



Government of the Northwest Territories Response to the Genuine Mackenzie Valley Fur Program Review

July 2023

Réponse du gouvernement des Territoires du Nord-Ouest à l'examen du programme Fourrures authentiques de la vallée du Mackenzie

Juillet 2023

Government of Northwest Territories
Gouvernement des Territoires du Nord-Ouest

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Executive Summary

The Genuine Mackenzie Valley Fur (GMVF) Program was established in 2000 and provides support for traditional fur harvesting in the Northwest Territories (NWT). This Program promotes and supports individuals who continue traditional harvesting practices, land-based livelihoods and participate in the traditional economy. The Program provides NWT harvesters with continued access to the international fur market; actively markets and promotes fur at international venues through partnerships with other harvesting jurisdictions and the private sector; provides NWT harvesters protection against sudden and unanticipated declines in market prices; and pays all associated costs of selling furs at auction, including shipping, drumming, and sales commission.

The Departments of Environment and Climate Change (ECC) and Industry, Tourism, and Investment (ITI) requested an independent evaluation of the Program and its related sub-programs. The purpose of the evaluation was to improve the administration and delivery of the Program including public services and make recommendations for clarifying roles and responsibilities and how to grow the programs for future years.

The evaluation was conducted by a contractor (Qatalyst) between December 2022 and April 2023 with the goal of making recommendations to ECC and ITI regarding Genuine Mackenzie Valley Fur Program's funding programs and services within the Government of the Northwest Territories (GNWT). The focus of the evaluation was on the following sub-programs:

- Guaranteed Fur Advance
- Prime Fur Bonus Program
- Trapper's Grubstake
- Trapper Recognition Program
- Hide and Fur Program

The goal of this document is to articulate the GNWT's response to the specific recommendations of the Genuine Mackenzie Valley Fur Program Review, which was completed May 2023. The tables provided lists of actions and outcomes with timelines.

Sommaire

Le programme Fourrures authentiques de la vallée du Mackenzie (PFAVM) a été créé en 2000 et soutient l'exploitation traditionnelle des fourrures aux Territoires du Nord-Ouest (TNO). Ce programme vise à encourager et à soutenir les personnes qui participent à l'économie traditionnelle et qui continuent d'avoir recours aux pratiques de récolte traditionnelles ainsi qu'aux moyens de subsistance basés sur la terre. Le programme offre un accès au marché international de fourrures aux trappeurs des Territoires du Nord-Ouest; permet une commercialisation et une promotion de la fourrure ténosé grâce à l'établissement de partenariats avec les provinces, territoires, pays et entreprises privées exploitant la fourrure; et offre une protection aux chasseurs et aux trappeurs ténosés contre la chute soudaine et imprévue des prix de la fourrure sur le marché, car il couvre les frais afférents à la vente de fourrures aux enchères, y compris l'expédition, le lustrage et les commissions de vente.

Les ministères de l'Environnement et du Changement climatique (ECC) et de l'Industrie, du Tourisme et de l'Investissement (ITI) ont demandé un examen indépendant du programme et de ses sous-programmes. L'objectif de cette évaluation était d'améliorer l'administration et la mise en œuvre du programme, dont les services publics, et de formuler des recommandations qui permettraient de préciser son rôle et de le mettre au point pour les années à venir.

L'examen, mené par un entrepreneur (Qatalyst) entre décembre 2022 et avril 2023, visait à formuler des recommandations au MECC et au MITI du gouvernement des Territoires du Nord-Ouest (GTNO) sur les programmes et services de financement du Programme Fourrures authentiques de la vallée du Mackenzie. L'évaluation portait sur les sous-programmes suivants :

- Programme de paiement anticipé garanti des fourrures
- Programme de prime aux fourrures de grande qualité
- Programme des trappeurs commandités
- Programme de reconnaissance des trappeurs
- Programme d'approvisionnement en peaux et fourrures

L'objectif de ce document est de présenter la réponse du gouvernement des Territoires du Nord-Ouest aux recommandations de l'examen du programme Fourrures authentiques de la vallée du Mackenzie, qui a été réalisé en mai 2023. Les tableaux donnent un aperçu des mesures mises en place, des résultats escomptés, et des échéances correspondantes.

Response to Recommendations

The tables below outline the GNWT’s response to the recommendations from the Genuine Mackenzie Valley Fur Program review.

Recommendation 1				
<p>Updating departmental roles and responsibilities relating to Program administration. Stakeholders expressed confusion around which department is responsible for certain aspects of program administration (e.g., aspects of training, price setting and communication with program beneficiaries). A renewed protocol which details an updated administrative structure and key roles and responsibilities of each department would help strengthen Program delivery and help provide clarity as to which elements of the Program should continue to be delivered by each department. When outlining roles and responsibilities, the Program should also consider 1) adopting a customer relationship model (CRM) in which regional representatives are assigned as the primary contact for the Program to help encourage better communication amongst stakeholders and 2) identifying a centralized resource in Headquarters to lead Program reporting efforts to support improved knowledge dissemination across regions.</p>				
Government Response				
<p>The GNWT agrees with this recommendation. The outcomes from Recommendation 1 are related to and will inform the all the deliverables</p>				
Action	Lead	Deliverables	Outcomes	Deadline
ECC and ITI will formalize an internal working group to work together to enhance the administration of the	ECC/ITI	Review and update departmental roles and responsibilities in the interdepartmental protocol agreement. Develop and communicate departmental fur mandates.	Clear departmental responsibilities which outline the objectives and activities of each department, considering a CRM or a centralized program lead.	November 2023

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Genuine Mackenzie Valley Fur Program.	ECC/ITI	Create a GMVF workplan that outlines departmental deliverables and timelines.	Streamline departmental deliverables and identify gaps and overlaps of program deliverables and timelines.	March 2024
	ECC/ITI	Create and communicate an ECC/ITI roadmap for how both departments support and/or administer the GMVF Program.	Participants have a visual representation and clear understanding of how the GMVF Program is administered.	May 2024

Recommendation 2				
<p>Optimizing the Program’s Database (FHMS). Optimizing the FHMS would help to create efficient access to information to meet the needs of both the user (e.g., tracking sales, inventory) and client (e.g., timely payments and statements). The FHMS should be aligned with the GNWT wide Accountability and Management System (SAM) to allow for a more seamless user experience (and support data integrity). A comprehensive review with the intent to update the system would improve staff confidence in the administration of the Program.</p>				
Government Response				
<p>The GNWT agrees with the recommendation.</p>				
Action	Lead	Deliverables	Outcomes	Deadline
<p>Work with the Department of Finance to ensure that the FHMS is prioritized in capital planning including building capacity.</p>	ECC	<p>Capital planning funds have been committed to a new / updated Fur Harvest Management System that is interoperable with the GNWT wide Accountability and Management System (SAM).</p>	<p>Capital planning has been committed to providing an effective and efficient process for timely, accurate, and transparent payments to harvesters.</p>	<p>March 2024</p>
	ECC	<p>Dedicate a staff person for the management and training of the FHMS. I</p>	<p>Strengthened capacity and confidence in the administration of the Program.</p>	<p>March 2024</p>
	ITI	<p>Update the inventory and point-of-sale system for the Hide and Fur Program (HFP).</p>	<p>Inventory tracking and management for HFP is streamlined.</p>	<p>March 2024</p>

Recommendation 3				
<p>Regular planning for and hosting of gatherings similar to the GMVF Forum (March 2023). More frequent gatherings should be held on a rotational basis in one of the five regional centers (to ensure all harvesters have equal and fair access to these gatherings). These events have been shown to facilitate knowledge sharing, connect harvesters and support the traditional economy. Planning for these events should consider feedback provided by event attendees as an approach to continuous improvement (e.g., through the forum attendee survey).</p>				
Government Response				
<p>The GNWT agrees with the recommendation.</p>				
Action	Lead	Deliverables	Outcomes	Deadline
<p>Provide more opportunities to share knowledge, connect and support the local and northern traditional economy.</p>	<p>ECC/ITI</p>	<p>Co-host regional in-person gatherings. Territorial wide gatherings would be contingent on available funding.</p>	<p>Maintain and support traditional ways of life for NWT Harvesters. Foster mentorship for youth and women to contribute to the traditional economy.</p>	<p>Fall 2025</p>

Recommendation 4

Dedicating resources to support Program promotion and awareness building activities. The GNWT should develop tools that enhance Program awareness amongst stakeholders (harvesters and craft artists) and market NWT fur to consumers (of fur and fine crafts). A multi-pronged approach would strengthen relationships with stakeholders and provide relevant information on the various GNWT programs and services available to them. For example, the Program would benefit from developing a fur marketing strategy to raise awareness about the Program profile to expand demand within the NWT and increase the value of NWT fur in the marketplace.

Government Response

The GNWT **agrees** with the recommendation.

Action	Lead	Deliverables	Outcomes	Deadline
Develop tools that promote the GMVF Program to participants	ECC	Create a promotional plan of the GMVF program targeted to participants.	More potential participants are aware of the GMVF Program and using the program.	March 2024
	ECC/ITI	Update professional development services and tools for harvesters pertaining to skill development such as regional workshops for pelt preparation and handling.	Improved skills for pelt preparation handling so more prime fur are being produced, resulting in higher prices for pelts and more profit for harvesters when/if those furs are sold, and more harvesters empowered to participate in the traditional economy.	March 2024
Develop tools to market the GMVF brand to consumers	ITI	Work with the Fur Harvesters Auction (FHA) to increase and improve marketing of the GMVF brand.	More buyers will be aware of the value and quality of GMVF, resulting in increased demand and price at auction.	January 2024
	ITI	Develop a fur marketing strategy to raise awareness for the GMVF brand and increase	More buyers will be aware of the value and quality of GMVF, resulting in	October 2024

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		the value of NWT fur in the domestic marketplace.	increased demand and price in the sale of fur products that use GMVF fur.	
	ITI	Develop a process to bring more GMVF into the Hide and Fur Program (HFP) for sale back to NWT crafter artists.	More GMVF is available for NWT craft artists to use, increasing the price and demand for those products. Raise the value of fur products made with GMVF, tell the story of the items and the harvest to market cycle.	October 2024

Recommendation 5				
<p>Develop a Performance Measurement Framework (PMF) including a reporting system that aligns to the GMVF program goals and ensure alignment to the GMVF Strategy Monitoring and Accountability Plan. As identified by the review, the program reporting mechanisms currently do not capture much outcome data and impacts are largely based on qualitative data. A performance measurement framework aligned to the programs and departmental goals would be beneficial to informing future program decisions and demonstrating impacts of the program overall.</p>				
Government Response				
<p>The GNWT agrees with the recommendation.</p>				
Action	Lead	Deliverables	Outcomes	Deadline
<p>Develop a PMF including a reporting system that aligns to the GMVF program goals and fur industry road map.</p>	ECC/ITI	<p>Develop a monitoring and evaluation framework for the Genuine Mackenzie Valley Fur Program (including sub-programs such as the Hide and Fur Program and Trapper Training), including a theory of change (if applicable), logic model and performance measurement plan.</p>	<p>Genuine Mackenzie Valley Fur has measurable outcomes to show return on investments.</p>	<p>November 2024</p>
	ECC/ITI	<p>Create performance measurement tools for the GNWT's GMVF programs.</p>	<p>ECC and ITI will have measurable outcomes to demonstrate impacts of the program and are able to align departmental goals to inform future program decisions.</p>	<p>March 2024</p>

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	ITI/ ECC	Develop economic metrics to measure the value of GMVF and the trapping industry to the NWT traditional economy.	A mechanism is developed to collect data to measure the impact of the trapping industry on the NWT economy.	March 2024
	ECC/ITI	Produce an annual summary to share program data with the public and participants.	Data is shared with public and participants, and they are apprised of activities related to the fur industry roadmap.	Fall 2025