



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



Management of Grants and Contributions at CIC

Development of Departmental Action Plan

October 22, 2009

Citizenship and Immigration Canada
BUILDING A STRONGER CANADA



Citoyenneté et Immigration Canada
BÂTIR UN CANADA PLUS FORT

Canada 

Grants and Contributions at CIC

- CIC provides financial support for settlement, resettlement and multiculturalism programming to facilitate the settlement, adaptation and integration of newcomers into Canadian society and to foster intercultural understanding and Canadian values
- Grants and contributions funds represent almost 70% of department's budget
- Over the past 5 years, budget for contribution agreements (CAs) more than doubled
- Number of contribution agreements has likewise doubled - from some 450 in 2005-2006 to almost 1000 across the country
- Alberta: 175 agreements Value: \$56 M



Grants & Contributions at CIC (cont'd)

➤ Settlement and Resettlement Programs:

- Close to 400 Service Provider Organizations (SPOs) delivering LINC, ISAP, Host and RAP programs:
 - Majority (over 80%) with \$\$ value over \$50K
 - Many are multi-year
- Bulk of settlement /resettlement programming is for direct service delivery to clients – continuity of service offering is key;
- Payment made for clearly defined services, after services rendered;
- Management of CAs primarily at regional level
- Innovation Fund – managed at national level

➤ Multiculturalism Programs:

- Roughly 50 agreements, mix of grants and contributions; and,
- Management is done centrally.



Settlement Program Operating Context - Criteria for Contribution Agreement Recipients

- “Service Providers” or “Recipients” are defined, according to the Terms and Conditions for the Settlement Programs, as follows:
 - Provinces with an alternative funding arrangement – British Columbia and Manitoba;
 - Provincial, territorial or municipal governments;
 - Not-for-profit organizations including non-governmental organizations, non-profit corporations, community groups and umbrella organizations;
 - International organizations (requires approval of the Governor-in- Council);
 - Businesses, educational institutions, and individuals.
- Questions concerning who should be eligible clients (e.g. Canadian citizens, temporary foreign workers and asylum seekers/refugee claimants).



Resettlement Program Operating Context - Criteria for Contribution Agreement Recipients

- Ts &Cs identify 2 groups of recipients
 - Refugees resettled to Canada
 - SPOs that provide assistance to these persons, as follows.
 - (a) a business;
 - (b) a non-profit corporation;
 - (c) a non-governmental organization;
 - (d) an intergovernmental organization;
 - (e) a community group;
 - (f) an educational institution;
 - (g) an individual;
 - (h) an umbrella organization;
 - (i) a provincial, territorial, municipal government department/agency;
 - (j) the United Nations High Commissioner for Refugees (UNHCR);
 - (k) a referral organization (as defined in the *Regulations*);
 - (l) an overseas service provider; and
 - (m) an international organization.



Multiculturalism Program Operating Context Criteria for Contribution Agreement/Grant Recipient

- Canadian not-for-profit organizations or associations;
- Non-federal Canadian public or public-interest institutions such as the media, boards of education, schools, colleges and universities, chambers of commerce, law enforcement and police agencies, hospitals, and other health care institutions;
- Regional and municipal governments and their agencies;
- First Nations and Inuit governments, band councils and organizations; and
- Canadian citizens and permanent residents.



CA Proposals

- Contribution Agreements originate in several ways:
 - Calls for Proposals:
 - Open to all eligible organizations or individuals.
 - “New” Agreements with existing service providers:
 - Ongoing service need; and,
 - SPO has solid delivery track record:
 - Amendments to existing Agreement:
 - Expand existing service or add related service.
 - Unsolicited proposal:
 - Seldom used – respond to urgent need.



Contribution Agreements: Assessment Criteria

- All proposals are assessed to determine whether they provide good value for money.
- In general, they must:
 - Comply fully with TB Policy on Transfer Payments;
 - Accurately reflect program Terms and Conditions;
 - Deliver program objectives and results, meet client needs; and
 - Represent a sound investment in cost-effective delivery by competent, efficient and reliable service providers.
- SPO is assessed with respect to:
 - Legal status and reputation;
 - Organizational and governance structures (Executive Director, elected Board); and,
 - Financially and structurally sound.
- Once a CA is negotiated and in place, CIC conducts ongoing activity and financial monitoring to ensure services are consistent and delivered as per terms of Agreement.



Program Management Tools – iCAMS

➤ Immigration – Contributions Accountability Measurement System (iCAMS):

- Internet-based database designed to collect service and client information on CIC's settlement and resettlement program delivery from service provider organizations.
- Fully implemented in 2004, but further work is required to develop its reporting to facilitate program monitoring and evaluation.



Program Management Rules - Management Control Framework (MCF)

➤ Purpose:

- to provide clear national guidance to CIC personnel engaged in the management of Settlement and Resettlement contribution programs; and,
- to ensure proper selection, negotiation and management of contribution agreements through relevant training, tools and guidance of both CIC officers and service providing organizations.

➤ Current Scope includes:

- Officer training;
- Manuals and user guides;
- Standard national CA forms and schedules; and,
- Management tools to assist both CIC and SPOs.



Program Management Rules - Contribution Accountability Framework (CAF)

- Developed in 1999 to ensure accountability of settlement and resettlement program expenditures through monitoring service delivery and evaluating program effectiveness and efficiency.
- 5 key elements:
 - Performance measurement (through iCAMS);
 - Program evaluation;
 - The contribution agreement process (assessment, negotiation, management, project monitoring & evaluation);
 - Provincial-territorial accountability (B.C. and Manitoba); and,
 - The Management Control Framework (MCF).



TBS Government Action Plan

- In response to the 2007 Blue Ribbon Panel on Grants and Contributions, the Treasury Board Secretariat of Canada (TBS) has developed a Government Action Plan to Reform the Administration of Gs and Cs. The Action Plan includes 3 core elements:
 - Policy Reform – a new Policy on Transfer Payments effective October 1, 2008;
 - Horizontal Enablers – a Centre of Expertise (CoE) to provide leadership for the reform of Gs and Cs; and
 - Departmental Action Plans for Gs and Cs reform.



CIC Departmental Action Plan

- As part of the Government Action Plan, each department is required to develop and implement its own Departmental Action Plan (DAP) to review Gs and Cs management practices, identify opportunities for improved service delivery and increased efficiency, and share best practices.
- The following elements of the DAP are to be developed by March 31, 2010:
 - Risk management;
 - Engagement of applicants and recipients; and,
 - Establishment of departmental service standards for transfer payment programs.



Elements of CIC DAP

- Clarity and consistency in program delivery and integrated program implementation –settlement, resettlement, multiculturalism and foreign credential recognition
- Reduced administrative burden for recipient
- Stakeholders see consistency in management of Transfer Payments Programs
- Reduction in administrative burdens for recipients, clarity in relationships and expected results, faster and improved service and adhering to service standards
- Establishment, communication, monitoring and reporting against service standards



Elements of CIC DAP (cont'd)

- Standardized, department-wide Risk-based approach to Gs&Cs Management, particularly the identification of monitoring and audit needs
- Updated forms and schedules with simplified, clearer and more user-friendly language
- Use of common tools and enhanced access to relevant information to guide program delivery
- Foster efficiencies in departmental interaction with service providing organizations and better integrate and facilitate cross-referencing of information from multiple sources
- Adoption of practices found to be successful in other government departments
- Strengthened capacity in sector, will allow CIC staff to have more time to address/monitor and influence outcomes of initiatives and projects



QUESTIONS DISCUSSION





Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada



Citizenship and Immigration Canada
BUILDING A STRONGER CANADA



Citoyenneté et Immigration Canada
BÂTIR UN CANADA PLUS FORT

Thank You • Merci

Canada 