

planned over a number of years with any reasonable sense of security, and they are left without funds for essential facilities and staff members. This lack of flexibility undermines the development of long-term facilities and personnel which are essential to making the program effective. The time and talent of the staff are frequently used up in preparing applications for the next year's funding, or for seeking funds outside of the program.

- **Little Understanding:** Until recently, the program was controlled by a board in Ottawa which had little understanding for the special needs and initiatives on local levels. With the best will in the world, this board was not able to appreciate how unique the problems and opportunities are in each band or local community.

The Special Committee, recommends, therefore, that the terms of reference for this essential program be clarified and expanded in the following way:

- **Comprehensive:** The program should be called the Indian-Inuit Chemical Dependency Program, thereby stating for whom the services and funds are committed, and for what purposes. In addition to alcohol abuse this will allow the program to deal with the problems caused among Indian and Inuit bands and communities by the non-medical use of drugs, including glue and gas sniffing.
- **Additional Funding:** The program should receive additional moneys, twice the present amount, and should be established on an ongoing basis—so that local bands and communities can plan the development of their facilities and staff members over a number of years.

- **Decentralized:** The program should be decentralized in its administration at a pace and a direction determined by those Indian and Inuit people for whom it is intended. For example, The Cree Indians living in both Saskatchewan and Manitoba, may want to run their program in such a way that it includes bands in both provinces. But the Federal Government may prefer decentralization, when it comes, according to internal bureaucratic lines on a province or district basis. The Indian view should prevail as much as possible.

- **National Body:** A national body should be set up to serve the program as a board of review and appeal. Whenever conflicts develop at the local level, or when needs develop at the local level which call for initiatives that are beyond the terms of reference of the program, the board would be able to resolve the conflicts or represent Native community views at the national level.

- **Information Exchange:** The national body would also be responsible for improving the information exchange between the various projects across the country so that program failures and successes in one part of the country can contribute to the ongoing learning process within other projects.

- **Multi-Year:** Projects should be able to be funded on a multi-year basis, and include provisions for capital expenditures. What is the sense of renting a 16mm film projector for six months, when the same money would have purchased the machine outright?

- **Realistic Evaluation:** Project evaluation will be a key factor of the program. However, it should be done on a realistic basis that takes into account local difficul-

ties and opportunities and resources. For example, in some bands or communities, the government structure may be such that the project can become fully operational in a very short period of time, while in other places it may take a year or several years simply to establish the foundation and staffing, before any effective program can commence.

- **Periodic:** The evaluation of the overall program should occur on a periodic basis, three to five years perhaps, and should include both empirical evidence as well as attitudinal surveys.

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