An Evaluation of the Sectoral Involvement in Departmental Policy Development (SIDPD)

Final Evaluation Report

Audit and Evaluation Directorate
Strategic Direction
Social Development Canada

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Preface

The Sectoral Involvement in Departmental Policy Development (SIDPD) is a five year $28.5 million program aimed at creating a closer policy development relationship between the federal government and the voluntary sector. The purpose of the SIDPD was: a) to enhance policy development in departments by strengthening opportunities for input by voluntary sector organizations; and b) to strengthen policy capacity within the voluntary sector to contribute to departmental policy development. SIDPD was a major element of the Voluntary Sector Initiative (VSI). Its budget represented over 30 percent of the total VSI budget of $94.6 million.

As with the VSI, the SIDPD was co-ordinated by the Voluntary Sector Task Force at the Privy Council Office. In October 2002, at the end of Phase I of the initiative, management responsibility for the coordination of the VSI including the SIDPD was transferred to Canadian Heritage. It was at that point that evaluation work was undertaken to examine certain operational delivery and process issues, in particular to document the status of the projects and to review the process used to deliver the initiative including the process modifications of the SIDPD projects and to provide lessons learned on progress in achieving SIDPD's objectives. The process evaluation was conducted in order (a) to comply with Treasury Board guidelines ensuring Parliament is adequately informed about the results achieved from the expenditure of public funds; and (b) to provide an important base on which to build a more in-depth impact evaluation analysis described below.

In 2003 as the evaluation progressed at Canadian Heritage and the final report was nearing completion, the program once again moved from one department to another. As a result of the December 2003 realignment of departments the VSI, including the SIDPD functions, was transferred to the newly created Social Development Canada (SDC). The program arrived at SDC with a fully completed process evaluation of the SIDPD which needed to be approved for publication.

The SIDPD is very much a unique initiative; it is essentially a co-managed experiment at building a policy development relationship in the social development field between the federal government and the voluntary sector. Essentially, the process evaluation undertaken focuses on exploring the policy development relationship and governance structures emerging between the federal government and the voluntary sector and how these have been improved by the processes associated with the implementation and delivery of the SIDPD.

To supplement the current evaluation findings, Social Development Canada is about to commence a more in-depth evaluation of the longer-term impact effects resulting from SIDPD. Specifically the following key areas will be the focus of future work:

i)   What has been the value-added to the federal government operations and activities as a result of the SIDPD?

ii)   Similarly what has been the value-added from the Sector's perspective? and

iii) What have been the benefits for social development processes across Canadian society as a whole?

In addition to the above, the other standard evaluation requirements set out in the Treasury Board Policy on Evaluation will also be addressed.

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Executive Summary

The Voluntary Sector Initiative (VSI) is a joint initiative between the voluntary sector and the Government of Canada that was announced in June of 2000. The long-term goal of the VSI is to strengthen the sector's capacity to meet the challenges of the future, and to enhance the relationship between the voluntary sector and the federal government.

The Objectives

The Sectoral Involvement in Departmental Policy Development (SIDPD) has two major interrelated objectives: to enhance policy development in departments by strengthening opportunities for input by voluntary sector organizations; and to strengthen policy capacity within the voluntary sector to contribute to departmental policy development. Its $28.5 million budget represented over 30 per cent of the total VSI budget of $94.6 million. Funding was directed to voluntary organizations for two-year projects aimed at implementing SIDPD's objectives.

The Evaluation

The purpose of the SIDPD Evaluation was twofold: to document the Status of Round 1 and 2 projects and their timely completion, as well as to review the process used to deliver the initiative including the process modifications undertaken after Round 1. In addition, it was mandated to identify the challenges and the lessons learned in terms of both the overall process and the extent to which the Round 1 projects met the two major SIDPD objectives. The evaluation focused on five key questions concerning SIDPD's relevance, its management, the achievement of its objectives, its impact on the federal – voluntary sector relationship and the key challenges it faced. It also looked into the lessons learned in the context of the future of the voluntary sector role in federal policy development.

The Context

The context within which SIDPD operated is relevant to its evaluation. Firstly, while developed concurrently, it is important to link SIDPD with the work of the overall VSI policy initiatives such as the Accord between the Government of Canada and the Voluntary Sector, as well as the Code of Good Practice on Policy Dialogue. Secondly, it should be noted that SIDPD was launched at a time when the federal government had begun to place greater emphasis upon improved accountability and results-based management. Furthermore, the complexity and interconnectedness of issues was requiring governments to seek out ways of effectively implementing horizontal management and improved multi-sector collaboration. A recurring theme throughout the evaluation was the issue of the survival of the voluntary sector as it continued to struggle with the legacy of the program cutbacks of the mid 1990's.

The Implementation

The first phase of the implementation of SIDPD began in the summer of 2001 culminating in the approval of 21 projects involving nine federal departments and funding amounting to $11.6 million dollars. It was followed by a second and final round leading to an additional 46 projects involving 16 departments and a total of $15.1 million dollars. In between the two rounds of funding, considerable changes were made to clarify the objectives, the project solicitation, the selection criteria and the approval processes.

The Conclusions

The conclusions of the evaluation are clearly of an interim nature given the limited documentation available at this juncture of SIDPD. A majority of its projects are ongoing or have not yet produced a final evaluation report and the reporting on projects is uneven. In addition, the evaluation mandate extended only to reviewing the outcomes of the Phase 1 projects, less than one third of the total project activity. Adding complexity, the nature of SIDPD objectives are by definition long term in nature and must be considered from that perspective. Nevertheless, lessons have been learned and certain trends are evident.

In SIDPD, policy development was interpreted broadly to include policy planning, formulation, program design, delivery, monitoring evaluation and lessons learned. Conceptually, it did not however mean the same thing to each of the players and lacking a clear definition of the role of non-government players in policy development, the result was a wide range of quite different expectations. However, there was general consensus that the aims of the SIDPD continue to be relevant, with the understanding that there is still much work to be done.

The roll out of the program was very different from its conceptualization. The absence of clear lines of accountability and of a governance framework, which outlined the division of responsibilities between the Voluntary Sector Task Force in the Privy Council Office and the involved departments, caused a range of problems. Within government, SIDPD appeared to be an "orphan" without a home and from the voluntary sector perspective it was seen as a largely government-driven and controlled initiative. Its implementation process was seen as too lengthy and too complicated by virtually all the parties and it appeared to worsen in its second phase. The absence of adequate up-front planning and design work and the ongoing difficulties in co-ordination complicated the situation.

The voluntary sector had hoped to be taken more seriously as a partner and player, as stakeholders and knowledgeable contributors, in brief as legitimate and valued collaborators in the policy development process. The readiness and capacity of departments to respond to this expectation varied widely. This difference can be seen in the actual experiences that range from just another exercise in government project funding with voluntary sector organizations all the way to innovative and collaborative working relationships that have resulted in substantial policy and program outcomes. At the project level, there appears to have been considerable success with the voluntary sector partnering with one and often many partners, at the community level. Contributing

to "horizontality" as an objective is one of the most positive outcomes of the SIDPD initiative and it was clearly led by the voluntary sector at the community level.

The absence of the allocation of additional funds or person-years for the SIDPD exercise hampered the initiative throughout its history. The initiative was often seen as an "add-on", not a priority and the result was delays and lack of commitment and understanding within departments. This situation in turn called into question the government's seriousness in terms of the SIDPD exercise and contributed to the real differences in expectations that developed between the voluntary sector and the federal government.

Achievement of Objectives

Respondents from within the departments and the voluntary sector were agreed that SIDPD was very successful in strengthening the voluntary sector's capacity to contribute to departmental policy development. New relationships were established, stronger partnerships were created, new data collected and new communications skills resulted – all of these were seen as steps in the right direction. In looking at the achievement of objectives, the evaluation considers the question at two levels: the results of the projects and at a macro level the impact on SIDPD's global objectives. In the first instance at the project level, there was unanimous agreement that in spite of all the obstacles encountered along the way, a majority of projects were quite successful. Most respondents from the voluntary sector were excited about the potential to innovate engendered by SIDPD and as a result of the projects, voluntary sector policy capacity was increased.

In the context of strengthening the voluntary sector's opportunities for input into departmental policy development however, the achievements are more mixed. While there are several interesting instances of improved opportunity to input into departmental policy development processes, limited innovation has appeared to date within government. The inability of many departments to capitalize on the projects appears to be related to multiple factors including the absence of active departmental champions, constant staff turnover and issues related to SIDPD design, accountability and governance. Progress was made in advancing the practice of horizontal working arrangements between federal departments, but this work has only begun. Partnership arrangements within the federal government are a promising step, but additional mechanisms are needed to facilitate and encourage such arrangements.

Lessons Learned

In determining the lessons learned, a number of key points arise from the SIDPD evaluation. Clearly, complex horizontal and multi-sector initiatives such as SIDPD require governance frameworks and clear lines of accountability. Accountability mechanisms and co-ordination are essential, backed by competent program design and a shared understanding amongst the key partners.

The in-depth engagement of the voluntary sector in the development of federal departmental policy was an important success factor in many projects. Yet, many federal departments continued to equate voluntary sector 'consultation' with 'collaboration'. They held the view that it was a process that relies on the status quo whereby the federal departments define and develop the policy issues of concern, and then invite voluntary sector representatives to comment. While there is no question that consultation forms one aspect of 'collaboration', clearly the development of collaborative working relationships in SIDPD projects that acknowledged and took into account differences in resources and power were more successful. Surprisingly, it was often the departments with the least experience in partnering with voluntary organizations that managed to innovate and to involve them in a meaningful manner. Involvement of all partners through the life of the policy development process, from issue and or priority identification through to evaluation and follow-up, was a key to the success of a small number of projects that realized significant impacts on federal departmental policies.

A further lesson learned from SIDPD was the need for dedicated monitoring and evaluation resources adjusted in complexity to the level of funding provided. Common reporting templates and guidelines across involved departments would have helped facilitate accountability and networking between the voluntary sector and departmental partners. Horizontal collaboration would have been more effectively supported, although it appeared that a good start had been made in the development of some partnership arrangements between federal departments. Streamlined funding formulas, common reporting formats, clearer lines of accountability and dedicated resources (including staff) are required if horizontality is to be taken seriously by senior managers.

A recurring theme throughout the evaluation concerned the sustainability of the SIDPD initiative to develop policy development capacity within the voluntary sector. Given that SIDPD's objectives in this regard are seen as long term in nature, the recurring question from many key informants was just how to continue the capacity-building process to utilize the investment by both the voluntary and government sectors to maximum advantage. The backdrop of a voluntary sector struggling to survive cannot be ignored.

In Summary

In spite of the significant challenges faced by SIDPD, voluntary sector policy development capacity has been strengthened and the evidence is available in many of the projects funded. It is at the project level where SIDPD appears to have had significant success in spite of many institutional barriers. Within the federal government, a trend is evident which illustrates the potential of such initiatives where champions emerge and departments encourage openness and collaboration within and outside government. The greatest SIDPD success is at the project level where projects have demonstrated voluntary sector vitality and innovation and in a number of instances the support of government line workers. A start has been made and policy development capacity has been strengthened – there is potential for much more in the future.

Management Response

An Evaluation of the Sectoral Involvement in Departmental Policy Development

Management Response to the Process Evaluation

Overview

The Sectoral Involvement in Departmental Policy Development (SIDPD) program was a major undertaking of the Voluntary Sector Initiative (VSI). The funding allocated to SIDPD ($28.5M), represented more than thirty percent (30%) of the total VSI budget. SIDPD's objectives were to:

- enhance policy development in federal departments by strengthening opportunities for input by voluntary sector organizations; and,

- strengthen policy capacity in the voluntary sector to contribute to departmental policy development.

While the Voluntary Sector Task Force (VSTF) in the Privy Council Office (PCO) had overall responsibility for managing VSI activities, including SIDPD, 16 federal departments administered funding for 67 SIDPD projects within their existing authorities for grants and contributions. SIDPD proposals were solicited and approved in two rounds (in the summer of 2000 and the spring of 2001). All funding for the SIDPD initiative has been allocated. All SIDPD projects, with one or two exceptions, are expected to be completed by 2005. An evaluation of the impact of SIDPD is planned as part of the VSI summative evaluation.

The *Sectoral Involvement in Departmental Policy Development Process Evaluation* a) documented the status of Round 1 and 2 projects and their timely completion; b) reviewed the process used for delivering project funding; and c) identified the challenges and lessons learned from the overall process as well as the extent to which Round 1 projects met the two major SIDPD objectives.

The SIDPD evaluation found that the objectives of the program continue to be relevant. However, it also found that program delivery had suffered from inadequate up-front planning and a lengthy and overcomplicated administrative process. Even so, the evaluation showed that SIDPD had succeeded in encouraging partnerships and horizontality at the community level and had strengthened the capacity of the voluntary sector to contribute to policy development. The report made several suggestions based on lessons learned with respect to: program design; governance and accountability mechanisms; government commitment to change; horizontality and collaboration; and sustainability and capacity building.

The management of the Social Development Directorate (SDD) wishes to thank all those who participated in the SIDPD process evaluation and would like to take this opportunity to respond to key observations made in the evaluation report.

Program Design, Governance, Accountability Mechanisms

The evaluation found a significant lack of planning and design work leading up to the creation of SIDPD. Lines of accountability were unclear and there was no governance framework delineating the division of responsibilities between the VSTF in PCO and the federal departments that were administering the projects. Moreover, the process for soliciting, reviewing and approving proposals and delivering funding was regarded as too long and complicated, particularly in Round 2.

In any future follow-up to SIDPD, the evaluation suggests that careful consideration be given to a variety of design and delivery options, including the possible use of "intervenor" funding, modeled on the *Court Challenges Program* administered by Canadian Heritage. Further, a good program design would have to take into account the varying capacities of departments and voluntary organizations and the long-term nature of policy development. In addition, the appropriate mechanisms and co-ordination processes necessary for ensuring shared accountability would need to be established at the outset; with the understanding by all participants that these mechanisms may need to be adjusted over time.

In designing any new government-wide initiative to support voluntary sector involvement in policy development, SDD would ensure that careful attention and adequate resources are directed to developing the mechanisms and processes needed for joint accountability. In the spirit of the VSI, federal officials would work with the sector to put in place a mutually acceptable, comprehensive framework for managing all aspects of implementation, monitoring and accountability for results.

Government Commitment to Change

The evaluation found mixed results with respect to the objective of strengthening the voluntary sector's opportunities for input regarding departmental policy development, stemming, in part, from problems relating to issues of SIDPD's design, accountability and governance. Many departments were unwilling to move beyond the *status quo*, equating "consultation" with "collaboration", rather than seeing consultation as just one element of collaborative work.

The evaluation observed that the most successful collaborative projects were the ones that took into account differences in power and resources between collaborating parties and used the knowledge and expertise of the voluntary sector at all stages of public policy development (i.e. issue identification, agenda-setting, policy design, implementation, monitoring and impact assessment).

The Voluntary Sector Affairs Division (VSAD) in SDD will continue to work to enhance federal departments' understanding of the value of more meaningful voluntary sector involvement through the life of the policy development process. We will be promoting government-wide implementation of the *Code of Good Practice on Policy Dialogue*, a resource that includes practical ideas for both government and the voluntary sector on how to put the principles and values set out in *An Accord Between the Government of Canada and the Voluntary Sector* into action in the policy area. Our work to ensure the effective implementation of the *Code* will be supported by the existing network of Champions at senior management levels in departments and agencies across the federal government.

Horizontality and Collaboration

The evaluation noted that some initial progress had been made in advancing the practice of horizontal working arrangements between federal departments. However, SIDPD lacked many of the elements that are essential for effectively managing and supporting a horizontal initiative, such as, streamlined funding formulas, common reporting formats, clearer lines of accountability and dedicated resources. At the project level, the evaluation noted that the voluntary sector was very successful in establishing effective partnerships at the community level. In fact, "Contributing to 'horizontality' as an objective is one of the most positive outcomes of SIDPD initiative and it was clearly led by the voluntary sector at the community level." (p. iii)

As the federal focal point for advancing the government's relationships with the voluntary sector, VSAD will encourage horizontality and collaboration on many dimensions. We will be gathering and sharing results/lessons learned from SIDPD projects and will work with the voluntary sector ensure they are disseminated widely.

While we will be promoting the consistent application of the *Codes of Good Practice on Funding* and *on Policy Dialogue* throughout the Government of Canada as part of VSI implementation. We will also be doing more policy work on funding practices and accountability issues to provide the flexibility and responsiveness necessary to support horizontal work at the national and local levels.

Sustainability and Capacity Building

The evaluation found that SIDPD was a significant success in terms of strengthening the voluntary sector's capacity to input to policy development, particularly at the project level. Given the long term nature and continued relevance of SIDPD objectives, the evaluation raised concerns about the sustainability of the initiative. In particular, many key informants questioned how to continue the capacity-building process to utilize the investments by both the government and the voluntary sector to maximum advantage.

There will be no decision on any successor to SIDPD until the summative evaluation of the VSI, including SIDPD, is complete. However, the 2004 Budget allocated funding for VSI that will support consultation and development of networks and resources to build horizontal policy capacity in the voluntary sector; the development of ongoing mechanisms

to advance and diversify partnerships with the Government of Canada and other partners; and ongoing research on the role of the voluntary sector in public policy dialogue.

Conclusion

Despite several weaknesses in design, delivery and coordination, SIDPD succeeded in strengthening the policy capacity of the voluntary sector, as demonstrated in many innovative and worthwhile projects. Although some progress was made on the government side, more work is required to encourage in-depth sector involvement in departmental policy development.

The SIDPD initiative has provided solid evidence of the value of improving our relationship with the voluntary sector in the area of policy dialogue. We will be applying many lessons learned from SIDPD in the ongoing implementation of VSI across the federal government.

1. Introduction

1.1 Sectoral Involvement in Departmental Policy Development (SIDPD)

The Voluntary Sector Initiative (VSI) is a joint initiative of the voluntary sector and the Government of Canada. The long-term goal of the VSI is to strengthen the voluntary sector's capacity to meet the challenges of the future, and to enhance the relationship between the voluntary sector and the federal government.

When the Voluntary Sector Initiative was announced in June 2000, one of its stated objectives was to enhance policy development in federal government departments by creating opportunities for input from voluntary sector organizations. This part of the VSI's mandate is known as Sectoral Involvement in Departmental Policy Development (SIDPD).

SIDPD has two major interrelated objectives:

- To enhance policy development in departments by strengthening opportunities for input by voluntary sector organizations; and

- To strengthen policy capacity within the voluntary sector to contribute to departmental policy development.

SIDPD's $28.5 million budget represents over 30 per cent of the total VSI budget of $94.6 million. Funding was directed to voluntary organizations for two-year projects aimed at implementing SIDPD's objectives.

Table 1 SIDPD Resource Overview			
	Round 1	**Round 2**	**TOTAL**
Number of projects	21	46	67
Project Funding	$11.6 M	$15.1 M	$26.7 M
Evaluation			$1.8 M[1]
Total Funding			$28.5 M

1.2 The Evaluation Overview: An Interim Evaluation: Two Phases

This report is the culmination of a year-long phased evaluation approach. The Phase 1 Process Evaluation of Rounds 1 & 2 began in February 2003 and was completed in August 2003; the Phase 2 Outcome Evaluation of Round 1 began in September 2003 and

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[1] The monies allocated for "Evaluation" are for all the Evaluations that pertain to the VSI including SIDPD.

was completed in February 2004. The evaluation is not an evaluation of individual projects or of the management processes in individual departments, nor does it evaluate the outcomes of Round 2 projects, as most were not scheduled for completion within the time frame of this work. As such, it is an interim evaluation intended to provide SIDPD involved departments with lessons learned and guidance related to outstanding issues and questions before completion of Round 2 projects.

1.3 Organization of the Report

The report is divided into six sections: **Section 1** provides an introduction to SIDPD and the evaluation; **Section 2** describes the purpose and objectives of the evaluation, the conceptual framework for the evaluation, the lines of inquiry and makes some brief comments on the challenges in documentation; **Section 3** describes the context of the evaluation, including links to the VSI and other related initiatives; **Section 4** provides a description of the types and range of projects funded; **Section 5** presents the evaluation management findings; Section **6** provides project outcome findings and; **Section 7** presents the conclusions and lessons learned.

A list of individuals interviewed is appended to the report. Other supporting documents are presented separately, these include the SIDPD database developed for the evaluation and intended to be transferred to program staff; seven in-depth project profiles; and copies of data collection tools such as questionnaires and focus group protocols.

2. Purpose and Objectives of the Evaluation

SIDPD is part of the Voluntary Sector Initiative (VSI). According to the RFP the purpose of the Evaluation is to:

- Document the Status of Round 1 and 2 projects and the time lines for completion.

- Document the process used including the process modifications undertaken after Round 1.

- Identify the challenges and the lessons learned in terms of both the overall process and the extent to which the Round 1 projects met the two major SIDPD objectives.

2.1 Evaluation Framework: Multiple Lines of Inquiry

Three methods of data collection were used in this evaluation and are described below briefly:

- Document Review: Documents related to SIDPD origins and management, and to the 67 funded projects, were examined.

- Key Informant Interviews: Fifty-five interviews were conducted with key informants drawn from three main groups of individuals: senior representatives of the voluntary sector and the federal government, many of whom have been involved in the management of the VSI and the delivery and review of SIDPD projects; public servants, including departmental representatives involved in the delivery of SIDPD; and representatives of the Voluntary Organizations (VOs) who participated directly in projects.

- Focus Groups: Three focus groups were held, in Ottawa, two during Phase 1; one with representatives of the federal government, the other with project proponents. The third focus group was held during Phase 2 with both project proponents and government representatives. Focus group participants were chosen in order to include a mix of projects representative of subject matter, regions, size and scope of project, and of the partnerships involved.

2.2 Evaluation Approach

This interim evaluation was designed to mirror the VSI's goals to build collaborative working relationships and address policy issues through horizontal management of policy development. SIDPD itself reflects a desire to bring about change in the strategic governmental function of policy development. This evaluation is designed to support continued efforts by the federal government and the voluntary sector to collaborate in policy development.

Overall, this evaluation aims to address five key evaluation questions:

1. Were the objectives of the SIDPD relevant? Were they in keeping with the spirit of the VSI?

2. How did the management of SIDPD (design through implementation) contribute to SIDPD objectives? Specifically, how did the process modifications between Rounds 1 and 2 contribute to the solicitation and review of the development of SIDPD Projects?

3. To what extent did the funded projects contribute to the achievement of SIDPD's objectives?

4. What impact did the SIDPD have on the relationship between the voluntary sector and the federal government?

5. What are the key challenges faced and lessons learned concerning the further and ongoing support and development of voluntary sector engagement with federal policy development?

2.2.1 Comment on Project File Documentation and Quality

Dealing with 17 departments and agencies in order to obtain project documentation has presented a considerable challenge to the management of this evaluation. Many original project officers have moved on to other positions and in a significant number of projects the managers have changed hands two and even three times. A disproportionate amount of time has been expended in tracking down current project officers and the files compared to the relatively small number of projects.

It should be noted that the quality of the project *paper file documentation* varies considerably from department to department and file to file. Documentation in the files ranges from a minimum of six pages to hundreds of pages including detailed fifty-page, in-depth final reports. Program staff themselves have commented on the lack of consistency in reporting requirements, indicating that had these been more rigorous, greater quality in the final reporting might have been obtained. However, reporting standards established by the VSTF Office were not clear, leaving program staff with little in the way of centralized guidelines that would ensure consistent quality in final reporting. Presumably departmental guidelines should have applied, but this is not apparent from the files.

The inconsistent data reporting impacts on the availability of data to be collected as part of this evaluation. Despite such inconsistencies in reporting, the evaluation team is confident that findings based on existing project file documentation can be generalized. Contribution Agreements for the majority of Round 2 projects were not available from departmental staff when the bulk of the project files were compiled 10 months ago and will have to be requested when the Evaluation of Round 2 is conducted. The evaluation

team inputted into the data base the available information from the project proposals, MOU or Contribution Agreements, and if available, final and interim reports and evaluations. At the time of writing, of the 21 Round 1 projects examined, six have no final reports and only two have formal external evaluations available or planned. The largest project, $ 4.2M at Health Canada is not yet completed.

3. Context for the SIDPD Evaluation

3.1 Links to the VSI

The VSI is rooted in the historical role that the voluntary sector has played and continues to play in Canadian life and its active engagement of government at all levels in advocating for changes to policies and programs that afford a better quality of life for all Canadians. The Initiative itself emerged from recognition on the part of the federal government and the voluntary sector of the need to strengthen their relationship. It was also based on the belief that improved policy development would be one of the most important outcomes of a strengthened relationship. The voluntary sector, conscious of its actual role in Canadian society, wanted to strengthen its capacity to influence policy development. The federal government saw an opportunity in SIDPD to involve the sector more effectively, thus leading to better policies, programs and legislation.

The present SIDPD evaluation was conceived in the context of, and explicitly related to, the broader VSI process and outcome evaluations. While the VSI process evaluation excludes SIDPD from its purview, it is nonetheless bound to touch on issues relevant to the present SIDPD evaluation. Similarly, the SIDPD evaluation touches on issues relevant to the VSI.

3.2 Links to Related VSI Initiatives

There are several other policy initiatives of the VSI that are related to SIDPD, namely the work of the Capacity Joint Table (CJT) and The Joint Accord Table (JAT). The relevant work of the JAT culminated in the publication of *An Accord Between the Government of Canada and the Voluntary Sector,* and the *Code of Good Practice on Policy Dialogue.*

Capacity Joint Table (CJT)

To improve the voluntary sector's ability to provide input into policies of the federal government, the CJT was involved in the following activities:

1. **Policy Internships and Fellowships (PIAF)**: The PIAF project enabled government employees to work in the voluntary sector for up to one year, and vice versa. Departments had to indicate if they were a sponsoring agency for an organization to be able to apply for an internship in that particular department. The objective of PIAF was to enable individuals from the voluntary sector to understand the policy process through day- to day experience within the government. The first phase of year-long Internships began in the summer of 2002, and a second intake began in the Fall of 2003.

2. **Policy Workshops**: The CJT provided workshops on the federal government's policymaking process, in conjunction with VSI consultations held in March and April 2002. Participants learned about the policy- making process and designed their own policy initiatives, working together on strategies to work with government.

3. **Policy Resource:** The CJT has released Participating in Federal Public Policy: A Guide for the Voluntary Sector. This kit is primarily an on-line resource, guiding users through the policy development process and providing suggestions for how voluntary organizations can be effective in the area of policy.

The Accord and Codes of Good Practice

An Accord Between the Government of Canada and the Voluntary Sector (December 2001) describes the key elements of a strengthened relationship between the government and the voluntary sector. It sets out common values, principles and commitments that will shape future practices as the federal government and the voluntary sector work together for the benefit of all Canadians.

The *Code of Good Practice on Policy Dialogue* fulfils the *Accord's* commitment to take measures to put its provisions into action. As such, the *Code* is a tool for deepening the dialogue between the Government of Canada and the voluntary sector at the various stages of the public policy process in order to achieve better policies for Canadians. The *Code* focuses on the relationship between the Government of Canada and the voluntary sector, and how the principles of their joint *Accord* apply to policy dialogue. Both the Government of Canada and the voluntary sector are committed to the full application of the *Code* to those policy issues on which they choose to work together. The *Code* does not compel them to work together; rather it outlines what will govern the relationship when they choose to work together.

A 'Champion' has been designated in each department to implement the *Accord* and Codes and the Department of Canadian Heritage has developed workbooks and videos describing their objectives and how they are to be utilized. Workshops for departmental staff and the voluntary sector began in the fall of 2003 to rollout and support the use of the *Accord* and Codes. Deputy Ministers and Assistant Deputy Ministers have responsibility for adherence to the Accord and Codes written into their performance agreements.

3.3 Governance Context

3.3.1 Accountability

In 1995, the Government of Canada committed itself to implementing results-based management in all federal departments and agencies. Managing for results involves a fundamental shift in perspective. It means managers must collect and use performance

information to strengthen decision making, to learn, to improve programs and to ensure accountability to Canadians.

In March 2000, the federal government approved a comprehensive framework entitled *Results for Canadians: A Management Framework for the Government of Canada*[2] for management in federal institutions – one that advances the commitment to results. *Results for Canadians* is a commitment to make the government more citizen-focused, values-driven, results-oriented and dedicated to responsible spending. As a result, departmental procedures with regard to the management of Contribution Agreements have tightened considerably and must be factored into any evaluation of a funding program. Many of the issues reflected in the findings found later in this Report, regarding application requirements and program delivery including timeliness, paper work burdens and administrative backlogs are in keeping with the management issues found in similar evaluations of federal funding programs.

3.3.2 Horizontal Management and Collaboration

Horizontal Management

As society becomes more complex – more multicultural, more mobile, more diverse in a number of ways – resulting social issues and problems require more thoughtful insight. The joint contribution of multiple federal departments, agencies and crown corporations; other levels of government; and non-governmental organizations must come together to share responsibility for these solutions. Managing a horizontal initiative involves entering into an arrangement with partners where there is shared authority and responsibility among partners; joint investment of resources (such as time, funding, expertise); shared risks among partners; mutual benefits; and common results. Indeed, the ability to build alliances, form partnerships and effectively manage *horizontal* initiatives is in many cases key to delivering high-quality, cost-effective services to Canadians.[3] In light of these benefits, significant efforts have been undertaken to improve the management of horizontal initiatives.

It is notable that there are no published Results Based Management and Accountability Framework (RMAF)[4] documents for either the VSI or SIDPD to provide guidance for this evaluation, although there is now a logic model that was produced as part of the process evaluation of the VSI as a whole.

Whether related to a policy, program or initiative, RMAF's are intended to help managers with a number of issues including the development of sound governance structures and a performance measurement strategy. In addition to the guide produced by Treasury Board, there has been a great deal of work carried out by the Canadian Center for Management Development (CCMD) and others with regard to the management challenges inherent in

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[2] Treasury Board Secretariat, *Results for Canadians: A Management Framework for the Government of Canada, 2000, Ottawa*

[3] Treasury Board Secretariat, 2002, Companion Guide: The Development of Results Based Management and Accountability Frameworks for Horizontal Initiatives, Ottawa

[4] Treasury Board Secretariat, 2001 *Results-based Management and Accountability Framework (RMAF)*

working in a "horizontal" or collaborative environment.[5] This information has been made widely available to managers in the public service.[6]

Collaboration

The VSI is distinctive because the relationship that was developed between the Government of Canada and the voluntary sector is itself a key objective of the process. That relationship and its collaborative nature are a subtext to the SIDPD Evaluation. The lessons learned that will emerge from the evaluation must ultimately inform government and the sectors' understanding as to how collaboration as a principle and practice leads to better policy development. The literature[7], which informs this evaluation, is drawn from that of partnerships and collaboration, with particular relevance to collaboration between the voluntary and public sectors.

3.3.3   Program Review

Beginning in the early 1990s and culminating in Program Review in 1995, federal funding to the voluntary sector was severely cut back as part of overall cuts to federal spending. At the same time, the federal government moved from providing "core" or "program" funding to providing monies for one or two year projects, much has been written about this change and its affect on the voluntary sector.[8] The fact that both voluntary sector organizations and federal departments have since struggled to maintain services and meet the expectations of the public, also acts a subtext to the way in which the SIDPD unfolded.

3.4   Changes to Objectives, Criteria and Selection Processes in Rounds 1 and 2

There were two Rounds of SIDPD funding (see Appendix A for a detailed accounting of the differences between the Rounds) with different criteria and distinct methods of proposal selection and review for each. In the summer of 2000, a first round of proposal development was launched, and 21 projects involving eight federal departments and agencies were approved totaling $11.6 million in funding. In the spring of 2001, a second and final round was launched and 46 projects involving 17 departments and agencies were approved totaling $15.1 million in funding.

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[5]   Canadian Center for Management Development (CCMD) Roundtable on the Management of Horizontal Initiatives. 2001 Horizontal Management: Moving from the Heroic to the Everyday: Lessons learned from Leading Horizontal Projects. Ottawa: CCMD.

[6]   Treasury Board Secretariat, 1996. Managing Horizontal Policy Issues. Ottawa: Treasury Board Secretariat

[7]   For example: Taylor, Marilyn. 2002. "Strength in Numbers? Alliances as a Strategy for Policy Influence" A Paper presented at the 31st ARNOVA Conference, Montreal Canada, Glendinning, Caroline. 2002. "Partnerships between Health and Social Services: Developing a Framework for Evaluation" Policy and Politics Phillips, Susan D. and Katherine A. Graham. 2000. "When Accountability Meets Collaboration in the Voluntary Sector" In Keith Banting (ed.), The Not-for-Profit Sector in Canada: Roles and Relationships. Montreal and Kingston: McGill-Queen's University Press.

[8]   Susan D. Phillips, "How Ottawa Blends: Shifting Government Relationships with Interest Groups," in Frances Abele (ed.), *How Ottawa Spends, 1992-93: The politics of competitiveness* (Ottawa: Carleton University Press, 1992), 183-228.

In December 2000, representatives from both sectors raised several issues of concern with regard to the management of Round 1. At the request of the Joint Coordinating Committee (JCC), the Joint Capacity Table (JCT) managed a process that led to greater clarity of the objectives, solicitation and selection criteria and processes for Round 2. Round 2 was launched in May 2001.[9] Changes included refined criteria and a public solicitation of proposals from voluntary organizations.

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[9] Sectoral Involvement in Departmental Policy Development (SIDPD), Round 2 Facilitators Report, Brian Bell, The Alder Group, February 28, 2002.

An Evaluation of the Sectoral Involvement in Departmental Policy Development (SIDPD)

4. SIDPD Outputs

This section provides basic statistics that describe the two rounds of SIDPD funded projects. In these initial results, the first subsection presents the number and/or percentage of projects, while the second subsection presents the total or average amount of funding. These statistics are usually presented by round to illustrate any effects that the change in process between the two rounds may have had.

4.1 Reach: Distribution of Projects

The extent to which SIDPD achieved its intended reach was measured in the following ways: the extent to which projects addressed either of the two SIDPD objectives; the range in the geographic scope of projects; the number of federal departments leading projects; and the diversity of policy issues addressed. These areas are examined briefly in turn below.

4.1.1 SIDPD Objectives

According to information gathered from project file documentation, projects focused on different SIDPD objectives depending on the round in which they were funded. No projects addressed only policy input in either round; in each case, policy input was tied to capacity development. However, in Round 1 more than half (57%) of projects addressed capacity development and policy input, compared to just less than one quarter (24%) in Round 2. By contrast, a smaller proportion of Round 1 projects – about one third (33%) addressed policy capacity alone, while fully two thirds (67%) of Round 2 projects did so. In each round, ten percent or less addressed neither SIDPD objective, or a total of five projects overall.

Figure 4.1
Extent to which Projects Addressed Each of the Two SIDPD Objectives by Round (Percentage)
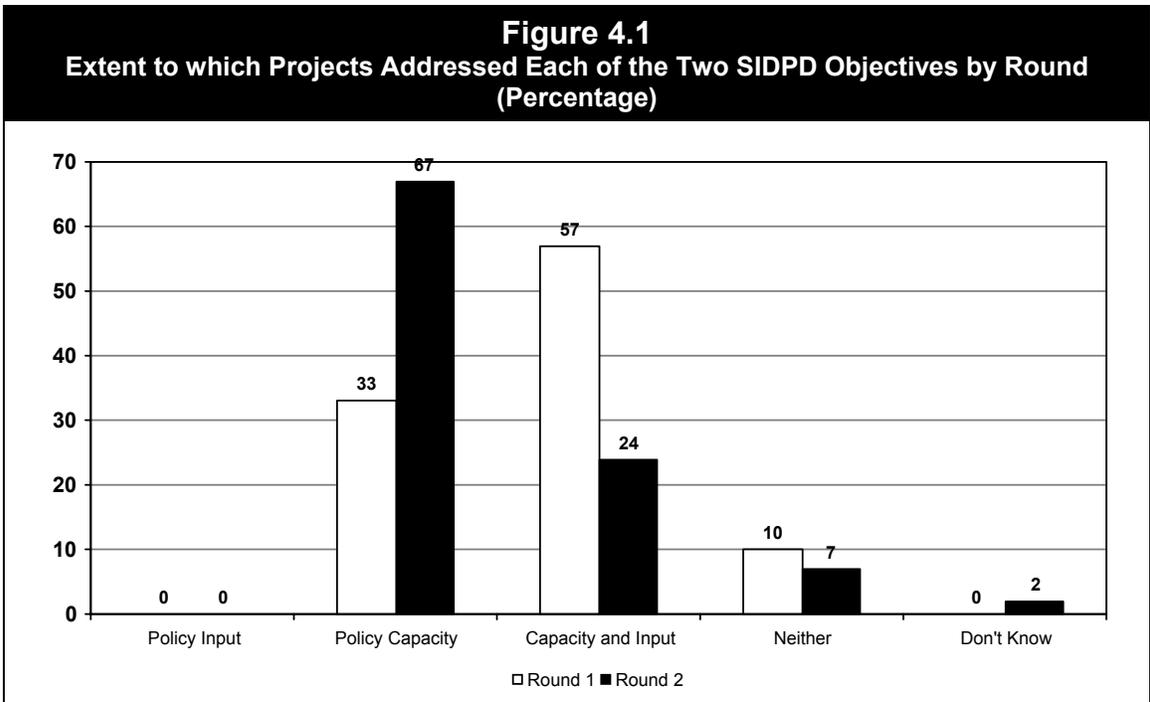
4.1.2 Geographic Scope

The SIDPD projects addressed a broad range of policy areas. Across both rounds combined, the scope of projects was predominantly national (70% of the number of projects evaluated) (Figure 4.2).

Figure 4.2
Distribution of Evaluated Projects by Geographic Scope, Both Rounds
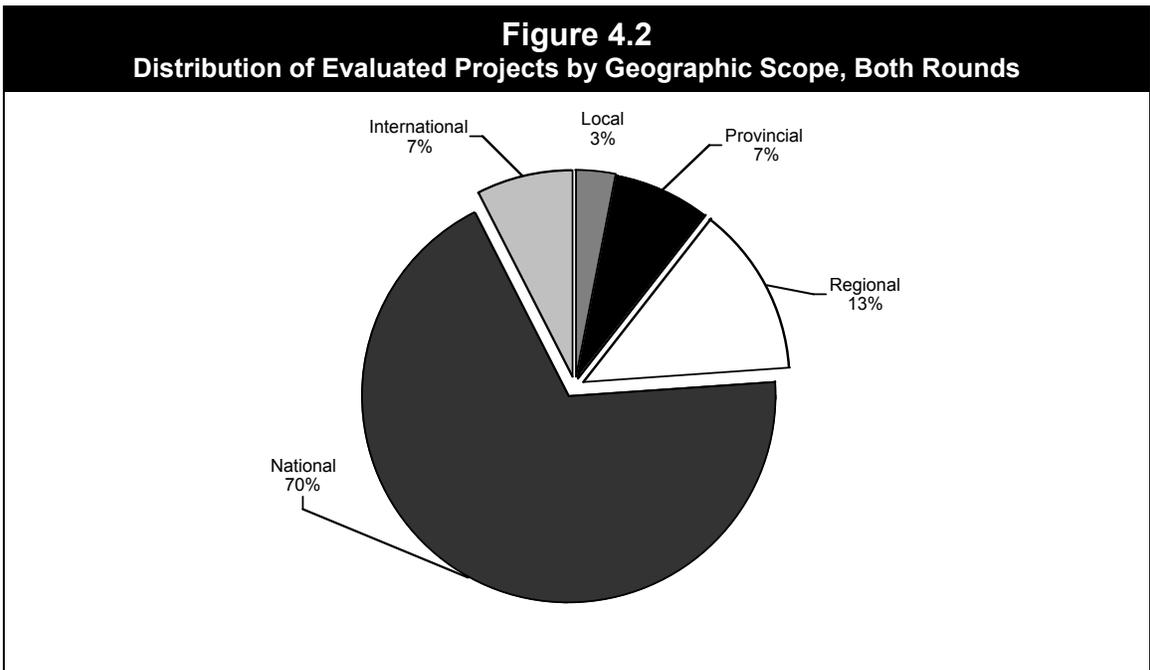
Examining the rounds separately, this predominance is repeated, with some variation. Round 1 had equal numbers of provincial and regional projects, one local and no international projects (Figure 4.3). Round 2 featured one project of local scope, and several of international scope. Round 2, then, had projects representing all four levels of geographic scope, and appear to have been more successful in funding projects across the full geographic range than in Round 1.

Figure 4.3
Number of Funded Projects by Geographic Scope, by Round of Funding

Legend: ■ Local ▨ Provincial □ Regional ■ National ▢ International
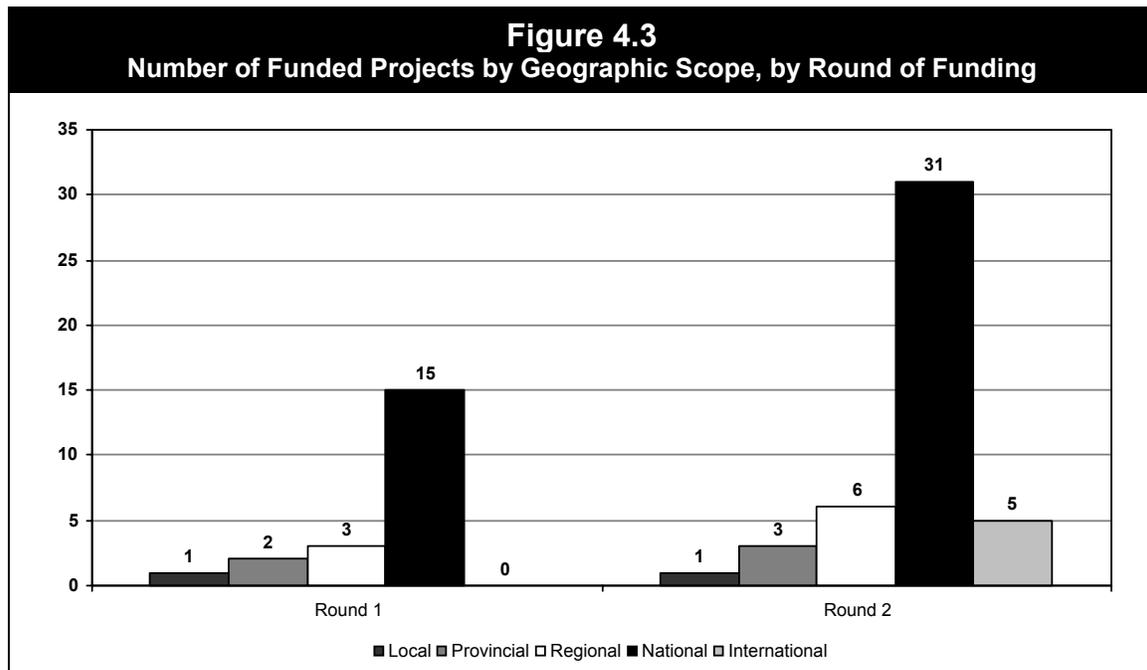
4.1.3 Distribution of Projects among Federal Departments

Round 1 projects were distributed among 8 federal departments and agencies and in Round 2 among 17 lead federal departments (Table 4.2 below). This figure is a simple (though crude) indication of better distribution of projects in Round 2. The proportion of the total number of projects undertaken by the different departments reinforces this assessment. Where in Round 1 the Solicitor General received funding for a large proportion (33%) of the total number of projects for that round, no single department received such a large proportion in Round 2. In Round 2, the largest number of projects undertaken by a single department was 5, or 11% of the total for that round, by both CIDA and Health Canada.

Table 4.2
Number and Proportion of Projects per Lead Department[10] by Round[11]

	Round 1		Round 2		Total	
	#	(%)	#	(%)	#	(%)
Canadian Heritage	3	14%	4	8%	7	10%
CIC	1	5%	0	0%	1	1%
EC	4	19%	4	8%	8	12%
Health	1	5%	5	10%	6	9%
HRDC	2	10%	3	6%	5	7%
Justice	2	10%	2	4%	4	6%
Solicitor General	7	33%	2	4%	9	13%
Veterans Affairs	1	5%	1	2%	2	3%
AAFC	0	0%	4	8%	4	6%
CMHC	0	0%	2	4%	2	3%
CIDA	0	0%	5	10%	5	7%
DEC	0	0%	2	4%	2	3%
DFO	0	0%	3	6%	3	4%
INAC	0	0%	4	8%	4	6%
Industry Canada	0	0%	2	4%	2	3%
RCMP	0	0%	2	4%	2	3%
Status of Women	0	0%	3	6%	3	4%
Total	21	100%	48	100%	69	100%

4.1.4   Policy Issues Addressed

The projects overall seem to be well distributed across a broad range of policy issue areas (Figure 4.4 below). Nine policy areas are only addressed by 1 or 2 projects, compared with eight policy areas that are addressed by three or more projects. Two policy areas stand out: Criminal Justice and Public Security (14 projects) and the environment (12 projects). This situation is partly due to a single department, Solicitor General, undertaking a disproportionate number of projects in Round 1. Excluding these two areas, the distribution of projects across policy areas is fairly even.

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[10] For a list of the Departments and their title see Appendix 2
[11] The projects of the RCMP are counted under the Solicitor Generals Office

Figure 4.4
Distribution of Projects per Policy Area by Round of Funding
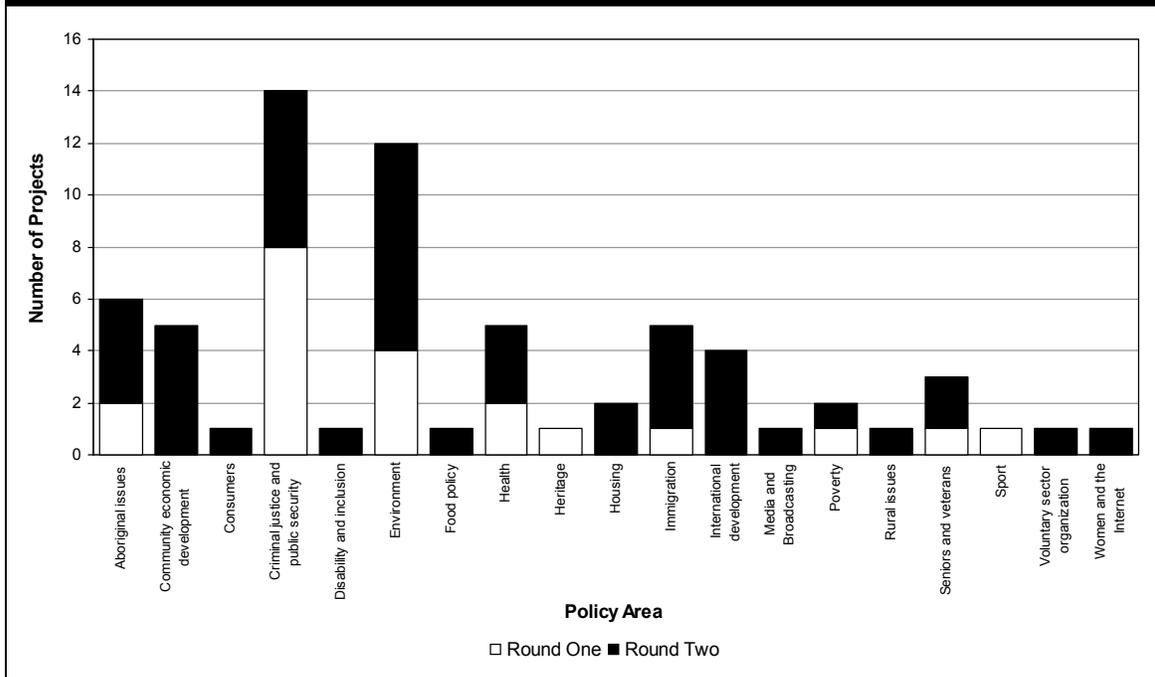
4.2 Level of Funding

There is greater range in total funding per lead department in Round 2 than in Round 1 (Figure 4.5). Over the two rounds, Health Canada received $6.38 million in SIDPD funding. The $4.2 million Health Canada received in Round 1 was for a single project. This disproportionate funding to a single department is partly due to the funding process for Round 1 as discussed in other sections of this report, as well as by other system or bureaucratic reasons. Departments who were more aware of the SIDPD offering, or who already had a project or program underway that met SIDPD criteria would have been better placed to receive SIDPD funds. Perhaps more importantly, the fact that there was no allocation formula in place made it possible for such disproportionate funding to occur. Interviews and other material examined suggest that timelines were tight as departments and the voluntary sector scrambled to identify appropriate projects for consideration. Although a funding allocation formula was considered, the complexity resulting from the involvement of multiple departments and agencies, coupled with short time frames, were seen as too challenging.

Figure 4.5
Total Amount of SIDPD Funding by Lead Department per Round

INAC	2108 / 0
Status of Women	801 / 0
RCMP	140 / 0
IC	588 / 0
DFO	424 / 0
DEC	66 / 0
CIDA	2313 / 0
CMHC	420 / 0
AAFC	1679 / 0
Veterans Affairs	118 / 300
Solicitor General	544 / 985
Justice	316 / 654
HRDC	797 / 602
Health	2180 / 4200
EC	1277 / 1300 / 0
CIC	857
Heritage	1348 / 1276

Dollars ('000s)

□ Round One ■ Round Two
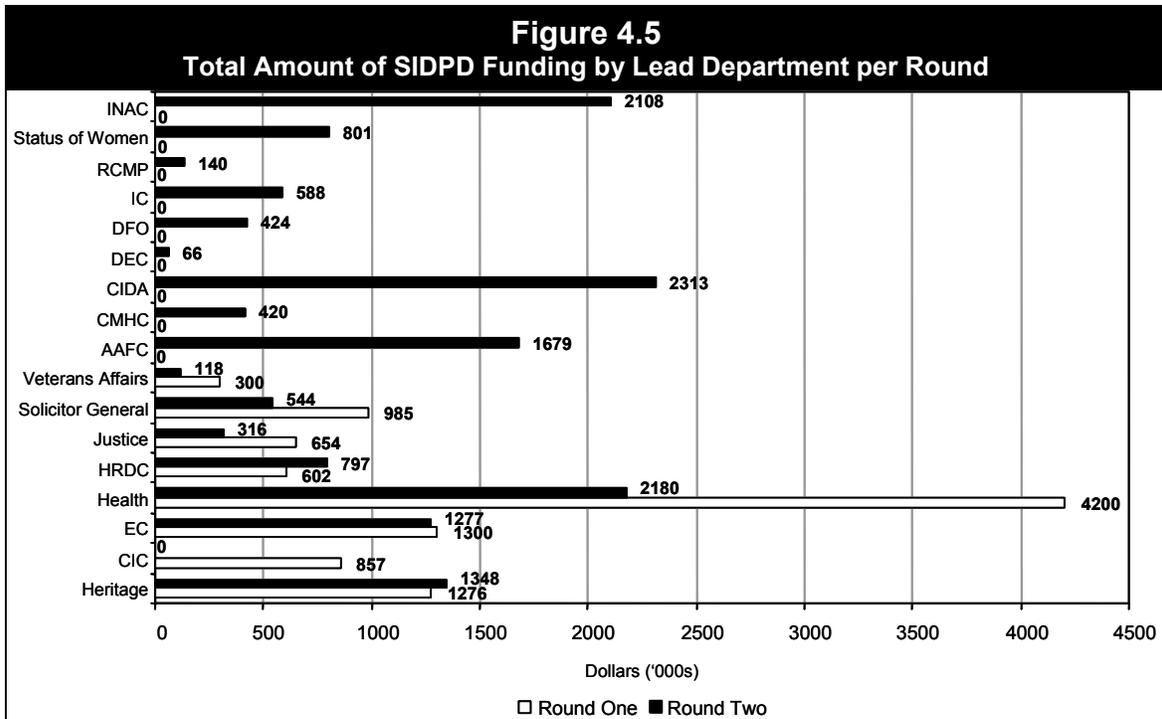
Another indicator of the distribution of funding is the average amount of funding per project, by lead department and Round. Figure 4.6 illustrates how in Round 1, Health Canada received the most SIDPD funding per project – again, this is because it had a single project, worth $4.2 million. Similarly, Citizenship and Immigration's average project funding of $857,000 represents a single project. Overlooking these two cases, the majority of average project funding in Round 1 is in the $150,000 to $400,000 range. Likewise, there are no such exceptionally large projects in Round 2. The average funding per project for all departments (but one) falls in the range of $100,000 to $468,000.

Figure 4.6
Average Amount of SIDPD Funding per Project by Lead Department by Round

Department	Round
INAC	527 / 0
Status of Women	267 / 0
RCMP	140 / 0
Justice	158 / 0
IC	294 / 0
DFO	141 / 0
DEC	33 / 0
CIDA	462 / 0
CMHC	210 / 0
AAFC	420 / 0
Veterans Affairs	118 / 300
Solicitor General	141 / 272
Justice	158 / 327
HRDC	266 / 301
Health	436 / 4200
EC	426 / 325
CIC	0 / 857
Heritage	337 / 425

Dollars ('000s)

□ Round One ■ Round Two
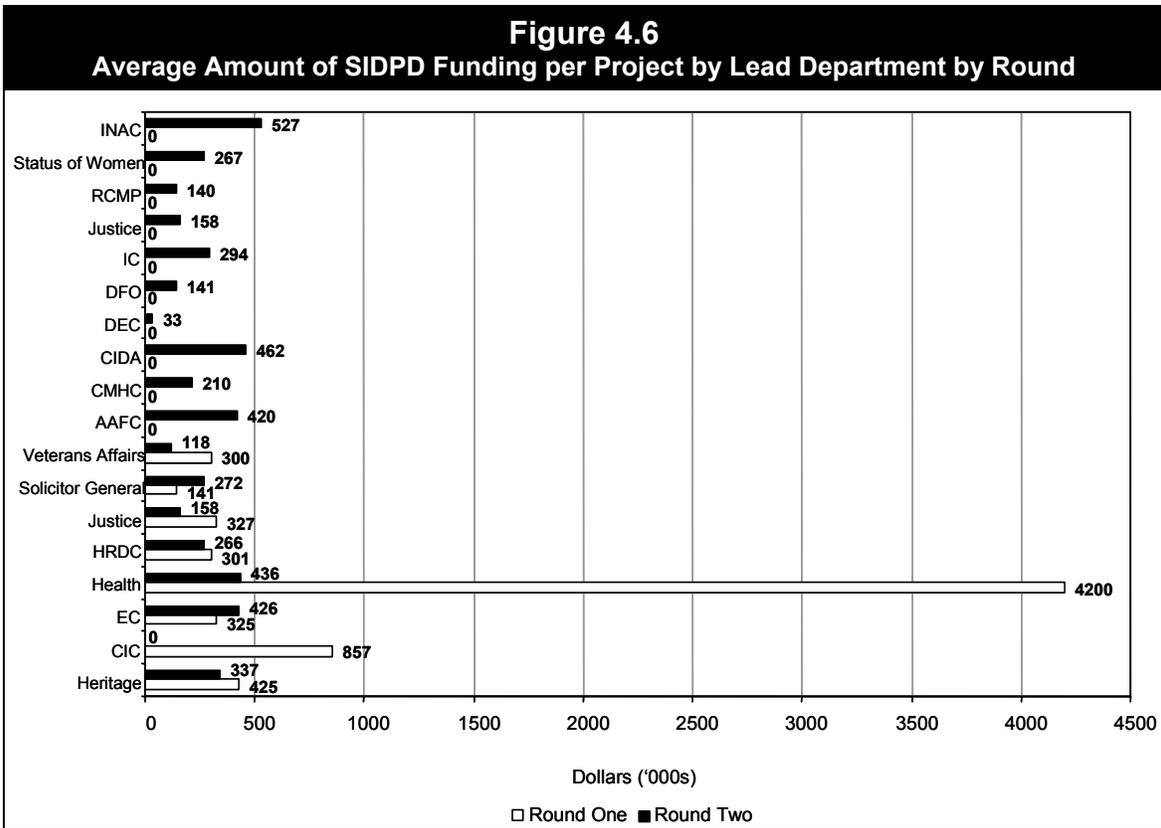
The distribution of funding by geographic scope was predominantly concentrated among projects of national scope for both rounds (Figure 4.7). Noticeably fewer funds were awarded to projects of regional, provincial and local scope.

Figure 4.7
Total Amount of SIDPD Funding by Geographic Scope of Project per Round

Scope	Round Two	Round One
International	2204	0
National	11462	8112
Regional	459	1109
Provincial	755	602
Local	242	351

Dollars ('000s)

□ Round One ■ Round Two
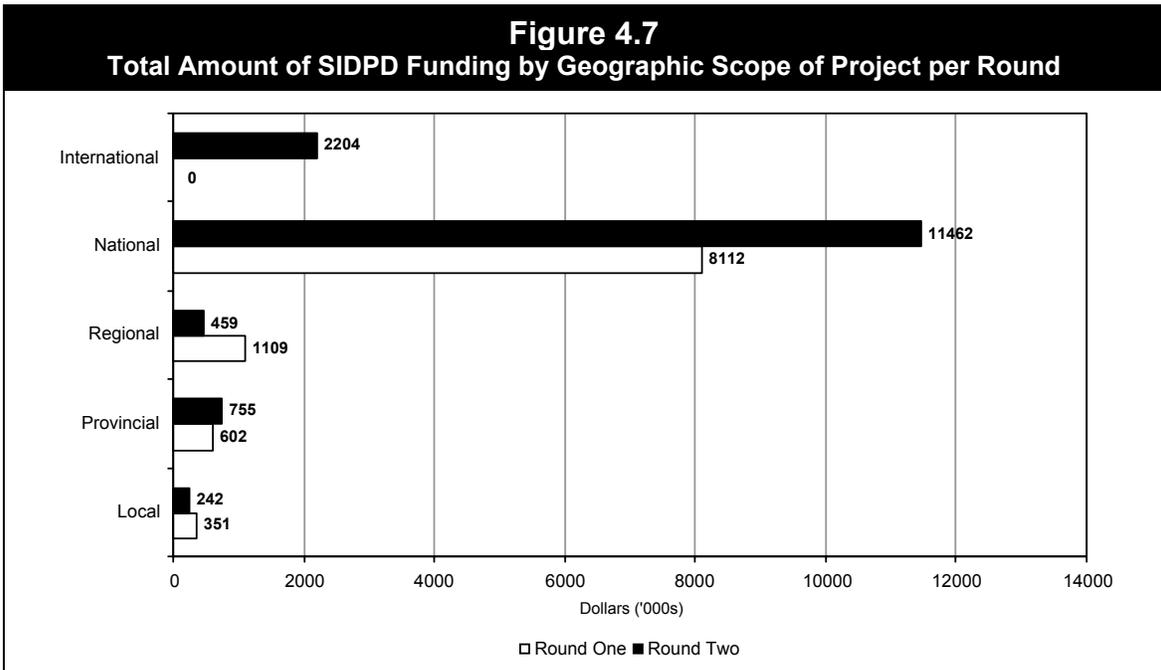
Figure 4.8 shows that in Round 1, as projects increased in geographic scope, they also increased (slightly) in average amount of funding per project. Given that the previously mentioned Health Canada Round 1 project, funded at $4.2 million, was a national project, the average amount for national projects ($541,000) is artificially inflated. Taking this into consideration, the trend of increased funding for increased scope would be diminished. For Round 2, there is a similar trend.

Figure 4.8
Average Amount of SIDPD Funding per Project by Geographic Scope of Project per Round

Geographic Scope	Round One	Round Two
International	0	441
National	541	370
Regional	370	76
Provincial	301	252
Local	351	242

□ Round One ■ Round Two
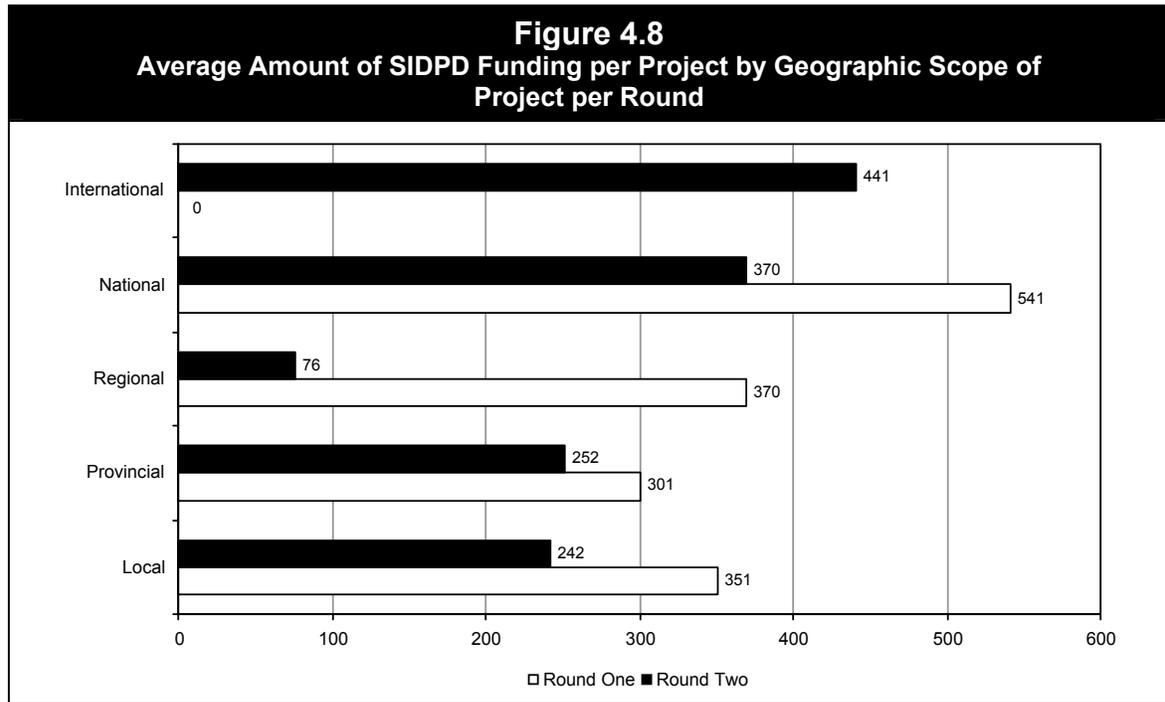
5. SIDPD Management Findings

5.1 Rationale and Relevance

5.1.1   SIDPD Origins and Accountability

Neither *Working Together*[12], the foundation document released in August 1999, nor any other public statements or documents preceding the VSI launch a year later, foresaw an initiative such as SIDPD. Emphasizing the importance of policy capacity in the context of knowledge capacity (one of the components of overall capacity), *Working Together* proposed "policy internships and academic fellowships", but no initiative such as SIDPD. SIDPD was announced shortly after the June 2000 launch of the VSI, and well before the structures and processes for developing VSI 'products' had been put in place. The design of SIDPD was effectively the responsibility of the Voluntary Sector Task Force (VSTF) of the Privy Council Office (PCO), which had been established in 1998.

The shared concerns over policy development mentioned above and reflected in *Working Together,* and a desire to start the VSI with a concrete activity requiring the federal government and the voluntary sector to collaborate in pursuing a fundamental VSI goal, offer partial explanations of its origins.

In addition, background documents and interviews indicate that the impact of Program Review on some departments was also a stimulus for the creation of SIDPD. Some departments were looking for ways to address the funding shortfall to the voluntary organizations they routinely worked with. In addition, as the VSI was seen as very "process driven" by ministers and senior departmental staff, there was a desire to show concrete activities resulting from the long process leading up to the VSI announcement. Lastly, giving federal departments an operational role in the VSI by flowing money through them was seen as a way of helping to engage them in the VSI – which might otherwise have been of marginal interest to them.

Within SIDPD, 'policy development' was interpreted broadly to include policy planning, formulation, program design, program delivery[13], monitoring, evaluation, and sharing of lessons learned. These categories cover much of the same ground as the six elements of the public policy process set out in the VSI publication, *A Code of Good Practice on Policy Dialogue*: issue identification; agenda setting; policy design; implementation; monitoring; and impact assessment. There is no indication from background documents for SIDPD or interviews of any consideration being given to understanding what the voluntary sector's strategic needs might be, nor any indication of what the "policy gaps" might be for government.

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[12] Report of the Joint Tables; Government of Canada, August 1999,found at http://www.vsr-trsb.net/publications/pco-e.pdf

[13] Conceptually, program delivery was seen as part of the policy process but SIDPD projects could not be utilized to deliver programs.

Once an amount of money and an orientation, policy, had been settled on by May 2000, background documents and interviews indicate that emphasis was placed on how quickly the monies could be directed to the voluntary sector. SIDPD then unfolded without input from the voluntary sector, the government's "partner" and without adequate time to consider options and approaches.

The way in which SIDPD emerged has had clear implications for accountability issues within the Initiative. There is no central program-type accountability mechanism for SIDPD. Rather, each participating department manages the funding for its projects separately and any coordinating or administrative role with the voluntary sector organizations with whom they work. Funding was authorized through parliamentary appropriations for the contribution programs of individual departments involved with SIDPD projects. SIDPD projects therefore needed to fit within the scope of departmental contribution authorities, or the authorities needed to be modified to accommodate the projects. Where this authority did not exist for some departments, authorization was obtained from Treasury Board. Accountability for the funds thus remained with individual departments.

5.1.2 Alternative Mechanisms and Connections to SIDPD

The *Origins* section in this report indicated that SIDPD was developed in a very short time frame and was the result of multiple and competing objectives. SIDPD went from being a line in a budget to project solicitation in a matter of a few weeks.

None of the background documents reviewed for this evaluation indicate that there were alternatives per se, considered for what became known as SIDPD. Nor were there any specific references found to a broader policy framework that included all the policy aspects that resulted from the VSI, such as the work of the Capacity Joint Table (CJT), the *Accord* and *Codes of Good Practice. Working Together (August 1999)* refers to the desirability of "establishing policy fellowships and internships" in the context of strengthening the voluntary sector's "knowledge capacity" but that was the only specific program type reference found in background documents that preceded the SIDPD Initiative.

Both the file review and the interviews revealed that little in-depth analysis was done or drawn on to determine what policy gaps were most pressing for government, what the precise nature of the policy deficit in government was, whether the monies should be targeted to organizations with a track record in policy development, and more precisely what the nature of the policy capacity deficit in the voluntary sector was. In addition, there was little work done on what mix of tools and strategies would be appropriate to address the problem – e.g. developmental project funds for organizations not previously engaged in policy, workshops, policy tools, training for senior level voluntary sector staff, internships, etc.

This lack of adequate program planning resulted in what was called a "short term" initiative in an area that is by definition long-term. SIDPD objectives were very broad, and "policy" was defined as encompassing everything from issue identification, to policy and program formulation and legislation. The Alder Group Report[14] that documented the changes to Rounds 1 and 2 makes reference to SIDPD goals and objectives and its "developmental" nature as being important and in need of clarification. The report goes on to note "SIDPD was intended for quick uptake with departments". Therefore in light of "a substantial increase in the capacity building work anticipated as the broader VSI unfolded, SIDPD's role as a short term initiative was valid."

Interviews for this Report indicate that the underlying assumption in the Alder Report was that the work of SIDPD needed to be integrated with the other related policy initiatives emerging from the CJT and the Codes of Good Practice. There is no evidence that SIDPD either at the project or program level was ever explicitly linked to or drawn on by related policy initiatives in the VSI until very recently.[15]

Coupled with the significant issues outlined above were greatly raised expectations on the part of voluntary sector organizations concerning what role they might play in policy development.

5.2   Central (VSTF) SIDPD Design and Management Functions

As indicated earlier, because there were 18 departments and agencies responsible for SIDPD project management there were in fact 18 very different SIDPD Initiatives. Responsibility for SIDPD also rested with the central management function of the VSTF at PCO, which was largely responsible for SIDPD design, the development of selection criteria, common communications materials (Round 2), TB submissions, a final common review process, common management tools and intra departmental coordination. This section examines issues, from the perspective of the VSTF with regard to the design and management of the overall SIDPD initiative, and focuses specifically on questions of accountability, roles and responsibilities (5.2.1), communications (5.2.2.), project review (5.2.3), and the extent to which SIDPD reflected the spirit and intent of the broader VSI (5.2.4)

5.2.1   SIDPD Accountability, Roles and Responsibilities

The uncertainty around the extent to which SIDPD was to be a joint, collaborative exercise certainly created problems with respect to clear lines of accountability and responsibility. That situation was compounded further by the location – or lack of a location – within the

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[14] Report to the Joint Coordinating Committee (JCC), VSI on a revised Proposal Development, Assessment and Selection Process, Sectoral involvement in Departmental Policy Development (SIDPD), Round 2, January 2000; The Alder Group

[15] As part of the rollout of the Codes of Good Practice that began in the Fall 2003,some of the SIDPD projects have been highlighted in presentations to departmental and voluntary sector staff.

federal government as a whole and within individual departments. Most government programs have a "home" within a "lead" department or agency. This is particularly true for other horizontal initiatives. This lead department or agency assumes overall responsibility for the program – managing it and steering it in order to meet its objectives.

By contrast, SIDPD was more like an "orphan", with no real "home" or "parent" department to serve as its "champion" within the federal government. The Privy Council Office (PCO) is not a line department and generally speaking does not have a history of managing funding programs. At PCO, day-to-day management was delegated to seconded staff, many of whom were management trainees (albeit well intentioned and motivated) with little or no background in program design and management or with the voluntary sector.

In addition, while all the other VSI initiatives came under the joint responsibility of "Tables"[16] (Capacity, IM/IT etc.), SIDPD had no Table responsible for overseeing it. Under the direction of the Joint Coordinating Committee, the Capacity Joint Table was asked to take on the difficult task of making recommendations to address the issues brought forward by both the government and the voluntary sector in the management of Round 1. However the CJT was given no follow-up role. One interviewee noted this fact as a curious situation given the related policy initiatives the Capacity Table had begun to formulate by that time (January 2001).

Lastly, as has been indicated earlier, there was no RMAF or any other document designed and developed to provide for joint accountability and governance of SIDPD. Interviews suggest that an RMAF had been intended but never prepared. Time pressures and resources in the VSTF likely played a role. Respondents suggested that had the time been taken to consider the longer-term horizontal governance issues, some of the challenges faced by the SIDPD might not have arisen, or at least might have been better understood and managed.

5.2.2   SIDPD Information Materials and Communications

Interviewees did not have any major concerns with the quality or usefulness of the information materials available to guide either voluntary organizations or the departments in preparing project proposals, in particular for Round 2. Round 1 information was never posted publicly through the VSI website. Some departments sent out information but in general the communication of SIDPD in Round 1 was largely internal to the departments. The VSI website posted the Round 2 Request for Proposal Development (RPD) as did a number of other departments along with broad e-mail circulation. Voluntary organizations found the Round 2 information quite useful and in some cases, the website information was all that was needed in order to prepare a proposal. While there were few complaints about the materials available for Round 1, this was likely due to the fact that

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[16] The VSI was managed through six Joint Tables including one on Capacity, IM/IT, The Accord, Regulatory Framework, Awareness, and the National Volunteerism Initiative.

departments solicited projects directly and had a large hand in many cases in helping write the proposals.[17]

5.2.2.1 Communications

There were clearly some difficulties in the communication between the VSTF and the departmental representatives charged by their departments with responsibility for implementing SIDPD. As discussed above, the process developed by the VSTF for the solicitation and selection of projects was not only unclear in its initial form, but it also changed between Rounds 1 and 2. Some departmental respondents reported that it felt to them as if the process was changing even *within* rounds. Some found that the solicitation and selection processes for both rounds were "moving targets", or "improvised", making it difficult for departmental staff to understand the intricacies of the processes to be followed. The confusion made it difficult to articulate them to the voluntary organization partners dependent on the departments for guidance and support. More than one departmental respondent spoke of having to pay extra attention to the process changes so as not to "miss the boat" on their department's participation in the Initiative.

Overall, a review of the documentation and information collected indicates widespread consensus that the level of attention paid to the communications between VSTF and the departments did not reflect the complexity of the processes chosen for the solicitation and selection of projects.

5.2.3   Central (VSTF) SIDPD Project Review Process

It would be difficult to argue that there was an insufficient degree of scrutiny of SIDPD project proposals. In fact, voluntary sector respondents indicated that the overall process for reviewing project proposals was too long and too complicated. While each department had its own internal processes for the review of project descriptions and proposals (see Section 5.3.2 below), there was a second layer of review at the VSTF (PCO) level. Consequently, project proposals were reviewed as many as five times, from the project description stage through to beginning the work. Round 2 is seen by some as more complex procedurally. Round 2 projects passed through a "multi-tiered" approval process where, after first going through a departmental review process, they were then sent to the VSTF, then a Joint Review Panel for further review and evaluation. To the frustration of some project proponents, it appeared that a project that had been approved by a department had to go through several other approval layers before a contribution agreement could be signed. Furthermore, these additional committee and review layers frequently led to re-writes and adjustments in the proposal, which were time and energy consuming.

On the other hand, interviews suggest that although Round 2 was seen as more complicated by the voluntary sector organizations who submitted proposals and experienced the process first-hand; it was seen as more "transparent" by those voluntary

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[17] File review document entitled involving the Voluntary Sector in the Development of Departmental Polices and Programs–Key Learnings.

sector organizations which did not submit proposals but had complained about the "closed door" nature of Round 1.

In summation, several measures were put into place in Round 2 to help ensure a fairer, transparent process, more involvement of the voluntary sector, and greater flexibility for the departments. However, the SIDPD process for Round 2 for project review may have become too complex. As one voluntary organization respondent said, "it seemed that the more sophisticated organizations were the only ones capable of understanding and participating in the process."

5.2.4 Extent to which the Management of SIDPD Reflected the Spirit of the VSI

Although the VSI was conceived and administered as a joint, collaborative effort of the voluntary sector and the federal government, these goals were not widely achieved in the management of SIDPD, from design through to implementation. In reviewing the design and management of SIDPD, there is little evidence that the voluntary sector was involved in the initial design or ongoing management of the initiative[18]. Instead, the role for the sector appears to have been in assisting with the review processes by identifying potential reviewers, assisting with the correction in program management between the Rounds and then designing and carrying out the projects funded by SIDPD.

From the perspective of many voluntary sector participants, it became clear that the initiative was being managed, if not led, by the federal government. When asked if it was clear who was responsible for the management of SIDPD, most senior voluntary sector respondents answered, "Yes, it was the government!" Interestingly, when asked who was accountable, most of the same respondents had no answer.

By contrast, interviews with senior departmental representatives revealed different attitudes concerning the degree to which the SIDPD process was collaborative. In fact, there was a sense among departmental representatives that it was the voluntary sector that was not initially *interested* in sharing the management of the initiative. Some departmental respondents suggested that the design and management of SIDPD *did* reflect the spirit and intent of the VSI objectives from the government's point of view. Clearly, the interviews indicate that there are multiple perspectives on what constituted collaboration and whether it occurred throughout the life of SIDPD.

5.2.5 Support and Promotion of Horizontality

The promotion of horizontality was a central theme in the vision articulated by the voluntary sector and the government at the outset of the VSI, and consequently it figures prominently among the objectives of SIDPD in both Rounds. There appears to have been little horizontality in the management of SIDPD centrally. Interviews with departmental

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[18] An exception is the SIDPD Evaluation, which was developed and managed by representatives from both the voluntary sector and the federal government.

staff indicate that there were several meetings to sort out funding issues and TB submissions, but few which solicited the departments' views on SIDPD design and criteria. Nor was there much attempt centrally to ensure that projects with overlapping objectives were brought together to avoid duplication. For example, there were at least three projects that produced "policy toolkits". In only a very few instances did departments with overlapping policy agendas collaborate to prevent duplication of projects, or better yet to ensure that SIDPD projects could be supported to meet the complementary goals of overlapping departments. An early meeting between the evaluation team and departmental SIDPD representatives and subsequent focus groups illustrated how beneficial early and ongoing collaboration among departments could have been: departments were interested to hear what others were doing, and in a number of instances realized too late that they could have collaborated on a number of SIDPD projects. In the few instances where some collaboration did occur (e.g. three projects dealing with accreditation issues for new immigrants, the Health and Veterans Affairs project dealing with seniors), project proponents and departmental staff expressed frustration with the resources available for ongoing monitoring and support to the projects. This lack of resources made it difficult if not impossible for the projects to realize some of the departmental goals set for them.

While project selection criteria and the expectation that projects would somehow foster horizontality were made clear to the voluntary sector, documents and interviews indicate that there were insufficient resources available to either the departments or VSTF for more effective departmental management. Within some departments, the articulation of the importance of SIDPD to departmental priorities for both Rounds was limited, and the communications and other forms of support such as common evaluation and monitoring tools from VSTF were inadequate. The result was that there were effectively 18 different SIDPD programs being administered, making it difficult to draw lessons across the board. As well, sharing of the results and lessons learned from SIDPD projects within departments, let alone amongst departments, has not been maximized, and the capacity of the departments to coordinate among themselves for the purposes of engaging with the voluntary sector has not been fully developed.[19]

5.3 Departmental Project Delivery, Implementation and Management

This section examines the manner in which SIDPD projects were managed at the departmental level. It includes project solicitation, horizontal management, review, funding, monitoring and evaluation. This section provides a brief analysis of what worked in the departmental management of SIDPD projects, and what did not.

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[19] That process has begun to some extent through the three discussion /focus groups held in the context of this evaluation.

5.3.1 Departmental Project Solicitation and Selection Processes

There was considerable uniformity in the departmental management approaches to soliciting project ideas and proposals from the voluntary sector, and in selecting projects for funding, particularly in Round 2. Virtually all of the departments involved in SIDPD for both rounds established departmental committees to develop project criteria and to review submissions from voluntary organizations. These committees identified and developed departmental policy priorities; refined these within the SIDPD objectives and criteria for project funding; identified how to reach out to the organizations; and then evaluated project proposals against those criteria.

With only a few exceptions, departmental committees were made up of representatives from departmental policy and program sectors. There were also some limited examples of the voluntary sector itself being involved in the solicitation and selection process. Involving departmental regional offices in these committees, or in the solicitation and selection process as a whole, also appears to have been limited, despite the fact that in many cases it is the regional offices that have a much closer relationship with the voluntary sector. A number of voluntary organizations indicated that more involvement by departmental regional offices and particularly the provinces[20] throughout the process would have been beneficial.

In Round 1, the majority of voluntary organizations were made aware of SIDPD through their existing departmental contacts. Interviews indicate that most departments already had a policy or mandate to work with voluntary sector organizations and to involve them in policy development – particularly the larger, national or regional organizations. When the departments began soliciting input for project ideas in Round 1, they turned to these organizations with which they were already familiar.

This process meant that organizations that did not already have a relationship with the departments were left "out of the loop." This group included many local and community-based organizations, particularly those whose work was more focused on issues more clearly falling under provincial jurisdiction. Nevertheless, a number of "unconnected" organizations heard about SIDPD through their networks of contacts: through other voluntary organizations or through nationally- or regionally-based umbrella organizations.

5.3.1.1 Results of Changes to Departmental Project Solicitation and Selection Processes from Round 1 to Round 2

The changes to the central project selection process in Round 2, ensured that a broader range (see Section 4 Outputs) of voluntary organizations were able to participate; particularly those whose interests lay outside the departments' usual consultation field of

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[20] The issue of provincial involvement came up several times during this Evaluation. Interviews suggest that the provinces were not thoroughly informed as to the objectives of the VSI until sometime after Round 1 of SIDPD was launched. Consideration of the provincial aspect in policy development was not explicitly stated in background documents for SIDPD.

view. Some respondents commented that this meant that Round 2 took a slightly different focus. As one departmental contact stated, "in Round 1, we were involved in an extensive consultation with the groups that we regularly dealt with. The project criteria were very focused on the department's immediate policy issues. In Round 2, the criteria were much broader and included a range of policy issues."

The following commentary, captured in a departmental email communication, illustrates how broad the proposal solicitation process was for most departments in Round 2:

> *The number of project descriptions received by departments ranged from 4 at Veterans Affairs to 71 at Health Canada. After Health Canada, 4 other departments received a significant number of submissions: HRDC had 51; Department of Fisheries and Oceans 37; Solicitor General 32; Justice 31; and Environment Canada 30.*

As a result of the changes made to the process between the Rounds, the process was seen by both sectors as much more "department-driven" than the "center driven" process of Round 1. Round 2 is also perceived, particularly by the voluntary sector, as a much more complicated, formalized and "multi-tiered" approval process. Still, from the perspective of senior departmental representatives, Round 2 was more effective in the project solicitation, review and selection stages, both within their departments and centrally by the VSTF. There is also a sense among senior departmental officials that Round 2 was indeed more fair and transparent.

5.3.2   *Departmental Resourcing and Staff Support*

As SIDPD was rolled out it was assigned to staff in departments who assumed responsibility for its management in addition to their normal responsibilities. Many of these individuals were not provided with sufficient support from their respective departments[21] or from the VSTF to manage and ensure that SIDPD's broader objectives were being met. With very few exceptions, departmental representatives expressed frustration with the level of resources and staff support that was made available to them to manage SIDPD projects. No funding was allocated to departmental management from SIDPD itself (although some departments did apparently make special requests for funding). This lack of dedicated administrative resources impacted on the projects in a number of ways. Some projects were delayed because the department had insufficient resources to provide proper administrative support – time that could have been spent by the department in supporting project implementation was spent instead competing with other units for resources to manage SIDPD. Departmental finance branches were often insufficiently briefed on the initiative, which led to contracting and funding problems and further delays. In at least one case, the department did not have the appropriate funding authority to complete funding arrangements with their voluntary partners, and authority to enter into special contribution agreements.

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[21] It is important to note that insufficient resources and support at departmental levels was not the case in all departments. At least two departments made SIDPD a priority and re-gigged resources accordingly.

Perhaps even more significant is the lack of broad departmental knowledge and understanding of the VSI, of SIDPD, and specifically of SIDPD projects supported by other departments. Aside from those responsible for the day-to-day management of SIDPD projects within the department, other policy and technical experts in the departments were often not sufficiently aware of the program to offer their time and support. Poor communication within departments is not unique to SIDPD, but these internal departmental silos were reinforced by a concomitant lack of communication concerning the SIDPD initiative in general.

5.3.3 Departmental Management Effectiveness

The majority of the departmental contacts interviewed stated that existing departmental administrative systems were either only "somewhat effective", or "not effective at all", as the most effective mechanism for the delivery of SIDPD. When asked about how things could have been done differently, however, no one could provide any suggestions that would have addressed these concerns, while at the same time satisfying the government's need for accountability and centralized management. Although not universal, a great deal of frustration was expressed, by voluntary organizations as well as federal department representatives, with the overall management of the program. In addition to issues related to administration there were some questions related to the appropriate skill level of the officers assigned. In some cases policy officers who knew little of the administrative aspects of Contribution Agreements handled projects. Subsequently these projects were handed off to program officers who knew little about policy and how to make the linkages required for detailed policy related projects. In addition, it seemed that departmental managers were not sufficiently engaged although there were significant exceptions that then played out in the outcomes of the projects.

The remainder of this section, examines more specifically the effectiveness of departmental management in terms of i) the process for approving projects (5.3.3.1), ii) funds disbursement (5.3.3.2), and iii) monitoring and evaluation (5.3.3.3).

5.3.3.1 Approvals

With very few exceptions, the voluntary organizations interviewed for this evaluation complained that the application and approval process took far too long. This fact was especially true for Round 2 projects.

As already discussed above, voluntary organizations generally felt there were too many steps in the process, too many layers and thus much more investment at the front end required by the process than was expected by most organizations. There were frequent re-writes of proposals, often in the name of ensuring that the project was "manageable." Taken from one of the evaluation's interviews with a voluntary organization, the following quotation generally reflects the frustration of many of the organizations involved in SIDPD:

In August 2000, we were advised about the program; in November, we submitted our proposal; in February, we were told to re-write the proposal; in August 2001, we heard that we would receive funding; in October 2001, we were assigned a new project officer; in November 2001, our agreement was signed, but we had to spend $75,000 of our own money to the end of March and did not get our first funding until April 2002.

In many cases, project proponents understood that the excessive administrative delays were largely out side the hands of the project officer and praised their support and diligence. However, most of the program officers interviewed also indicated that they found it difficult to interpret the process established by SIDPD for the review and approval of project proposals.

5.3.3.2 Fund Disbursement

There were few complaints about the level of funding; however most voluntary organizations and departmental project officers commented on the length of time it took for the funding to start flowing. The majority of projects experienced significant delays between being notified that their proposal had been approved and completing a contribution agreement and receiving the first cheque. In some cases, the length of time between signing an agreement and receiving initial funding was more than six to eight months. It was particularly difficult for smaller organizations without other resources to draw upon to cover the shortfall, as well as for project-based organizations that receive little or no core funding which could be relied upon to get projects started while SIDPD funding was being processed.

In other cases, the delay in waiting for funding to arrive meant that the life of their projects had to be shortened considerably. It is worth noting that, in a few cases, project proponents were under considerable pressure from their partner department to manage their project according to the timeframes outlined in the project proposal and to produce the deliverables agreed to in the contribution agreement, even though funding was significantly delayed.

5.3.3.3 Monitoring and Evaluation

By and large, departments used their existing performance measurement, monitoring and evaluation tools to track SIDPD projects in the absence of common evaluation tools[22] provided by VSTF. Generally, departmental representatives responsible for the administration of SIDPD projects indicated that the use of common (i.e., department-wide) performance measurement, monitoring and evaluation tools would have had a positive impact on their department's ability to deliver SIDPD. Their responses indicated that it would have been useful to have had such tools available. Some suggested having a "prototype project evaluation framework" made available to the departments. This template would have helped with management, and also would have enabled project

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[22] Health Canada has produced a common accountability and evaluation tool for all their SIDPD projects that could be used by Round 2 projects not yet completed.

proponents to understand what data and monitoring processes would be expected from them. Moreover, in speaking with project representatives it is clear that evaluation was not considered a fundamental part of the project activities and was, in many cases not budgeted for particularly in Round 1. In Round 2 there was considerable effort at the VSTF review stage to ensure that knowledge sharing and evaluation were components of the proposed projects. Some projects had their budgets increased to ensure that there would be an evaluation. However, it appears that when the Contribution Agreements were drawn up often funds were not specifically allocated to evaluation. As a consequence, in some cases project budgets have had to be retroactively revised in order to include resources for evaluation.

5.3.4   Involvement of Departments In Projects

Evidence from focus groups in particular suggests that there was wide variation across the SIDPD projects in the extent to which departments actively managed and were engaged with their voluntary organization counterparts concerning project activities. Yet, the SIDPD was intended to push the boundaries and existing relationships toward a more collaborative approach as per the VSI objectives, and some projects certainly benefited from fully engaged federal department partners. In such projects – for example one concerning the immigrant settlement sector and another concerning housing issues for veterans and seniors – the federal partner departments championed the projects and engaged with the voluntary organization partners in productive working relationships.

By contrast, other projects suffered from a real disengagement of their partner federal departments and despite initial positive outlooks for the projects, some have ended up adrift because of the disengagement of the federal partner. In one case, the disengagement occurred when the project was repeatedly transferred between the policy and program branches within the partner department: where one branch understood and championed the project, another had a harder time determining the project's place within their own priorities. It is therefore extremely clear that consistent championing and engagement of the project, and of the spirit of the VSI itself, were clear project success factors.

5.3.5   Project Resourcing

The interviews with voluntary organizations revealed no complaints about the level of funding for individual projects. This is unusual for a government-funding program. Virtually all of the projects that were approved were given the amount of funding they requested in their proposals, or an amount very close to what was requested.

It is common practice to examine the cost-effectiveness – or value for money – achieved as a result of funding initiatives such as the SIDPD. There are several characteristics of the SIDPD initiative that make this an impractical and essentially impossible task. First, the fact that there is no common project delivery framework that would have existed if the projects had been administered through one federal department makes comparisons between projects very difficult – essentially, a comparison of apples and

oranges. There are multiple departments implementing a diverse set of project management activities, with no common tools or mechanisms with which to achieve common baseline measures.

Second, the SIDPD lacked an overarching coherent program framework that would have considered the nature of the projects in relation to their level of funding. Typically a program framework would be developed for similar initiatives that might involve different streams of projects according to the nature of the work they are doing – for example a developmental stream addressing emerging policy issues or a capacity stream addressing established policy issues. In addition, these streams could have been funded according to their scope (national, regional, local). In essence the SIDPD Round 1 outcome evaluation cannot accurately or meaningfully examine value for money because it is not possible to distinguish at what level the projects were working, and there are too many variables at the departmental management level.

Nevertheless, the evaluation can comment on the fact that some projects were awarded large sums of money with apparently few safeguards in place to ensure that the voluntary sector had the capacity to manage the funds. To reiterate the findings from the previous section, only one department to date has developed a systematic approach to independently evaluating their SIDPD projects. A small number of Round 1[23] projects have conducted self-evaluations. Approximately two thirds have indicated that they have not yet done any type of evaluation, with half of those indicating that no evaluation will take place.

5.3.6   *Leveraging*

Almost all SIDPD projects involved some leveraging of resources from other sources. In fact, leveraging was critical to some projects, the nature of which required a level of financial resources that could not be provided by SIDPD. Some of this leveraging came directly in the form of cash contributions from other federal and provincial government departments and agencies, other voluntary partners, and private foundations and businesses.

The vast majority of leveraging, however, came in the form of in-kind contributions. More specifically, in-kind leveraging included administrative support in managing SIDPD projects provided by the staff of voluntary organizations (either the lead organization on a project or its partner organization), including secretarial support, office space and supplies, postage, and the use of audiovisual and other technical equipment). The support also included travel time and expenses of some project participants in getting to project events. A significant cost item, these costs were nevertheless often absorbed by the participant's "home" organization, or by the participant himself or herself.

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[23]   Most Round 2 projects are not fully completed.

Clearly the biggest source of leveraging came in the form of volunteer time. This contribution included the time spent by volunteers in developing and managing a project, as well as preparing for and participating in specific events associated with the project (such as meetings, workshops, etc.). As can perhaps be expected, virtually all the voluntary organization respondents indicated in their interviews that their projects would not have been possible without the strength, dedication and energy of their member volunteers.

6. Findings by SIDPD Objectives - Round 1 Outcome Findings

The outcome evaluation examined three main areas: Relevance, Achievement of Results Against the Objectives and Effectiveness. Each of these areas, and their sub-sections, will be examined below.

6.1 Ongoing Relevance of SIDPD Objectives

Three main issues were examined under the subheading of the on-going relevance of SIDPD projects: (1) the extent to which departments and voluntary organizations articulated an ongoing need for projects-based programming to support the work of SIDPD; (2) evidence that SIDPD projects addressed departmental policy priorities; and (3) evidence that the projects addressed voluntary sector policy priorities.

Not surprisingly there was some variation in responses both between and among the federal government and the voluntary sector. There appeared to be unanimous support from within the voluntary sector concerning the continued need for such programming. Likewise, many departmental representatives indicated that the continued engagement of the voluntary sector would require an infusion of resources into their policy branches. Continued engagement with the voluntary sector in such an active fashion was reflected in only a very few departmental responses.

The majority of voluntary sector respondents also indicated that the projects had met both their own, and their federal department's priorities, with a few indicating that over the course of the project the policy area *became* a priority for either the department, the voluntary organization, or both. This issue of addressing policy priorities is somewhat difficult to determine with real accuracy given that for some projects, voluntary organization representatives described the project process as highly department-driven, particularly at the proposal-writing stage in Round 1, whereas in Round 2 it was left up to voluntary organizations to choose from identified departmental policy priorities and to shape their project proposals accordingly. In a small number of cases, the SIDPD projects provided an opportunity for voluntary sector organizations and federal departments to *jointly* identify some policy priorities. Overall, there was general consensus that the aims of the SIDPD continued to be relevant, with the understanding that there was still much work to be done in order to achieve a shared understanding of some of the objectives, and the associated responsibilities for each sector.

6.1.1 Emerging Policy Issues

The identification of emerging policy issues is seen as one potential outcome of greater voluntary sector input into the federal policy development process. The federal government and voluntary sectors execute their roles in different ways. It is often because of grass roots,

front-line involvement with the daily challenges of Canadian citizens that voluntary organizations are able to articulate emerging policy issues. By contrast, the federal government does not generally have as direct a service-delivery role, and departmental policy agendas are often constrained by government mandates and priorities. In Round 1 the departments largely identified the policy issues to be addressed by the SIDPD projects and solicited involvement from voluntary organizations that were also identified by the departments.

Due to these and other factors, it is not surprising that Round 1 did not result in the identification of any emerging policy issues. However, several projects dealt with current policy issues from very new perspectives; prostitution and the drug trade and native battered women are two projects that took fresh approaches to the policy work.

6.2   Achievement of Results Against SIDPD Objectives

6.2.1   NGO Capacity Development

A key evaluation question concerns the extent to which voluntary organizations involved in the SIDPD projects increased their policy development capacity. This increased capacity could have taken many different forms including the ability to assess departmental policy priorities and to provide input into various stages of departmental policy development processes. According to the analysis of Round 1 project final reports, 62% of projects indicated that their projects had resulted in increased policy development capacity within their organization. Evidence from interviews with project proponents, shows that fully 100% reported that their SIDPD project has increased their organization's capacity to contribute to federal policy development. The following quotes are examples from these interviews:

> *"We are invited more to participate, we now sit on policy working groups and … represent the NGO community".*

> *"Through the SIDPD resourcing we have been able to build a better network that focuses on building policy development capacity".*

> *"[We] can take on a broader range of policy issues and have the ability to pull the voluntary sector together" as a result of the SIDPD project.*

One project in particular concerning immigration serves as an illustration of the positive impact of SIDPD. Prior to the SIDPD project, the immigrant settlement organizations were highly fractured and disparate in their capacities and their experience in working together, not to mention in terms of their ability to work with the federal government. "The SIDPD project has resulted in a much more focused and united sector that has increased our capacity for collective and collaborative action".

Another project working with street prostitutes was equally positive about what it had achieved:

> *"This project provided an incredible opportunity to develop a diversion program that would not have been possible otherwise. It ensured that there was money to involve the many partners; to conduct videoconferences so that different regions could participate and it enabled us to bring together people from across the country to share ideas and establish common objectives such as the "Call for Action". For this, A Great Big Thank-You!"*

The substantial increase in voluntary sector policy capacity was underscored at the December 2003 focus group; where there was considerable participant agreement concerning the amount of policy capacity development achieved through the SIDPD projects. Research capacity was the one area of policy development seen as requiring particular and ongoing attention. Because of the high level of expertise needed to undertake rigorous, valuable research, many voluntary organizations simply did not include this as one of their activities. Focus group participants agreed that nevertheless, the close link between good research and policy development requires that voluntary organizations serious about policy development also need to increase their research capacity.

Yet, some respondents did have reservations concerning their partner federal departments' willingness to use the increased capacity within the voluntary sector. For example, one respondent stated "To some extent, the project has assisted [our organization] in improving its effectiveness to have input into policy development. However, for the most part, our efforts to provide comment and expertise are ignored by the department". This tune was a minor theme that ran through approximately one third of the interviews. Despite positive responses to specific outcomes, a number of respondents had reservations concerning the sustainability of their newfound relationship with their federal partners, and questioned the political commitment to furthering the VSI ideals for true collaborative partnering which emerged from the SIDPD projects.

6.2.2 Government Capacity Development

The evaluation also examined the issue of whether the SIDPD projects contributed to the capacity of federal departments to engage voluntary organizations in policy development, and to then use that input in a meaningful way for departmental policy work. When the SIDPD Initiative was first conceived there was a great emphasis on the requirement to improve the policy development capacity of the voluntary sector. Yet, from the perspective of many voluntary sector organizations, there is considerable variation among federal departments in their ability and willingness to not only engage the voluntary sector effectively, but also to then use the information and knowledge gained from that engagement process. Indeed, from the perspective of many voluntary sector focus group and interview participants, there was an equivalent need for capacity development within the federal government, and there was a perceived requirement for SIDPD to address the need within both the government and voluntary sectors.

Based on interviews with voluntary and government sector representatives, there are mixed reports concerning whether the projects contributed to the federal government departments' capacity to engage knowledgeable voluntary organizations in policy development. On the one hand, some respondents from the voluntary sector indicated that yes their projects did achieve this goal, and that "they now have more respect for our opinions and provide us with opportunities to speak". On the other hand, others indicated that one partner department was already good at engaging the voluntary sector, while another partner department has been 'shown the way' through the SIDPD project and that it is now up to them to decide to walk the new path or not. In fact, there was considerable ambiguity in the responses to this question. Some organizational representatives suggested that federal capacity was enhanced, but that this "varies region to region and depends on how the department works". This difference highlights the fact that departmental culture has a large impact on how 'engaged' departments are willing to be with the voluntary sector. In a small number of cases, respondents were decidedly negative in their responses. They indicated that while the potential was there in the department to increase their capacity to engage with and use input from the voluntary sector, it "wasn't acted upon". Further, one voluntary organization representative stated that

> [although] in recent weeks there has been some indication that the role of the voluntary sector in policy development may have some value, in general the department does not engage the voluntary sector in the policy process…This project has demonstrated the potential for input into the policy process but there has been no effort to implement the model….

6.2.3   Influence on Policy Development Process in the Federal Departments

Enhancement of policy capacity – a key SIDPD objective – was also measured in terms of the extent to which projects were able to input into and to thereby influence the policy development process with their partner federal departments, or in other jurisdictions. According to project final reports, six in ten projects (62%) indicated that they had input as a result of their SIDPD project, while close to one third (29%) reported that through this input they had influenced the policy process within their federal department. Most importantly, more than half indicated that it was too early to tell, which is not surprising given the short project duration. These somewhat different results are suggestive of the fine line between having an opportunity for input, and the extent to which that input is incorporated into the policy process. While the vast majority of voluntary sector respondents have rated their opportunities for input favorably, only time will tell whether this input has resulted in real voluntary sector influence on the federal policy process.

Of those projects that did influence policy development, this influence occurred at different levels of government. A small number of projects became highly engaged at the municipal level (such as one project focused on building the policy capacity of the youth environmental community). Many projects had an effect at the regional level, with about half affecting policy at the federal level. These results are seen as highly positive given

the short project duration. Indeed, a couple of projects have far exceeded the expectations concerning policy development. One Round 2 project is poised to have an impact on legislation currently being developed in the area of non-profit corporations that was before Parliament at the time of interview. According to the federal government respondent, "this work was directly informed by the department's SIDPD projects and the involvement of its partners. This step was a major development and will have a huge impact on the sector (liability issues etc.)". Two other Round 1 projects – one project concerning Creating Options Aimed at Reducing Sexual Exploitation and another concerning Housing Issues for Veterans and Seniors – have each resulted in the development of highly successful programs that have been recommended as models for other regions.

Of note, a limited number of senior government and voluntary sector people said that they do see a trend toward a change in the way some government departments conduct the policy process. Interviewees indicated a new openness to dialogue and a willingness to work more collaboratively. They further indicated that they attributed that attitude to the work of the VSI in general and the roll out of the Accord and Codes, and not just to SIDPD projects.

6.3 Effectiveness

In addition to its two major objectives SIDPD had several another objectives that were used as indicators of how effective SIDPD was overall.

6.3.1   Innovation

The first point to be made with respect to innovation, in the context of SIDPD projects, is that innovation is frequently in the eye of the beholder. There were virtually no representatives from the voluntary sector who said in their interviews that their projects were not innovative. And indeed, many of them *were* innovative, particularly when one considers that, in some sectors; little effort had ever been made previously at developing policy capacity. For some sectors, merely bringing a group of concerned individuals together to discuss what needed to be done could be considered as innovative.

An analysis of the SIDPD database created for this evaluation indicates that almost half – 43% - of projects were innovative. Innovation took many forms: for example, projects innovated in their approach to partnership development. In a few cases, partnership development was done at multiple governmental levels *excluding* the federal level, with real innovation occurring through the involvement of municipal or provincial governments. This finding was substantiated in a number of interviews and through the focus groups, where participants spoke extensively about the strength of their regional relationships, in some cases with little or no federal involvement. This lack of federal

involvement[24] meant that projects were unable to progress significantly despite extensive buy-in and involvement at the regional level and from other partners.

Across all the various projects in SIDPD, "innovation" appears to come primarily in the form of:

- Bringing together groups who have never, or have rarely, worked together on projects (as many organizations and/or departments continue to operate as distinct "silos" with little opportunity to share knowledge and expertise with other organizations or sectors).

- Innovation in approach occurred within at least two projects engaging marginalized groups: prostitutes and battered native women; two groups who in the past would have seldom if ever been deliberately engaged in policy issues.

- The collection of data that had never been collected before, the sharing of existing data that had never been shared before between groups, or simply the packaging of data in ways that it could be used more readily and effectively by the voluntary sector.

- The use of new technologies for improved communication and cooperation between voluntary sector organizations and their partner departments - in one case to develop policy using the Internet.

- The development of a professional policy capacity at new and different levels within some voluntary organizations. As one voluntary organization contact said, this was the first time they offered "professional development in policy" outside of the organization's head office. "Rather than promote policy development at the national headquarters level, we chose to develop expertise across the organization."

- New focuses for policy within departments. For example, one project involving the Canada Mortgage and Housing Corporation (CMHC) had an impact in expanding the agency's focus from simply affordable housing to affordable home ownership as well.

6.3.2   Dissemination/Knowledge Transfer/Replicability

Dissemination, knowledge transfer and the replicability of project learning are considered important indicators of the achievement of SIDPD results. Measures of success include evidence of dissemination of project results and lessons learned interdepartmentally, inter-sectorally (between the government and voluntary sectors) and within the voluntary sector; evidence of a change in the level of understanding within voluntary organizations of the policy process and of government priorities; within government of policy priorities

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[24] Lack of federal involvement was particularly troublesome for those projects with a large federal/provincial dimension. Several respondents indicated the federal government should have made more effort to bring the provinces into SIDPD earlier on in the process or to have limited projects to addressing policy issues that were solely within the purview of the federal government.

within the voluntary sector; and finally of the actual or potential replicability of project activities and outcomes.[25]

At the time of the process evaluation, many departments indicated that they intended to disseminate the final reports once projects were completed. Now at the outcome stage, approximately one third (33%) of projects reported dissemination to the relevant parties, though fully 48% of final reports were ambiguous on this point and indicated a 'don't know' notation. As such, it is possible that greater dissemination of lessons learned and findings will take place. Dissemination of results, however, can mean more than simply the sharing of a final report. For example, at least one department included regular meetings and communication between the four to five organizations carrying out the projects as part of the management of its portfolio of SIDPD projects. Their goal was to ensure that all of the organizations were kept aware of what other projects were doing, what information they were using, and what kinds of results they had achieved or were expecting to achieve. All project representatives interviewed indicated that they placed a value on dissemination and knowledge generation and they intended to complete their planned activities in this regard.

Knowledge Transfer

In terms of knowledge transfer between the federal government and the voluntary sectors, information gathered from the interviews and the focus groups indicate that within each sector, there has been a large shift in the level of understanding of the other sector's policy priorities and processes. Many voluntary organization respondents indicated that they had learned a great deal throughout the life of their project, right from the submission of their funding application to the submission of their final report. This experience rang particularly true for those organizations partnering with the federal government for the first time, or engaging in a new partnership. A key success factor identified by the final focus group was the achievement of significant learning achieved by both sectors, especially where an iterative and ongoing dialogue opened up between the voluntary organization and the federal department. Despite such successes, other focus group and interview participants articulated a continuing need for the government to clarify the differences between advocacy and policy development. One organization in particular experienced a challenge to its charitable status as a result of its project work funded by the SIDPD that was perceived by one department as advocacy work rather than policy development. For some stakeholders, the legal limbo and definitional confusion raised questions concerning the appropriate role of voluntary organizations in policy development.

At the same time, there was also considerable consensus that there should be more opportunities and mechanisms to share lessons learned. Some respondents suggested that the departmental 'champions' should have facilitated the dialogue within and between projects, and should have been charged with facilitating de-briefing sessions whereby projects and departments could have learned from one-another.

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[25] The issue of replicability is also linked to the issue of SIDPD cost effectiveness and accountability, and the need for departments to demonstrate that lessons learned from projects are to some extent transferable to other organizations, jurisdictions and governments.

Replicability

Finally, replicability is another dimension of knowledge transfer and specifically deals with whether project activities, other organizations, departments and jurisdictions can use outcomes and lessons learned. The evaluation examined both actual replicability of project activities and the potential for change. More than half of Round 1 projects (57%) indicated that the experiences and solutions gained from their projects could be replicated, while just one project out of 21 reported that replication had already taken place. This finding is not surprising given that many of these projects were only just starting to engage in serious policy development related activities by the end of their projects. They had spent much of the start-up time developing networks, partnerships and getting the projects up and running. One project dealing with Family and Children in Poverty was originally seen as being a networking model that would be set up in the regions across Canada. Though by the project's end this expectation became questionable due to the absence of sustainability funding.

6.3.3 Horizontality and Collaboration at the Departmental Level

Projects, which work across sectors and issues areas, across disciplines and departments as well as across jurisdictions, are by force of circumstance compelled to operate in a horizontal fashion. In an increasingly complex world, it is rare that an issue is not related to other issues. Horizontality requires the development of collaborative working relationships and without it there is only the appearance of horizontality.

For the purposes of the outcome evaluation, horizontality was measured in terms of the degree of new or strengthened evidence of collaboration in the area of project development or policy development, within or between departments and voluntary organizations. Horizontality as a way of working played out at various levels that were examined: within departments, between departments, within the voluntary sector, and between the voluntary sector and the departments.

As has been previously stated, there was no formal mechanism or process within SIDPD to bring federal departments together in order to facilitate either intra- or inter-departmental project development or monitoring, let alone policy development. Where successes occurred at the individual project level, they did so as the result of a champion within a department and/or within the voluntary organization partner that understood the requirement for broad, multi-sectoral involvement.

Regardless of the potential for horizontality through the SIDPD projects, there is mixed evidence of the departments working in a truly collaborative fashion. For example, there were no efforts to bring the departments together at the SIDPD Initiative level to share project progress reports until the evaluation brought them together. Nor were individual projects adequately resourced to ensure that opportunities for information sharing and exchange were embedded in their projects.

However, there were a significant number of projects where project contribution agreements indicated the existence of federal partners. At the level of project execution, a number of these 'paper partnerships' did not come to fruition due to a number of factors including the absence of formalized Steering Groups or lack of staff resources to nurture the work. This apparent contradiction in the findings suggests in part that there was not sufficient understanding or recognition of the time, resources and skills required for working collaboratively and managing horizontally. By the same token, other projects acquired some partnerships along the way, and though not indicated in their contribution agreements, such partnerships were real and played critical roles in the projects. Certainly, it clear that working collaboratively was a key project success factor, and that the idea of collaboration is closely tied to focus group participants' assertions of the need for equity within voluntary sector /federal partnerships.

6.3.4 Creation of Partnerships/Networks and Collaboration Among the VSOs

The range of partners engaged by the voluntary sector in projects reflected an extremely broad cross-section of institutions representing Canadian society. These groups often included other organizations such as umbrella organizations made up of smaller member organizations, informal (and formal) networks and partnerships between voluntary organizations, and federal government departments. In some cases, provincial governments were involved as partners, as were some municipal governments, Aboriginal governments, police departments, labour unions, chambers of commerce and other business groups, and universities, colleges and independent think-tanks and academics. A small number of projects also included private businesses as project partners.

Typically, partners in a project had worked together previously. In such cases, SIDPD offered an opportunity to solidify their existing relationships. But many projects involved partners who had never worked together previously. They often cut across sector lines by bringing together groups working on different issues with common interests in developing a policy capacity in cooperation with other groups. One project even planned to stretch across international boundaries, involving voluntary organizations from Latin America and Africa.

The participation of these groups occurred at all points in the life of the projects. Partner groups were involved in designing or conceptualizing projects; contributing a particular area of expertise; providing services to specific projects, such as training or facilitation services; or in providing secretarial services and meeting space. Many projects planned for the involvement of their key partners throughout the life of the project, such as in co-managing the project or participating as a member of the project's steering committee. Others brought stakeholders in for only specific parts of their work, such as participating in workshops, round tables or symposia, contributing data, or providing input into a particular piece of the project's work.

The vast majority of respondents from voluntary organizations said that working together with other groups was vital to the success of their projects. They also suggested that strengthening existing relationships with other voluntary organizations, or creating relationships with new partners contributed the most to developing a policy capacity within their organization(s). Contributing to a "horizontal" environment and collaborative working relationships among SIDPD participants, and among voluntary sector participants in particular, appears to be one of the most successful and positive outcomes of the SIDPD Initiative.

There was also consensus about the importance of equity within the partnerships that were developed, in particular where government was a key player at the table. The partnerships most open and engaged in continuous dialogue, the better the relationship between the voluntary organization and the government, the better the project. By contrast, inequitable relationships led to a perception that the voluntary organizations were coming hat-in-hand, rather than as equal partners and there was some palpable resentment from representatives of the voluntary organization in such instances.

Participants at the final evaluation focus group also raised the issue of the benefits of the voluntary sector and the federal government working together in terms of the knowledge that voluntary organizations bring to the relationship. Specifically, voluntary organizations were clearly able to make great contributions due to their presence within their communities, their abilities to engage with a range of other groups and partners, and their ability to pull together diverse communities and perspectives. For some projects, the voluntary sector partner was instrumental in forging coalitions with other organizations that benefited the projects through sharing of resources and expertise – critical elements of project success that a federal department alone would have been unable to tap, due to its distance from citizens and communities. For most SIDPD participants, SIDPD was about relationship building as a critical building block for the establishment of effective, equitable ways of working.

6.3.5   Sustainability

Sustainability of the SIDPD objectives was examined from two main perspectives for the outcome evaluation: within federal departments, evidence of senior departmental management actions to engage voluntary organizations in new and ongoing ways; and within the voluntary sector, evidence that input into departmental policy development had increased as a priority for the organizations and whether the work itself could be sustained.

The majority of respondents in Round 1 indicated that there had been limited evidence of real change in senior management actions concerning voluntary organization engagement, with many reasons provided. For example, one respondent indicated that "[w]e continue to deal with mid-level public servants; senior managers are not fully engaged with us; the voluntary sector is not their core business…" Another respondent stated that such leadership is "sporadic at best because there is not much reciprocity of resources, capacities and understanding…there is no champion, and therefore no consistency…." However, in a few of the projects, senior management has been very

involved and has been actively engaged from the beginning. These few projects have met with considerable success. In addition, there is some indication that more engagement may have taken place in Round 2 projects. The nature of the change will be better understood once the projects are completed and their outcomes are evaluated.

At the level of the voluntary sector, there are mixed views as to whether the SIDPD projects made engagement with the federal government around policy development a greater priority. Several contacts reported that engagement was always a priority for their organization, and that the SIDPD project was merely a fulfillment of their mandate. For others, the project enhanced the organization's interest in a particular policy area, one that the organization saw as sustainable into the future. For a very few, it was too early to tell whether engagement with the federal government on policy development would become a higher priority for them – possibly because it is too early to tell whether the organization's efforts have yet been effective.

Other respondents suggested that sustainability also needs to be understood in terms of an ongoing voluntary sector involvement in policy development across the board. In order to continue to attract voluntary sector representatives, and in particular to engage organizations who may be able to "think outside the box", it was suggested that the government should consider a measure such intervener funding that would support the costs associated with engaging in federal policy development. Intervenor costs could include participation at meetings and researching and preparing policy papers. Further, one respondent suggested that "[p] perhaps … a government-wide policy (is needed) which takes the position that input from the voluntary sector, the department(s) should be required to support (voluntary sector) participation. There needs to be some way to compensate them".

As a case in point, it appears that where multi-jurisdictional networks were formed as a result of the SIDPD, they will have difficulty sustaining their work over the long term. These projects include PolicyLink in New Brunswick, VOICE in Manitoba, and the Sports Collective at Heritage Canada. In all three examples, it has become clear that partnerships and networks, like collaborative working relationship, are not sustainable without additional resources or supportive mechanisms.

Another respondent stated that resources should be allocated not only "to seek policy input, but to also be able to communicate with the voluntary organizations concerning how their point of view was taken into consideration irrespective of final political decisions". Focus group and interview participants echoed this perspective on sustainability, and the discussion raised additional issues concerning the difference between democratic access to the policy development process, and "a perceived expectation that involvement in policy development automatically means having one's views or recommendations accepted". Many felt that this issue will require more discussion and a longer period of working together, but that the SIDPD projects had opened the channels of communication in a very positive way.

An Evaluation of the Sectoral Involvement in Departmental Policy Development (SIDPD)

7. Conclusions and Lessons Learned

The evaluation of the Sectoral Involvement in Departmental Policy Development (SIDPD) initiative has been undertaken with a view to generating lessons learned that would help the federal government and the voluntary sector to improve their capacity to work together in the area of policy development.

The conclusions are interim in nature at this stage of the evaluation. The outcome evaluation of Round 2 projects has yet to be undertaken, there are few final project evaluations available, and the largest of the Round 1 projects at Health Canada has yet to be completed. It is important to keep in mind the limitations of the evaluation which include the difficulty of tracking down those people inside departments and NGOs who were directly involved in the exercise, many of whom have changed jobs or roles during the process. In addition, the lack of consistency in reporting requirements has negatively affected the quality of some of the documentation. Complicating the equation is the difficulty of assessing the outcomes of policy development initiatives whose impacts may only be determined within a longer time frame than is available to the evaluation team.

Lastly it must be recognized that SIDPD is a complex initiative involving a set of expectations between two sectors – at the macro level, the federal government and the voluntary sector writ large, and at the micro level, 17 federal departments and agencies and well over 100 voluntary sector organizations. The perception and understanding of what SIDPD is and what it has achieved is highly dependent on the vantage point of the perceiver.

7.1 Conclusions

7.1.1 Achievement of Objectives

In the context of SIDPD's two overall objectives, respondents from within the departments and the voluntary sector agreed that SIDPD was very successful in strengthening the voluntary sector's capacity to contribute to departmental policy development. New relationships were established, stronger partnerships were created, new data collected and new communications skills resulted – all of these seen as steps in the right direction. At the project level, there was unanimous agreement that in spite of all the obstacles encountered along the way, a majority of projects were quite successful. Most respondents from the voluntary sector were excited about the potential to innovate engendered by SIDPD and as a result of the projects, voluntary sector policy capacity was seen to have increased.

In terms of SIDPD's second major objective - strengthening the voluntary sector's opportunities for input into departmental policy development – the achievements are mixed. While there are several interesting instances of improved opportunity for input into departmental policy development processes, more limited innovation has appeared to

date within government. The inability of many departments to capitalize on the projects appears to be related to multiple factors including the absence of active departmental champions, constant staff turnover and issues related to SIDPD design, accountability and governance. There are nevertheless several interesting instances of creative government and voluntary sector policy development partnerships as a result of the SIDPD Initiative.

7.1.2   Relevance

SIDPD cannot be considered in a vacuum and it is for this reason that the concurrent, parallel, but independent work on the Accord and the Code of Good Practice on Policy Dialogue must be taken into account. There is some indication that a trend toward better collaboration and mutual understanding is beginning to emerge, the result of many influences including the roll out in departments of the Accord and Codes.

 In SIDPD, policy development was interpreted broadly to include policy planning, formulation, program design, delivery, monitoring evaluation and lessons learned. Conceptually, it did not however mean the same thing to each of the players. Lacking a clear definition of the role of non-government players in policy development, the result was a wide range of quite different expectations.

In spite of the laudable intentions of SIDPD in terms of greater horizontality, increased collaboration and partnership in the policy development process, the roll out of the program was very different from its conceptualization. However, there was general consensus that the aims of the SIDPD continue to be relevant, with the understanding that there is still much work to be done in order to achieve a shared understanding of some of the objectives, and of the associated responsibilities for each sector.

7.1.3   Accountability and Governance

The issue of clear lines of accountability or lack of them was a recurring theme throughout the evaluation. While the VSTF/PCO played a central initial development and management role, the departments were responsible for the subsequent delivery of SIDPD. There was no "governance framework" which outlined the responsibilities of the sectors, the departments or the VSTF, or indeed the relationship of SIDPD to the governing bodies of the VSI. When the JCC intervened in November 2000 to ask the Capacity Joint Table (CJT) to make changes to the management of Round 2, it should have been apparent at the time that governance was an issue. While the management changes initiated by the CJT clearly resulted in positive results, consideration should have been given to asking the CJT to take on the long- term responsibility for SIDPD. This change would have provided a vehicle for accountability at the level of the VSI, and enabled more appropriate linkages to the related CJT capacity and policy work. Ultimately, the uncertainty around the interpretation of what a "collaborative" process meant led to confusion and frustration. Within government, SIDPD appeared to be an "orphan" without a home, and from the voluntary sector standpoint it was viewed in large

measure as a government-driven and controlled initiative. Furthermore, the evolution of SIDPD from Round 1 to Round 2 of the project funding cycle seemed to many departmental and voluntary sector respondents as significant and yet improvised and unplanned.

7.1.4   Implementation/Effects of Changes Between the Rounds

Overall the delivery of SIDPD was seen as too lengthy and too complicated by virtually everyone involved. Round 2 was seen as more transparent and did engage a broader number of organizations and policy issues. However, although the process changed significantly from Round 1 to Round 2, the process was seen to not have been simplified, nor was it perceived to have become necessarily more collaborative. The voluntary sector had hoped to be taken more seriously as a partner and player, as stakeholders and knowledgeable contributors, in essence as legitimate and valued collaborators in the policy development process. The readiness and capacity of departments to respond to this expectation varied widely. This difference can be seen in the actual experiences that range from just another exercise in government project funding with voluntary sector organizations, all the way to innovative and collaborative working relationships that have resulted in substantial policy and program outcomes.

7.1.5   Horizontality and Collaboration

At the project level, there appears to have been considerable success with the voluntary sector at the community level working with one and often many partners. Contributing to "horizontality" as an objective is one of the most positive outcomes of the SIDPD initiative, and it was clearly led by the voluntary sector at the community level. Both community and government partners were recruited and in several cases the project proponents brought the municipal and provincial governments into the process. In terms of managing SIDPD in a horizontal manner within the government, the record of federal departments is unremarkable, though some collaboration did occur.

7.1.6   Resources and Support

The absence of the allocation of additional funds or person-years for the SIDPD exercise hampered the initiative throughout its history. Departments scrounged to find administrative funds and managers allocated spare time and/or spare staff (with considerable turn-over) to deal with the impressive amount of work generated by SIDPD. The initiative was often seen as an "add-on" and not a priority, and the result was delays and a lack of commitment and understanding within departments. The desire by the government to move funds quickly to the sector and to avoid criticism for voluntary sector funds spent on the bureaucracy led to the decision to have departments find resources from within their budgets. At the time this rationale seemed reasonable. However, similar to other aspects of the SIDPD design, it detracted from many

departmental efforts to focus attention on the projects with the same energy and commitment as their voluntary sector partners. This approach in turn called into question the government's seriousness in terms of the SIDPD exercise and contributed to the real differences in expectations that developed between the voluntary sector and the federal government.

SIDPD and the VSI were not well enough understood by departmental front line staff and because the accountability was unclear, it meant that administrators and implementers were not always working in concert. Little dedicated funding or professional support was designated specifically for the purposes of monitoring and evaluation, even though SIDPD was intended to inform the key stakeholders in terms of the establishment of a more collaborative policy development process – it was intended to be a mutual learning and relationship building experience.

While most departments appointed review committees, the multi-layered approvals process and the departmental caution with respect to risk management led to some micro-management and further frustration within government. It also led to frustration amongst the voluntary sector representatives. Lengthy delays in processing project proposals were the norm. Respondents from the sector were nevertheless universally pleased with the level of funding approved for individual projects.

7.1.7   Dissemination of Results

Dissemination of results was seen as an important aspect in the initial design of SIDPD. Mechanisms for knowledge transfer within SIDPD thus far, include the focus groups for this evaluation, a proposal to post project "lessons learned" on the VSI website, final project reports posted on departmental websites and a few individual project presentations at conferences and departmental meetings. A more systematic dissemination plan will be important once Round 2 project reports and evaluations are completed.

7.2   Lessons Learned

- Governance and Accountability Mechanisms - Complex horizontal initiatives require governance frameworks and clear lines of accountability. The time has to be taken to develop the mechanisms including RMAFs and the co-ordination aspects essential for creating shared accountability. In addition, an understanding must prevail amongst all parties that adjustments to those mechanisms will be required over time. Without such shared understanding, good will deteriorates and in the case of VSI/SIDPD, significant success in past relationship building is debased. Lastly, it must be noted that large-scale, high profile, horizontal initiatives that involve program management should be managed by departments and staff with significant program management expertise.

- Program Design - Good program design backed up by analysis is essential to ensure that measurable objectives and intended outcomes are developed. The lack of an adequate program design in SIDPD that took into account the varying capacities in departments and voluntary sector organizations, and the long-term nature of policy development,

contributed to raised expectations and misunderstandings. As a result, it is extremely difficult to come to an informed conclusion and attribution in terms of the relationship between indicators and probable outcomes – there are just too may variables.

- Government Commitment to Change - The use of a broad definition of policy development in terms of the engagement of the voluntary sector in the development of federal departmental policy was an important success factor for many projects. Yet, many federal departments continued to equate voluntary sector 'consultation' with 'collaboration'. They held the view that it was a process that relies on the status quo whereby the federal departments define and develop the policy issues of concern, and then invite voluntary sector representatives to comment. While there is no question that consultation forms one aspect of 'collaboration', clearly the development of collaborative working relationships in SIDPD projects that acknowledged and took into account differences in resources and power were more successful. These projects, which tapped into the knowledge within the voluntary sector, which in turn was used on behalf of both sectors by the federal government, appeared to be more sustainable.

- Good Project Management - Successful projects had several similar characteristics including project management that started with a management committee comprised of all relevant partners that met early and often. They also developed a project plan that identified roles and responsibilities, had consistent, open dialogue and leadership from both the federal and voluntary sector partners. Characteristically, they involved the major partners through the life of the project from issue and or priority identification through implementation, evaluation and follow-up.

- Systemic Challenges - SIDPD projects were attempting to execute innovative ways of doing 'government business' within existing bureaucratic structures, and in the end for some projects the existing structures were simply not flexible enough to support the innovative ideas and processes that were so central to the Voluntary Sector Initiative as a whole, and to SIDPD specifically.

- Monitoring and Evaluation - Adequate staff resources should have been available to regularly monitor project progress, or at least to identify potential content and administrative problems in advance. Project reporting requirements should be simplified and adjusted to the level of funding provided, along with an inter-departmental agreement to use a common reporting mechanism and evaluation mechanisms wherever possible.

- Horizontality and Collaboration - Progress was made in advancing the practice of horizontal working arrangements between federal departments, but this work has only begun. Partnership arrangements within the federal government are a promising step, but additional mechanisms are needed to facilitate and encourage such arrangements. Streamlined funding formulas, common reporting formats, clearer lines of accountability and dedicated resources (including staff) are required if horizontality is to be taken seriously by senior managers.

- Sustainability and Capacity-Building - The challenges of completing large projects were evident in the interviews and focus groups. By making additional funding available, SIDPD may have had the unintended effect of illustrating the extent to which voluntary organizations are struggling for resources, particularly after recent cuts to core funding programs. The requirement to deal with such large budgets in accordance with stringent accountability and reporting requirements was a challenge for many of the organizations. In the future attention would need to be paid to assessing the capacity of organizations to manage such sums and to provide training if required. In addition, in projects where the emphasis was/is on building networks, increased attention must be paid to an assessment of the sustainability of the initiative. That assessment would need to include identifying potential funding from other sources (e.g. provincial and municipal governments, private sector and foundations) that are part of the network, and a commitment by the government funder to help facilitate leveraging from those sources should the project proceed.

7.3 Short Term Recommendations

Attention to the following issues is recommended, particularly in preparation for the outcome evaluation of Round 2 projects.

1. Enhanced coordination should be undertaken in order to ensure better understanding of the SIDPD project links with the Code of Good Practice on Policy Development.

2. A common reporting template and evaluation framework distributed to the departments for Round 2 projects (the Health Canada framework could be adapted) would allow for more consistent reporting and evaluation.

3. The learnings in terms of informative approaches to collaboration and policy development that build on the best practices of the projects should be explicitly gathered and disseminated to all SIDPD involved departments.

4. Any follow-up to SIDPD must take care to develop a refined design and delivery framework in collaboration with the voluntary sector. Several design options should be considered including " intervenor" funding where demonstrated progress and expertise has been developed (by both departments and the voluntary sector), similar to that used in the past for the Court Challenges Fund for the Charter of Rights and Freedoms.

5. Explicit coordination with regard to the clusters of projects linked to similar issues needs to be facilitated to ensure that projects are learning from one another and that final reports and evaluations do not work at cross-purposes.

	Appendix 1	
Changes to Objectives, Criteria and Project Solicitation and Review Rounds 1 and 2		
Description	**Round 1**	**Round 2**
Name of Initiative	Partnering with the Voluntary Sector/Involving the Voluntary Sector in the Development of Departmental Policies and Programs	Sectoral Involvement in Departmental Policy Development (SIDPD)
Start Date of Solicitation	June 2000	June 2001
End Date for Proposal Submission	Nov. 2000	July 31st, 2001
End Dates for Completed Projects	Various, 2002-2004	Various, 2003-2005
Number of Proposals Funded	21	46
Number of Federal Departments/Agencies Involved	9	16
Eligible Proponents	Departments partnering with VSOs	VSO's partnering with departments
Funding	$11.6 million	$15.1 million
Funding limits on proposals	No limit	None
Project Duration	"Short Term"-one -two years	"Short Term"-one -two years
Limits on funds per department	None	None
Limits on projects per department	No limit	5
Numbers of Projects Received	Unknown (less then 100)	396
Responsibility for SIDPD Objectives/ Proposal Guidelines and Criteria	Responsibility of VSTF with no formal input from voluntary sector	Responsibility of VSTF with refined objectives/guidelines from JCT which represented input from government and voluntary sector
SIDPD Objectives and Criteria	Written as "purpose" includes increased capacity in the sector and better informed policy development as well as references to increased contact between sector reps and departments, development of more effective program design, shared analysis and dissemination of learnings. Material on the Initiative was written for departments,	Two clear objectives, more refined criteria for proposal development Written for both departments and VSOs Departmental policy priorities were part of the information on SIDPD that formed the material for the solicitation process posted publicly.
Proposal Form	No centralized public guidelines, internal guidelines for departments	Public Request for Project Descriptions (RPD) max 5 pages
Proposal development	No restriction on departments as to developmental support for proposal development In many cases projects developed collaboratively between government and the sector	Departments were requested to limit their developmental role

Appendix 1 (cont') Changes to Objectives, Criteria and Project Solicitation and Review Rounds 1 and 2		
Description	**Round 1**	**Round 2**
Solicitation Process	No formal centralized public process (e.g. by posting on VSI website, some departments sent notices out to VSO organizations they worked with). Many departments reached out to organizations already engaged with, departments and subsequently proposed the idea for a project; other methods included deliberate solicitation of regional projects and consultation with wide range of subject- related voluntary organizations to develop a strategic plan to identify issues and policy areas and develop a plan to address them	Guidelines posted on VSI website along with departmental policy priorities. Departments requested to post the solicitation on their websites and /or send notices out to their networks of organizations via e-mail
Departmental Review and Selection Process	No centralized review criteria tools, process developed by and unique to individual departments, ADMs had to sign off on projects submitted for final review to the VSTF	No centralized review criteria tools, process unique to each department ADMs had to sign off on projects submitted for final review to the VSTF
VSTF Managed Final Review Process	VSTF managed a process that saw review conducted by individuals associated with Canadian Executives Overseas with limited experience of the voluntary sector. The VSIS provided input into the review process and committee selection. Many projects sent back to departments for changes	VSTF managed a process called The Joint Panel for External Review conducted by representatives of government and the voluntary sector. The VSIS managed the selection of the VSO reps. Many projects sent back to departments for changes, Departments could provide additional info if they disagreed with the assessment.
Proposals Reviewed by Review Panels	39	68
Role of JCC in Project Review	List of recommended projects shared, no specified role in management of the process	List of recommended projects shared, no specified role in management of the Initiative. However they did direct JCT to resolve issues between the Rounds
Role of ADM Executive Committee	Not specified but appears to have been a final review to ensure equitable distribution of projects and funding	Final review to ensure equitable distribution of projects and funding
Funding authorization	Omnibus TB Submission managed by VSTF	Omnibus TB Submission managed by VSTF
Ministerial Project Announcements	August 2001	March 2002

Appendix 1 (cont') Changes to Objectives, Criteria and Project Solicitation and Review Rounds 1 and 2		
Description	**Round 1**	**Round 2**
Development of Contribution Agreements	Developed and managed by individual departments	Developed and managed by individual departments
Contribution Agreements Finalized	Last one signed December 2002	Last one signed Summer 2003
Evaluation and Monitoring	No centralized evaluation/monitoring tools, projects were evaluated on basis of procedures unique to each department	No centralized evaluation/monitoring tools, projects were evaluated on basis of procedures unique to each department

An Evaluation of the Sectoral Involvement in Departmental Policy Development (SIDPD)

Appendix 2: List Of SIDPD Projects

Round One

Canadian Heritage

Project Title:
Sport Policy Advisory Collective
Lead Organization:
Canadian Association for Health, Physical Education, Recreation and Dance
Total SIDPD Funding:
$952,000.00
Project Background:
Despite the significant number of not-for-profit and charitable organizations at all levels of Canadian sport there exists a need to increase our capacity to collectively address a number of sport policy issues, and to develop the capacity of the sector to engage the whole sector in that process. The goal of this project is to establish a Collective, a sustainable entity that will enable the sport voluntary sector to contribute to the development of government policies, programs and services resulting in improved management, coordination and leadership in the sport voluntary sector. Policy issues of mutual concern will be identified and improved information sharing on key trends, key learnings and issues in sport will result from the Collective's work.

Citizenship and Immigration Canada

Project Title:
Strengthening the Settlement Sector
Lead Organization:
Ontario Council of Agencies Serving Immigrants (OCASI)
Total SIDPD Funding:
$857,000.00
Project Background:
The primary objective of the project is to enhance the capacity of the settlement sector to address policy and program issues identified by both the sector and Citizenship and Immigration Canada (CIC). The key benefit is more effective services to newcomers. Experiences gained throughout the joint policy development process will be shared, as will conference and working group discussion papers, policy recommendations and, where appropriate, CIC policy decisions. In the process, relationships both within the sector and between the sector and governments will be strengthened.

Environment Canada

Project Title:

Building Policy Capacity of the Youth Environmental Community

Lead Organization:

Canadian Environmental Network - Youth Caucus

Total SIDPD Funding:

$350,000.00

Project Background:

The main objectives of this project are to build the policy capacity of youth environmentally focused NGOs nationally through a comprehensive National Network, to develop policy approaches in the Pacific and Yukon Regions that will strengthen the capacity of Canadian youth to play a consistent and effective role in policy development on environmental and sustainable development issues and, to use the national network to replicate Pacific and Yukon region experience across Canada.

Project Title:

Building Policy Capacity of the Youth Environmental Community

Lead Organization:

Environmental Youth Alliance

Total SIDPD Funding:

$350,000.00

Project Background:

The main objectives of this project are to build the policy capacity of youth environmentally focused NGOs nationally through a comprehensive National Network, to develop policy approaches in the Pacific and Yukon Regions that will strengthen the capacity of Canadian youth to play a consistent and effective role in policy development on environmental and sustainable development issues and, to use the national network to replicate Pacific and Yukon region experience across Canada.

Project Title:

Building the Capacity of the Environmental Community

Lead Organization:

Institute on Governance

Total SIDPD Funding:

$233,000.00

Project Background:

The project will create initiatives that contribute to improved governance, communications and networking opportunities for Canadian Environmental Network (CEN) member organizations and other ENGOs. It will also facilitate environmental group participation in government and inter-sectoral consultations and promote communication among environmental groups and other sectors, such as business, labour, native communities and governments.

Project Title:
Creating Public Policy for Sustainable Development
Lead Organization:
Canadian Nature Federation
Total SIDPD Funding:
$950,300.00
Project Background:
Three main components comprise this comprehensive project which focuses on policy issues and strategies related to sustainable development: linking community-based ecosystem monitoring to local decision-making and policy development on sustainability; creating public policy for sustainable development - Atlantic Region; and building capacity for policy and program development on community sustainability under St. Lawrence Vision (SLV) 2000 - Quebec Region.

Project Title:
Enabling Voluntary Action for Species and Habitiat Conservation
Lead Organization:
Wildlife Habitat Canada
Total SIDPD Funding:
$260,000.00
Project Background:
This project will enable members of the voluntary sector, at the national, regional and local levels, to inform the development of the Canada-wide Stewardship Action Plan, and to facilitate the establishment of a volunteer network that would be co-ordinated and supportive of the Regional Implementation Boards established under the Habitat stewardship Program. These RIBs have the potential, with VSI support, to become the link between federal policy and decision makers and the regional and local voluntary sector.

Health Canada

Project Title:
Voluntary Organizations Involved in Collaborative Engagement in Health Policy
Lead Organization:
Coalition of National Voluntary Organizations
Total SIDPD Funding:
$4,200,000.00
Project Background:
This three-phase project is aimed at increasing the policy capacity of voluntary organizations working in health (VOWH) and Health Canada, and enhancing the ability of VWOH to collaborate, both individually and collectively, in the department's policy development process. Initially, a number of capacity- and partnership-building tools and activities will be developed to respond to the policy capacity needs of the voluntary health sector. The skills and knowledge acquired through these activities will then be applied through a number of policy development pilots on specific health issues. The final phase of the project will evaluate the success of the project and establish a long-term sustainable plan to

shape future policy relationships between Health Canada and voluntary organizations working in health.

Human Resources Development Canada

Project Title:
Building Voluntary Sector Capacity: A multi-sectoral approach

Lead Organization:
Volunteer Centre of Winnipeg

Total SIDPD Funding:
$239,603.00

Project Background:
This joint coalition/partnership based in Manitoba will focus on policies and programs related to community capacity and well being. The coalition will work with a broad cross-section of voluntary sector organizations which represents Manitoba's diversity. The project will identify what is necessary for community organizations to take ownership and responsibility for their collective well being. It will establish a multi-sectoral approach to fact-finding, information exchanges, work plans, and forums that will lead to meaningful input to models and engagement tools to develop community capacity as well as indicators for community well being. These tools and models will be shared with voluntary sector organizations across Canada.

Project Title:
Family and Children Poverty - Multilateral Engagement Laboratory

Lead Organization:
John Howard Society of New Brunswick

Total SIDPD Funding:
$362,942.00

Project Background:
The partnership will focus on policies and programs related to children and family. It will establish a multilateral laboratory for fact-finding, thinking, and discussion within the voluntary sector and then with the public, private and voluntary sectors, leading to meaningful input to policies and the development of enabling tools. Ideally, the laboratory would become a permanent forum that would serve as a key policy development tool (for a wide range of issues) -- acting as an interface between all parties.

Justice Canada

Project Title:
Aboriginal Women's Justice Consultation

Lead Organization:
Native Women's Association of Canada

Total SIDPD Funding:
$302,785.00

Project Background:
> Three aboriginal organizations will hold a consultation to deal with justice issues of concern to Aboriginal women and their communities. The consultation will allow them to build capacity and make their voices heard through the gathering of information, the exchange of expertise, and interaction with government officials. The objective is to increase the policy capacity of Aboriginal women's organizations so that they can advocate and respond to justice issues of concern with decision-makers (government).

Project Title:
> Edmonton Prostitution Court Diversion Project

Lead Organization:
> Prostitution Action and Awareness Foundation of Edmonton

Total SIDPD Funding:
> $351,172.00

Project Background:
> This two-year pilot project will create personalized case plan diversion processes for individuals of the age of 18 charged with S.213CC and other prostitution related charges. The objective of the project is to offer a community-based alternative to criminal sanctions for activities of individuals involved in street prostitution in Edmonton by increasing the capacity of many partners (NGO and government) to effectively work together.

Solicitor General

Project Title:
> Addressing the Needs of Families of Offenders

Lead Organization:
> Canadian Families and Corrections Network

Total SIDPD Funding:
> $180,000.00

Project Background:
> This project will identify and make policy and program recommendations regarding the needs of offender families. There will be two series of consultations in selected Canadian communities. Communities will be identified using data on community profiles, demographics and crime statistics from the Correctional Service Canada's Research Branch and in locations where target audience reach can be maximized.

Project Title:
> Voluntary Sector Capacity for Analysis of Government Policy in Relation to Restorative Justice and Conflict Resolution Policy Initiatives

Lead Organization:
> Conflict Resolution Network Canada

Total SIDPD Funding:
> $200,000.00

Project Background:
This project will develop the capacity within the organization to provide analysis of government policy initiatives related to restorative justice and conflict resolution in a more formal and comprehensive way than has been possible to date.

Project Title:
Developing a Model for Regional Policy Input

Lead Organization:
Canadian Training Institute

Total SIDPD Funding:
$103,617.56

Project Background:
This project proposes a regional consultation process that will lead to the creation of a model for both organizing and providing regional input into the Government of Canada's policies on corrections, criminal justice issues and the government's agenda of Building Safer Communities. Two of the proposed regional consultations will take place in regions which have not had a voice in providing input into government policy and who are not represented by existing national or regional criminal justice agencies or victims' organizations.

Project Title:
Policy Learning Centre

Lead Organization:
John Howard Society of Canada

Total SIDPD Funding:
$249,699.00

Project Background:
This project will demonstrate how a policy project within the John Howard Society of Canada will enhance the effective participation of the Society in policy development. This will be achieved by targeting three important areas for developments within the framework of a current policy issue (now selected as drug policy): knowledge accumulation, skills training, and consensus building.

Project Title:
Recommendations for Mental Health Programs for Women Involved in the Criminal Justice System

Lead Organization:
Canadian Association of Elizabeth Fry Societies

Total SIDPD Funding:
$75,000.00

Project Background:
The project will develop a synopsis and analysis of mental health programs that the local Elizabeth Fry Societies deliver. The project will develop recommendations for strategies to support women involved in the justice system who have mental health issues. Correctional Service Canada is currently reviewing community infrastructure available for women offenders with the aim of identifying gaps and developing strategies to fill those gaps. The results of the Elizabeth Fry Societies project will form a piece of this review.

Project Title:
> Volunteer Information Control System

Lead Organization:
> Block Parent Program of Canada

Total SIDPD Funding:
> $95,000.00

Project Background:
> This project will improve the ability of the Block Parent Program to communicate with their members, to enhance their capacity to provide more informed policy advice to the Portfolio of the Solicitor General and to identify opportunities for collaborative work among partners in the criminal justice system. The federal government's priority of improving the quality of life for Canadian children may be addressed by the work of the Block Parent Program, which is enhanced through the development of this database.

Project Title:
> Youth Justice Primer

Lead Organization:
> Canadian Training Institute

Total SIDPD Funding:
> $81,671.18

Project Background:
> The purpose of this project is to both enhance the general public's understanding of youth justice in Canada and to provide an orientation text which identifies effective crime prevention strategies and approaches aimed at reducing youth crime and youth involvement within the justice system of Canada.

Veterans Affairs Canada

Project Title:
> Review and Determination of Housing Issues for Veterans and Seniors

Lead Organization:
> Royal Canadian Legion

Total SIDPD Funding:
> $300,000.00

Project Background:
> The objective of this project is to ensure that present and future housing needs of a growing segment of the Canadian population, veterans and seniors, are met. The project involves researching and documenting the housing problems facing Veterans and seniors. This information will then be analyzed and used to develop a series of policy recommendations to address these concerns on a national basis, as cost effectively as possible. This project will enhance the work already being carried out under the Legion Seniors' Housing Program.

Round Two

Agriculture and Agri-Food Canada

Project Title:

Food and Sustainability: National and Provincial Law and Policy Reform

Lead Organization:

West Coast Environmental Law

Total SIDPD Funding:

$260,000.00

Project Background:

The project will focus on developing proposals for sustainable food law and policy reform, including developing law and policy models. Consultations will be undertaken with a wide variety of stakeholders to identify opportunities to include "local knowledge" in regulatory regimes, and food law and policy. Outcomes of the project could be used to develop federal and provincial policy in areas such as the environment, sustainable development and food safety. The project will increase the input from voluntary sector organizations into Agriculture and Agri-Food Canada's (AAFC) policies and help to build relationships between voluntary sector organizations and AAFC policymakers.

Project Title:

Policy Framework for the Development of Cooperatives in Low Income Communities

Lead Organization:

Canadian Cooperative Association

Total SIDPD Funding:

$507,250.00

Project Background:

The project will develop a policy framework for using a co-operative model in low income communities in Canada. Under the guidance of a representative steering committee, the project research will include: a literature review of the use of the co-operative model in low income communities and/or among disadvantaged groups in Europe, the United States and Canada; a review of case studies of co-operatives currently operating in low income communities; interviews with federal and provincial government officials; and consultations with stakeholders. Regional workshops will be convened to share the results of the work and to refine the draft policy framework.

Project Title:

Rural Voices for Early Childhood Education and Care

Lead Organization:

Childcare Family Access Network

Total SIDPD Funding:

$311,830.00

Project Background:

The project, centred in the prairie region, will enhance policy development of rural early learning and child care initiatives. It will focus on building networks

and the leadership capacities of community voluntary sector organizations using community mentorship, a child care directory, a support line and a web site. It will review how different jurisdictions facilitate or impede the development, operation and growth of rural early childhood education and child care programs and services. It will hold both a fact-finding forum and a rural child care symposium to bring together experts and practitioners to exchange and promote ideas, and to identify and share best practices and mobilization strategies.

Project Title:
Strengthening the Role of the Voluntary Sector in the Development of Agricultural Policies that Benefit Biodiversity

Lead Organization:
Canadian Nature Federation

Total SIDPD Funding:
$600,000.00

Project Background:
The project will enable the voluntary sector to contribute to the development and implementation of policies to conserve biodiversity. The focus will be on building partnerships between conservation groups and the agricultural sector by forming community conservation teams in selected rural areas of the country. A collaborative learning method will be used to encourage participatory development projects.

Canada Mortgage and Housing Corporation

Project Title:
Feasibility of Establishing a Canadian Council of Self-Help Housing

Lead Organization:
Frontiers Foundation

Total SIDPD Funding:
$200,000.00

Project Background:
The aim of the project is to establish a Canadian Council on Self-Help Housing to enable the voluntary sector make an important contribution to Canada Mortgage and Housing Corporation's (CMHC) policy development in housing choice and affordability. The project will focus on conducting research and other preparatory work to examine the potential of a council, discuss the council concept with self-help groups across Canada at a national conference, and, if consensus is reached, proceed to establish the council. The council would be a key mechanism to support networks and alliances within the self-help housing subsector, and between CMHC and the subsector. The council would also facilitate knowledge development and knowledge sharing to increase voluntary sector involvement in departmental policy processes. Results will be documented and widely shared.

Project Title:
    Building a Nonprofit Housing Policy Network
Lead Organization:
    Habitat for Humanity Canada
Total SIDPD Funding:
    $220,000.00
Project Background:
    The project is designed to strengthen the policy capacity of Habitat for Humanity Canada and its affiliates, as well as other not-for-profit groups. It will engage in developing affordable housing strategies to provide policy input to all levels of government. A policy network will be developed consisting of volunteer groups, and the private and public sectors, to support information sharing on "what works" and "best practices." The network will be developed through an Affordable Housing Summit where public, private and voluntary sector participants can engage in a productive dialogue on affordable housing issues and share knowledge on specific themes: public/private/voluntary sector partnering for success; partnering with First Nations Communities; and how the voluntary sector may best participate in government policy making. Results will be documented and widely shared.

Canadian Heritage

Project Title:
    BC Network of Associations for Foreign Trained Professionals
Lead Organization:
    Immigrant Services Society of BC
Total SIDPD Funding:
    $350,748.00
Project Background:
    The project is designed to enhance and strengthen the involvement of ethno cultural communities in developing policy on the recognition of foreign credentials across a range of professions and trades in Canada. The project will involve five communities in British Columbia. The project aims to develop links between key stakeholders, regulatory bodies, governments, educational institutions and community based agencies to identify barriers to the recognition of foreign credentials and identify solutions. It will provide policy options to government and other regulatory bodies.

Project Title:
    Private/Voluntary Partnerships to Build Community Capacity
Lead Organization:
    Canadian Centre for Philanthropy
Total SIDPD Funding:
    $389,400.00
Project Background:
    The project is designed to help government develop policy that will foster a strong, collaborative working relationship between the private and voluntary sectors. The result will be an increase in the number of corporations in Canada involved in helping build sustainable communities and the voluntary

organizations that support them. The project will be coordinated through three lead partners and will involve research, stakeholder consultations, capacity building and policy recommendations. The partnership is a unique attempt to formally bring together the private and voluntary sectors with the support and interest of the public sector.

Project Title:

Heritage Policy Development for Greater National Park Ecosystems

Lead Organization:

Canadian Parks and Wilderness Society

Total SIDPD Funding:

$234,500.00

Project Background:

The project is designed to enhance the ability of the voluntary sector to effectively participate in policy development for greater park ecosystems. The objective of the project is to protect the ecological integrity of Canada's national parks. This will be done by developing map-based, stakeholder-driven citizen information systems for three national greater park ecosystems.

Project Title:

Policy Development Roundtable on the Integration of Internationally-Trained Professionals and Tradespeople

Lead Organization:

Council of Agencies Serving South Asians

Total SIDPD Funding:

$373,688.00

Project Background:

The project aims to develop and enhance the capacity of organizations responding to the needs of internationally-trained professionals and tradespeople, and the policy/advocacy groups working to support them. It will also provide credible policy input to government forums on the effective economic integration of internationally-trained professionals and tradespeople.

Canadian International Development Agency

Project Title:

Building Policy Capacity for Poverty Eradication

Lead Organization:

Canadian Council for International Cooperation

Total SIDPD Funding:

$493,000.00

Project Background:

The project will focus on the development of civil society models and approaches for poverty reduction in developing countries, which will be articulated in the Canadian International Development Agency (CIDA) country policy frameworks. The project will also focus on the development of skills and methods to translate the experience of civil society in Canada and developing countries into policy proposals for use by CIDA. It will facilitate knowledge-sharing networks among

Canadian civil society, international partners and CIDA. The project will support CIDA's interest in developing new approaches to consultation issues and strategies regarding civil society. It will promote mutual learning and capacity building for effective policy dialogue between the federal government and the international voluntary sector. The project will involve at least three pilot projects to test approaches to collaborative policy development, focussing on capacity building in field-based policy research, consultation processes, and policy impact and knowledge networks.

Project Title:
Peacebuilding and Human Security: Development of Policy Capacity of the Voluntary Sector

Lead Organization:
Canadian Peacebuilding Coordinating Committee

Total SIDPD Funding:
$483,000.00

Project Background:
The project is designed to strengthen policy capacity and policy dialogue among voluntary sector organizations and federal government departments. Activities will focus on the three emerging and interrelated policy areas of children and armed conflict, gender and peace building, and small arms. Reflecting on the key priority areas identified at the Winnipeg International Conference on War-Affected Children led by the Canadian International Development Agency (CIDA) and the Department of Foreign Affairs and International Trade (DFAIT) in September 2000, the project will support the development of knowledge networks between government and civil society.

Project Title:
Policy Capacity Development and Communication within Oxfam International

Lead Organization:
Oxfam Canada

Total SIDPD Funding:
$565,000.00

Project Background:
The project will enhance the policy capacity of Oxfam Canada, and other voluntary sector organizations in Canada, by taking advantage of its membership in the Oxfam International network. It will allow Oxfam Canada to develop the research and policy capacity necessary to participate effectively in the global policy work of Oxfam International. Oxfam Canada is interested in learning about and influencing local, national and global regimes in four areas: trade, HIV/AIDS, basic education, and democratization. The lessons learned from this collaborative policy development model will be shared within the voluntary sector, with southern partners, and with government departments. Oxfam Great Britain, for example, has extensive policy research capacities. This expertise will be made available to Oxfam Canada as part of its work on this project.

Project Title:

Strengthening Policy Partnerships

Lead Organization:

Institute on Governance

Total SIDPD Funding:

$272,000.00

Project Background:

The project will create a learning network that will link policy experts from government and the voluntary sectors in Canada, the Philippines, Thailand, Malaysia and Indonesia. The project will provide recommendations to improve the Canadian International Development Agency's programming methods to strengthen the voluntary sector's ability to support good governance through more effective state-civil society partnerships.

Project Title:

Women and Policy Development in Controlling HIV Infection and AIDS

Lead Organization:

National Organization for Immigrant and Visible Minority Women

Total SIDPD Funding:

$500,000.00

Project Background:

The project will enhance the capacity of women's organizations to develop policy on HIV/AIDS in Canada and beyond. It will do this by collaborating with the national women's groups of developing countries that have a high risk of HIV infection/AIDS, such as Vietnam and Thailand. The project will use electronic tools to develop and communicate training methods among women's groups in Canada and Asia and to share lessons learned on policy issues. The project will allow more women's voices to be heard, which will contribute to informed decisions based on an inclusive policy that more clearly reflects the values and experience of the community.

DÉC

Project Title:

Consultation with volunteer and community organizations in the Rimouski-Neigette Regional Council Municipality

Lead Organization:

SADC de la Neigette

Total SIDPD Funding:

$29,325.00

Project Background:

The Community Futures Development Corporation (CFDC) will hold consultations with volunteer and community organizations (in the Rimouski-Neigette region) to identify their needs for the purpose of developing the policies and programs of Agriculture and Agri-Food Canada (AAFC) and Canada Economic Development for Quebec Regions.

This project will examine the needs and extent of the voluntary sector in the Rimouski-Neigette region (number of organizations and projects underway) and then assess whether the needs can be met by the current federal priorities for rural regions

at AAFC and CED. Once the project has identified potential policies and programs that could fill these needs, these policy suggestions will be forwarded to AAFC and to DEC in a consultation report. Project activities will increase communication and cohesiveness amongst voluntary sector and community organizations in the Rimouski-Neigette area and increase the ability of these organizations to provide policy input to federal departments that deal with rural regions.

Project Title:

Development of Community Economic Tools

Lead Organization:

Centre d'animation Saint-Pierre

Total SIDPD Funding:

$37,000.00

Project Background:

This project will develop information, community leadership and networking tools for stakeholders in the field of community economic development. This will encourage them to take ownership of economic principles, apply these principles to social economy enterprises and cooperatives, and share valuable experiences in the area of the social economy.

Department Fisheries & Oceans

Project Title:

National Watershed Stewardship Network

Lead Organization:

Langley Environmental Partners Society

Total SIDPD Funding:

$98,046.00

Project Background:

This proposal addresses Fisheries and Oceans' Environmental Stewardship, Oceans Management and Fisheries Renewal policy priorities through the creation of a National Watershed Stewardship Network. The network's objectives will include organizing communities to participate in watershed management, oceans management and fisheries renewal policy development with DFO through a combination of a national discussion forum, a national web site and policy development training components for volunteers. The capacity building benefits will be concentrated in British Columbia.

Project Title:

Promoting Fisheries Renewal through Environmental Training and Stewardship

Lead Organization:

Saskatchewan Wildlife Federation

Total SIDPD Funding:

$126,200.00

Project Background:

The project is designed to increase the knowledge and capacity of voluntary organizations in Saskatchewan on issues of conservation and enhancement of freshwater fish habitat and to enhance their contribution to the development of

environmental policies. The key activities to be undertaken include establishing a co-ordination and steering committee; advertising availability and regularly updating a conservation directory; working with the Saskatchewan Network of Watershed Stewards to post a directory on the Stewardship Canada Portal web site; surveying volunteers in conservation organizations to identify training and capacity building needs; providing riparian assessment and enhancement training sessions and volunteer water monitoring training sessions; and advertising training and volunteer opportunities through partners, weekly papers and a web directory.

Project Title:
Stewardship Canada Web Portal and Citizen Science Project

Lead Organization:
Wildlife Habitat Canada

Total SIDPD Funding:
$200,000.00

Project Background:
The project is designed to enhance the capacity of the Stewardship Canada web portal to include an additional knowledge management tool (a "smart" application for gathering, storing and displaying citizen science data), to develop citizen science through new protocols, and to expand networks among the Department of Fisheries and Oceans' voluntary sector partners. The key activities to be undertaken include expanding the Stewardship Canada internet portal linking environmental non-profit organizations across the country; developing an application tool for gathering, storing and displaying citizen science data and information; developing citizen science protocols; and building and expanding networks among voluntary sector organizations, including the Pacific Streamkeepers Federation, and others across Canada.

Environment Canada

Project Title:
Annapolis Valley Climate Change Policy Response Pilot Project

Lead Organization:
Clean Annapolis River Project

Total SIDPD Funding:
$150,000.00

Project Background:
Climate change is a significant environmental, economic and social issue facing Canada in the twenty-first century. Efforts to address the issue from a policy perspective have been a challenge since current climate change data often do not allow for accurate local predictions of the probable impacts of climate change. The Clean Annapolis River Project will work with Environment Canada to perform further climate change research and analysis. The results will be captured in climate change scenario fact sheets which will be used as the basis for discussion in a series of consultations, open houses, and other policy forums with community, government and First Nations representatives. The discussions and resulting recommendations will increase the capacity of the communities in the Annapolis Valley to provide meaningful input to the policy processes related to

regional climate change. It is anticipated that the process will serve as a model for other regions in Canada.

Project Title:
Children's Environmental Health: Building Capacity for Policy Development and the Facilitating Policy Change

Lead Organization:
Canadian Institute for Child Health

Total SIDPD Funding:
$542,000.00

Project Background:
The Canadian Institute of Child Health (CICH) has long-standing experience in children's environmental health issues. The CICH will lead a project involving child, health, environmental and aboriginal organizations to enhance their policy capacity to address children's environmental health issues and increase public understanding of these issues. This will be accomplished through the launch of a web site, background papers, a national multimedia social marketing campaign, and a series of workshops. The project will raise the profile of children's environmental health issues and highlight for Canadians the importance of protecting children from environmental contaminants. By doing so, the project will encourage more responsible behaviour that will reduce exposure to contaminants, especially for children.

Project Title:
Ratifying and Implementing the Kyoto Protocol: Climate Change Policy Development and the Canadian Climate Action Network

Lead Organization:
Canadian Climate Action Network

Total SIDPD Funding:
$585,000.00

Project Background:
The Climate Change Action Network's (CANet) capacity will be enhanced to more effectively engage the voluntary sector in policy development to increase understanding of climate change science and impacts, and to promote actions to reduce greenhouse gas emissions. CANet will expand its membership to include more voluntary organizations, such as conservation groups, faith communities, labour rights and health organizations. Through a series of training and information sessions with these voluntary organizations, CANet will raise the profile of climate change and build support for public policies designed to reduce greenhouse gas emissions in Canada.

Project Title:
> Ratifying and Implementing the Kyoto Protocol: Climate Change Policy Development and the Canadian Climate Action Network

Lead Organization:
> Canadian Climate Action Network

Total SIDPD Funding:
> $585,000.00

Project Background:
> The Climate Change Action Network's (CANet) capacity will be enhanced to more effectively engage the voluntary sector in policy development to increase understanding of climate change science and impacts, and to promote actions to reduce greenhouse gas emissions. CANet will expand its membership to include more voluntary organizations, such as conservation groups, faith communities, labour rights and health organizations. Through a series of training and information sessions with these voluntary organizations, CANet will raise the profile of climate change and build support for public policies designed to reduce greenhouse gas emissions in Canada.

Health Canada

Project Title:
> Aboriginal Health Planning Process in the North Okanagan

Lead Organization:
> Social Planning Council of the North Okanagan

Total SIDPD Funding:
> $121,840.00

Project Background:
> The project is designed to develop a framework to formally engage native communities in policy discussions on the development and delivery of health services. Discussions will take place with non-aboriginal health stakeholders within government and the voluntary sector. The focus of the project is to develop a culturally appropriate alternative to the rigidly defined discussion frameworks characteristic of non-Aboriginal collaborative processes. Several communities and stakeholders will work with Health Canada to enhance the capacity of First Nations to contribute effectively to policy development.

Project Title:
> Proposal for a...Multicultural Coalition for Equity in Health and Well-Being

Lead Organization:
> Multicultural Health Brokers Co-op Ltd.

Total SIDPD Funding:
> $164,304.00

Project Background:
> The project is designed to create a multicultural health coalition made up of leaders of ethnic minority communities, and others within government and community organizations, committed to equity in health. The coalition will become an organizational vehicle through which ethnic minority communities can articulate a policy agenda for health, and create the space for progressive and

meaningful participation. The policy agenda will be grounded in shared values, experiences and aspirations of diverse cultural communities.

Project Title:
Citizens for Mental Health

Lead Organization:
Canadian Mental Health Association

Total SIDPD Funding:
$1,015,967.00

Project Background:
The project is designed to build a common Canadian vision for a national policy on mental health. Through a series of provincial and territorial mental health forums, consumer and family groups, service providers, and government representatives will be brought together to develop strategies on the role of communities in the development of a national policy on mental health. The focus of the discussions and activities will be the promotion of population health.

Project Title:
Integrated Prevention System

Lead Organization:
Canadian Cancer Society

Total SIDPD Funding:
$600,000.00

Project Background:
The project will be undertaken by an alliance of three organizations involved in the design and implementation of a uniquely Canadian comprehensive prevention system to significantly reduce the human and financial costs of health care in Canada. The project will address the major causes of premature morbidity and death (cancer, cardiovascular disease and stroke) and the risk factors and conditions that contribute to these diseases (tobacco use, poor nutrition and lack of physical activity).

The project team will undertake a number of stakeholder engagement and environmental scan activities ranging from stakeholder forums and websites to economic analysis. This will help them to determine the current status of the chronic disease policy area, which will inform voluntary sector organizations and federal officials about areas in need of further development.

Project Title:
Ontario Seniors Participation in Health and Housing Policy

Lead Organization:
Ontario Society of Senior Citizens' Organizations

Total SIDPD Funding:
$277,667.00

Project Background:
The project is designed to provide opportunities for seniors to actively take part in a process for renewing the health care system through knowledge development and knowledge sharing. It will explore alternatives to institutional long-term care, such as supportive housing and other aging in-place initiatives. The project also

aims to create a sustainable health care alliance and e-mail network and to enhance the policy capacity of the voluntary sector.

Human Resources Development Canada

Project Title:

A Community Based Strategy for the Assessment and Recognition of Skills and Foreign Credentials of the Immigrant Population

Lead Organization:

United Way Ottawa

Total SIDPD Funding:

$242,000.00

Project Background:

New immigrants have a better chance of integrating into Canadian society when their skills are recognized. The project is designed to develop new ways to address qualification recognition in Canada. Local voluntary sector organizations in Ottawa will work in partnership with federal, provincial and city (Ottawa) governments to test new approaches that will contribute to the improvement of labour market policies for immigrants to Canada. The project reflects the Government of Canada's and HRDC's commitment to social inclusion.

Project Title:

Connecting People to Policy: A National Initiative to Build Capacity of the Disability Community to Participate in and Contribute to the Policy Process

Lead Organization:

Council of Canadians with Disabilities

Total SIDPD Funding:

$340,000.00

Project Background:

The project will enable the disability advocacy community and other stakeholders to play a significant role in developing strategies and partnerships to overcome the exclusion faced daily by people with disabilities. The participants will create a pan-Canadian policy agenda for disability and citizenship that reflects the Government of Canada's commitment to inclusion and focuses on the needs of Canadians with disabilities.

Project Title:

Connecting People to Policy: A National Initiative to Build Capacity of the Disability Community to Participate in and Contribute to the Policy Process

Lead Organization:

Canadian Association for Community Living

Total SIDPD Funding:

$340,000.00

Project Background:

The project will enable the disability advocacy community and other stakeholders to play a significant role in developing strategies and partnerships to overcome the exclusion faced daily by people with disabilities. The participants will create a pan-Canadian policy agenda for disability and citizenship that reflects the

Government of Canada's commitment to inclusion and focuses on the needs of Canadians with disabilities.

Project Title:
Reducing Poverty through Multisectoral Collaboration

Lead Organization:
Caledon Institute of Social Policy

Total SIDPD Funding:
$215,000.00

Project Background:
Five communities will fight poverty by participating in a project that will help build strategies to overcome the exclusion of low-income people. The project, led by the voluntary sector and other stakeholders committed to poverty reduction will involve a partnership with representatives from government and the private sector. The partnership will include dialogue, reflection and action. By sharing knowledge and strategies with other communities across Canada, this multisectoral consultation will help build tools to improve public policies that reflect the Government of Canada's social inclusion commitment to all Canadians Department of Indian and Northern Affairs Canada

Project Title:
First Nations Veterans Policy Outreach

Lead Organization:
Saskatchewan First Nations Veterans Association

Total SIDPD Funding:
$300,000.00

Project Background:
First Nation veterans organizations across Canada will identify their policy priorities in each region. They will also identify the joint policy objectives of First Nation veterans and the Government of Canada, improve communication practices among relevant partners regarding policy issues that affect First Nation veterans, and develop a communications policy and strategy to address the barriers First Nations veterans face in accessing information on federal policies and programs that affect them.

Project Title:
Increasing Collaboration Among Voluntary Sector Organizations in Yukon

Lead Organization:
United Way Society of Yukon

Total SIDPD Funding:
$70,695.00

Project Background:
The project will create a volunteer management service to enhance opportunities for voluntary sector organizations to collaborate and to foster the development of true partnerships. The project will increase the sharing of resources and reduce the duplication of effort among organizations; facilitate increases in the rate and quality of volunteerism in the Yukon; and create tools to coordinate consultations among voluntary sector organizations to develop sound policy.

Project Title:
      Social Inclusion, Gender Equality and Policy Capacity Enhancement Project

Lead Organization:
      Institute for the Advancement of Aboriginal Women

Total SIDPD Funding:
      $1,237,472.00

Project Background:
      The project will promote an alliance of national, provincial and regional Aboriginal women's organizations. The project will develop strategies to build partnerships among Aboriginal women's organizations, federal government departments and other stakeholders, and to build the collective capacity of Aboriginal women and Aboriginal women's organizations to carry out policy research and engage in public policy development. The project will also develop strategies to improve Aboriginal women's economic autonomy, to eliminate violence against Aboriginal women and children, and to advance Aboriginal women's human rights.

Project Title:
      Working to Strengthen Interdependent Relationships and Capactiy

Lead Organization:
      First Nations Child and Family Caring Society Canada

Total SIDPD Funding:
      $500,000.00

Project Background:
      The project will provide opportunities for First Nations child and family service providers to network, access information, share best practices, conduct research and develop effective policies. Activities will include the establishment of a national web-based data base; creation of an interactive web site to promote information sharing; and development of an information package and workshop for governments, non-governmental organizations and the general public, and professional development programs on policy development, implementation and evaluation within a First Nations child and family service context.

Industry Canada

Project Title:
      Personal Debts, Insolvency and Poverty: Building Canadian Tools for Effective NGO Participation

Lead Organization:
      Fédération des FACEF du Québec

Total SIDPD Funding:
      $385,020.00

Project Background:
      Action réseau consommateur (ARC) and the Fédération des associations coopératives d'économie familiale (FACEF) du Québec will develop a base of credit counselling data collected by the Associations coopératives d'économie familiales (ACEFs) and credit counselling agencies. Results will be published in an annual report that will identify trends on how Canadians are managing their

debts and incomes. ARC/FACEF will also develop a Canadian Internet Budgeting Tool for Canadian consumers and an Internet. Exchange Forum to provide concerned organizations with a way to communicate and exchange information and research on debt, insolvency and income management. The project will culminate in a national symposium on the impact of debt, insolvency and poverty on Canadians to be held in the first half of 2003. Participants in the symposium will include representatives from NGOs, academia, governments and the private sector.

Project Title:
To Establish and Operate the Public Interest Network "PIN"

Lead Organization:
Consumers Council of Canada

Total SIDPD Funding:
$203,300.00

Project Background:
The Consumers' Council of Canada (CCC) will establish a Public Interest Network (PIN) of leading Canadian experts who will be consulted on specific consumer issues affecting the Canadian marketplace. To establish the network, the CCC will organize a workshop of representatives from consumer organizations and other stakeholders to obtain buy-in to the concept and develop categories of potential experts. The CCC will then invite associations representing those categories to participate in the PIN. A PIN omnibus survey will be conducted annually. The results of the survey will be used to enhance the ability of the Canadian public (notably, organizations with a consumer focus) to participate in the development of policy priorities. Each participating association will be offered access to the results of the PIN omnibus survey.

Justice

Project Title:
Achieving Balance with Restorative Justice

Lead Organization:
John Howard Society of Greater Moncton

Total SIDPD Funding:
$87,000.00

Project Background:
The project is designed to provide guidance and support on the dissemination of information on restorative justice. This will be done using a multi-sectoral framework to increase voluntary sector involvement in policy development on the justice system. The project will assist in encouraging proactive, meaningful citizen engagement, closing communication gaps, establishing and enhancing networks, integrating social and legal policy, and sharing best practices to create an enhanced and supportive environment for the voluntary sector to understand and influence public policy on the justice system.

Project Title:

Enhancing the Capacity of the Voluntary Sector and the Justice System to Respond to Violence Against Immigrant and Visible Minority Women

Lead Organization:

Canadian Council on Social Development

Total SIDPD Funding:

$229,450.00

Project Background:

The project is designed to develop a deeper understanding of the nature and causes of partner violence against immigrant and visible minority women, to identify recommendations for actions that will ensure victims receive support and access to services from community agencies and the justice system, and to promote services that are responsive to the needs of an evolving and diverse population.

Networks will be developed between the justice system, social service agencies and the visible minority community. These networks will help to increase awareness of partner violence in the visible minority community and facilitate the collection of information through surveys and consultation. This information will form a valuable resource base that will help the voluntary sector to better inform the Department of Justice about the needs of immigrant and visible minority women.

RCMP

Project Title:

Cultural Diversity Policy Framework Development: Immigrant and Refugee Sectoral Engagement Project

Lead Organization:

MOSAIC

Total SIDPD Funding:

$140,000.00

Project Background:

The project will provide information and recommendations to the RCMP on how to enhance understanding and awareness of diverse cultures. The project will also support the development of new approaches at the national and regional levels to better enable the RCMP to engage partners in the immigrant, refugee, and visible minority women service sector in policy development and the implementation of culturally-appropriate practices.

The project will help build the policy capacity of the immigrant and visible minority subsector by forging new partnerships among immigrant and refugee voluntary sector representatives, such as the National Steering Committee on Cultural Diversity Policy Framework. These new partnerships will help the immigrant and visible minority subsector compile and synthesize existing viewpoints, which, in turn, will enable the subsector to better present its views to federal policymakers.

Solicitor General

Project Title:

Developing Policy Capacity in the Visible Minority Community - a Partnership Approach with Solicitor General Canada

Lead Organization:

National Organization of Immigrant and Visible Minority Women Canada

Total SIDPD Funding:

$494,450.00

Project Background:

The National Organization of Immigrant and Visible Minority Women seeks to enhance the capacity of visible minority communities to provide input into policies and programs regarding restorative justice, youth and children, and effective corrections. The project will develop an awareness in visible minority organizations of current policy issues in these areas, review existing programs, and develop training tools for members of visible minority organizations to ensure their continued development as leaders in visible minority communities across Canada.

Project Title:

No More Victims: Developing Our Voices for Effective Solutions (DOVES)

Lead Organization:

Moose Jaw Transition House

Total SIDPD Funding:

$50,000.00

Project Background:

In collaboration with police, social services, victims groups and legislators, up to fifteen women will learn to communicate their needs and concerns to both influence and implement change. Participants will develop skills in assertive communication, parliamentary procedure and chains of command, laws and individual rights, mediation and basic choice theory. Participants will then choose specific areas of concern for themselves, their families or communities and develop a proposal to government to address those concerns.

Status of Women

Project Title:

Advancing a New Model of Regulation

Lead Organization:

Media Watch

Total SIDPD Funding:

$171,020.00

Project Background:

MediaWatch seeks to promote gender equity in Canadian media to effect long-term systemic change. MediaWatch will engage in consultations with the Canadian public, civil society organizations (CSOs) and self-regulatory organizations to determine to what extent these stakeholders are seeking to participate in advancing a new model of media regulation. The project will produce a policy brief outlining a new regulatory model that incorporates

Canadians' experiences with media. It will develop a broad-based strategy to help CSOs effectively intervene at the regulatory and policy levels to ensure gender analysis and greater public input are incorporated into federal changes in legislation and policy.

Project Title:
Federally Sentenced Women Human Rights Review Project
Lead Organization:
Canadian Association of Elizabeth Fry Societies
Total SIDPD Funding:
$130,000.00
Project Background:
In order to strengthen its capacity to influence government policy and legislation, the Canadian Association of Elizabeth Fry Societies (CAEFS) will build a coalition of national women's organizations concerned with the unique problems faced by federally sentenced women. This will help to ensure that the concerns of federally sentenced women who are particularly vulnerable, such as Aboriginal women, visible minority women and women with physical, mental and cognitive disorders, are reflected in the special report to be prepared by the Canadian Human Rights Commission. The project will also provide policy development experience for the members of CAEFS and other NGOs.

Project Title:
Using the Internet to Affect Social Policy
Lead Organization:
Womenspace Association
Total SIDPD Funding:
$500,000.00
Project Background:
Womenspace will lead a two-year project to build the online capacity of women's equality- seeking groups to participate in developing and implementing social policy. The project will use a variety of methods to encourage women's participation in online consultations using a publicly accessible web site containing project materials and a policy tool kit. A pilot online consultation will review and report on women, equality and information communications technology in preparation for the March 2003 United Nations Commission on the Status of Women. In addition, a large national consultation involving women's equality-seeking groups and government representatives will take place in 2003 to prepare a set of protocols for using the Internet to involve women's equality-seeking groups in the social policy process.

Veterans Affairs Canada

Project Title:
> Giving Voice to Seniors' and Veterans' Intesrests

Lead Organization:
> Victorian Order of Nurses

Total SIDPD Funding:
> $118,000.00

Project Background:
> The project is designed to ensure the ongoing home and community care needs of veterans and seniors, which is a growing segment of the Canadian population, are met. The project will address specific policy objectives through extensive stakeholder consultation. It is anticipated that the project will also result in increased capacity among key voluntary sector organizations to address the broader policy concerns regarding this issue with Veterans Affairs Canada and other departments.