



Treasury Board of Canada
Secrétariat

Secrétariat du Conseil du Trésor
du Canada

Canada

Policy on Transfer Payments reset

A collaborative approach to policy development

fmi Capital Chapter

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Purpose

A discussion of collaboration and co-development

1 Completed activities

2 Upcoming engagement

The approach to Policy reset

col·lab·o·ra·tion

/kəˌlabəˈrāSH(ə)n/

Noun

The action of working with someone to produce or create something.

*"he wrote on art and architecture **in collaboration with** John Betjeman"*

*"his recent opera was **a collaboration with** Lessing"*

Similar: ● cooperation ● teamwork ● working together

co·de·vel·op

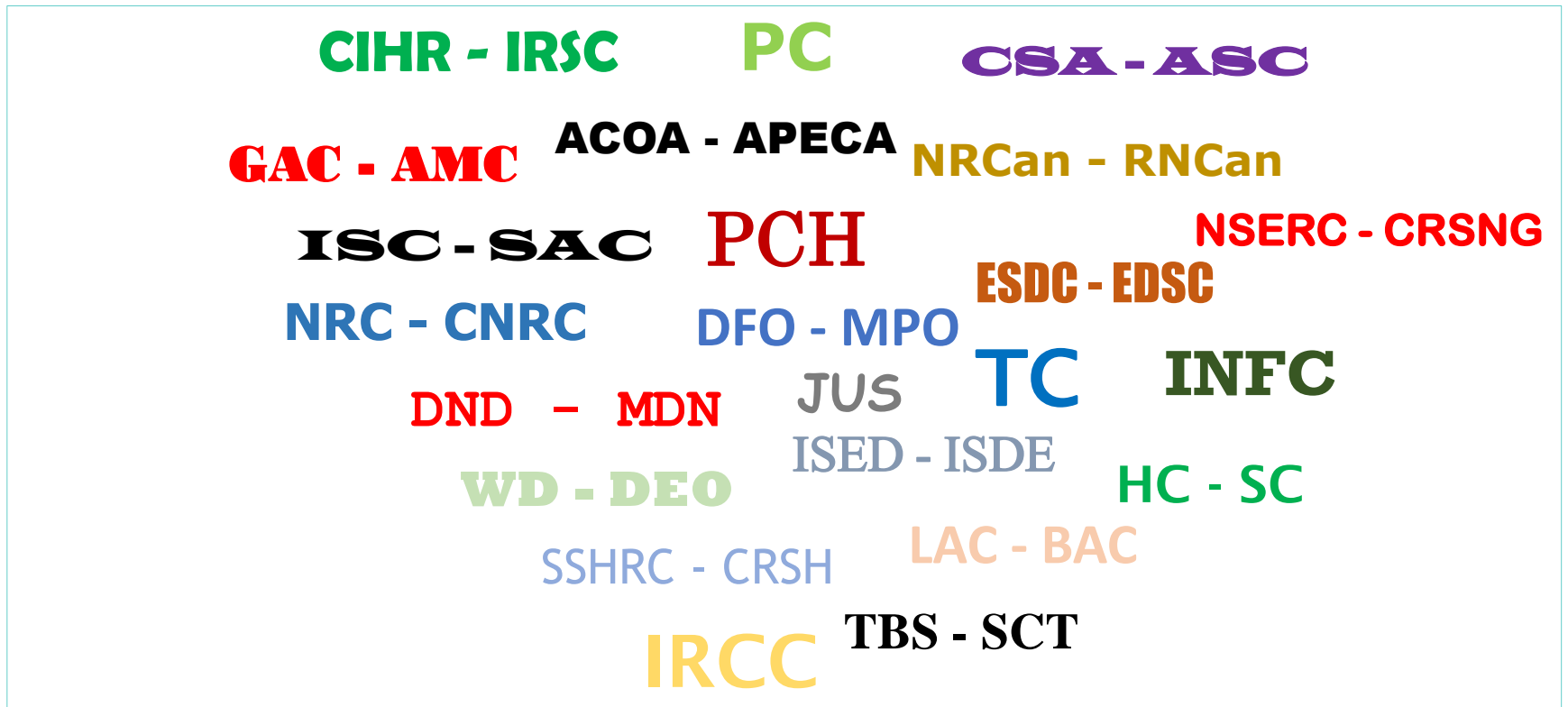
co·de·vel·op | \ ,kō-di-'vel-əp

Verb

To develop (something) by working with one or more others: to develop (something) jointly

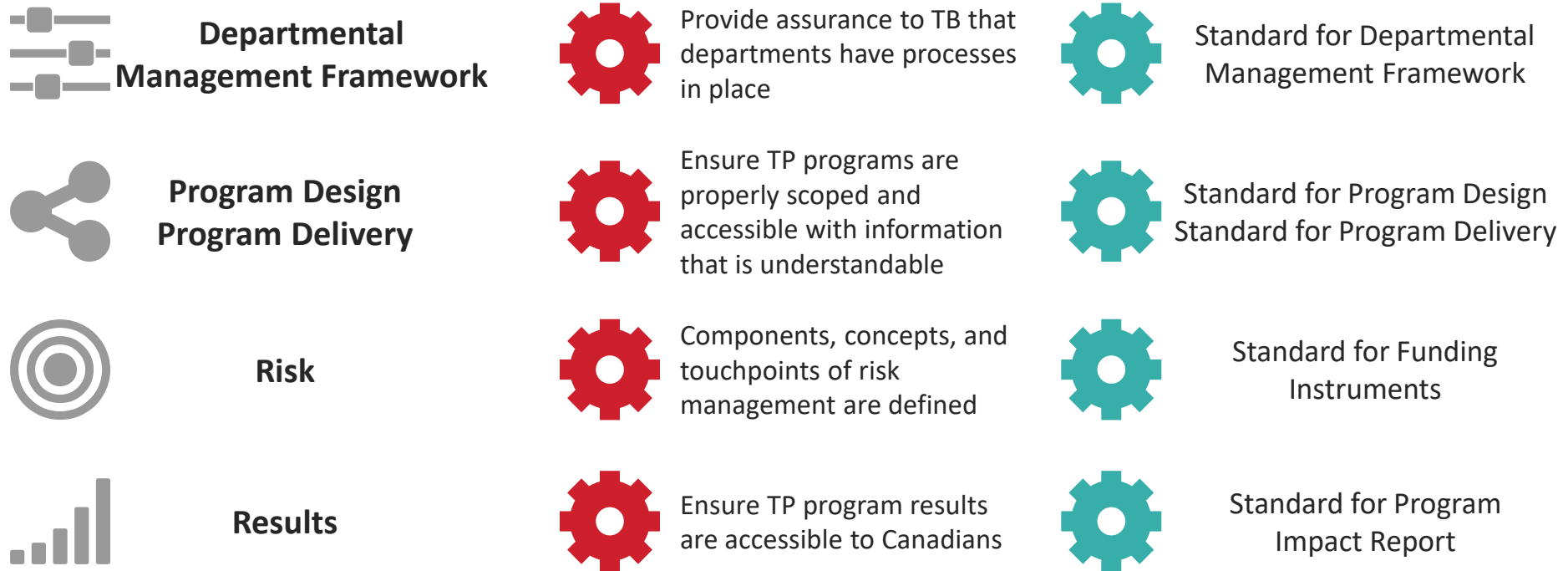
"A team of engineers has co-developed a device that can translate sign language"

The approach: Policy reset working groups



Working groups: key objectives and deliverables

Four working groups co-developed **five key standards** for Policy reset



Working groups: what we heard

Overall, working groups were **supportive of the fundamental concepts**, but identified **some areas for further development**



Transparency for design and delivery decisions

Recognition that this is transformational change and must be supported by **sustained leadership**

Positive feedback on **Policy framework documents**

Departmental **flexibility**



Including time-sensitive information (background, rationale, budget announcements) in program design

Program delivery approved by minister

Recipient feedback questionnaire

Potential for duplication of effort

Addressing what we heard

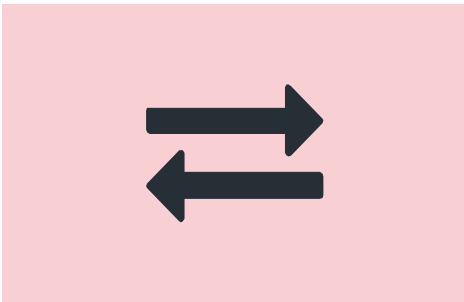
Program design	Program delivery approval	Recipient feedback	Duplication of effort
<ul style="list-style-type: none">▪ Segment and present information versus key program design elements▪ Manage change from current Ts&Cs requirements to ensure better program design	<ul style="list-style-type: none">▪ Approved by Deputy head▪ Departmental flexibility to manage programs to achieve results	<ul style="list-style-type: none">▪ Departments determine how recipient feedback will be addressed in the DMF▪ Promote stakeholder engagement throughout the program life-cycle	<ul style="list-style-type: none">▪ Complement other Treasury Board policies, rather than establish a specific transfer payment standard



Feedback from working group members has been incorporated into Policy standards

Planning for implementation

**Thinking
things through**



Testing Policy
standards

**Leveraging
knowledge**



Engaging subject
matter experts

**Anticipating
challenges**



Bookmarking items
for guidance

Policy pilot: A measured approach to implementation

A **Pilot of up to 3 years** will be undertaken to ensure lessons learned inform **government-wide Policy renewal** and the **supporting tools needed** for implementation

Pilot components



Collaborating with departments:
Collaborate with a small group of early adopter departments

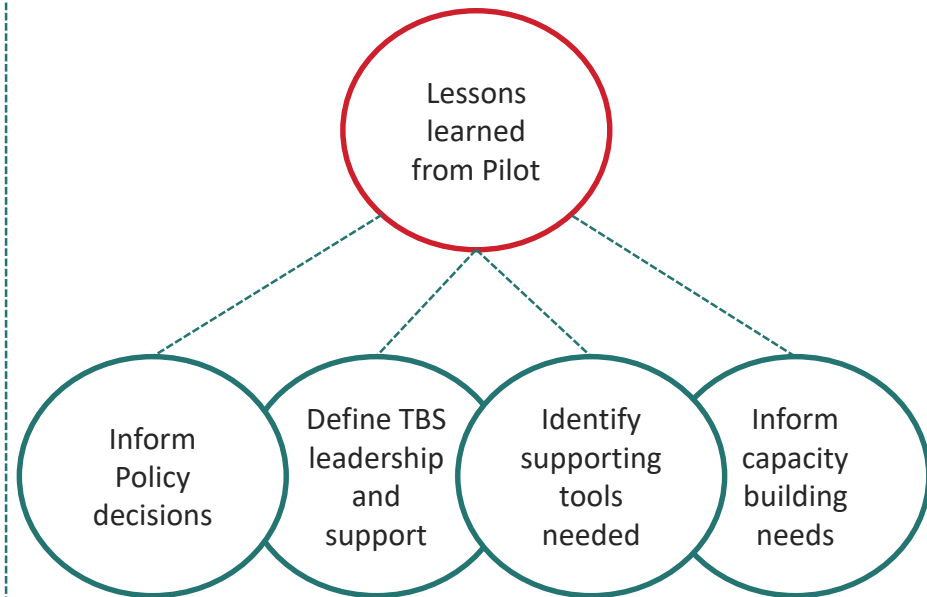


Representing TP program diversity:
Select diverse transfer payment programs



Testing policy concepts: Measure and report results to make sure we got it right

Pilot benefits



Pilot: Collaborating with departments

The 3 early adopter departments have **established expertise with grants and contribution** design and delivery with a **range of transfer payment expenditures**

DFO



- 5% of total departmental expenditures are transfer payments¹
- 1 program proposed
- Opportunity to monitor changes outside of Pilot

ISED



- 75% of total departmental expenditures are transfer payments¹
- 3 programs selected
- Opportunity for transfer payment programs to be added during the Pilot

ESDC



- 96% of total departmental expenditures are transfer payments¹
- 3 programs proposed
- Opportunity to monitor changes outside of Pilot

¹ 2017-18 Departmental Financial Statements

Pilot: Representing TP program diversity

The programs identified by early adopter departments are **representative of the types of programs delivered by the community** and **provide sufficient data** to systematically test the proposed concepts



Funding instruments

All four funding instruments will be tested



Funding approaches

Inclusion of different funding approaches, including further distribution



Recipient type

Variety of recipient types, as well as new and repeat recipients



Funding agreements

Ranges from single to high-volume recipient programs



Multiple components

One Program Design- multiple Program Delivery model

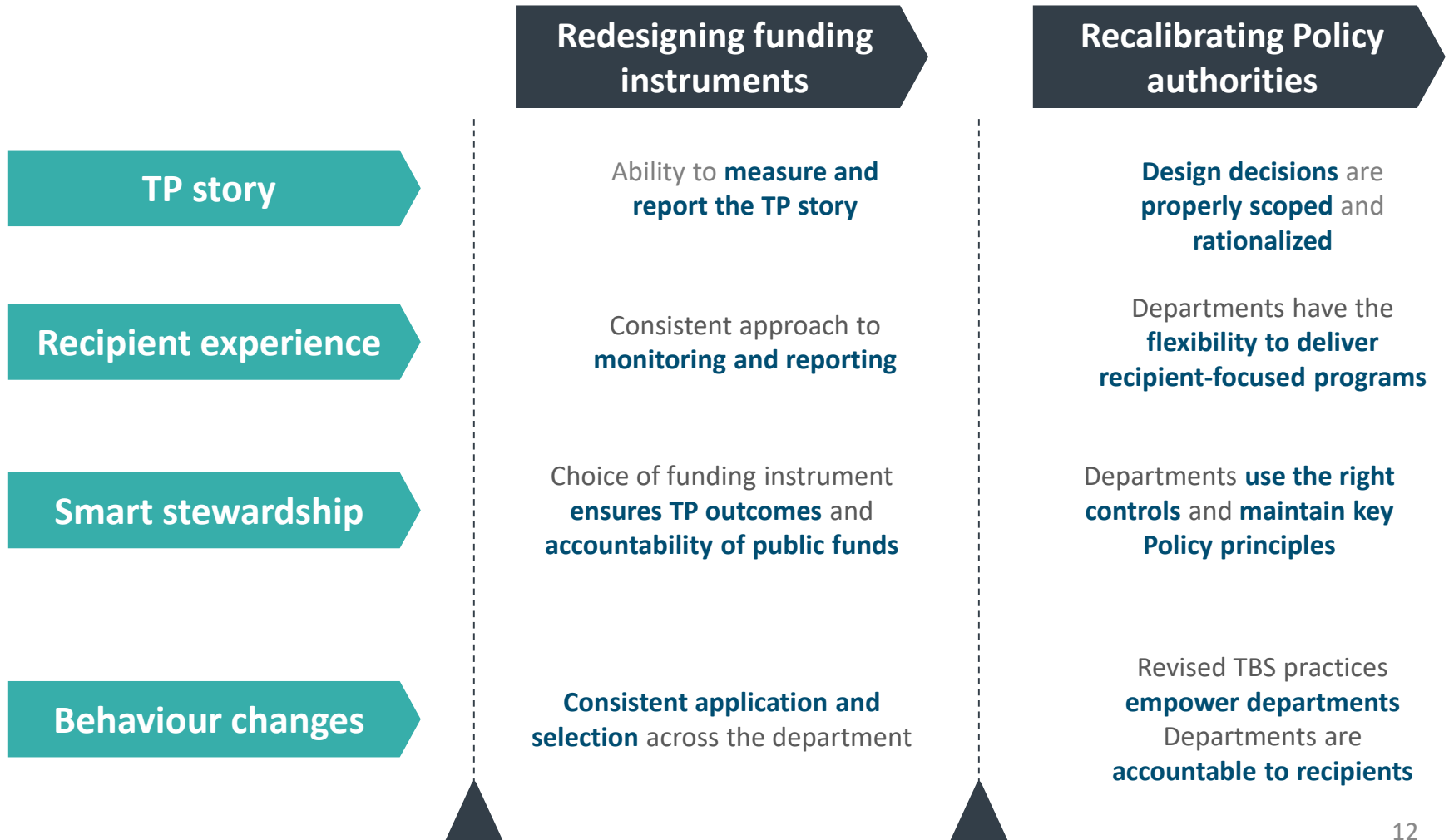


Maturity of programs

Range from new to well established transfer payment programs

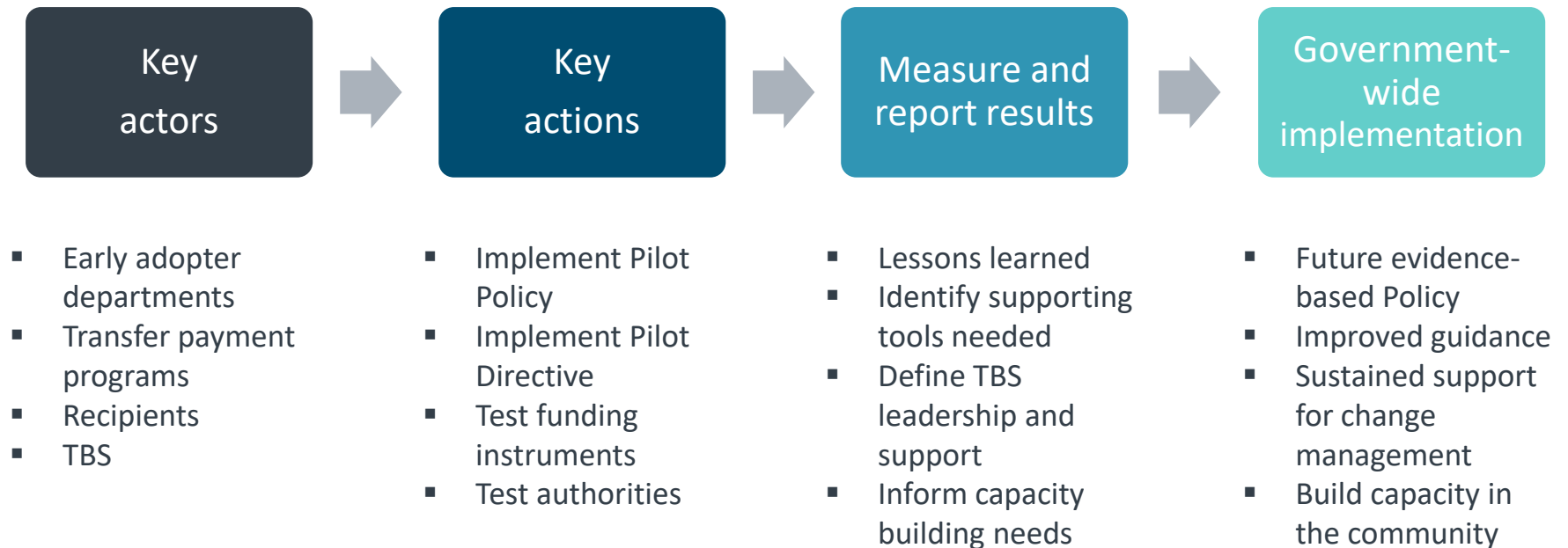
Pilot: Testing Policy concepts

The Pilot will test **two key elements**: the impacts of **redesigning the funding instrument continuum** and **recalibrating Policy authorities**



Implementation plan

Results of the pilot will **inform future evidence-based policy decisions** and contribute to **broader implementation plans**



Questions

Annex A: Working groups by department

Departmental Management Framework	Design & Delivery	Risk	Results
<ul style="list-style-type: none"> ▪ DFO ▪ DND ▪ ESDC ▪ HC ▪ ISC ▪ ISED ▪ NRC ▪ NRCan ▪ PC ▪ PCH ▪ TC 	<ul style="list-style-type: none"> ▪ ACOA ▪ CSA ▪ ESDC ▪ GAC ▪ HC ▪ INFC ▪ IRCC ▪ ISC ▪ ISED ▪ LAC ▪ NRC ▪ PCH 	<ul style="list-style-type: none"> ▪ DND ▪ ESDC ▪ IRCC ▪ JUS ▪ NRCan ▪ NSERC ▪ PC ▪ TC ▪ WD 	<ul style="list-style-type: none"> ▪ CIHR ▪ GAC ▪ ISC ▪ NRCan ▪ NSERC ▪ PCH ▪ SSHRC ▪ TC

5 departments participated on 3 working groups

Annex B:

Pilot: What has been done to date

Following co-development of Policy standards for the revised Policy with 22 departments, **consultation and collaboration continues**

Expressions of interest from early adopter departments	Identification of proposed transfer payment programs	Developing a methodology
<ul style="list-style-type: none">➤ A call from the Comptroller General to departments, resulted in the following early adopters self-identifying interest:<ul style="list-style-type: none">▪ Department of Fisheries and Oceans (DFO)▪ Innovation, Science and Economic Development (ISED)▪ Employment and Social Development Canada (ESDC)	<ul style="list-style-type: none">➤ Programs were proposed by departments to participate in the Pilot➤ TBS/Transfer payment policy centre (TPP) identified risks, gaps, and opportunities with the proposed programs➤ TPP met with departments to addresses observations and negotiate other possible programs➤ Departments and TBS finalized their proposed list of participating programs	<p>Internal:</p> <ul style="list-style-type: none">➤ Engagement with TBS innovation and experimentation experts <p>External:</p> <ul style="list-style-type: none">➤ Engagement with an external expert to develop a methodology for the Pilot