs E and W&N	Departmental Financial Records	DFO Director SARS EC Director CSDP	Annual

Performance Area	Key Indicators (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	Targets	Accountability for Results	Data Source / Eval'n Methods	Responsibility for Collecting Data	Report-ing
Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
	• **% of priority actions identified in recovery strategies, action plans and management plans that have been implemented by partners and Aboriginal people (1, 2)** • **% of projects funded under G&Cs that have been implemented (1, 2)**		Partners and Aboriginal people	SAR Database / RIMS / SARA Funding Program Database		
Increased Aboriginal capacity to participate in SAR planning and implementation	• **Level of awareness of Aboriginal people with respect to SAR issues and opportunity for action (2)**		Aboriginal people EC Associate ADM ESB	Outcome Evaluation (findings analyses)	Evaluators	2010–2011
Inclusion of SAR, their residence and /or critical habitat in environmental assessments	• Number of CEAA projects that identified mitigation and monitoring measures related to SAR		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N	CEAA Registry	DFO Director SARS EC Director CSDP PC Executive Director EI	Annual
Intermediate Outcomes						
Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat	• **Level of awareness of stakeholders with respect to SAR issues and opportunity for action (3, 8)** • Effectiveness of compliance promotion tools and policies in encouraging related communities to comply with SARA requirements		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DG ER&VE Stakeholders	Outcome evaluation (project files, interviews, surveys)	Evaluators	2010–2011
Implementation of priority recovery actions by stakeholders	• **% of actions identified as priority in recovery strategies, action plans and management plans that have been implemented by stakeholders (3)**		Stakeholders	DFO Recovery Records SAR Database / RIMS PC Recovery Records	DFO Director SARS EC Director CSDP	Annual
Monitoring and Evaluation						

	Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]					
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
Outputs						
SAR 5-year recovery implementation reports	• *% of reports posted on Public Registry on time (4)*	100%	DFO ADM O&HS EC Associate ADM ESB PC DGs E and W&N	SARA Registry	EC Director CSDP	Beginning 2011
Annual report to Parliament on the administration of SARA	• **Extent to which requirements under the Act are met (5)**		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DG NP	Outcome Evaluation (findings analyses)	Evaluators	2010–2011
Federal SAR monitoring and evaluation policies and guidelines	• **Extent to which core departments follow the policies and guidelines (6)**		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DG NP	Outcome Evaluation (document review, interviews)	Evaluators	2010–2011
Round table meetings Responses to roundtable recommendations	• Timeliness of roundtable meetings • Timeliness of Minister's response to recommendations	1) 2 years	DFO ADM O&HS EC Associate ADM ESB PC DG NP	SARA Registry	EC Director CSDP	Bi-annual
Immediate Outcomes						

Performance Area	Key Indicators (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	Targets	Accountability for Results	Data Source / Eval'n Methods	Responsibility for Collecting Data	Report-ing
**Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]**
Improved species monitoring	• **% of Schedule 1 species that are monitored** • **% of species with monitoring programs that cover critical habitat (7)** • **Reduction in the number of data deficient species (9)** • **# of collaborative arrangements for sharing data on SAR (7)**		DFO ADM O&HS and Regional DGs EC Associate ADM ESB PC DGs E and W&N Partners, Aboriginal people and Stakeholders	SAR Database Other databases	DFO Director SARS EC Director CSDP PC Executive Director EI	Annual

Improved administration of SARA	• Extent to which round table recommendations have an influence over the management of the Program
	• **Examples of improvements to the administration of SARA (4), such as**
	  o functioning of governance structures
	  o **% of deadlines that are met (5)**
			DFO ADM O&HS
			
			EC Associate ADM ESB
			
			PC DG NP
				Outcome Evaluation (document review, interviews)	Evaluators	2010–2011

Intermediate Outcomes						
Engagement and support for species monitoring	• **Level of engagement and support by stakeholders in species monitoring (3, 7)**		Stakeholders	Outcome Evaluation (interview, document review) SAR 5-year Recovery Implementation Reports	DFO Director SARS EC Director CSDP	Annual

Table 13: Menu of Core Indicators (Performance and Risk) and Assessment Measurement Strategy for SAR Program[12, 13]						
Performance Area	**Key Indicators** (Note: Bolded entries identify indicators of both risk and performance and bold italics identify indicators related to core departments' workloads)	**Targets**	**Accountability for Results**	**Data Source / Eval'n Methods**	**Responsibility for Collecting Data**	**Report-ing**
SAR Program Long-Term Outcomes						
Conservation and protection of species at risk	• Number of species assessed by COSEWIC that are subsequently listed under SARA • Number of species that have been reassessed to a lower threat category • Number of species that have been reassessed to a higher threat category • Number of species that have been removed from the list of wildlife SAR because they are no longer at risk • **% of listed species (% extirpated, % endangered, % threatened, % special concern) for which the recovery goals have been achieved (1, 2, 3, 4)**		DFO ADM O&HS, Regional DGs and SO, SARA EC Associate ADM ESB, CEO PC DG NP Partners, Aboriginal people and Stakeholders	SAR Database	DFO Director SARS EC Director CSDP PC Executive Director EI	2010–2011

Summary: This table lists the core performance and risk indicators, and the assessment measurement strategy for each of the key outputs and immediate, intermediate, and long-term outcomes of the Species at Risk Program. For each of these indicators, the table identifies targets, accountability for results, data source/evaluation methods, responsibility for collecting data, and reporting.

6.0 Evaluation Strategy

Evaluation studies provide information, beyond ongoing monitoring, about key aspects of Program operations and outcomes, as well as the continued relevance and possible alternatives.

Since the implementation of SARA and the management of the SAR Program are undertaken by EC, DFO and PC, the core departments will work co-operatively on SAR Program evaluations. The Audit and Evaluation Branch of EC will chair the management of the evaluations in close consultation with its counterparts at DFO and PC.

6.1 Overall Approach

The overall approach to monitoring and evaluating any program is one of staged expectations, learning and adjustment. The overall approach will be guided by the Program results logic (logic models) and performance measurement strategies presented in sections 3.0 and 5.0.

The stages of the evaluation study are

▸   data collection (multiple lines of inquiry for each evaluation issue area);
▸   analysis and development of findings;
▸   meetings / consultations with core departments to review / verify findings;
▸   development of conclusions and recommendations; and
▸   reporting.

The Evaluation Report will summarize findings by

▸   evaluation issue;
▸   element of the SAR protection cycle (summary of design, delivery, and success related findings);
▸   core department (summary of design, delivery and success related findings); and
▸   key support mechanisms (effectiveness of interdepartmental management, F/P/T governance, stakeholder consultations, and public education / outreach).

6.2 Evaluation Issues

In developing the evaluation issues, the following factors were considered:

▸   the Treasury Board Secretariat issues categories of relevance, success and cost-effectiveness, design and delivery as well as the relevant Expenditure Review Committee (ERC) questions;
▸   the SAR results logic (logic models) and performance measurement strategy;
▸   the findings of the Formative Evaluation; and
▸   the Program partners, Aboriginal people and stakeholders and their significant role in delivering SAR results.

The evaluation questions fall under four broad issue categories:

▸   Rationale: This issue examines whether there is a continued need for the SAR Program. At issue is whether the SAR Program is needed to support the conservation and recovery of

species at risk and the extent to which the Program facilitates the broad conservation agenda.

▸ Design and Delivery: This issue and its component questions focus on how the Program is implemented. The Program may be relevant, but flawed in its implementation. The questions under this theme address the effectiveness of the current design, governance structures and delivery approach.

▸ Success / Program Impact: Questions under this theme assess the extent to which the expected outcomes (as identified in the logic model) have been achieved. The indicators and performance measurement strategy form the core components of this assessment.

▸ Cost-effectiveness / Alternatives: The questions under this theme explore the cost of delivery with a view to identifying more efficient or effective approaches where possible. Without a simple outcome indicator or other programs to serve as a benchmark, this question will be answered qualitatively based on the findings and conclusions to the questions of program design, delivery and success.

Table 14 presents the evaluation issues and questions, and data sources and methods. For each question, multiple lines of evidence are suggested to increase the reliability and validity of the evaluation information.

Table 14: Evaluation Issues, Data Sources and Methods		
Evaluation Theme and Questions	**Data Source**	**Data Collection / Analysis Methods**
Program Rationale (SAR Program)		
Is there a legitimate and necessary role for the government in the protection and recovery of species at risk? Is the current role of the federal government appropriate or are there areas that are candidates for re-alignment with the provinces, territories or others? What activities could be transferred to the private or voluntary sectors, or other level of government?	Literature Program managers Experts Program partners Aboriginal people Program stakeholders	Literature review Interviews Expert panel

Table 14: Evaluation Issues, Data Sources and Methods		
Evaluation Theme and Questions	**Data Source**	**Data Collection / Analysis Methods**
Program Design and Delivery (for each department, SAR element)		
Are the roles and responsibilities of COSEWIC, the core departments and P/Ts in the implementation of the Accord and SARA clear? Is there an appropriate accountability framework in place? Do the governance structures and mechanisms support interdepartmental and interjurisdictional co-operation and consistency in the application of SARA? To what extent do decision-making and planning processes allow for strategic ranking of species and prioritization of activities? To what extent are multi-species and ecosystem-based analyses used? Are consultations with partners, Aboriginal people and stakeholders effective? Are there ongoing opportunities for partners, Aboriginal people and stakeholders to provide input? Do SAR Program policies support consistent program delivery and implementation of SARA across the core departments? Is there an effective performance monitoring system in place to support program management and demonstrate results? Is the overall capacity (resources) commensurate with the program design, delivery and results expectations? To what extent have Program risks been effectively managed? Is the risk management strategy adequate? Have new risk areas emerged?	Program managers Program partners Aboriginal people Inter-departmental Action Plan Status Report Program measurement strategy / indicators	Program documentation review Interviews Surveys Case studies Workshop
Program Success / Impacts (for each core department, by SAR element)		
To what extent has the SAR Program generated the expected outputs? See Table 13 for a list of outputs and indicators.	Performance measurement strategy (Table 13) Program managers	Performance indicator assessment Program documentation review Interviews Surveys
To what extent have the expected outcomes been achieved? (See Table 13 for a list of expected outcomes and indicators.)	Performance measurement strategy (Table 13) Program managers Experts Program partners Aboriginal people	Performance indicator assessment Interviews Surveys Case studies Workshop

Table 14: Evaluation Issues, Data Sources and Methods		
Evaluation Theme and Questions	**Data Source**	**Data Collection / Analysis Methods**
	Program stakeholders	
To what extent are federal and provincial governments collaborating in support of the Accord and the Act? Are there effective mechanisms in place to coordinate delivery (e.g., bilateral agreements)? Have the mandatory requirements of SARA been met? Is the intent of the Act being met? What are the barriers to success?	Program managers Experts Program partners Aboriginal people	Interviews Surveys Case studies Workshop
Cost Effectiveness (SAR Program)		
Are there better ways of achieving the results, including alternatives for delivery? Could efficiency be improved? To what extent do SARA and the SAR Program complement or duplicate other federal legislation and/or provincial or territorial legislation and programs? What is the value of a multi-species or ecosystem-based approach as compared with a single-species approach? Is the overall SAR program affordable? If not, what programs or activities would be abandoned?	Evaluation findings, including program leverage Program financial data Core department SAR Program managers P/T SAR managers	Synthesis of evaluation findings Analyses of delivery costs; program documentation review Interviews Surveys Workshop

Summary: This table lists the evaluation issues, data sources and data collection/analysis methods for the following four evaluation themes and questions for the Species at Risk Program: Program Rational, Program Design and Delivery (for each department), Program Success/Impacts (for each core department), and Cost Effectiveness.

6.3   Evaluation Methodologies

Program evaluation methodologies that could be considered include

- Review of program documentation, administrative data and literature – Program documents such as background documents on the programs, procedures, project proposals, project files and other documents will be useful in helping the evaluators familiarize themselves with the Program and its evolution as well as to address specific issues. Administrative data includes memoranda of understanding, minutes of meetings, and contribution agreements.

- Interviews – In-depth interviews (telephone and/or in person) will be required with a wide range of partners, Aboriginal people and stakeholders. These include Program management and staff, experts, P/T partners, land claim agreement authorities, and Aboriginal groups, industry, project participants and other stakeholders.

- Consultations with Program partners and Aboriginal people – Because of the importance of Program partners and Aboriginal people to the success of the SAR Program, in-depth consultations (including workshops, regional visits) will be required.

- ▪ Surveys – Surveys with Program partners, Aboriginal people and stakeholders can be useful to capture the views of such large groups.

- ▪ Expert Panel meeting – An expert panel can be useful for bringing together various viewpoints on the overall rationale and success of the Program. Experts can include those with scientific expertise as well as program implementation experience. Participants should represent the range of partners, Aboriginal people and stakeholders involved in the SAR Program.

- ▪ Workshop – A workshop with representatives from the core departments (HQ and regions) can be used to help clarify findings and contribute to the overall analysis and conclusions.

- ▪ Case studies – Case studies are useful methods for assessing some of the project impacts / results in greater depth. Case studies, involving the review of project documents, interviews with program managers, project partners, Aboriginal people and other stakeholders, are useful method for obtaining qualitative information on results and lessons learned. Case studies can be used to address horizontal issues (e.g., public education and outreach, governance structures), issues that emerge during the evaluation, and the actions taken for specific species or ecosystems.

6.4   Evaluation Timing

SARA legislation must be reviewed by Parliament after it has been in force for five years. The five-year review of SARA is expected to begin in mid-2008.

Given that the Formative Evaluation of the SAR Program was completed in 2006 and was undertaken at the early stages of implementation of the SAR Program and made several recommendations, the SAR Program RMAF and RBAF will be in place in 2007–2008, and the Parliamentary Review of SARA will be initiated in mid-2008; the outcome evaluation of the SAR Program will be undertaken in 2010–2011 (five years after the Formative Evaluation, three years after the establishment of the RMAF and RBAF and possibly one year after Parliamentary Review, depending on when the review is completed). This will provide adequate time for the SAR Program to undertake required adjustments in response to the recommendations from the Formative Evaluation and possibly the Parliamentary Review, and to gather at least three years worth of information associated with the RMAF and RBAF's performance indicators, which are essential for undertaken a meaningful and valuable evaluation. Furthermore, this will allow the SAR Program to return to government in 2011–2012 on the need for additional funding (the five-year funding received from the government is ending in 2011–2012) with the support of the outcome evaluation report.

An evaluation plan for the conduct of the outcome evaluation will be developed in 2009–2010, prior to the conduct of the outcome evaluation. The evaluation plan will be developed by the core departments. The Audit and Evaluation Branch of EC will chair the management of the evaluation plan in close consultation with its counterparts at DFO and PC.

6.5   Evaluation Costs

An estimated budget of $250,000 will be required to develop the evaluation plan and undertake the outcome evaluation. The funds for such work will be proportionally distributed by the level of funds available to each organization from the federal Species at Risk Program.

7.0   Reporting Strategy

The reporting strategy, presented in Table 15, ensures that plans are in place to systematically report on the results of ongoing performance and risk measurement and evaluation, and that reporting commitments are met. This strategy identifies the approaches to be used (product), the time frames for reporting information and the responsibilities for the coordination of reporting activities and the preparation of reports.

Table 15: Reporting Strategy			
Reporting Activity	Product	Timing	Responsibility
Ongoing performance and risk measurement	Report on the performance and risk measurement strategy (implementation of Table 13) to departmental management and SAR governance structures	Annual	• DFO Director SARS • EC Director CSDP • PC Executive Director EI
	Departmental Performance Report (DPR)	Annual	• DFO Director SARS • EC Director CSDP • PC Executive Director EI
Minister of the Environment must report on the administration of SARA	Report to Parliament on the administration of SARA	Annual	• DFO Director SARS • EC Director CSDP • PC Executive Director EI
Competent Ministers must monitor the implementation of recovery strategies, action plans and management plans	SAR 5-Year Implementation Reports	Every 5 years	• DFO Director SARS • EC Director CSDP • PC Executive Director EI
Outcome evaluation	Evaluation Report	2010–2011	• DFO, Audit and Evaluation • EC, Audit and Evaluation Branch • PC, Audit and Evaluation

Summary: This table describes the reporting strategy by listing the product, timing and responsible core department for each of the following four reporting activities: On-going performance and risk measurement; Minister of the Environment reporting on the administration of *Species at Risk Act*; Competent Ministers monitoring the implementation of recovery strategies, action plans and management plans; and Outcome evaluation.

8.0   RMAF–RBAF Implementation Review Strategy

The RMAF–RBAF implementation review strategy, presented in Table 16, was developed based on the principle of continual improvement. The strategy ensures that plans are in place to systematically review the performance and risk measurement strategy, the overall performance of the SAR Program, the protection of wildlife species at risk in Canada and the effectiveness and efficiency of the *Species at Risk Act*. The strategy will also ensure that the necessary adjustments are made, where required, to the performance and risk measurement strategy or the Program. This strategy identifies the approaches to be used (product), the time frames and the responsibilities for the coordination of these reviews.

Table 16: Review Strategy			
Review Activity	**Product**	**Timing**	**Responsibility**
Review of the performance and risk measurement strategy (implementation of Table 13) • Ensure the performance and risk strategy has been implemented • Monitor progress made in collecting and reporting performance and risk information • Review and assess the appropriateness of the available performance and risk information • Make recommendations for adjustments or improvements to the RMAF and RBAF	Implementation Review (In-depth review – estimated cost 25–50K)	2009	• DFO Director SARS • EC Director CSDP • PC Executive Director EI
	Recommendations will be presented as part of the report on the performance and risk measurement strategy (implementation of Table 13) to departmental management and SAR governance structures for their approval	Annual	• DFO Director SARS • EC Director CSDP • PC Executive Director EI
Review of the outcome evaluation report • Review of the recommendations presented in the outcome evaluation report • Identify action items for each of the recommendations • Prepare management response to evaluation report	Interdepartmental action plan and management response will be developed and presented to departmental management and SAR governance structures for their approval	2011–2012	• DFO Director SARS • EC Director CSDP • PC Executive Director EI

Summary: This table describes the review strategy by listing the product, timing and responsible core department for each of the following two review activities: review of the performance and risk measurement strategy (implementation of Table 13), and review of the outcome evaluation report. Each review activity identifies specific ways to conduct their activity.

Annex A

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
ENVIRONMENT CANADA			
Strategic Outcome			
Canada's national capital is restored, conserved and enhanced			
Program Activity			
Biodiversity and Wildlife Program			
Program Sub-Activity			
Wildlife Program	This program provides funding for species at risk habitat conservation, restoration, protection and enhancement, wetland and invasive alien species management. It aims to engage partners in project selection and program stewardship activities. The program establishes and coordinates national and regional habitat and invasive alien species funding priorities as well as coordinating with other policy-related activities stimulated by other federal government departments or other levels of government. The program leads implementation of habitat conservation for migratory birds.	Conservation and protection of species at risk	• Number of species assessed by COSEWIC that are subsequently listed under SARA • Number of species that have been reassessed to a lower threat category • Number of species that have been reassessed to a higher threat category • Number of species that have been removed from the list of wildlife SAR because they are no longer at risk • % of listed species (% extirpated, % endangered, % threatened ,% special concerned) for which the recovery goals have been achieved
Program Sub-Sub-Activity			
Species at Risk Program	Through the overall administration and implementation of the *Species at Risk Act* (SARA), the purpose of this program is to prevent Canadian indigenous species, subspecies and distinct populations of wildlife from becoming extirpated or extinct, to provide for the recovery of endangered or threatened species, and to encourage the management of other species to prevent them from becoming at risk. Using the best available knowledge, the program develops recovery strategies and action plans for priority listed species. This program creates	**Assessment & Protection** COSEWIC Status Report	• % of SAR species for which COSEWIC completed a conservation status review within 10 years.
		Secretariat support for COSEWIC	• Trend in the resources provided to COSEWIC activities • # of meetings organized

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
	prohibitions and provides a framework for actions. Working in partnership with other government departments, provinces and territories, it respects the authority of federal ministers and provincial governments. This program is consistent with Aboriginal and treaty rights and continues to integrate Aboriginal traditional knowledge (ATK) into the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) assessment process.	Report on the general status of species	• Trend in the number of species addressed in report on the general status of species
		Listing consultations	• % of species assessed for which consultation have taken place • % of species assessed found on Aboriginal lands for which consultations have taken place and have met the federal requirements, including those of land claim agreements • Number of partners contacted during listing consultations • Number of Aboriginal people or organizations contacted during listing consultations • Number of stakeholders contacted during listing consultations
		Response statements	• % of response statements issued within 90 days
		Minister's recommendations Statements that support decisions	• % of GIC receipt that led to a GIC decision issued within nine months
		Engagement by partners and Aboriginal people in SAR assessment and protection activities	• Extent to which partners are engaged in assessment and protection activities • Extent to which Aboriginal people are engaged in assessment and protection activities • Number of partners providing input during the listing process • Number of Aboriginal people or organizations providing input during the listing process

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
		Identification of SAR priorities through a coordinated early detection system based in science, ATK and risk ranking of species	• % of species assessed by COSEWIC that were identified a priori as at risk in the report on the general status of species • % of COSEWIC decisions that were informed by ATK and scientific information
		Legislative frameworks collectively provide protection to species at risk, their residence and critical habitat	• Number of times SARA was invoked to protect species at risk and their residence on lands of federal responsibility • Number of times SARA was invoked to protect critical habitat identified in recovery strategy • Progress towards a complementary set of F/P/T species at risk legislation and policies
		Engagement and support by stakeholders in the development of SAR assessment and protection activities	• Extent to which stakeholders are engaged in assessment and protection activities • Number of stakeholders providing input during the listing process
		Recovery Planning Recovery strategies, recovery action plans, and management plans	• % of recovery strategies, action plans and management plans developed and published within legislative timelines for listed SAR • % of listed SAR with a recovery strategy, action plan or management plan in place • % of threatened and endangered species for which critical habitat was identified in recovery strategies or action plans (part or whole)

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		RMAF–RBAF	
PAA Title	PAA Expected Result	RMAF–RBAF Output / Outcome	RMAF–RBAF Indicators
		Recovery planning consultations	• % of listed SAR for which recovery planning consultations have taken place • Number of partners and Aboriginal people contacted during the recovery planning consultations • Number of stakeholders contacted during the recovery planning consultations
		Engagement by partners and Aboriginal people in SAR recovery strategies, action plans and management plans	• Extent to which partners are engaged in recovery planning activities • Extent to which Aboriginal people are engaged in recovery planning activities • Number of partners that have participated during recovery planning • Number of Aboriginal people or organizations that have participated during recovery planning • Number of provincial recovery documents that can be adopted in their present condition
		Engagement and support by stakeholders in recovery strategies, actions plans and management plans	• Extent to which stakeholders are engaged and support recovery planning • Number of stakeholders that provided input during recovery planning • % of recovery planning documents for which comments were received through the public comment period from stakeholders
		Implementation Core departments' implementation of priority actions	• % of priority actions implemented and completed

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
		Implementation of priority recovery actions by partners and Aboriginal people	• Distribution of the financial contribution by types of projects (IRF, HSP, Aboriginal, ESRF) funded by the federal government in recovery implementation • % of priority actions identified in recovery strategies, action plans and management plans that have been implemented by partners and Aboriginal people • % of projects funded under G&Cs that have been implemented by partners and Aboriginal people
		Increased Aboriginal capacity to participate in SAR planning and implementation	• Level of awareness of Aboriginal people with respect to SAR issues and opportunity for action
		Implementation of priority recovery actions by stakeholders	• % of actions identified as priority in recovery strategies, action plans and management plans that have been implemented by stakeholders • % of projects funded under G&Cs that have been implemented by stakeholders
		Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat	• Level of awareness of stakeholders with respect to SAR issues and opportunity for action • Effectiveness of compliance promotion tools and policies in encouraging related communities to comply with SARA requirements
		Monitoring and Evaluation SAR 5-year recovery implementation reports	• % of reports posted on Public Registry on time

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
		Annual report to Parliament on the administration of SARA	• Extent to which requirements under the Act are met
		Round table meetings Responses to round table recommendations	• Timeliness of roundtable meetings • Timeliness of Minister's response to recommendations
		Improved species monitoring	• % of Schedule 1 species that are monitored; % of species with monitoring programs that cover critical habitat • Reduction in the number of data deficient species • # of collaborative arrangements for sharing data on SAR

		Improved administration of SARA	• Extent to which round table recommendations have an influence over the management of the program
			• Examples of improvements to the administration of SARA, such as
			   o functioning of governance structures
			   o % of deadlines that are met

		Engagement and support for species monitoring	• Level of engagement and support by stakeholders in species monitoring
National Wildlife Issues	This program aims to enable the effective management of federal wildlife programs and related intergovernmental partnerships by providing support for their administration. This program works by conducting analysis and providing advice and services related to legislative interpretation, regulatory development, environmental assessment	Federal SAR policies and guidelines	• Extent to which core departments follow the policies and guidelines • Extent to which policies and guidance documents meet program management needs

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
	linkages, and permitting for the *Migratory Birds Convention Act* (MBCA), the *Species at Risk Act* (SARA), and the *Convention on the International Trade of Endangered Species* (CITES). This program organizes and supports SARA governance meetings, meetings of the Canadian Wildlife Directors' Committee (CWDC), the National Aboriginal Committee on Species at Risk (NACOSAR), and the Canada–US–Mexico Trilateral. This program is necessary in order to efficiently implement and build the capacity of strategies, programs and partnerships related to the protection and conservation of Canada's wildlife.	**Protection** Permits	• Number of permit requests or applications received • Number of permits issued • Average time required to respond to permit application, trend in average • % of enforcement actions with respect to permits
		Compliance promotion strategies, plans, tools and policies	• % of annually listed SAR covered by compliance promotion strategies and plans • % of regulated communities that have been targeted by compliance promotion activities
		Orders to legally protect critical habitat	• Number of orders to protect critical habitats • % of critical habitat in federal protected areas that are published in the *Canada Gazette* on time as per subsection 58(3)
		GIC listing order	• % of GIC receipt that led to a GIC decision issued within nine months
		Orders, other than listing orders	• Number of emergency listing orders, trend in number of orders • Number of emergency protection orders • Number of orders to apply section 32 and/or section 33 to non-federal lands (safety net)
		Regulations to protect critical habitat on federal lands	• Number of regulations to protect critical habitat on federal lands

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
		Legal obligations are met	• Number of legal challenges to the listing process • % of legal challenges successfully defended or resolved
		Implementation of compliance promotion	• Implementation of actions outlines in compliance promotion plans
		Critical habitat is protected	• % of critical habitat identified in SARA recovery strategies that is protected
		CEAA recommendations	• Number of CEAA projects that identified mitigation and monitoring measures related to SAR • Number of projects reviewed by an environmental assessment officer that had a SAR component
		Inclusions of SAR, their residence and /or critical habitat, in environmental assessments	• Number of CEAA projects that identified mitigation and monitoring measures related to SAR
Program Sub-Activity			
Land and landscapes Program	This program sub-activity aims to protect, conserve and restore ecological significant habitats, facilitating a national evolution toward systems of integrated landscape management. It seeks to improve the management of protected areas and seeks opportunities	Implementation of priority recovery actions by partners and Aboriginal people	• % of projects funded under G&Cs that have been implemented by partners and Aboriginal people

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
	to enhance protected areas networks. It aims to promote partnerships for the conservation and sustainable management of habitats and landscapes. This program area is necessary to protect ecosystems from human impacts that affect the capacity of nature to continue to provide essential assets and services needed by present and future generations of Canadians. The program also plays a national leadership role with respect to the Canadian Biodiversity Strategy and Canada's international biodiversity responsibilities.	Implementation of priority recovery actions by stakeholders	• % of projects funded under G&Cs that have been implemented by stakeholders
Program Sub–sub-Activity			
Conservation Partnerships and Program	This program provides funding for species at risk habitat conservation, restoration, protection and enhancement, wetland and invasive alien species management. It aims to engage partners in project selection and program stewardship activities. The program establishes and coordinates national and regional habitat and invasive alien species funding priorities as well as coordinating with other policy-related activities stimulated by other federal government departments or other levels of government. The program leads implementation of habitat conservation for migratory birds.	G&C Funding Support Funding agreements	• Number of applications for funding received • Trend in the amount of G&C funding provided • Number of projects funded under G&Cs • Number of funding agreements signed • Number of projects funded under the Aboriginal programs • Number and type of Aboriginal organizations involved in the Aboriginal programs
Strategic Outcome:			
Canadians and their environment are protected from the effects of pollution and waste			
Program Activity			
Chemicals Management Program			
Program Sub-Activity			
Risk Management Program			
Program Sub–Sub-Activity			

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
Enforcement	This program aims to protect the health and environment of Canadians by compelling compliance with the requirements of departmental legislation. This program is necessary because it verifies whether regulatory requirements are being met by physically inspecting regulated sites and/or reviewing submitted records. In the case of violations, this program employs the available tools mandated by the legislation in question, including intelligence gathering and analysis, surveillance, inspections and sampling, investigations and prosecutions to secure compliance. This contributes to the achievement of departmental goals by helping to change behaviour in the target population.	Enforcement tools and policies Trained enforcement officers Enforcement activities / investigative reports	• % of listed SAR covered by compliance promotion and enforcement planning mechanisms • Number of SARA-trained enforcement officers (F/P/T) • Number of recorded violations, charges laid, charges approved, enforcement inspections and investigations by the core departments' enforcement officers • Number of S.93 requests for investigation processed by the core departments' enforcement officers • Number of S.93 requests for investigation completed by the core departments' enforcement officers
		Enforcement of general and critical habitat prohibitions by departments	• Number of recorded violations, charges laid, charges approved, enforcement inspections and investigations by core departments' enforcement officers • % of S.93 of SARA requests for investigation processed by core departments' enforcement officers • % of S.93 of SARA requests for investigation completed by core departments' enforcement officers
FISHERIES AND OCEANS CANADA			
Strategic Outcome:			
Healthy and Productive Aquatic Ecosystems			
Program Activity			
Species at Risk Management	Aquatic species at risk are managed to provide for the recovery of extirpated, endangered, threatened species and the management of special concern species to prevent them of becoming at risk	Conservation and protection of species at risk	• Number of species assessed by COSEWIC that are subsequently listed under SARA • Number of species that have been reassessed to a lower or higher threat

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
			category • Number of species that have been removed from the list of wildlife SAR because they are no longer at risk • % of listed species (% extirpated, % endangered, % threatened, % special concerned) for which the recovery goals have been achieved
Program Sub-Activity			
<u>Protection</u>: To identify, species that are at risk and to protect individuals and their habitat from being harmed.	• Undertake listing consultations with partners and stakeholders • Clear set of federal policies and departmental guidelines are developed	Listing consultations	• % of species assessed for which consultations have taken place • % of species assessed found on Aboriginal lands for which consultations have taken place and have met the federal requirements, including those of land claim agreements • Number of partners contacted during listing consultations • Number of Aboriginal people or organizations contacted during listing consultations • Number of stakeholders contacted during listing consultations
		Permits	• Number of permit requests or applications received • Number of permits issued • Average time required to respond to permit applications, trend in average • % of enforcement actions with respect to permits
		Policies and Guidelines	• Extent to which core departments follow the policies and guidelines • Extent to which policies and guidance documents meet program management needs

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
Recovery: To establish and implement recovery goals, objectives and approaches for the recovery of species at risk and identify appropriate measures and actions to effectively achieve those goals.	• Recovery strategies, action plans and management plans are posted on SAR Public Registry • Governments and stakeholders start implementing recovery actions • Clear set of federal policies and departmental guidelines are developed	Recovery Strategies / Recovery Action Plans / Management Plans	• % of recovery strategies, action plans and management plans developed and published within legislative timelines for listed SAR • % of recovery strategies, action plans and management plans under federal lead developed and published within legislative timelines for listed SAR • % of listed SAR with a recovery strategy, action plan or management plan in place • % of threatened and endangered species for which critical habitat was described in recovery strategies or action plans (part or whole)
		Recovery Planning Consultations	• % of listed SAR for which recovery planning consultations have taken place • Number of partners and Aboriginal people contacted during the recovery planning consultations • Number of stakeholders contacted during the recovery planning consultations
		Federal SAR recovery planning policies and guidelines	• Extent to which core departments follow the policies and guidelines • Extent to which policies and guidance documents meet program management needs
Monitoring and Evaluation: To detect changes in the status of the species, to determine the effectiveness of protection and recovery measures, to	• Monitoring and evaluation plans will be developed for species with posted action plans	Improved species monitoring	• % of Schedule 1 species that are monitored • % of species with monitoring programs that cover critical habitat • Reduction in the number of data deficient species • # of collaborative arrangements for sharing data on SAR

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
measure progress towards achieving recovery goals, and to examine the effectiveness of the administration of SARA, in order to ensure continual improvement of the SAR Program.		Engagement and support for species monitoring	• Level of engagement and support by stakeholders in species monitoring
Program Sub–Sub-Activity			
NONE PROPOSED			
PARKS CANADA			
Strategic Outcome:			
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.			
Program Activity			
Heritage Resources Conservation	The state of ecosystems in national parks and the state of cultural resources in national historic sites are improved.	Core departments' implementation of priority actions	• % of priority actions implemented and completed
		Implementation of compliance promotion	• Implementation of actions outlined in compliance promotion plans
		Enforcement of general and critical habitat prohibitions by departments	• Number of recorded violations, charges laid, charges approved, enforcement inspections and investigations by core departments' enforcement officers • % of S.93 of SARA requests for investigation processed by core departments' enforcement officers • % of S.93 of SARA requests for investigation completed by core departments' enforcement officers
		Critical habitat is protected	• % of critical habitat identified in SARA recovery strategies that is protected

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
Public Appreciation and Understanding	The protection and presentation of natural and cultural heritage of PC's administered places is supported by targeted Canadian audience.	Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat	• Level of awareness of stakeholders with respect to SAR issues and opportunity for action • Effectiveness of compliance promotion tools and policies in encouraging related communities to comply with SARA requirements
Outreach Education and Agency Communication	PC's administered places are understood and appreciated by targeted Canadian audiences.	Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat	• Level of awareness of stakeholders with respect to SAR issues and opportunity for action • Effectiveness of compliance promotion tools and policies in encouraging related communities to comply with SARA requirements
Visitor Experience	Visitors at surveyed locations feel a sense of personal connection to the places visited.	Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat	• Level of awareness of stakeholders with respect to SAR issues and opportunity for action • Effectiveness of compliance promotion tools and policies in encouraging related communities to comply with SARA requirements
Program Sub-Activity			
National Parks Conservation National Marine Conservation Areas Sustainability	Priority ecological issues are understood. Ecosystem conservation is improved through active management. The state of ecological sustainability in the context of resource use in national marine conservation areas is understood.	Core departments' implementation of priority actions	• % of priority actions implemented and completed
Engagement	Targeted Canadian audiences are engaged in the protection and presentation of PC's administered places.	Recovery Planning Consultations	• % of listed SAR for which recovery planning consultations have taken place • Number of partners and Aboriginal people contacted during the recovery planning consultations • Number of stakeholders contacted during the recovery planning consultations

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
		Engagement by partners and Aboriginal people in SAR recovery strategies, action plans and management plans	• Extent to which partners are engaged in recovery planning activities • Extent to which Aboriginal people are engaged in recovery planning activities • Number of partners that have participated during recovery planning • Number of Aboriginal people or organizations that have participated during recovery planning • Number of provincial recovery documents that can be adopted in their present condition
		Implementation of priority recovery actions partners and Aboriginal people	• Distribution of the financial contribution by types of projects (IRF, HSP, Aboriginal, ESRF) funded by the federal government in recovery implementation • % of priority actions identified in recovery strategies, action plans and management plans that have been implemented by partners and Aboriginal people
		Increased Aboriginal capacity to participate in SAR planning and implementation	• Level of awareness of Aboriginal peoples with respect to SAR issues and opportunity for action
National Parks, National Historic Sites and National Marine Conservation Areas Interpretation	Visitors at surveyed locations learned from experience and active participation.	Stakeholders have the information necessary to contribute to the protection of species at risk and their habitat	• Level of awareness of stakeholders with respect to SAR issues and opportunity for action • Effectiveness of compliance promotion tools and policies in encouraging related communities to comply with SARA requirements

SAR Program RMAF–RBAF's Alignment to Department/Agency's 2008 Program Activity Architecture (PAA)			
Program Activity Architecture		**RMAF–RBAF**	
PAA Title	**PAA Expected Result**	**RMAF–RBAF Output / Outcome**	**RMAF–RBAF Indicators**
Program Sub-Sub-Activity			
Species at Risk	Parks Canada assumes its lead role in the development of national recovery strategies for 15% of federally listed species at risk.	Recovery Strategies Recovery Action Plans Management Plans	• % of recovery strategies, action plans and management plans developed and published within legislative timelines for listed SAR • % of listed SAR with a recovery strategy, action plan or management plan in place • % of threatened and endangered species for which critical habitat was identified in recovery strategies or action plans (part or whole)
	Stable or improved condition of species at risk on lands and water administered by Parks Canada.	Conservation and protection of species at risk	• Number of species assessed by COSEWIC that are subsequently listed under SARA • Number of species that have been reassessed to a lower threat category • Number of species that have been reassessed to a higher threat category • Number of species that have been removed from the list of wildlife SAR because they are no longer at risk • % of listed species (% extirpated, % endangered, % threatened, % special concerned) for which the recovery goals have been achieved

Summary: This Annex describes the Species at Risk Program Results-based Management and Accountability and Risk-based Audit Frameworks' Alignment to Department/Agency's 2008 Program Activity Architecture. Under a strategic outcome, a Program Activity Architecture-expected result for a Program activity (and its sub- and sub-activity) for each core department is aligned with the Results-based Management and Accountability and Risk-based Audit Frameworks' output/outcome and indicators.