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Evaluation Directorate



June 2009

Summative Evaluation of the Social Development Partnerships Program

Final Report
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***Evaluation Directorate
Strategic Policy and Research Branch
Human Resources and Skills Development Canada***

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List of Abbreviations

CII	Community Inclusion Initiative
CDPD	Community Development and Partnerships Directorate
CFP	Call for Proposals
DPPP	Disabled Persons Participation Program
ELCC	Early Learning and Child Care
Gs&Cs	Grants and Contributions
HRSDC	Human Resources and Skills Development Canada
NGO	Non-Governmental Organization
ODI	Office for Disability Issues
NWG	National Welfare Grants
RBAF	Risk-Based Audit Framework
RMAF	Results-based Management and Accountability Framework
SDPP	Social Development Partnerships Program
SNP	Social Not-For-Profit Sector
UEY	Understanding the Early Years Initiative
VSS	Voluntary Sector Strategy

Executive Summary

This report contains the findings and conclusions for the summative evaluation of the Social Development Partnerships Program (SDPP). The evaluation assessed the rationale and relevance, results, cost-effectiveness and some aspects of the design and delivery of the program for the period from April 2003 to March 2007.

The SDPP is a nationally delivered program that plays a role in furthering broad social goals by making strategic investments in not-for-profit organizations to support the generation and dissemination of knowledge, foster partnerships to achieve shared goals, and help to build capacity in the social not-for-profit sector in Canada (SNP).

The Program's long-term objectives include:

- To increase the effectiveness of the non-profit sector in meeting the social development needs and aspirations of people with disabilities, children and their families and other vulnerable or excluded populations; and
- To improve the quality and responsiveness of governments' social policies and programs.

The renewed Program's more immediate objectives are to:

- Promote the generation, dissemination and application of knowledge on emerging social concerns, innovative solutions, best practices, and social and economic outcomes as they relate to people with disabilities, children and their families, and other vulnerable or excluded populations;
- Foster collaboration, partnerships, alliances, and networks to advance shared social goals and priorities; and
- Strengthen the capacity of organizations in the social non-profit sector with respect to governance, policy and program development, community outreach, organizational administration and management.

The SDPP accomplishes its objectives through three components, namely:

- Children and Families (includes the Social Inclusion, and Early Learning and Child Care initiatives);
- People with Disabilities (includes the Community Inclusion Initiative); and
- The Thérèse Casgrain Volunteer Award.

The Community Development and Partnerships Directorate (CDPD) and the Office for Disability Issues (ODI) of the Income Security and Social Development (ISSD) Branch are responsible for managing funding under the various components of the SDPP.

During the summative evaluation study period, the SDPP also provided the program authorities to administer funding for five initiatives. They include:

- National Survey on Giving, Volunteering and Participating (started in 2002);
- Early Childhood Development in Official Language Minority Communities (started in 2004);
- Understanding the Early Years Initiative (started in 2005 after pilots starting in 1999);
- Voluntary Sector Initiative (started in 1999, completed in 2004); and
- Voluntary Sector Strategy (superseded Initiative starting in 2005).

This evaluation focuses on the Children and Families and People with Disabilities components of the SDPP and hence excludes these five initiatives. As well, the Community Inclusion Initiative, although it is part of the People with Disabilities component, is not covered by this evaluation. Strategic investments amounting to \$75.7M between April 2003 and March 2007 have been made through the various components of the SDPP included in this evaluation.

Methodology and Scope

The evaluation of the SDPP assessed the rationale and relevance of the program, success (including the immediate, intermediate and longer-term and ultimate outcomes as indicated in the logic model), cost-effectiveness, and design and monitoring issues (specifically related to monitoring and the umbrella structure of the program). The fieldwork conducted for the evaluation focused on the activities and Gs&Cs that were provided between April 2003 and March 2007.

The evaluation evidence was gathered through the following methods:

- Document and Literature Review;
- Survey of Successful and Unsuccessful Funding Applicants;
- Client/Users Survey;
- Case Studies;
- Key informant interviews;
- Administrative Data Review; and
- File Review.

Findings and Conclusions of Evaluation

The following presents the evaluation questions as well as a summary of the findings and conclusions which were derived from the evidence gathered for the evaluation.

Program Rationale and Relevance

Is there a continued need for the program and to what extent does the SDPP reflect broader federal government and departmental social policy direction?

Overall, there is evidence of a wide variety of social groups who are vulnerable in terms of access to income and health/social services, including the following: people with disabilities, families and children living in poverty, single parent families, seniors, immigrants, Aboriginals, caregivers (women mostly), visible minorities, and people living in remote areas. While the not-for-profit sector plays a key supporting role to vulnerable populations, not-for-profit organizations themselves require ongoing financial support to fund both their internal capacity, as well as projects aimed at supporting the vulnerable populations. The SDPP was viewed as one of the few sources for this type of funding for which few funding alternatives existed for the wide variety of projects the SDPP supported. The SDPP's leadership role within the sector was also seen as invaluable. SDPP is consistent with departmental and broader federal government priorities.

Program Success

To what extent are the anticipated outcomes well-defined, attainable and measurable? To what extent have they been achieved?

SDPP Immediate Outcomes

The anticipated immediate outcomes outlined in the SDPP logic model are considered by evaluation respondents to be clear, well-understood, measurable and generally attainable. There is a recognition that the measurement of change in communication and networking is difficult, because such activities are often informal and difficult to track. In addition, evaluation respondents expressed concerns regarding the impact of suspended SDPP grant funding for the Children and Families component as of April 2007 on the SDPP's ability to strengthen the capacity of organizations and given what they viewed as the program's limited resources. However, it should be noted that the suspended grant funding resumed in April 2008.

Increased organizational capacity

The evaluation findings regarding increased organizational capacity of funded organizations point to a number of benefits from SDPP grant funding. In particular, surveyed grant recipients from both the Children and Families and People with Disabilities components identified organizational administration/management and community outreach as areas where grants had proven to be particularly helpful, while policy and program development and governance were identified by fewer organizations. Despite these successes, concerns were expressed by evaluation respondents that the above-noted reduction in availability of grant funding and otherwise relative stability in amounts granted as compared to rising costs could negate many of the gains made as a result of previous SDPP funding.

Increased communication and networking within and across sectors

The majority of grant recipients surveyed and those receiving funding for conferences and workshops noted in particular the value of funding for communication and networking. According to surveyed funding recipients whose projects included conferences and workshops, 56% reported that their project had resulted in six or more conferences/workshops, and 55% reported having attracted more than 250 participants to each. The vast majority of survey respondents viewed these as critical venues for networking and the sharing/disseminating of new knowledge and best practices. Almost all respondents from both funding components agreed that these events had resulted in the development of new partnerships. These partnerships and communication strategies have led to improved sharing of information and the dissemination of innovative approaches and models for service delivery.

With respect to communication and networking across sectors and organizations that address different types of clientele or offer different services, the majority of funding recipients interviewed could not report any examples of such collaborations, with a few specifically mentioning that their focus was within their own sectors at this point.

Increased information addressing priority areas

In general, key informants cited a number of positive outcomes resulting from the research developed through SDPP funding, including new and relevant knowledge, and innovative solutions concerning vulnerable populations. Program officials, funding recipients and external observers pointed to several examples, citing a number of what they viewed as innovative and high quality reports, publications, strategies, policy/position papers, manuals/guidebooks, best practices and multi-media products developed with the assistance of SDPP funding. In view of the successes noted above, several program officials, funding recipients and external respondents cited the decision in recent years to no longer fund research-oriented projects and conferences under the Children and Families component¹ as representing a potentially serious gap in knowledge development within the SNP sector.

¹ In the 2008 call for project proposals seeking contributions under the Children and Families component, there was a new emphasis on community-based projects and project funding was to be no longer available for research oriented projects, conferences and other such projects with a broader national or regional development and planning focus.

SDPP Intermediate Outcomes

The organizations and individuals surveyed or interviewed for this evaluation all found the intermediate outcomes to be clear and well-defined, measurable and attainable; however they are viewed as ongoing objectives that will require continued attention and effort.

Increased ability of funded organizations to respond to existing and emerging issues

Contribution funding is widely reported as having resulted in very high quality of projects that are making contributions at the ground level, according to survey respondents, key informants and case study respondents. In addition, the vast majority of external observers interviewed reported that not only were they aware of a wide range of SDPP products, across the full range of types of projects, but reported that, to their knowledge, the products they were familiar with had been extremely useful and were well regarded generally in the areas where they were relevant.

Increased knowledge of existing and emerging social issues

Both grant and contribution funding in all three streams were reported to have contributed in this area, through research-oriented projects and the work of larger organizations to collect, compile and analyze new information and disseminate it to interested stakeholders. The dissemination plans carried out as part of the project funding agreements generally focus on distribution via internet, conferences/workshops presentations, mail and report publishing. However, project proponents state that the dissemination of results and products is limited by available resources and by the limited reach of many community-level organizations. The result is that products with a high value potential are known to a relatively small segment of potential beneficiary organizations. Surveyed organizations and interviewed observers in particular were only aware of a limited number of SDPP projects generally related to their area of focus and target population.

Evidence from the funding recipients interviews, as well as the case studies, suggests that there is no systematic way that organizations with similar interests across the country are able to examine project results together and develop collaborative ways to further develop and disseminate them, and to collectively identify appropriate follow-up actions or new, related projects.

SDPP Long-term and Ultimate Outcomes

Key informants identified the ultimate outcome of full inclusion as ambitious considering its complexity, the limited resources of the SDPP and other sources of social inclusion-related funding, and the many other factors that influence inclusion that are beyond the purview of the SDPP.

An effective and efficient social non-profit sector that meets the social needs of targeted populations

This report has identified a number of specific examples to demonstrate the range and variety of SDPP-funded activities that are reportedly contributing to meeting the social needs of the target populations, and increasing the participation of certain vulnerable populations in the context of those projects. These include projects that developed new technologies or new approaches for service delivery, projects that brought partners together to coordinate related activities to better serve target populations, and projects that drew together available research to develop models for service delivery designed to broaden inclusiveness (for example, for immigrants or for people with disabilities).

Government social policies and programs which are responsive to the needs of targeted populations

While it is recognized that it is not possible to determine the influence of the SDPP on this outcome from a broad perspective, evaluation respondents noted a number of examples of project results which were being actively used to improve service delivery, develop better social policies and programs, and in the long run to respond to the needs of vulnerable populations.

Full inclusion of vulnerable populations in all aspects of Canadian society

The evaluation did not attempt to measure whether full inclusion has been achieved. This outcome was accepted as being beyond the scope of the study and representing a very long-term outcome for which agreed-upon measures have not been developed. That being said, there is evidence that at least some SDPP projects have made a positive contribution, and have led to improved inclusion in society for some individuals.

Program Cost-Effectiveness

Have SDPP investments in the non-profit sector partners been incremental to existing non-federal investments and leveraged non-federal investments? To what extent is one funding instrument better than the other (grants and contributions) to achieve the expected outcomes?

The evaluation found that SDPP provides the majority of funding for the projects it supports and surveyed funded organizations report that the majority of projects would not have gone ahead without SDPP funding (74% of respondents under the Children and Families component and 62% of respondents under the People with Disabilities component). In addition, the SDPP is a major funder of organizations it supports. At the same time, recipient organizations mobilize other sources of funding to support their projects, indicating that SDPP leverages other sources of cash and in-kind funding for projects that meet SDPP criteria. According to the administrative data, organizations who received contribution funding through the People with Disabilities component contributed an additional 30% on top of what was committed by the SDPP in the form of cash and in-kind contributions; this percentage was slightly higher for the Children and Families

component at 32%. The amount contributed by organizations in receipt of grant funding was significantly higher at 84% of the grant amounts.

Respondents reported that grants and contributions served different purposes, and both are necessary to meet the objectives of the SDPP. Contributions, in particular, would not be an appropriate substitute for the grants, given that the latter focus on organizational governance, professional and administrative development, and other key activities that are typically not covered by contributions. Contributions, on the other hand, focus on prescribed sets of project activities that are negotiated, for which organizations are accountable.

Program Design and Monitoring Issues

***Has the SDPP performance monitoring conformed with the RMAF?
To what extent is it effective in monitoring the performance of the SDPP?
Is the logic model covering the two components (People with Disabilities,
Children and Families) still valid? How effective has SDPP been as an
umbrella program?***

During the period covered by the evaluation, most key performance and results indicators contained in the RMAF were collected through the activity and projects reports mechanism, with improvements being introduced in the more recent years to correct inconsistencies in reporting format experienced in the earlier years. While performance data is gathered and recorded, the reporting functions of information management systems are not effective as they could be for on-going management of the program. From the perspective of funding recipients, however, SDPP reporting requirements are viewed as onerous for contributions, drawing them away from project work to a significant degree.

Program officials had differing views about the benefits of the umbrella structure, some viewing it as burdensome and time-consuming, others seeing SDPP as flexible and capable of responding to new emerging needs. Most recognize the challenge of reporting results of SDPP due to the variety of projects and organizations it supports. SDPP recipients see potential value in a broad-based approach, which brings flexibility, but it has not encouraged exchanges between recipients and between recipients and SDPP officials, which would be expected from an umbrella program.

Recommendations

1. Given that the evaluation found no evidence to change the current distribution of grants and contributions, consideration should be given to maintaining a balance between both funding approaches. In light of the evaluation evidence about the impacts of the grants on the capacity of the organizations to maintain their operations and to establish linkages with other organizations, and considering the limited number of funding sources for not-for-profit organizations, consideration should be given to maintaining grant funding to support organizations. There is also evidence of an ongoing need for contribution agreements, especially for specific projects of limited scope.

2. Further Support the Dissemination of SDPP Project Results. SDPP projects have resulted in a variety of high quality products and progress has been achieved since the last evaluation in the area of results dissemination. While the vast majority of project results have been disseminated (via the Internet, in most cases), there is an opportunity to support additional dissemination efforts and in some cases ensure follow-up.

3. Make Adjustments to the RMAF and Reporting Requirements. While the SDPP logic model is deemed acceptable, further refinements should be considered. Most importantly, the ultimate goal of full inclusion of vulnerable populations needs to be stated in terms that can be reasonably achieved and measured over the long-term. As well, the evaluation results indicate that there is a need to streamline the reporting requirements in an attempt to reduce the funding recipients reporting burden.

4. Encourage Cross-Sectoral Exchanges and Partnerships. The SDPP incorporates few mechanisms that support exchanges between stakeholders with different outputs, goals and clientele. Consideration ought to be given towards developing these types of cross-sectoral linkages, including knowledge exchanges and partnerships, through formal planning and exchange activities that would involve both government and non-government partners.

Management Response and Action Plan

Introduction

In 2007, a summative evaluation of the Social Development Partnerships Program (SDPP) was undertaken to fulfill Government of Canada accountability requirements, and to address requirements of the Treasury Board Secretariat Policy on Transfer Payments for the continuation of the program terms and conditions by March 31, 2009.

The SDPP summative evaluation was designed to examine issues related to the rationale and relevance of the program; design and monitoring issues; the cost effectiveness of the program; as well as its success, including immediate, intermediate, and long-term outcomes.

This management response provides Human Resources and Skills Development Canada (HRSDC) with the opportunity to communicate their response to the key evaluation findings, to indicate where policies have been modified, and to outline plans for further change.

The Office for Disability Issues and the Community Development and Partnerships Directorate would like to thank those who participated in the evaluation of the SDPP.

Key Findings

The summative evaluation addresses issues related to the program's rationale and relevance, success, cost-effectiveness, and some aspects of the design and delivery. While some areas for improvement have been identified, the key findings outlined in the evaluation are generally positive.

The evaluation demonstrated that SDPP activities contributed to increased organizational capacity of funded organizations, increased information addressing priority areas, and led to the development of high-quality and useful projects which contributed to meeting the social needs of target populations.

The SDPP is virtually the only program that funds such a wide variety of initiatives. It was viewed to be one of the few programs that work to strengthen the capacity of organizations, which has been identified as one of the pressing needs within the not-for-profit sector.

The evaluation made four recommendations for the SDPP that require action on the part of the program area, which are outlined below with the corresponding departmental response.

Recommendations and Proposed Actions

1. Given that the evaluation found no evidence to change the current distribution of grants and contributions, consideration should be given to maintaining a balance between both funding approaches.

The program agrees with this recommendation:

- HRSDC officials will continue to maintain a balance of grants and contribution funding for future SDPP Calls for Proposals (CFP) and Requests for Applications (RFA), providing opportunities for contribution funding for collaborative investments and strategic grant investments for national organizations, pending further discussion on emerging social priorities and the future program design. (See recommendation 3).
 - Grants will continue to be of longer duration (3-5 years) to enhance capacity and allow organizations to address issues requiring a sustained response.
 - Contribution funding for projects will be of a shorter duration (for example, 2-3 years) and the funding calls will be staggered (for example, every 18 months) to ensure that the Department can respond to emerging priorities in a timely fashion.
- This balance will be reflected in future funding opportunities. Beginning winter 2009, two CFPs (one under each of the Children and Families and the People with Disabilities components), and two RFAs under the People with Disabilities component will be released.

2. Further support is required in the dissemination of SDPP project results.

The program agrees with this recommendation:

- Departmental officials will continue the practice of posting information on funded projects on HRSDC's website.
- In consultation with stakeholders and partners, HRSDC officials will explore options, including bringing funding recipients together to share documents, key information, best practices and lessons learned. This work is ongoing in nature.
- HRSDC representatives will also work with funded organizations to develop effective knowledge and translation/dissemination plans that each organization will be required to submit as part of their funding application.
- HRSDC officials will work with the Evaluation Directorate to ensure that the issue of systematic dissemination and follow-up are incorporated into the methodology for the next summative evaluation, which will cover the post March 2007 program activities.

3. Make adjustments to the Results-based Management and Accountability Framework (RMAF) and reporting requirements. Most importantly, the ultimate goal of full inclusion of vulnerable populations needs to be stated in terms that can be reasonably achieved over the long-term.

As well, evaluation results indicate that there is a need to streamline the reporting requirements, in an attempt to reduce the funding recipients' reporting burden.

The program agrees with this recommendation:

- In 2009-2010, HRSDC officials will undertake a review of the SDPP policy framework, including an analysis of options for the future direction of the program and elements for a potential redesign of the program parameters. Proposed program improvements and possible enhancements will serve to further strengthen SDPP's contribution to the Government of Canada's priorities and position the program to respond to current and emerging issues related to the identified vulnerable populations. Future program design and findings from the evaluability assessment will include articulation of outcomes that are measurable and that can be reasonably achieved.
- As an immediate response to this recommendation, HRSDC officials have revised the RMAF/RBAF document, including the creation of more clearly defined and measurable output and outcome statements, and key indicators. These will be validated through an evaluability assessment scheduled for 2009-2010, which will involve a thorough examination of the program logic model, the performance data collected or planned to be collected, and an assessment of the appropriateness of the proposed indicators and outcomes. A key focus of the evaluability assessment will be the program's new long-term outcome (which replaces the ultimate goal) to ensure that this outcome can be measured and reasonably achieved, given the relatively small size of the program.
- Three levels of reporting requirements, departmental timelines and key indicators, have been established within the revised program RMAF/RBAF's Performance Measurement Framework – Public Reporting, Senior Management Reporting, and the Management Results Reporting Structure (MRRS).
- In an attempt to reduce reporting burden on funding recipients', HRSDC officials will consult with recipient organizations to review and seek input into project reporting requirements beginning in spring 2009. Streamlined program reporting templates will be implemented in 2009 to collect information on key performance indicators.

4. Encourage cross-sectoral exchanges and partnerships. Consideration ought to be given towards developing these types of cross-sectoral linkages, including knowledge exchanges and partnerships, through formal planning and exchange activities that would involve both government and non-government partners.

The program agrees with this recommendation:

- HRSDC officials will continue to explore strategies to support knowledge mobilization and approaches to address emerging social priorities.
 - HRSDC officials will formalize a program stakeholder engagement plan, with timelines for a phased approach for implementation, beginning June 30, 2009. Departmental officials will align the program plan with the Stakeholder Engagement Strategy developed under the HRSDC Departmental Action Plan to Modernize Grants and Contributions.
 - In consultation with stakeholders and partners, departmental officials will explore options for sharing documents, key information, best practices and lessons learned.

Future Application of SDPP Summative Evaluation Recommendations

The conclusions of the summative evaluation provide several positive findings, as well as areas for improvement. The recommendations that have emerged from this evaluation report provide senior management with advice that will result in change and continue to inform funding priorities, program development, implementation and management for the program.

1. Introduction and Context

This section provides a brief overview of the Social Development Partnerships Program (SDPP) and a description of the context for the summative evaluation.

1.1 Program Description

1.1.1 Background on the SDPP

The Social Development Partnerships Program (SDPP) was first implemented in April 1998. At the time, the new program consolidated the Disabled Persons Participation Program (DPPP) and National Welfare Grants (NWG). The Program was developed in partnership with national disability and non-disability social not-for-profit sector organizations subsequent to the 1994-95 federal program review exercise and the 1996 Federal Task Force on Disability Issues. The SDPP models a program approach that is rooted in a partnership between the government and the not-for-profit sector that focuses on ongoing consultative mechanisms to establish priorities, maintain accountability and respond to social development objectives.

An evaluation of the Program, conducted in 2002, confirmed that the SDPP plays a unique role in addressing the capacity needs of the social-not-for-profit sector. It also generated a number of key recommendations that helped to shape the design of the renewed program. These recommendations included the need for a clear distinction between the use of grants and contributions; more transparent and open funding processes; and enhanced knowledge dissemination strategies.

The SDPP was renewed by Treasury Board Ministers in January 2003. In addition to the two earlier programs that formed the basis of the SDPP, the Program also provided the authority to deliver funds from the former Child Care Vision Program which had expired in 2002. The renewed SDPP was designed as a broad-based, umbrella instrument that has the flexibility to incorporate new initiatives over time. These initiatives, known as components, provide funding to achieve their particular social development objectives.

1.1.2 Objectives

The SDPP is grounded in the recognition that the not-for-profit sector plays an instrumental role in addressing the needs and providing a voice for vulnerable populations. Since its inception, the purpose of the SDPP has been to work in partnership with organizations in the social not-for-profit sector to:

- Address the social development needs and aspirations of people with disabilities, children and their families and other vulnerable or excluded populations; and

- Promote their inclusion and full participation as citizens in all aspects of Canadian society.

Through identification of social development priority areas and gaps in services, the SDPP is able “to support the Government of Canada’s overarching social goals to enhance the quality of life and promote the full participation of all Canadians in all aspects of Canadian society.”²

The Program was renewed in 2003 with the following long-term objectives:

- To increase the effectiveness of the non-profit sector in meeting the social development needs and aspirations of people with disabilities, children and their families and other vulnerable or excluded populations; and
- To improve the quality and responsiveness of governments’ social policies and programs.

The renewed Program’s more immediate objectives are to:

- Promote the generation, dissemination and application of knowledge on emerging social concerns, innovative solutions, best practices, and social and economic outcomes as they relate to people with disabilities, children and their families, and other vulnerable or excluded populations;
- Foster collaboration, partnerships, alliances, and networks to advance shared social goals and priorities; and
- Strengthen the capacity of organizations in the social non-profit sector with respect to governance, policy and program development, community outreach, organizational administration and management.

1.1.3 Program Overview

The SDPP is a nationally delivered program that plays a role in furthering broad social goals by making strategic investments in not-for-profit organizations to support the generation and dissemination of knowledge, foster partnerships to achieve shared goals, and help to build capacity in the social not-for-profit sector (SNP) in Canada. The Program’s components tend to fund agreements that are national in scope/applicability rather than regional projects.

The Community Development and Partnerships Directorate and the Office for Disability Issues of the Income Security and Social Development (ISSD) Branch are responsible for managing funding under the various components of the SDPP. The Strategic Integration and Planning and Accountability Directorate of the ISSD Branch provides operational guidance and horizontal coordination on the management of the SDPP. Strategic investments amounting to \$120.3M between April 2003 and March 2007 have been made through the various components of the SDPP, with a total of \$75.7M committed towards the Children and Families and People with Disabilities components.

² Social Development Partnerships Program – Terms and Conditions amended April 1, 2003.

Exhibit 1.1
Breakdown of the SDPP Commitment, by Children and Families
and People with Disabilities Components

	Children and Families		People with Disabilities		Totals
	Contributions	Grants	Contributions	Grants	
2003-04	\$15,604,616	\$2,093,310	\$6,920,770	\$3,687,052	\$28,305,748
2004-05	\$6,976,912	\$7,259,098	\$6,686,454	\$4,001,575	\$24,924,039
2005-06	\$22,075,656	\$35,666	\$5,856,566	\$450,000	\$28,417,888
2006-07	\$4,152,420	\$10,000	\$0	\$0	\$4,162,420

When the SDPP was renewed in 2003, its program terms and conditions guided the delivery of three A-base funding components with on-going funding. Though these components focus on different target beneficiaries, they share similar objectives with respect to promoting the full inclusion of vulnerable populations and therefore they share the same logic model and Results-Based Management Accountability Framework (RMAF). The three founding components of the renewed program include:

1. The People with Disabilities component, including its Community Inclusion Initiative, promotes projects that develop practical tools and models of service delivery that further the full participation and inclusion of people with disabilities in Canadian society.
2. The Early Learning and Child Care (ELCC) initiative supports projects that promote the development and sharing of new knowledge and best practices that focus on the quality of early learning and child care in Canada; and
3. The Social Inclusion initiative supports projects that develop practical tools and models of service delivery that work to alleviate the disadvantaged circumstances of vulnerable Canadians.

In 2006 through the government's Effective Spending Exercise, the Early Learning and Child Care and Social Inclusion initiatives were consolidated and renamed the Children and Families component. This new component, launched in April 2007, affirmed the government's commitment to children and families.

The SDPP logic model, which outlines the program activities, outputs, and expected outcomes, for the three components combined can be found at the end of this section.

During the summative evaluation study period, the SDPP also provided the program authorities to administer funding for five initiatives:

- National Survey on Giving, Volunteering and Participating (started in 2002);
- Early Childhood Development in Official Language Minority Communities (started in 2004);
- Understanding the Early Years (UEY) Initiative (started in 2005 after pilots starting in 1999);

- Voluntary Sector Initiative (started in 1999, completed in 2004); and
- Voluntary Sector Strategy (VSS) (superseded Initiative starting in 2005).

1.1.4 Evaluation Scope, Timing and Issues

The summative evaluation of the SDPP was conducted for the following purposes:

- To fulfill Government of Canada accountability requirements;
- To provide HRSDC with feedback for management decisions and policy design decisions; and
- To fulfill requirement for the renewal of the Program terms and conditions by March 31, 2009.

This summative evaluation focuses on the Children and Families (ELCC and Social Inclusion) and People with Disabilities components. UEY and VSS which also fall under the SDPP's program authority are not covered under this current evaluation because they have separate and independent performance measurement and evaluation frameworks. In addition, the Community Inclusion Initiative (CII) under the People with Disabilities component was the subject of a separate summative evaluation.

Only grants or contributions funded between April 2003 and March 2007 through the People with Disabilities and Children and Families (ELCC and Social Inclusion) components are included in this summative evaluation.

- **Grants** are provided only to established national organizations. Grants are unconditional transfers with clear start and end dates provided to organizations that meets specific eligibility criteria. It provides the flexibility that enables national organizations to support a range of capacity objectives that in turn can be shared to support the activities of community organizations. The main focus of grant funding is to help strengthen the organizational capacity of national social not-for-profit organizations, to develop policies and programs that meet the needs of vulnerable populations.³
- **Contributions** are conditional transfers that are subject to monitoring and reporting requirements. They support project specific activities, and have clear start and end dates and easily identified "products." Where possible and appropriate, costs are expected to be shared with recipients or other stakeholders, either through cash or in-kind contributions.

³ It should be noted that the SDPP Children and Families grant funding, intended primarily for organizational capacity building, was discontinued on March 31, 2007. However, grant funding under this stream resumed in April, 2008.

The issues addressed by this summative evaluation were based on an evaluation framework that was completed in 2005. The following evaluation questions guided the study.

Rationale and Relevance

1. Is there a continued need for the program?
2. To what extent does the SDPP reflect broader federal government and departmental social policy direction?

Success

Immediate Outcomes

3. To what extent are the immediate outcomes as presented in the logic model well-defined, attainable and measurable? To what extent have they been achieved?

Intermediate Outcomes

4. To what extent are the intermediate outcomes as presented in the logic model well-defined, attainable, and measurable? To what extent have they been achieved?

Longer-term and Ultimate Outcomes

5. To what extent are the longer-term and ultimate outcomes as indicated in the logic model well-defined, attainable and measurable? To what extent has the SDPP contributed to their achievement?

Cost Effectiveness

6. Have SDPP investments in the non-profit sector partners been incremental to existing non-federal investments and leveraged non-federal investments?
7. To what extent is one funding instrument better than the other to achieve the expected outcomes?

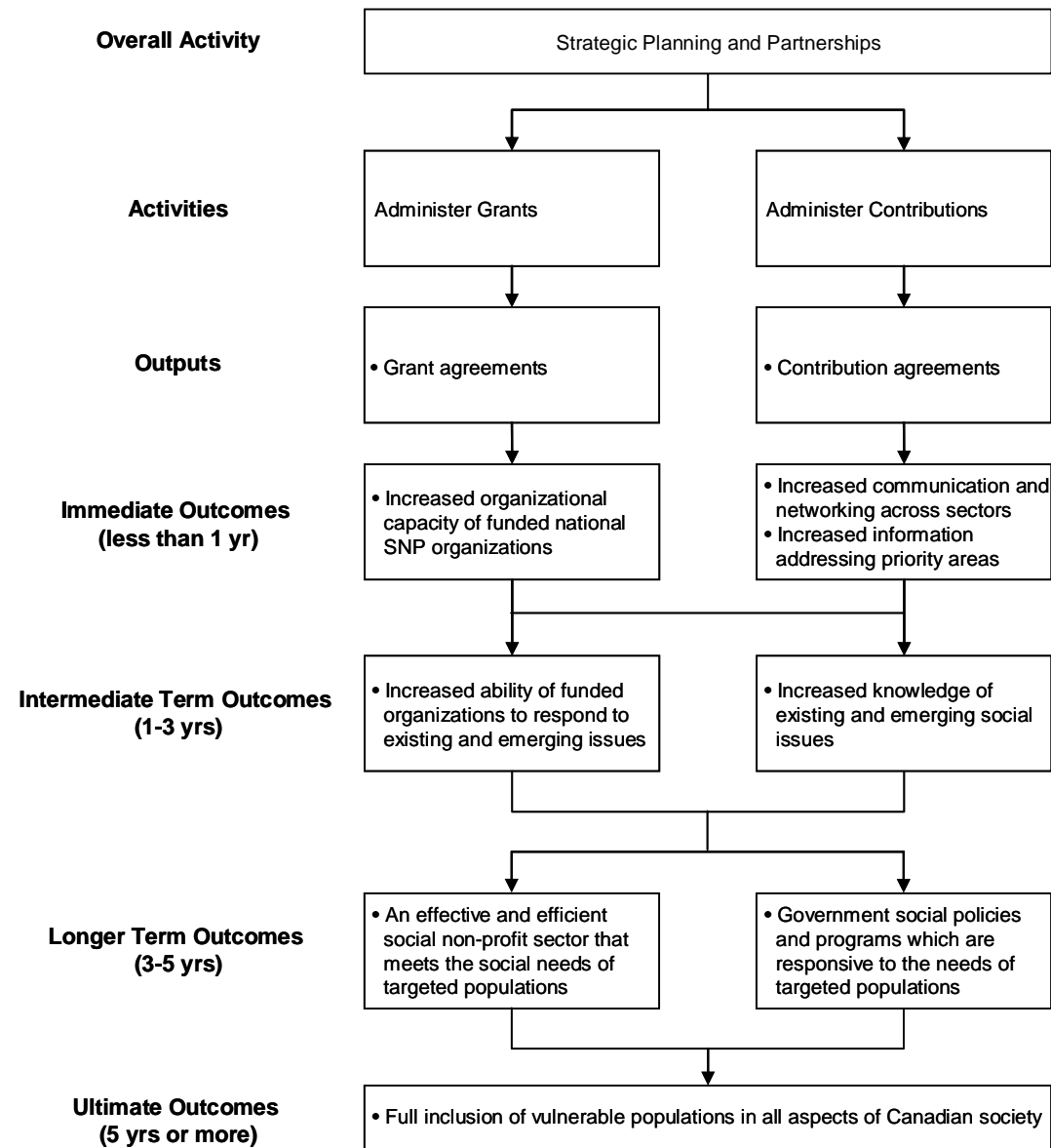
Design and Monitoring Issues

8. Has the SDPP performance monitoring conformed with the RMAF? To what extent is it effective in monitoring the performance of the SDPP? Is the logic model covering the two components (People with Disabilities, and Children and Families [ELCC and Social Inclusion]) still valid?
9. How effective has SDPP been as an umbrella program?

The fieldwork conducted for the evaluation focussed on the program activities of the People with Disabilities, and Children and Families components that occurred between 2003 and March 2007.

Social Development Partnerships Program (SDPP) – Logic Model

Legend: SNP: social non-profit



2. Evaluation Design and Methodology

This section provides an overview of the methods developed and implemented for the evaluation, and a description of the limitations associated with the methods.

2.1 Evaluation methods

The approach used to evaluate the SDPP is based on multiple lines of inquiry. That is, more than one method was used to address each of the evaluation questions, thereby ensuring that the findings are corroborated. Lines of inquiry or methods are cross-referenced with the evaluation questions in Appendix A. A brief overview of each method used is provided below.

2.1.1 Document and Literature Review

A literature and document review was conducted in two phases. The first phase of the review examined key program and governmental documents in order to guide the methodological design for the evaluation. The second phase, including the literature review, addressed several of the evaluation issues identified in the evaluation matrix, especially with regards to rationale. The following program and governmental documents were reviewed:

- SDPP Terms and Conditions;
- Literature review conducted for the previous evaluation (2001);
- Evaluation of previous SDPP (2002);
- SDPP Evaluation Framework;
- Application guides and documentations;
- Technical Report - Advancing the Inclusion of Persons with Disabilities;
- Programs and policy documents from HRSDC and the federal government covering vulnerable populations; and
- Speeches from the Throne and other federal government documents (including OAG reports, the Voluntary Sector Accord, Statistics Canada surveys and reports, etc.)

For the literature review, other documents and articles were selected from various sources. These documents include reports from Statistics Canada, think tanks and research institutes, academic journals and other publications and research reports. Internet and library searches were conducted with a view to identifying articles and reports that addressed models for delivering and evaluating social development programs similar to the SDPP.

2.1.2 Survey of Successful and Unsuccessful Funding Applicants

A telephone and e-mail survey of all organizations who applied for funding under the Children and Families (ELCC and Social Inclusion) and People with Disabilities components during the period covered by the evaluation (i.e. April 2003 to March 2007) was conducted to provide a quantified portrait of the Gs&Cs in terms of products and results, as well as other information related to design and rationale. Two versions of the survey were designed, one for the successful applicants, and one for the applicants who have never obtained SDPP funding. For the successful applicants, blocks of questions were used to gather information related to each specific funding agreement that organizations received. In the case of the unsuccessful applicants, respondents were asked questions related to their latest unsuccessful attempt. The survey was also organized according to project type (for the contributions). Respondents were asked to identify the project deliverables (i.e. research report, policy/position paper, manual or guidebook, training/educational tools/materials, best practice report, workshop/conference, sector or cross-sectoral strategy and multi-media/on-line product) and blocks of questions were organized according to these project deliverables in the survey.

The survey instrument was pre-tested with 13 potential respondents from each group. After the pre-test, minor revisions were made to the questionnaires. A letter announcing the survey (on HRSDC letterhead) was sent by e-mail to all potential respondents. The survey was then conducted using multiple channels. Based on a list of Gs&Cs applicants (more below on sampling), the potential respondents were initially contacted by phone and asked to participate in a phone interview. Up to nine call-backs were made to reach potential respondents. In some cases, the respondents referred the interviewers to another member of the organization as they felt that they were not knowledgeable enough about the projects. In other cases, respondents preferred to complete the survey by email.

At the end of the successful applicants survey, respondents were asked to provide lists of users/clients that had benefited from the output of their projects for the purposes of a separate survey. Successful applicants were also asked if they would be available for an in-depth interview or case study later for the purposes of the evaluation. These methodologies are described later in this section.

Sampling

HRSDC provided lists of the grants and contributions applicants (both successful and unsuccessful), for the purposes of the surveys. Two main databases were used to obtain contact information, a program-specific Access database and the department-wide grant and contribution database, known as the Common System for Grants and Contributions (CSGC). Contact information for the unsuccessful applicants in the databases was incomplete, often because this information changed over time without the knowledge of program officials (e.g., dates, coordinates, organization names, etc.) The evaluation team merged the two databases and used phone directories and the Internet to create a database for the evaluation which included:

- Name of recipient organization;
- Contact name;
- Contact phone;
- Contact email;
- Contact address;
- Program name;
- Approved/non-approved status;
- Date approved;
- Funding type (grant or contribution);
- Funding amount;
- Resources provided by organization (cash);
- Resources provided by organization (in-kind).

Response Rates

The response rates for the surveys were based on the calculation formula used by Statistics Canada and the Marketing Research and Intelligence Association. The survey of the successful applicants was conducted between September and November 2007. Response rates were the following:

Exhibit 2.1			
Successful Applicants Survey - Response Rate Statistics			
	Children and Families Applicants	People with Disabilities Applicants	Total
Initial Sample	71	72	143
Total Useable Sample	63	72	135
Completed Surveys	34	47	81
No Answer/Not Available	19	16	35
Refusals	6	3	9
Invalids (Wrong Numbers)	4	6	10
Response Rates (1)	54%	65%	60%
(1) Calculation: Total Children and Families response rate = $(34)/(34+19+6+4)=54\%$ (for a margin of error of 11.1%, 19 times out of 20); Total People with Disabilities response rate = $(47)/(47+16+3+6)=65\%$ (for a margin of error of 7.8%, 19 times out of 20); Total SDPP = $(81)/(81+35+9+10)= 60\%$ (for a margin of error of 6.9%, 19 times out of 20)			

The unsuccessful applicants survey was conducted during the same period. The response rates were the following:

Exhibit 2.2 Unsuccessful Applicants Survey - Response Rate Statistics			
	Children and Families Applicants	People with Disabilities Applicants	Total
Total Useable Sample	144	63	207
Completed Surveys ⁴	66	20	86
No Answer/Not Available	41	27	68
Refusals	12	9	21
Invalids (Wrong Numbers)	18	3	21
Response Rates (1)	48%	34%	44%
(1) Calculation: Total Children and Families = $(66)/(66+41+12+18)= 48\%$ (for a margin of error of 8.4%, 19 times out of 20); Total People with Disabilities = $(20)/(20+27+9+3)= 34\%$ (for a margin of error of 18.4%, 19 times out of 20); Total SDPP = $(86)/(86+68+21+21)= 44\%$ (for a margin of error of 8.1%, 19 times out of 20)			

As previously mentioned, the challenge with the contact information for the unsuccessful applicants was that some of the information was out-of-date, largely due to the fact that SDPP does not have ongoing contact with the unsuccessful applicants. The evaluation team filled these gaps using phone directories and the Internet. Some generic phone numbers (e.g. phone number of central offices or reception) were located, as well as more specific phone numbers of representatives. As shown above, the Children and Families area began tracking unsuccessful applicants earlier in the SDPP's lifecycle and as a result provided a longer list of unsuccessful applicants, which explains why the final sample for this group is significantly larger than the final sample for the People with Disabilities component.

2.1.3 Client/Users Survey

In order to obtain views on the program impacts from funded projects' actual users, a survey of clients/users of SDPP-funded products and activities was conducted. Clients and users included those who participated in funded projects (e.g., conferences, events, meetings), as well as those who used the products and services resulting from SDPP projects. Although there is information on the Gs&Cs recipient organizations, due to issues related to privacy, the program does not collect lists of "clients" participating in the SDPP projects. As mentioned above, at the end of the Gs&Cs successful applicants' survey, respondents were asked to provide lists of users/clients. This list was used to build a database of clients and users for the purposes of the clients/users survey. Thirteen recipient organizations sent lists with a total of 1749 names of users/participants. As explained below, only 596 names were usable as the remaining 1153 names did not include the necessary contact information.

⁴ Includes 11 completed by email.

The survey was conducted by phone in January and February 2008. The questionnaire was pre-tested with 10 respondents. The survey respondents were contacted by phone and interviewed on specific projects they were aware of. As indicated in the table below, a number of clients/users were not aware of the projects and could not answer.

Response Rates

The overall response rate statistics are the following.

Exhibit 2.3	
Response Rate Statistics for Clients/users Survey	
	SDPP Clients Total
Total Sample	596
Completed Surveys	43
No Answer/Not Available	307
Refusals	10
Invalids (Wrong Numbers)	96
Ineligible (1)	140
Response Rate (2)	9.4%
(1) Ineligible clients/users include potential respondents that could not recall their participation in an SDPP-funded project.	
(2) Calculations: Response rate for SDPP Client survey = $(43)/(43+307+10+96) = 9.4\%$ (for a margin of error of 14.6%, 19 times out of 20)	

The 43 respondents were distributed across 10 projects (24 respondents were linked to a Children and Families-funded project, while 19 respondents were linked to a People with Disabilities-funded projects). The final survey sample was considerably smaller than expected for a number of reasons:

- The organizations that were asked to provide lists of clients and users were actually a subset of the entire list of organizations that received SDPP funding. The survey of funding recipients yielded responses from 81 organizations (out of 143) and of this group, only 13 organizations provided lists of clients/users. Many organizations needed permissions from their boards and could not obtain the go ahead within the evaluation's timeframe. Other organizations did not have the information as they did not track the coordinates of the users/clients of their products.
- Three of the thirteen lists submitted and many names on the other lists did not include the coordinates of the clients/users (phone or email). In fact, some lists only contained names without any coordinates. When alerted to this fact, the organizations said that they did not have any other information.
- Many of the individuals on these lists turned out to be ineligible. They were either not aware of the project or felt that they were not knowledgeable enough about the projects to provide feedback on them.
- Finally, some projects occurred several years ago and the coordinates of the users/clients were no longer accurate.

Due to these challenges, and the resulting size of the survey frame, the results from the survey were not considered representative of clients/end-users of SDPP-funded projects. Consequently, none of the results were used for this report.

2.1.4 Key Informant Interviews

The main objective of the key informant interviews was to gather, summarize and analyze the perceptions, opinions, and knowledge of key informants about the SDPP and the program's Gs&Cs. Lists of potential interview respondents were developed according to categories agreed upon in discussions between the evaluation team and senior SDPP officials. The lists were compiled in such a way as to ensure a roughly proportional breakdown between the funding programs analyzed as part of the evaluation, and included a range of respondents responsible for different types and sizes of projects, as well as a mix of grant and contribution recipients.

Interviews were conducted with 53 key informants, including 9 with SDPP officials, 28 with funding recipients, and 16 with other observers (including academics and leaders in the social not-for-profit sector with knowledge of the SDPP; partners that contributed to SDPP-funded projects; and service providers in a position to benefit from SDPP-funded projects). The interviews were conducted between October 2007 and January 2008.

Interviews were conducted either in-person or by telephone depending on the informant's locale. The evaluation team used semi-structured interview guides for three main key informant groups. The in-person interviews corresponded with locations where case study interviews were taking place (see next section), in order to limit travel costs. In most instances, the key informant received an introductory letter from HRSDC and a copy of the questionnaire prior to the interview in order to provide respondents the time necessary to review the questions and prepare responses. Interviews lasted between 30 and 90 minutes.

2.1.5 Case Studies

To obtain in-depth evidence about impacts, cost-effectiveness, as well as information about SDPP design and delivery issues, case studies were conducted with a group of organizations that received G&Cs funding. Sixteen case studies were conducted for the purposes of the evaluation. Each case represented an organization and focused on a selected contribution agreement and, if applicable, grants that the organization may have received during the period covered by the evaluation (2003-2006).

The selection of the case studies was based on a two-stage approach. As a first step, organizations that responded to the survey of successful applicants were asked, at the end of the survey, if they were available to participate in additional interviews or case studies. With this process, the evaluation team gathered a sample list of potential organizations for case studies. At the second stage, the evaluation team selected the cases. The selection criteria aimed to ensure that the projects selected included: both Children and Families and People with Disabilities projects; projects from every region of the country; and at least

four organizations who received both a grant and contribution during the evaluation period. Unfortunately, this proved to be difficult as the sample list of potential organizations who agreed to participate in the case studies did not cover all components in all areas of the country. This was particularly true for Quebec and the Atlantic, as well as for projects funded through the Children and Families (ELCC) component. Thus, the evaluation team selected additional cases among the other organizations who had initially expressed reluctance in participating in the case studies to obtain a more balanced group.

Also, the evaluation team had difficulties securing the participation of at least four organizations that had received both a grant and a contribution. Few of these organizations had actually volunteered to participate in the case studies after they were surveyed as part of the successful applicants' survey. Some of the interview respondents were also very busy when the cases were conducted, causing delays in the process. As a result, only three organizations participated (out of the expected four), two from the People with Disabilities component and one from the Children and Families component. The distribution of the cases was as follows:

Exhibit 2.4 Distribution of Case Studies					
	West	Ontario	Quebec	Atlantic	Total
Children and Families Cases	2 cases	4 cases*	1 case	1 case	8 cases
People with Disabilities Cases	2 cases*	3 cases*	2 cases	1 case	8 cases
* indicates that one of the cases involved an organization that received both a grant and contribution during the evaluation period.					

The case studies consisted of site visits, including in-person interviews with project representatives, project partners and participants/clients, with the exception of two cases which were conducted by telephone. Semi-structured interview guides were used to gather evidence. Between three and four interviews were contacted per case study. Available background information on projects was reviewed prior to the interviews. Additional document reviews were also conducted based on information forwarded by interview respondents, and on the SDPP project files.

2.1.6 Administrative Data Review

Two HRSDC databases contain information about SDPP Gs&Cs. The first is the departmental Common System for Grants and Contributions (CSGC) database, which contains mostly financial, project status and timeframe information about funded projects. There is also the Access database, a program administrative tool based on the CSGC Database, which is updated on a continuous basis by the program as new information is obtained from the recipients. The Access database includes the following variables:

- Type of funding (grants versus contributions);
- Funding levels (by HRSDC);

- Financial contribution (in dollars) by funded organizations;
- In-kind contribution (estimated in dollars) by funded organizations;
- Successful vs. unsuccessful applications;
- Funding Stream (People with Disabilities; Children and Families);
- Region;
- Date of approval;
- Type of products produced;
- Intention of products (open text);
- Number of People with Disabilities grants and contributions;
- Number of Children and Families grants and contributions; and
- Organization name.

The evaluation team was given independent access to the databases for purposes of review and analysis of contents. Evaluators used both databases to provide a statistical profile of the SDPP Gs&Cs, including their financial profile, timelines and product types. Summary tables are presented below. Financial data was cross-tabulated with a number of variables, including region, year and funding status (grants vs. contributions). In addition, information from the administrative databases was used to develop the sample frame for the survey of applicants, as well as some of the questions/skip patterns for the key informant interviews and surveys.

Exhibit 2.5 Gs&Cs split by Program Component and Fiscal Year⁵									
Fiscal Year	Children and Families				People with Disabilities				Total
	Contributions	%	Grants	%	Contributions	%	Grants	%	
2003-2004	55	45.08%	15	48.39%	56	54.37%	17	48.57%	143
2004-2005	16	13.11%	12	38.71%	31	30.10%	18	51.43%	77
2005-2006	39	31.97%	2	6.45%	16	15.53%	0	0.00%	57
2006-2007	12	9.84%	2	6.45%	0	0%	0	0%	14
Total	122	100%	31	100%	103	100%	35	100%	291
Source: SDPP Administrative Database									

⁵ Please note that the figures presented in each fiscal year contain single year and multi-year funding agreements.

Exhibit 2.6 SDPP Commitments by Fiscal Start Year (Includes Both Grants and Contributions) (for People with Disabilities and Children and Families)							
Fiscal Year	\$0 thru \$110k		\$110k thru \$280k		\$280 or more		Total
	Count	% of Yearly Total	Count	% of Yearly Total	Count	% of Yearly Total	
2003-2004	48	33.8%	53	37.3%	41	28.9%	142*
2004-2005	23	29.9%	21	27.3%	33	42.9%	77
2005-2006	16	28.1%	22	38.6%	19	33.3%	57
2006-2007	4	28.6%	7	50.0%	3	21.4%	14
Total	91	31.4%	103	35.5%	96	33.1%	290
Source: SDPP Administrative Database							
* Data on SDPP commitments by fiscal year are missing for one project.							

2.1.7 File Review

A review of a sample of SDPP Gs&Cs files at HRSDC was also conducted as part of the evaluation. The main purpose of the review was to assess the range of project results and outcomes as indicated in the project files, as well as to validate findings on evaluation issues including rationale and cost-effectiveness.

In the second phase, an in-depth analysis of a random selection of 60 files was conducted (over a population size of 330 files). The sample was created by selecting every fifth file in the electronic list of files. The file review was conducted in two phases. As a first phase, a sample of files was reviewed to identify the extent and nature of their content. This preliminary review allowed the evaluation team to design the review grids for the purposes of the review. The content of the files were analyzed and summarized by evaluation issue. A qualitative analysis was conducted afterwards to summarize the content of the files and to identify the main trends.

2.2 Limitations

As with any evaluation, there are a number of limitations to this study. The reader is encouraged to take these into account when reviewing the findings in this summary report. The main limitations associated with this evaluation are:

- The response rates for the surveys were limited. This was due to a number of factors:
 - 1) In many cases, the respondents had left their organizations and could not be reached;
 - 2) It was difficult to obtain current contact information for unsuccessful applicants as data entered at the time of the call for proposals is subject to change and can become out-of-date;
 - 3) the lists of clients/users were obtained through the respondents of another survey (survey of successful applicants), which reduced the size of the initial sample for the client survey (due to the fact that only 60% of the successful applicants answered the survey to start with).

- The results of the client/user survey were too low to use. This was due to a number of reasons including the limited size of the initial sample (due to few organizations providing client/user lists; missing client/user coordinates; and the lack of knowledge of SDPP-funded projects) and the high number of respondents who either did not answer or were unavailable.
- Limited information was obtained directly from the ultimate client groups, that is, representatives of vulnerable populations. Although some individuals were interviewed as part of the case studies and some were surveyed through the client survey, the number of respondents from the latter group is not statistically significant. Thus, the impact evidence gathered for this evaluation mostly relies on evidence obtained from those involved directly with the Program (government officials and funding recipients), experts and outside literature.
- The funding recipient key informant interviewees, case studies, and the case study respondents, were not selected randomly. These respondents were selected from a list of individuals/organizations who volunteered to participate in the exercise. As such, the possibility for bias exists. In addition, the selection of the case studies involved a number of gaps, including a very low number of ELCC projects and of projects conducted in the Atlantic region.
- The administrative data has limited accuracy with regards to the in-kind and cash contributions of the recipients and other external partners. The data reflects the information before the start of the projects and grants, not the actual sums.

Implications

These limitations are not unusual for program evaluations of this type. They have implications for both the internal and external validity of the results. The internal validity of the results was controlled by comparing the results of the various sources of evidence. This approach is based on the principle that each methodology has strengths and weaknesses, and that in many instances, one method compensates for the weaknesses of the other. For example, while case studies provide useful in-depth information, they stem from a smaller group of respondents, while the survey data covers a wider group of respondents, with less in-depth information. Another example is the administrative database information, which was also compared with the file review information and the case study results, to assess the extent to which the results from these information sources are consistent.

The findings provided in this report are in the vast majority of cases based on multiple sources of evidence. As well, because the client survey results were derived from a very small sample of respondents, they were not quoted as a source of evidence for the purposes of this report. However, the evaluators did examine the results and these were consistent with the other sources of evidence.

3. Key Findings

This section contains an overview of the key findings from the summative evaluation of the SDPP. The findings are presented according to the main evaluation issues examined, namely: rationale and relevance; success; cost-effectiveness; delivery and monitoring issues.

3.1 Rationale and Relevance

Evaluation Question:

Q1: Is there a continued need for the program?

Q2: To what extent does the SDPP reflect broader federal government and departmental social policy direction?

Overall, there is evidence of a wide variety of social groups who are vulnerable in terms of access to income and health/social services. There is also evidence that there is a need to provide funds to non-government organizations that support various vulnerable populations, and a need to support regional and national organizations through capacity-building funds. Few programs provide project funding and strengthen the capacity of NGOs dealing with vulnerable populations. SDPP is consistent with departmental and broader federal government priorities.

The document and literature reviewed, as well as the external observers interviewed indicate that there remains an extensive number of vulnerable social groups in Canada, including the following: people with disabilities, families and children living in poverty, single parent families, seniors, immigrants, Aboriginals, caregivers (women mostly), visible minorities, and people living in remote areas. The literature also identified individuals who belong to more than one of the above groups who are more likely to be in a higher risk situation: Aboriginals who are single-parents, immigrants with disabilities, and senior women, for example, are at higher risk because of the cumulative effect of associated risk factors. According to the literature, persons belonging to these types of vulnerable groups are most likely to live in poverty and experience health problems.

Overall, the evaluation found that the issues faced by the vulnerable populations mentioned above are considerable and varied, a fact reflected in the range of needs identified through the various sources used in the evaluation. They included the need for social inclusion/participation and community development. Health and access/accessibility issues were also key priorities identified by surveyed organizations receiving People with Disabilities funding, while early childhood development and childcare were highlighted by those organizations receiving funding through the Children and Families component. Issues related to education, transportation and housing were also mentioned by key informants. Overall, the issues often related back to economic or income security, as noted by the majority of government respondents.

Without a program such as the SDPP, there is evidence that SDPP funded organizations would have greater difficulties in meeting the needs of the vulnerable populations cited above. When asked about their greatest need, half of the funded organizations interviewed identified a lack of resources to meet the demands of vulnerable populations. In particular, respondents cited the need for sustained capacity funding in order to have the resources in place to develop human resources, build networks, conduct research, develop strategies and disseminate information. The SDPP is one of few programs that regularly addresses these issues. Over two-thirds of funding recipients interviewed were either unaware of programs similar to the SDPP or argued that of the alternatives available, none took the leadership role, or offered the funds to strengthen the capacity of organizations, that made the SDPP unique and valuable.

The uniqueness of the SDPP was echoed by program officials, as well as external observers interviewed. Both groups pointed out that overall, few sources of funding existed for the types of projects funded through the SDPP. External observers in particular, noted a lack of funding organizations at the national level, and that what provincial/territorial and local funding existed was characterized as being much narrower in scope, much more limited and less flexible in terms of what could be funded. The administrative data review and file review confirm that the SDPP is in most cases the most important funding source of the projects it funds, providing on average 69% of the funding.

The need to support not-for-profit organizations is further supported by literature and statistical studies. According to the literature reviewed, half of all revenues of not-for-profit organizations originate from a government source⁶. According to the same source, 60% of not-for-profit organizations report problems due to reductions in government funding, the unwillingness of funders to provide for core operations, and over-reliance on project funding. Although they rely on governments to fund their operations, not-for-profit organizations play a major role in the Canadian economy through their volunteer workforce. According to Statistics Canada, volunteers in not-for-profit organizations (excluding hospitals and universities/colleges) contributed 1.1 billion hours of work per year, which is the equivalent of 540 thousand full-time jobs⁷.

Additional evidence of the need for the SDPP can be found in the survey of funding applicants. When asked to describe what effect the lack of a capacity-building grant would have had on their organization, a quarter of funded organizations reported that they would have had to shut down operations. Almost all the remaining funded organizations reported that they would have experienced some detrimental effects, including reduced operations (fewer staff), and less research and fewer services available.

⁶ Statistics Canada. (2005) Cornerstones of Community: Highlights from the National Survey of Non-profit and Voluntary Organizations, June 30, 2005.

⁷ Ibid

The effects of a lack of SDPP funding were also examined amongst contribution funding applicants. According to surveyed Children and Families funding recipients, when asked what would have happened had they not received project funding:

- 26% reported that they would have completed only a portion of their project; and
- 74% reported that they would not have gone ahead with their project at all.

Similar results were reported by People with Disabilities funding recipients:

- 4% reported that they would have been able to complete their project as planned;
- 34% reported that they would have completed only a portion of their project; and
- 62% reported that they would not have gone ahead with their project at all.

Amongst those organizations surveyed that did not receive funding, according to Children and Families funding applicants:

- 16% reported the ability to go ahead with their project as planned; and
- 43% only partially went ahead with their project.

Again, the results were similar amongst People with Disabilities funding applicants who did not receive funding:

- 6% reported the ability to go ahead with their project as planned; and
- 39% only partially went ahead with their project.

An analysis of the survey results above highlights some differences in terms of the ability of organizations to go ahead with a project without SDPP funding. Amongst those organizations that applied for Children and Families funding and did not receive it, 41% reported that they did not go ahead with the project at all. In parallel, 74% who received funding reported that they would not have been able to go ahead with their project. Interestingly, the perceptions of organizations who applied for People with Disabilities funding to move forward with their projects without SDPP funding were fairly similar. Of those organizations who received funding, 62% reported that they would not have been able to go ahead with their project. In comparison, 55% of organizations who did not receive People with Disabilities funding reported that they did not go ahead with their project at all.

Federal and Departmental Social Policy Direction

The evaluation also assessed the extent to which the SDPP reflects broader federal government and departmental social policy direction. According to the document review, the SDPP's objectives are consistent with HRSDC's Report on Plans and Priorities (2007-2008) and (RPP) Strategic Outcomes. Specifically, the SDPP objectives reflect the departmental goals stated in the RPP, which notes that HRSDC is responsible for "providing Canadians with the tools to thrive and prosper in society and the economy through access to learning

and training opportunities, safe and productive working conditions and labour-management relations, as well as for policies, programs and services that support the social well-being of individuals and families and their participation in society and the economy.” As indicated in the 2007-08 RPP, HRSDC’s activity areas related to Social Investment and Children and Families link to the following Government of Canada Outcome Areas:

- Income security and employment for Canadians;
- Inclusive society that promotes linguistic duality and diversity;
- A prosperous global economy that benefits Canadians and the world; and
- An innovative and knowledge-based economy.⁸

Potential for Duplication

As mentioned above, the SDPP plays a unique leadership role and it is virtually the only program that funds such a wide variety of initiatives. According to interview respondents, it is also one of the few programs that focus on existing and emerging social needs and issues.

The document review confirms that there are very few government and non-government organizations that fund national not-for-profit organizations or projects with a national scope in the area of social development. While there appears to be no formal coordination at a national level between the provincial and federal governments in the area of social development, leaving open the possibility of duplication, the funding available from the provincial level (such as the Ontario’s Enabling Change Partnership Program and Quebec’s Development and Transfer Assistance Program) tends to be narrower in scope and less flexible than what is offered by the SDPP.

There is also no duplication between the various components of SDPP, according to key informant interviews. ODI and CDPD coordinate with each other to prevent duplication and officers within each directorate, share application information. There are formal checks in place to prevent duplications in applications between both components. The administrative databases also confirm that very few organizations have received funding from both components.

3.2 Program Success

The evaluation assessed the success of the program using the expected outcomes laid out in the logic model. Findings are presented in order of sequence in the impact chain, that is, immediate outcomes, intermediate outcomes and long-term outcomes.

⁸ Human Resources and Social Development Canada – Report on Plans and Priorities 2007-08
<http://www.tbs-sct.gc.ca/rpp/2007-2008/hrsd-rhdsc/hrsd-rhdsc-eng.pdf>

3.2.1 Achievement of Immediate Outcomes

Evaluation Question:

Q3: To what extent are the immediate outcomes as presented in the logic model well-defined, attainable and measurable? To what extent have they been achieved?

There are three immediate outcomes identified in the SDPP logic model:

- Increased organizational capacity of funded national organizations;
- Increased communication and networking across sectors; and
- Increased information addressing priority areas.

These outcomes are expected to flow directly from the grant and contribution funding under the program components. The organizations and individuals interviewed for this evaluation all found these outcomes to be clear and well-defined, and measurable, although it is widely recognized that the measurement of change in communication and networking is difficult, because such activities are often informal and difficult to track. It is understood that in the context of the SDPP it can be measured in terms of the extent to which organizations establish new working relationships over time, collaborate with other organizations on initiatives of common interest, and share information of common interest.

Some key informant interview respondents indicated concern about the ability of the program to strengthen the capacity of organizations in particular, given what they viewed as the limited resources available through the SDPP and the lack of other funders for capacity-oriented activities. These interviewees, as well as case study and survey respondents, reported that this issue was further complicated by recent decisions to reduce the availability of SDPP grant funding.⁹

In considering the extent to which immediate outcomes have been achieved, all the sources of information used for this evaluation point to a number of achievements. However there is some variation in the nature of those achievements, and some areas of limitation, as described below.

Increased organizational capacity

The evaluation findings regarding increased organizational capacity of funded organizations point to a number of benefits from SDPP grant funding. In particular, surveyed grant recipients from both the Children and Families and People with Disabilities components identified organizational administration/management and community outreach as areas where grants had proven to be particularly helpful, while policy and program development and governance were identified by fewer organizations.

⁹ SDPP grant funding, intended primarily for organizational capacity building, was suspended on March 31, 2007. Evaluators have been informed that grant funding under the Children and Families component resumed in April, 2008.

The National Network for Mental Health (St. Catharines) – This grant specifically supported the NNMH Head Office to sustain daily activities. The grant also played a significant role in assisting with the development of the Canadian Coalition of Alternative Mental Health Resources, as it provided specific funding for organizational needs. It assisted in providing capacity funding for the organization, allowing for greater time and effort to be spent on reaching the organization's strategic goals.

The Neil Squire Society (Burnaby) – The grant received through the SDPP assisted with development of the Board of Directors and its associated costs. It also allowed the Society to hire facilitators in order to conduct strategic planning; assisted in filling gaps associated with audit control, bookkeeping and critical overhead; and it served as a base to leverage funds and find other sources of funding for special projects. For example, the Society developed a project to introduce seniors to new technologies, in cooperation with other organizations.

As a follow-up, organizations were asked to identify how the grant impacted the areas mentioned above. Surveyed grant recipients from the People with Disabilities component pointed to positive impacts on organizational infrastructure; recruitment and training of staff and volunteers; the ability of organizations to develop policy positions in key issue areas; training of service deliverers; and the development of new partnerships. These findings were supported by key informants and the case studies, many of whom identified a number of national organizations that had established themselves as valuable contributors to the SNP sector with the assistance of grant funding.

Surveyed recipients who received a grant through the Children and Families component (Social Inclusion and ELCC) pointed to benefits relating to partnerships; the enhanced ability of organizations to identify and respond to emerging needs; and strengthened organizational infrastructure. Key informants and case studies supported this finding as well.

Despite these successes, various key informants, including program officials, funding recipients and external observers expressed reservations about the recent direction in SDPP grant funding.¹⁰ In particular, the suspension of grant funding under the Children and Families component in fiscal year 2007-2008 represented a serious gap in the ability of some organizations to address their capacity needs. Even with the availability of grant funding, several program officials and funding recipients noted that the amount provided had remained static, while costs have risen considerably. As a result, there was already evidence of diminishing capacity within the funded organizations. Key informant respondents pointed to examples of diminished organizational capacity (downsizing, layoffs, the elimination of head offices), reduced partnership/coalition building, and reductions in the amount of publications, research, knowledge development and information dissemination. The concern is that a lack of grant funding would negate many of the gains made as a result of previous SDPP funding, and that funded organizations will be weakened as a result. However, some program officials expressed concerns that grants had contributed to a certain level of

¹⁰ In addition to the suspension of grant funding under the Children and Families component in the 2007-08 fiscal year, it was decided that in the most recent (2008) call for project proposals under the Children and Families component, there would be a new emphasis on community-based projects and that project funding would no longer be available for research oriented projects, conferences and other such projects with a broader national or regional development and planning focus.

dependency on SDPP funding, while also indicating that some organizations had done better than others at finding additional funding sources to make up the shortfall.

Increased communication and networking within and across sectors

The majority of grant recipients surveyed and those receiving funding for conferences and workshops noted in particular the value of funding for communication and networking. According to surveyed funding recipients whose projects included conferences and workshops, 56% reported that their project had resulted in six or more conferences/workshops, and 55% reported having attracted more than 250 participants to each. The vast majority of survey respondents viewed these as critical venues for networking and the sharing/disseminating of new knowledge and best practices. Almost all respondents from both funding components agreed that these events had resulted in the development of new partnerships.

In addition, both grant and contribution funding were found to have contributed to communication and networking among organizations, as evidenced by partnership development which, according to survey respondents in both components, was a key benefit of the funding. This finding was echoed by interviewed funding recipients, a large majority of whom also reported that their project(s) had resulted in the establishment of a variety of new and sustainable partnerships.

Social and Solidarity Economy Summit (Montreal) – SDPP funding was provided to organize a summit of key players in the social economy sector in Quebec, for the purposes of identifying key challenges and priorities for action to develop the social economy. It attracted 725 individuals, including representatives from various Quebec regions, co-ops, academia, unions, government, and youth groups. By the end of the summit, a series of priorities or action measures were adopted, which were to be implemented after the summit.

Voices at the Table (Calgary) – In 2004, the Canadian Down Syndrome Society (CDSS) identified the need to better serve adults with Down syndrome and at the same time to provide adults with Down syndrome with a stronger voice within the organization. The movement towards enabling people with disabilities to have a direct voice in decision-making processes is a common issue in the social policy and social service sectors. Voices at the Table sought to facilitate this within the CDSS by developing an active advisory committee (VATTA committee) of self-advocates, and through the development by this committee of policy positions and communications via websites/forums, and a magazine.

While the evaluation points towards the strengthening and expansion of partnerships/networks as a key result of SDPP funding, there is the feeling amongst some key informant interview respondents that such collaborations have occurred primarily within the SNP sector. The majority of program officials in particular reported that while the SDPP has been successful in supporting the strengthening of networks, this has not translated into collaborations with organizations that address different types of clientele or offer different services, something considered potentially valuable by all observers. In addition, when asked if SDPP funding had resulted in examples of such collaborations, the majority of funding recipients interviewed could not report any, with a few specifically mentioning that their focus was within their own sectors at this point. Key informant interview respondents also

noted that this lack of collaboration and joint planning was likely to worsen if grant funding and funding for conferences were no longer available.

Increased information addressing priority areas

Related to communication and networking is the development of new knowledge and the sharing of this knowledge. Information developed through SDPP funding is reported by survey and interview respondents as having been applied successfully to the needs of service deliverers and policy makers, and is viewed as highly valuable. Funding recipients in particular cited knowledge development as a key priority that was addressed by the SDPP. In general, key informants cited a number of positive outcomes resulting from the research developed through SDPP funding, including new and relevant knowledge, and innovative solutions concerning vulnerable populations. Program officials, funding recipients and external observers pointed to several examples, citing a number of what they viewed as innovative and high quality reports, publications, strategies, policy/position papers, manuals/guidebooks, best practices and multi-media products developed with the assistance of SDPP funding. Respondents reported that the information produced is widely read across sectors and cited instances where it had increased knowledge, raised awareness and contributed to debate and the development of policy alternatives at the national and local level.

The Canadian Paediatric Society (Ottawa) – Produced publications that provided first hand information concerning children's health, to serve as a resource for caregivers, parents, and health professionals. The publications incorporate the latest research and recommended approaches to monitoring and addressing children's health issues.

The Childcare Resource and Research Unit (CRRU) (Toronto) – Funding was provided to the CRRU for the purposes of collecting, organizing and disseminating data and research. This information was then made available by the CRRU in publications, their resource library and on their website. The collection and dissemination of this information and research results were seen as having provided "an invaluable service to governments, not-for-profit organizations, child care service providers, academics and other interested users", according to one interviewee.

In view of the successes noted above, several program officials, funding recipients and external respondents cited the decision in recent years to no longer fund research-oriented projects (and research through grant funding), as well as the elimination of funding for conferences by the Children and Families component, as representing a serious gap in knowledge development within the SNP sector. Respondents argued that by no longer offering to fund these items, the federal government no longer provided support for social policy dialogue in Canada, which put at risk the sector's ability to remain current and to develop new and innovative approaches to address social issues.

3.2.2 Achievement of Intermediate Outcomes

Evaluation Question:

Q4: To what extent are the intermediate outcomes as presented in the logic model well-defined, attainable and measurable? To what extent have they been achieved?

There are two intermediate outcomes identified in the SDPP logic model:

- Increased ability of funded organizations to respond to existing and emerging issues; and
- Increased knowledge of existing and emerging social issues.

The organizations and individuals surveyed or interviewed for this evaluation all found these two outcomes to be clear and well-defined, measurable and attainable, however they are viewed as ongoing objectives that will require continued attention and effort.

Increased ability to respond to existing and emerging issues

For purposes of this evaluation, increased ability of funded organizations to respond to existing and emerging issues is measured in terms of the extent to which SDPP funding contributed to new or enhanced services, the development of innovative approaches/models for service delivery, and the development of products such as manuals, booklets and other written materials, or new technologies, that can be demonstrated to contribute to improved response to emerging issues.

Contribution funding is widely reported as having resulted in very high quality of projects that are making contributions at the ground level, according to survey respondents, key informants and case study respondents. Over 85% of surveyed Children and Families and People with Disabilities funding recipients use the information produced by the project; are aware of other organizations that use the information produced by the project; and agreed that the information produced led to new knowledge about inclusion issues as well as new planning and engagement strategies. Also, 80% or more of the Children and Families and People with Disabilities component recipients surveyed reported that the manuals/guidebooks, training materials, and best practices produced with the assistance of SDPP funding had contributed to an enhanced participation of vulnerable populations in their communities.

In addition, the vast majority of external observers interviewed reported that not only were they aware of a wide range of SDPP products, across the full range of types of projects, but reported that, to their knowledge, the products they were familiar with had been extremely useful and were well regarded generally in the areas where they were relevant.

When asked to describe how the SDPP had helped to identify and respond to the needs of vulnerable populations, funding recipients interviewed often referred to the results of their own projects as examples. Examples cited by interviewees and case study respondents included:

- *The Active Living Alliance for Canadians with a Disability.* With the assistance of SDPP funding, the Alliance was able to develop the organization's national youth program, which helped to bring youth with disabilities together with youth without disabilities to build relationships and friendships and share experiences. As a result of the program, the Alliance developed best practices for developing programs of this type, and shared the information and experiences of the Youth Ambassador program with their affiliates in the provinces and territories across the country; they also provided advice to Canada Parks and Recreation on strategies to better accommodate youth with disabilities into their programs and activities.
- *The Childreach Centre.* The SDPP assisted with the development of child engagement strategies for immigrant populations. Childreach developed relationships with ethnic and cultural community leaders to assist them in reaching out to the diverse community by holding parenting courses for several cultural groups and identifying the similarities and differences between newcomer and Canadian families. This resulted in the development of culturally appropriate resources and training programs for newcomer families. These resources and information were then translated into several languages and shared with child and youth practitioners, community service providers, elected municipal and provincial officials, and families and child care providers.
- *Kairos: Canadian Ecumenical Justice Initiatives.* SDPP funding allowed for the engagement of more than 60 low income persons from three communities in a two-way learning process that helped them to identify the issues about poverty and to put forward recommendations for action including policy changes. As a result, common policy recommendations were developed and the resulting findings were shared with other NGOs, as well as elected government officials (federal, provincial and municipal). At the individual level, the impacts were reportedly positive: the project helped to break the isolation experienced by the participants living in poverty, developed their capacity to address their needs, increased their awareness of community resources and in some cases, led to changes in their economic conditions. The project also included networking and meetings to share strategies for increasing civic engagement among the poor.

Increased knowledge of existing and emerging social issues

The second intermediate outcome relates to increased knowledge of existing and emerging social issues. Both grant and contribution funding in all three streams were reported to have contributed in this area, through research-oriented projects and the work of larger organizations to collect, compile and analyze new information and disseminate it to interested stakeholders¹¹. For instance, according to surveyed funding recipients whose projects involved reports, policy papers and/or cross-sectoral strategies, the majority were

¹¹ Research-oriented projects have been funded through the Children and Families component until recently, including the first two years of the period addressed in the evaluation.

used by the funded organizations and had impacts in terms of providing new knowledge about inclusion issues, developing plans and strategies, and identifying new social issues.

In addition, the survey of funding recipients revealed that the products of projects in all three streams are used by their organizations and other organizations to respond to existing and emerging issues. In particular, where projects result in “best practice” reports, manuals, and service delivery models, these are reportedly widely used to enhance existing services, and can often result in innovative practices that respond to new social issues. The survey reported increased awareness about issues and services as a result of SDPP projects. Several case studies pointed to this outcome as well.

Social Representation on Employment (Trois-Pistoles) – The focus of this project was to acquire knowledge on the mechanisms that exclude people with disabilities from the labour market. The research not only succeeded in highlighting some of the barriers to integrating people with disabilities in the workforce, but it also drew suggestions from both employers and people with disabilities on possible solutions to improve the current situation and offered its own perspective on possible avenues to make progress. The project was successful in raising awareness among about thirty community organizations working with people with disabilities across the country.

Organizations must include a dissemination strategy as part of any proposal for SDPP funding, with the project results being distributed in various ways. According to the survey of funding recipients, the most common distribution method for organizations who received funding through the People with Disabilities component included posting on websites (95%), conference presentations (84%), presentations at workshops/seminars (82%), and mail/email (82%). Alternatively, those organizations receiving funding through the Children and Families component cited workshops/seminars (85%) as the most common distribution method. This was followed by mail/email (82%), posting on websites (82%), conference presentations (74%), and/or published reports (65%). Overall, the majority of key informants identified their own web-sites as their primary means of disseminating project results.

Despite these efforts, the dissemination of project results was viewed by many interview and case study respondents as an area in which the SDPP needs to improve. Almost all program officials interviewed viewed the current dissemination strategy as insufficient, citing the lack of monitoring of the implementation/effectiveness of the dissemination. In addition, the majority of respondents recognized that organizations did not have the resources necessary to focus on dissemination, an issue raised by funding recipients interviewed and the case studies as well. Although SDPP funding criteria requires that a dissemination plan be carried out by the recipients, funding recipients cited the lack of funds to test, refine and actively disseminate project results, as well as the limited reach of many community-level organizations, as having prevented many projects from reaching their full potential audience to date.

Multicultural Service and Program Delivery Model (Richmond) – The goal of this project was to develop a systematic approach to delivering services to people with disabilities in a multicultural setting. This model would then be used not only by the project sponsor (Richmond Committee on Disability - RDC), but other Independent Living Resource Centres across Canada. The Model report has been disseminated to more than 150 not-for-profit organizations across Canada, including Independent Living Resource Centres, other multicultural and disabilities organizations and to libraries. The RDC still receives requests for copies of the Model two years after its release.

This issue was highlighted further during the interviews and case study consultations, as respondents often reported that they were generally not aware of many of the projects that SDPP funds. In addition, according to the survey of successful applicants, 36% of organizations funded through the People with Disabilities component indicated that they were not aware of other SDPP funded products created by other organizations. This rises to 45% of organizations funded through the Children and Families component.

Evidence from the funding recipients interviews, as well as the case studies, suggests that there is no systematic way that organizations with similar interests across the country are able to examine project results together and develop collaborative ways to further develop and disseminate them, and to collectively identify appropriate follow-up actions or new, related projects. Most program officials also believed there is some responsibility on the part of government to better support accessibility and dissemination of project results. They pointed to the fact that most organizations are not aware of most other SDPP projects, and not as aware as they could be of products relevant to their work.

3.2.3 Achievement of Ultimate Outcomes

Evaluation Question:

Q5: To what extent are the ultimate outcomes as presented in the logic model well-defined, attainable and measurable? To what extent have they been achieved?

There are two longer-term outcomes and one ultimate outcome identified in the SDPP logic model:

- An effective and efficient social non-profit sector that meets the social needs of targeted populations;
- Government social policies and programs which are responsive to the needs of targeted populations; and
- *Ultimate:* Full inclusion of vulnerable populations in all aspects of Canadian society.

These longer-term outcomes are dependent on many factors beyond the purview of the SDPP, and it is recognized that the program can expect to make a positive contribution, but not lead directly to, and be fully accountable for, success in these areas. In particular, there is the feeling amongst some program officials and external observers that SDPP's goal of "full inclusion" is ambitious, given the limited amount of funding available.

While these outcomes are well-understood and considered appropriate and measurable at least to some degree, there is an expectation among key informants and case study respondents, including SDPP program officers, that the SDPP and its partners will need to work continuously to make advances. According to these respondents, the maintenance of an effective and efficient SNP sector, and the continued development of responsive government policies and programs, will require ongoing commitment.

Effective and efficient social not-for-profit sector

Findings regarding immediate and intermediate outcomes have indicated a broadly-held view that SDPP projects have been largely of high quality and usefulness, and have addressed important, relevant social issues related to social inclusion, early childhood learning and care, and disabilities.

This report has identified a number of specific examples to demonstrate the range and variety of SDPP-funded activities that are reportedly contributing to meeting the social needs of the target populations, and increasing the participation of certain vulnerable populations in the context of those projects. These include projects that developed new technologies or new approaches for service delivery, projects that brought partners together to coordinate related activities to better serve target populations, and projects that drew together available research to develop models for service delivery designed to broaden inclusiveness (for example, for immigrants or for people with disabilities).

Winnserv (Winnipeg) – Sponsored a conference on aging and people with intellectual disabilities. The conference focused on strategies for self-advocacy, helping agencies and health care providers to improve their services to this client group, and assisting families who are caring for their aging dependants with intellectual disabilities. The conference led to a report and inspired Winnserv staff to develop workshops that delivered education and training packages addressing self-advocacy strategies, advice for families and service providers and planning strategies for the long-term care of dependants with intellectual challenges.

Findings from the key informant interviews and case studies have also indicated that while grant funding and certain projects oriented to research, conferences and network building have made contributions in strengthening the SNP sector, there are concerns that recent decisions to reduce or eliminate funding in these areas is having a weakening effect, particularly given the lack of alternative funding sources.

Responsive government social policies and programs

In terms of SDPP contributions to responsive government policies and programs, it is recognized that many factors contribute to government policy and program decisions, and that policy positions developed by the SNP sector, while potentially influential, compete with other factors. While interview and case study respondents were unsure from a broad perspective, they noted a number of examples of project results which were being actively used to improve service delivery, develop better social policies and programs, and in the long run to respond to the needs of vulnerable populations. Some of the examples offered by key informants included:

- *Social Inclusion initiative* – SDPP partnered with Laidlaw Foundation to encourage municipal governments to look at how they deliver services to vulnerable populations in their regions and come up with policies to improve service delivery.
- *Crucial Terms project* – this was a national project of the Marsha Forest Centre that helped to develop multiple sources of data on models of education of children and adolescents with disabilities, focusing on integration and inclusion in classrooms. The project led the New Brunswick Ministry of Education to review its educational programs for students with disabilities, and helped to develop the Canadian Association of Inclusive Educators.
- *Partners in Practice* – a pilot mentoring approach/network designed to improve service delivery and support the administration of child care centres. The resulting child care network has contributed to initiatives to improve licensing practices, develop occupational profiles, and the renewal of child care services modules in Ontario.
- *The Canadian National Institute for the Blind* – worked in conjunction with Library and Archives Canada to improve access to the public library system by people with disabilities. As a result of the initiative Archives Canada has continued to support the objective of equitable library access by people with disabilities; in addition, the governments of Alberta, B.C. and Newfoundland and Labrador have made efforts to improve employment programming for people with disabilities and with vision loss.

Full inclusion of vulnerable populations

The evaluation did not attempt to measure whether full inclusion has been achieved. This outcome was accepted as being beyond the scope of the study and representing a very long-term outcome for which agreed-upon measures have not been developed. That being said, the program is designed on the presumption that the short, medium and long-term outcomes will contribute toward this ultimate outcome, and there has been evidence presented above that at least some SDPP projects have made a positive contribution, and are likely to have led to improved inclusion in society for some individuals. Furthermore, according to the various lines of evidence, it is fair to say that SDPP grant and contribution funding has enabled many organizations across the country to work toward fuller inclusion in a way that they would not otherwise have been able to.

As We Are – Telles qu’elles (Montreal) – Developed with the assistance of a relatively small SDPP contribution (\$92K), this project assisted a group of women with disabilities to use fine arts and performance arts to raise awareness about issues faced by women with disabilities. According to the interview respondents, the activities and events had multiple positive impacts on the women with disabilities that participated in the workshops, meetings and public events. Specifically, these activities built their self-esteem, self-confidence and conscience about their challenges and strengths as individuals. In addition, through mentoring activities, workshops and artistic events, the group not only raised awareness among the general population, but also helped some of the participants (with disabilities) to pursue similar activities after the project ended.

Factors Influencing Success

Key informant interview respondents and survey respondents were asked to identify the factors that they believe most influenced the success of SDPP projects. Both Children and Families and People with Disabilities component recipients surveyed reported that the factor most responsible for the success of a project was SDPP funding itself, followed by expert support and the involvement of project partners. Among key informants the work of SDPP officials was identified as the lead factor, and was seen as leading directly to improvements in the projects. The dedication of the respondents’ own staff and volunteers, and the networks and partnerships that were built through the projects, were also frequently cited as key factors.

3.3 Cost-Effectiveness

As part of the summative evaluation, a review of the cost-effectiveness of the SDPP was conducted. This issue was addressed based on all lines of evidence, except for the literature and document review.

Evaluation Question:

Q6: Have SDPP investments in the non-profit sector partners been incremental to existing non-federal investments and leveraged non-federal investments?

Overall, the document review, key informant interviews, administrative data review and case studies findings indicate that there are no other programs similar to the SDPP (in terms of size and scope), that SDPP is complemented by other sources of funding, and that SDPP Gs&Cs are leveraging other sources of funding.

According to the document review and the key informant interviews, there are no other programs similar to SDPP. While there are a few provincial and local funding sources, there are no programs that fund social development projects national in scope. While there are other sources of funding, they tend to complement the SDPP Program.

The incrementality of SDPP is reflected in the share of the SDPP contributions to the overall project budgets. In the majority of cases, the projects funded by SDPP contribution agreements are supported by other organizations (either in cash or in-kind), according to the administrative data review and the case studies.

According to interviews and case studies, a number of projects benefited from supports from provincial governments, the private sector and not-for-profit organizations. However, administrative data, survey and case study evidence shows that 1) SDPP is the main funding provider; and 2) most projects would not have occurred without SDPP funds. According to the administrative data, organizations who received contribution funding through the People with Disabilities component contributed an additional 30% on top of what was committed by the SDPP in the form of cash and in-kind contributions. The amount contributed by organizations in receipt of grant funding was significantly higher at 84%. The amount contributed by organizations receiving contribution funding through the Children and Families component was slightly higher at 32%. The file review supports these findings, based on the final reports provided by the recipients.

Exhibit 3.1 Total Project Amounts by SDPP Component and Funding Sources (2003-2007)				
	Projects Funding Sources	People with Disabilities	Children and Families*	Total
Contributions	SDPP Commitment	\$19,463,790	\$38,759,867	\$58,223,657
	Cash Contributed by Recipients	\$3,344,597	\$3,325,611	\$6,670,208
	In Kind Contributed by Recipients	\$2,577,637	\$9,052,228	\$11,629,865
Grants	SDPP Commitment	\$8,138,627	\$9,398,074	\$17,536,701
	Cash Contributed by Recipients	\$6,673,121	n.a.	\$6,673,121
	In Kind Contributed by Recipients	\$130,500	n.a.	\$130,500
Total	SDPP Commitment	\$27,602,417	\$48,157,941	\$75,760,358
	Cash Contributed by Recipients	\$10,017,718	\$3,325,611	\$13,343,329
	In Kind Contributed by Recipients	\$2,708,137	\$9,052,228	\$11,760,365
Source: SDPP Administrative Database				
* Children and Families do not require recipients to report on in-cash and in-kind contributions, given that a grant is an unconditional transfer payment.				

These above findings lead to two conclusions: 1) that SDPP funding has been incremental in relation to other non-federal investments and; 2) SDPP is effective in leveraging other sources of funding for projects that meet SDPP's priorities.

Evaluation Question:

Q7: To what extent is one funding instrument better than the other (grants and contributions) to achieve the expected outcomes?

The SDPP funding is based on two types of funding instruments: grants and contributions. As explained in the background section, grants are used as a funding mechanism to help organizations cover their operating costs, while contributions are used to support specific projects. The administrative data review indicates that about 20% of all funding arrangements are grants. *Overall, while findings indicate that there is a need for both streams, as each meets a specific need, as expected, funding recipients generally preferred grant funding over contribution funding.*

When asked whether the dual funding mechanism of grants and contributions was well-suited to achieving program outcomes, and if one or the other mechanism was preferable or could replace the other, both program officials and external observers interviewed reported that both funding components were valuable and neither could replace the other. Program officials in particular noted that the balance of grant and contribution funding was important to maintain, as each served different purposes and are both consistent with the logic model and objectives of the SDPP. However, the majority of funding recipients interviewed responded that they would prefer grants over contributions, with the reason given in almost every case being that the reporting requirements are less onerous. A few respondents who preferred grants offered a more complex explanation, explaining that funding ought to focus on the strengthening of organizational capacity, including support for the organization's infrastructure. Other issues cited were the fact by receiving grants, organizations did not have to use already minimal resources to try to raise funds from other sources, and they can cover ongoing activities such as policy dialogue and governance activities that are typically not covered by contributions.

However, some recipient organizations representatives indicated that the contributions were better tailored to their needs. These organizations seek supports for specific projects and find that the criteria associated with the contributions are more adapted to their needs. As well, some respondents indicated that the contributions allow a wider reach for the program as it allows some smaller organizations to access funding if they are unable to access the grants.

Recipients also mentioned that multiyear funding is appreciated as it allows for longer-term projects that have greater impact, from start to finish. However, for a number of reasons, the application process often takes longer than planned, which diminishes time to actually use the financial resources allocated in a given fiscal year. This could be mitigated by providing more advance notice of calls for proposals.

3.4 Design and Monitoring Issues

Two monitoring and delivery issues were considered important for this evaluation and were addressed by the study. The first concerns program monitoring and examines the extent to which the monitoring activities have conformed to the RMAF. The second issue is related to the umbrella approach of the program. These issues were mostly addressed by the key informant interviews and the file review.

Evaluation Question:

Q8: Has the SDPP performance monitoring conformed with the RMAF? To what extent is it effective in monitoring the performance of the SDPP? Is the logic model covering the two components (People with Disabilities, Children and Families [ELCC and Social Inclusion]) still valid?

As a Gs&Cs program, the SDPP is required to develop and implement a Results-Based Management and Accountability Framework (RMAF) that describes how and when results of the program will be measured. The file and administrative data reviews were used to assess the extent to which the SDPP performance monitoring has conformed to the RMAF. *While, the SDPP monitoring system covers most of the key indicators provided in the RMAF, minor improvements would be needed to ease the burden of the reporting process for funding recipients.*

A review of program files (Gs&Cs files) indicates that they contain information describing project outputs and immediate results. The format of the recipient reporting has been inconsistent over the covered period, although a standard template for reporting was implemented in the later years of the period covered by the evaluation.

An Access database was developed, however, to enter performance information based on file information and interviews with recipients. The fields contain the necessary data and cover most of the key indicators of the RMAF. However, more work will need to be accomplished on this database to make it useful for reporting purposes, as the database has not been designed with integrated reporting in mind. Rather, the data is written in multiple tables by code. According to some SDPP officials, this weakens ongoing management of the program, as project reports are difficult and time consuming to produce.¹²

SDPP recipients are required to report results to ensure accountability of government funds. Reporting requirements are viewed by SDPP recipients as extremely onerous for contributions, drawing them away from project work to a significant degree. SDPP staff have expressed satisfaction with the monitoring approach overall.

The logic model is still appropriate according to most key informant interview respondents. As highlighted previously in the report, key informants were asked if the immediate, intermediate and longer term outcome statements in the logic model were still appropriate, and overall, the majority agreed that they were. Some respondents mentioned, however, that the ultimate outcome of full inclusion is not realistic considering its complexity, the very limited resources of SDPP and other sources of social inclusion-related funding, and the many other factors that influence inclusion that are beyond the purview of the SDPP.

¹² It should be noted that according to program officials, the current databases are being expanded and enhanced in order to accommodate different reporting requirements.

Evaluation Question:

Q9: How effective has SDPP been as an umbrella program?

SDPP has functioned as an umbrella program in the sense that it includes a number of separate components, including Children and Families, and People with Disabilities components. The evaluation assessed to what extent this structure has been effective.

With regards to whether the internal coordination umbrella nature of the SDPP had reduced duplication within the department, program files indicate that there is no duplication in terms of organizations funded. However, most program officials interviewed agree that duplication would not be an issue if both components were under separate structures. While the umbrella approach was viewed as taking up additional resources for coordination, key informants cited several benefits to these activities. In particular, several program officials reported that this approach allows the Program to be flexible enough to respond to changing government policies/issues, while addressing the emerging needs of communities and at-risk populations. In fact, according to half of the officials interviewed, the SDPP's objectives are so broad that it makes it very easy for the Program to be consistent with the needs of the SNP.

Some SDPP officials had critical views about the structure. According to them, the current approach brings few advantages and the disadvantages associated with being under the SDPP "umbrella" are greater than the benefits. It is estimated that the time needed to coordinate the activities with the other SDPP components would be better used on other internal activities. Key informant interviewees shared similar concerns with respect to the reporting challenges. SDPP's broader objectives make it difficult to monitor and report consistently and effectively according to SDPP officials interviewed. In addition, some respondents noted that the umbrella approach meant that the SDPP was attempting to address too many issues with very few resources; the funding to organizations tends to be spread too thin as a result.

According to the key informant interviews with the recipients, there is value in a broad-based approach and umbrella program. From their perspective, the flexible approach stemming from the umbrella structure allows them to obtain funding for a wider variety of projects. Some funding recipients also highlighted the fact that the umbrella approach allowed them to secure funding for all aspects of a project from a single source, rather than submitting multiple applications to different funders for various components of a project.

However, some respondents also expressed the view that in spite of the structure, there are few networking opportunities and exchanges between recipients themselves and between recipients and SDPP Program officials, which they would expect from an umbrella program.

4. Key Conclusions

This section contains the key conclusions developed from the findings of the summative evaluation of the SDPP.

4.1 Program Rationale and Relevance

Conclusion #1: There remain many categories of at-risk groups in Canada. The evaluation evidence indicates that many groups remain vulnerable in Canada, including the following: people with disabilities, families and children living in poverty, single parent families, seniors, immigrants, Aboriginals, caregivers (women mostly), visible minorities, and people living in remote areas. These types of groups are vulnerable or are at risk for a number of reasons, including lack of access to economic security, support services, education, transportation, housing and other services.

Conclusion #2: While the not-for-profit sector plays a key supporting role to vulnerable populations, not-for-profit organizations have an ongoing need for support. Among the various sources of support to these organizations, SDPP is unique in terms of mandate and scope. Findings indicate that while the not-for-profit sector is viewed as a key source of support for the vulnerable populations mentioned above, not-for-profit organizations themselves require ongoing financial support to fund both their internal capacity, as well as projects. Survey, interview and case study respondents reported that funding to strengthen the capacity of organizations was amongst their most pressing needs, and that the SDPP was one of the few sources for this type of funding. These respondents also indicated that few funding alternatives existed for the wide variety of projects the SDPP supported. The SDPP's leadership role within the sector was also seen as invaluable.

Conclusion #3: Overall, the program appears to be consistent with federal priorities, including HRSDC's Report on Plans and Priorities (2007-08) and Strategic Outcomes. Government representatives noted that Program priorities are developed based on a number of factors, including stakeholder consultations, social policy involvement, the Speech from the Throne and other federal budget priorities.

4.2 Program Success

Conclusion #4: The anticipated outcomes outlined in the SDPP logic model are considered appropriate by evaluation respondents, for the most part. However, some concerns were expressed regarding some of the more immediate outcomes, and in particular around the ultimate outcome of full inclusion. Overall, respondents to the surveys and interviews found the SDPP outcomes to be clear, well-understood, measurable and generally attainable. Concerns were expressed by some key informants regarding the measurability of the program's influence on communication and networking, given that such activities are often informal and difficult to track. In addition, some key

informants expressed concerns regarding the SDPP's ability to strengthen the capacity of organizations, given the program's limited resources.

Key informants identified the ultimate outcome of full inclusion as ambitious considering its complexity, the limited resources of the SDPP and other sources of social inclusion-related funding, and the many other factors that influence inclusion that are beyond the purview of the SDPP.

Conclusion #5: According to key informants, case study and survey respondents, the SDPP has contributed to the increased organizational capacity of funded national not-for-profit organizations, to increased communication and networking, and to increased information addressing priority social issues. Evaluation participants expressed concerns that recent changes in funding priorities risk undermining those achievements. Grant funding under the SDPP has demonstrated benefits in enhancing the organizational capacity of both national and regional/community level organizations in the SNP sector, enabling them to take on planning, organizational, research and knowledge development and dissemination functions that they would otherwise not have been able to do. These functions are viewed by key informants and case study respondents as making a much needed contribution to social service organizations working at the community level.

That being said, there was concern among key informants that recent interruptions in grant funding and the elimination of contribution funding for research-oriented projects, as well as funding for conferences under the Children and Families component. The widely-held view is that these decisions have already started to diminish the strength of the SNP sector through closures and downsizing of key national organizations, and that in the absence of other sources of grant funding the benefits of the SDPP in building the capacity of the sector in the past will be reversed.

Both grant and contribution funding under the SDPP have contributed to the development products and services, the growth of networks and partnerships, and communication among organizations with similar interests across the country, according to the key informant interviewees, survey respondents and the case studies. Partnerships and communication strategies have led to improved sharing of information and the dissemination of innovative approaches and models for service delivery. Some key informants have suggested that these benefits have been derived primarily within organizations with similar outputs, goals and clientele. While the evaluation identified examples of this type of collaboration, there appears to still be a substantial perceived gap in this area.

Conclusion #6: The SDPP funded projects contributed to increased knowledge of existing and emerging social issues, and to an increased ability of funded organizations to respond to those issues. This is demonstrated by many examples of project results (products such as innovative service delivery approaches, manuals and other guidelines, new technologies, new networks and partnerships, new knowledge in the form of reports and policy documents) that are being used and valued by both funded organization and their stakeholders, according to key informants, case study and survey respondents.

Conclusion #7: Evidence from the evaluation suggests that SDPP funding has contributed to greater effectiveness of the SNP sector in meeting the social needs of targeted populations, and in some cases to program decision-making by service delivery providers and government social policy. However, opportunities for taking advantage of the potential for an even greater contribution have been missed due to the limited follow-up and dissemination of some project results.

The evaluation identified numerous examples of SDPP-funded project uptake, including many instances in which SDPP-funded projects appear to have helped improve service delivery methods and practices, and in which projects have contributed to public discourse on social issues and information and position papers available to government policy and program decision-makers.

Along with those positive findings, survey respondents and many key informants and case studies pointed to dissemination as a weakness of the SDPP. Although SDPP funding criteria require that a dissemination plan be carried out by the recipients, project proponents state that the dissemination of results and products is limited by available resources and by the limited reach of many community-level organizations. The result is that products with a high value potential are known to a relatively small segment of potential beneficiary organizations. Surveyed organizations and interviewed observers in particular were only aware of a limited number of SDPP projects generally related to their area of focus and target population.

In addition, there appears to be no systematic strategy to follow up on project results in an active way. For example, there is no strategy on the part of the SDPP to bring together project proponents with like interests to share results or follow-up with projects that have produced valuable products. There is no central source of information that organizations can go to (a website with a database, for example) to search for relevant projects and establish linkages with like-minded organizations.

Conclusion #8: Despite the many factors that influence the inclusion of vulnerable populations in all aspects of Canadian society, and recognizing the limits of SDPP influence in this regard, it is fair to say that the program has made a positive contribution toward this ultimate outcome. Definitive statements cannot be made on the basis of this evaluation on the extent to which inclusion has been influenced overall and it is apparent that there are no agreed-upon measures that could be applied to such an endeavour at this point. The logic model for the SDPP demonstrates how the program is intended to assist the SNP sector through the achievement of short, medium and longer-term outcomes. The evaluation has demonstrated that those shorter-term outcomes are being achieved in various degrees with the contributions the SDPP brings. It is likely given the evidence in this evaluation that SDPP-funded projects have helped bring inclusion closer to reality for some individuals, and there is evidence in this report that the organizations funded under the SDPP are continuing to advance this objective through the application of projects funded under the SDPP and by other means.

4.3 Cost-Effectiveness

Conclusion #9: SDPP investments are incremental to other sources of funding and are leveraging other resources. SDPP provides the majority of funding for the projects it supports and surveyed funded organizations report that the majority of projects would not have gone ahead without SDPP funding. In addition, the SDPP is a major funder of organizations it supports. At the same time, recipient organizations mobilize other sources of funding to support their projects, indicating that SDPP leverages other sources of cash and in-kind funding for projects that meet SDPP criteria. The use of volunteers and partnerships by recipient organizations also indicate that SDPP funds have leveraged in-kind resources.

Conclusion #10: The SDPP funding is based on grants and contributions. Overall, findings indicate that there is a need for both funding mechanisms and that each meets a specific need. Respondents reported that grants and contributions served different purposes, and both are necessary to meet the objectives of the SDPP. Contributions, in particular, would not be an appropriate substitute for the grants, given that the latter focus on organizational governance, outreach, and professional and administrative development, and other key activities that are typically not covered by contributions. Contributions, on the other hand, focus on prescribed sets of project activities that are negotiated, for which organizations are accountable.

4.4 Delivery and Monitoring Issues

Conclusion #11: The SDPP monitoring system has improved over the period covered by the evaluation and now covers most of the key indicators provided in the RMAF; minor improvements would be needed to ease the burden of the reporting process. During the period covered by the evaluation, the key indicators contained in the RMAF were reported inconsistently through the activity and final reports mechanism, but progress has been achieved in the later years of the period covered by the evaluation. A questionnaire was also used to report on the products and reach of the program, covering many key indicators in the RMAF. More work will need to be accomplished on the database containing the results of this questionnaire to improve the effectiveness of the database in producing reports. However, SDPP recipients responding to the key informant interviews and case studies indicate that reporting requirements are viewed as onerous for contributions, drawing them away from project work to a significant degree.

The logic model is still valid, according to the key informants, although there is a concern that the ultimate outcome of full inclusion is not realistic considering its complexity, the very limited resources of SDPP and other sources of social inclusion-related funding, and the many other factors that influence inclusion that are beyond the purview of the SDPP.

Conclusion #12: Views were mixed about the effectiveness of the umbrella structure of SDPP. Program officials had differing views about the benefits of the umbrella structure, some viewing it as burdensome and time-consuming, others seeing SDPP as flexible and capable of responding to new emerging needs. Most recognize the challenge of reporting results of SDPP due to the variety of projects and organizations it supports. SDPP recipients see potential value in a broad-based approach, which brings flexibility, but it has not encouraged exchanges between recipients and between recipients and SDPP officials, which would be expected from an umbrella program.

5. Recommendations

1. Given that the evaluation found no evidence to change the current distribution of grants and contributions, consideration should be given to maintaining a balance between both funding approaches. Many interview respondents, including recipients and experts, have expressed concern that the grants could disappear from the SDPP program. One of the SDPP components interrupted the use of grants for one year. In light of the evaluation evidence about the impacts of the grants on the capacity of the organizations to maintain their operations and to establish linkages with other organizations, and considering the limited number of funding sources for not-for-profit organizations, consideration should be given to maintaining grant funding to support organizations. This support fosters the development of new knowledge and their dissemination to the community level; innovative approaches to service delivery with follow-up support to maximize the benefits at the community level; and, a healthy public discourse on social policy issues. There is also evidence of an ongoing need for contribution agreements, especially for specific projects of limited scope.

2. Further Support the Dissemination of SDPP Project Results. SDPP projects have resulted in a variety of high quality products and progress has been achieved since the last evaluation in the area of results dissemination. However, the benefits being derived from the project results have been limited by a lack of systematic dissemination and follow-up. While the vast majority of project results have been disseminated (via the Internet, in most cases), there is an opportunity to support additional dissemination efforts and in some cases ensure follow-up. Consideration should also be given to establishing mechanisms that would allow for the exchange of ideas.

3. Make Adjustments to the RMAF and Reporting Requirements. While the SDPP logic model is deemed acceptable, further refinements should be considered. In particular, concerns were expressed regarding the measurability of the program's influence on communication and networking, as well as the program's ability to strengthen the capacity of organizations. Most importantly, the ultimate goal of full inclusion of vulnerable populations needs to be stated in terms that can be reasonably achieved over the long-term.

As well, the evaluation results indicate that there is a need to streamline the reporting requirements. As the reporting requirements reflect the number of performance indicators in the RMAF, one of the ways to reduce some of the reporting requirements is to revise the indicators and identify a limited set of key indicators that are reflected in the reports or questionnaires filled out by the contribution recipients. This streamlined set of indicators could focus, for example, on the types of products/services produced; financial information; the targeted vulnerable populations; the number of products disseminated; and the extent to which the products and services are used and by whom. These could be reported by component at the department level. The current SDPP contribution questionnaire includes these, but further work could be done to cut down on the number of RMAF indicators in an attempt to reduce the reporting burden. Also, while the Access database used by the program has potential, more work will need to be done to make better use of the reporting functions of the database.

4. Encourage Cross-Sectoral Exchanges and Partnerships. The structure of the SDPP has not reached its full potential, as it incorporates few mechanisms that would support exchanges between stakeholders with different outputs, goals and clientele. Consideration ought to be given towards developing these types of cross-sectoral linkages, including knowledge exchanges and partnerships, through formal planning and exchange activities that would involve both government and non-government partners.

Appendix A: Evaluation Matrix

Evaluation Issue	Key Evaluation Questions	Methodologies
Program Rationale and Relevance		
Rationale and relevance	<p>Q1: Is there a continued need for the program?</p> <p>Q2: To what extent does the SDPP reflect broader federal government and departmental social policy direction?</p>	<ul style="list-style-type: none"> • Literature and Document review • Administrative data review • File review • Key informant interviews • Case studies • Successful and Unsuccessful Applicant survey
Success	<p>Q3: To what extent are the immediate outcomes as presented in the logic model well-defined, attainable and measurable? To what extent have they been achieved?</p> <p>Q4: To what extent are the intermediate outcomes as presented in the logic model well-defined, attainable and measurable? To what extent have they been achieved?</p> <p>Q5: To what extent are the ultimate outcomes as presented in the logic model well-defined, attainable and measurable? To what extent have they been achieved?</p>	<ul style="list-style-type: none"> • Administrative data review • File review • Key informant interviews • Case studies • Successful and Unsuccessful Applicant survey • User/Client survey
Cost Effectiveness	Q6: Have SDPP investments in the non-profit sector partners been incremental to existing non-federal investments and leveraged non-federal investments?	<ul style="list-style-type: none"> • Administrative data review • File review • Key informant interviews • Case studies • Successful and Unsuccessful Applicant survey
	Q7: To what extent is one funding instrument better than the other to achieve the expected outcomes?	<ul style="list-style-type: none"> • Literature and Document review • Key informant interviews • Case studies
Design and Monitoring Issues	Q8: Has the SDPP performance monitoring conformed with the RMAF? To what extent is it effective in monitoring the performance of the SDPP? Is the logic model covering all three components (ODI, Children and Family and Social inclusion) still valid?	<ul style="list-style-type: none"> • Literature and Document review • Administrative data review • File review • Key informant interviews
	Q9: How effective has SDPP been as an umbrella program?	<ul style="list-style-type: none"> • Literature and Document review • Key informant interviews