



Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

Canada

TBS Program Sector Machinery: how to support change

Ben Copp presentation to FMI –IGF Capital Chapter
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What are Treasury Board Submissions?

DRAFT

- The Treasury Board (TB), established in 1867, is the **only statutory Cabinet Committee**. It is responsible for: making decisions on funds (Expenditure Manager); rules, and compliance (Management Board); and people (Employer). It is also responsible for making recommendations to the Governor General on regulations.
- TB Submissions are official Cabinet documents used by federal organizations to seek **specific authorities** from TB – such as access to funds or approval of terms and conditions in support of the implementation of a new or updated program.
- Without an approved TB submission, a sponsoring minister (or ministers) would not otherwise be able to undertake the proposed activities, as they would fall outside of their delegated authorities.



What is the role of the Treasury Board Secretariat?

- The review and approval exercise for TB Submissions is **facilitated** by TBS Program Sectors, which act as the 'single window' between the Secretariat and federal organizations that are bringing a proposal forward to TB for consideration. Program Sectors analysts are supported by TBS Policy Centres such as the OCG, who provide advice on TB Policies such as the Transfer Payment Policy and its directives.
- The goal of this exercise is to ensure that:
 - Government proposals are designed in an effective and efficient manner and will bring value for money to Canadians; and
 - That requirements outlined in TB Policies and Directives are complied with (e.g. *Policy on Results, Transfer Payment Policy, etc.*).
- As part of this review exercise, Program Sector formulates advice and recommendations on the proposal, which is communicated in writing to TB Ministers through a formal written briefing document (i.e. Précis) that provides independent and objective advice on the proposal to enable decision making by the Board.
- The implicated Program Sector Assistant Secretary (ADM equivalent) then presents the organization's proposal along with the TBS recommendations to TB, interacting with TB Ministers as required (e.g. such as answering questions).

Process Overview



NOTE: Review of drafts repeats until TBS is satisfied with the Submission and comfortable with the department seeking its internal approvals

What are some of the elements TBS looks for in an effective Submission during our Reviews?



After TBS has determined that a submission has the appropriate policy cover, source of funds and is complete, program sector analysts aim to ensure that the proposal describes **how** a Cabinet decision will be operationalized, **why** the proposal is the best way to do so, and **how** success will be measured.



Context (Background and Rationale)

- What the drivers are behind the proposal (e.g. *policy direction*, etc.).
- Who the target audience of the proposal is (i.e. stakeholders).
- What gap(s) in current programming the proposal addresses and how it/they were identified.
- Why this proposal is the best approach for addressing the identified gap(s).



Past and Future Performance

- What the government's past performance was (e.g. past performance results, audit and evaluation findings, etc.) and how the organization plans to maintain / improve on it (e.g., if there are relevant past evaluation recommendation, how have they been addressed).
- If there are any similar initiatives (in Canada or internationally) and how this initiative compares.



Design, Delivery and Implementation

- What activities will be delivered, the expected deliverables, risks and mitigation strategies, key implementation milestones.
- How many new and existing FTEs are required to deliver the proposal and where they will be located, and whether there are any contracting or project requirements needed.
- If there is a *Grant and Contribution (G&C) component*: the terms and conditions (TsCs) that will be used to deliver funding to recipients (new or existing), how effectively the TsCs support the program design and objectives, appropriate resources are dedicated towards the management and oversight of the G&C.

Moving Forward: Program Sector Role in TPP Pilot

Single Window

Program analysts continue to be the “single window” to TBS and maintain the existing process for review.

Collaboration

A program sector analyst has been embedded within the Transfer Payment Policy Centre to help develop the pilots’ initial parameters.

Support & Learning

Program sector analysts for early adopters will:

- work closely with their client department and the Transfer Payment Policy Centre during implementation; and,
- Build capacity and share lessons learned and their expertise with other analysts across the program sectors.

Additional Resources

1) TB Submission Process Overview:

<https://www.canada.ca/en/treasury-board-secretariat/services/treasury-board-submissions.html>

2) TB Submission Detailed Guidance for Writers:

<https://www.canada.ca/en/treasury-board-secretariat/services/treasury-board-submissions/guidance.html>

Annex: How TBS works with other central agencies

Cabinet stage

TBS works together with the other central agencies in supporting departments' development of proposals for Cabinet consideration – the TBS challenge function is focussed on implementation considerations and ensuring resource requirements are fairly stated.

Budget stage

As part of the Budget process, TBS works with the other central agencies to develop recommendations to Treasury Board on “sunsetting” programs (programs which are subject to government decisions to extend, reduce, or enhance funding); TB then makes recommendations for Budget planning.

Treasury Board stage

TBS is the lead central agency on the TB submission process – the TBS challenge function is focussed on detailed design, delivery and implementation issues (engagement with the other central agencies at this stage is largely limited to clarifying policy authority and the source of funds).

When working with central agencies and other departments, TBS focusses on the merits of proposals:

- ensures feasibility in **design**, conformity with Government policies and **value-for-money**;
- ensures that the funding sought is a fair representation of the **expected costs**; and
- works with the sponsoring department(s) to ensure that a **viable business case** is made.