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**Formative Evaluation of the National
Contribution Program and the
National Aboriginal Contribution
Program**

*Correctional Service of Canada
November 2004*

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EXECUTIVE SUMMARY

Transfer payment programs, including contributions, are programs used by Government of Canada departments to facilitate the implementation of their mandates and mission while providing results to Canadians. In the Correctional Service of Canada (CSC), the National Contribution Program (NCP) and the National Aboriginal Contribution Program (NACP) are used to complement the delivery of services to Canadians, particularly as it relates to inmates and parolees, community awareness and engagement, and capacity-building in Aboriginal communities.

The NCP and the NACP are intended to support the CSC mandate by providing conditional funding to eligible recipients for activities that encourage and support offenders in reintegrating into society and living as law-abiding citizens.

The activity for which the NCP provides contributions is divided into three main categories: activities intended for inmates and parolees; activities that promote community engagement and participation in CSC activities; and start-up projects for new community residential facilities that are related to corrections and aimed at inmates, parolees or agencies involved in corrections.

The NACP similarly provides funding and support for integrated community-based correctional services that are delivered by Aboriginal communities and organizations to federally sentenced Aboriginal offenders. It also supports the building of capacity in Aboriginal communities by promoting specific initiatives and programs that contribute to the successful reintegration of Aboriginal offenders.

In accordance with the Treasury Board Secretariat (TBS) Policy on Transfer Payments, the NCP and the NACP must renew their terms and conditions by March 31, 2005. Along with this renewal is a requirement for a formative evaluation that examines program processes and implementation. Formative evaluation compares the plan of action in a program proposal to what is actually taking place, using information collected from a variety of sources such as interviews and/or file reviews. The Department's Treasury Board submission must include results from an objective, evidence-based evaluation of the program rationale, relevance, impact and cost-effectiveness.

The evaluation assessed whether, in pursuing their objectives and expected outcomes, the NCP and the NACP efficiently address areas of control such as the activities, inputs and outputs of the programs' design, and the delivery of the programs. The team also reviewed the effectiveness of the programs by assessing their relevance, impact and cost-effectiveness, focussing on the period between 2001 and 2004.

Methodologies appropriate for conducting a formative evaluation were used. The methods consisted of document and file reviews, and a review of the literature pertaining to Government of Canada contribution agreements was conducted.

Materials related to the contribution programs' objectives were also reviewed, along with data on funding applicants and recipients, and key informants (internal and external stakeholders) were interviewed. The file review primarily covered available documents that record the activities, procedures and processes of the programs. Interviewers were attentive to the subjective opinions espoused by program officials, stakeholders and representatives of the nationally funded programs.

KEY FINDINGS

Relevance/Rationale

Relevance is determined by establishing whether a program answers a verified need. The Canadian Families and Corrections Network report on the Needs of Families of Offenders demonstrated the need for services and programs that reflect the objectives of both the NCP and the NACP. The programs' objectives and goals were assessed in terms of their relevance to the Department's mission and the needs the programs intend to meet.

- The findings in this area underscored the importance of the resources and programs such as those provided by the NCP and the NACP to offenders, their families and the community at large.
- The file review and interviews with key informants revealed that the NCP and the NACP contribute to two of CSC's four strategic outcomes – offenders who are safely and effectively reintegrated, and corporate management support for the care, custody and reintegration of offenders.

Design, Delivery and Management

The evaluation team focused on understanding the practice of program design and delivery and their implications in terms of achieving the NCP and NACP objectives. This is a key component of the programs, because it refers to how the programs structure and administer their policies and procedures. It was determined that the programs rely on the terms and conditions of the program as a reference framework for implementation.

- The terms and conditions of the program are regarded as the guidelines against which contribution applications are selected and assessed. This is a commendable practice because it ensures that program implementation is aligned with the terms and conditions of the program design.
- Key informants expressed a high degree of satisfaction with the program design.
- Interviews with key informants also revealed that delivery approaches needed to be strengthened to allow for a more effective and timely review.
- The evaluation team found that, where an organization had an established relationship with CSC through contribution agreements, this generally

meant that the sustainability of that relationship was ensured. The team sees this as a positive measure on which program managers are encouraged to build as an avenue of reaching out beyond the “prescribed” groups when yearly call letters are sent out.

- Concerning the allocation of funds by CSC, a need for more accurate forecasting of contribution programs was identified with a view to reducing situations where funds from other envelopes have to be used.

Success/Impact

One of the impacts of the programs is the benefit Canadians acquire from the activities and services they provide. The successes of the NCP and the NACP were examined in strategic and cultural terms, pursuing three lines of inquiry: the extent to which the programs are achieving their expected objectives; whether there is evidence that recipients would be able to undertake the same activities and initiatives funded by the programs without such funding; and, finally, whether recipients access funding from other government programs for the same program or activity.

- There was a strong sense among key informants that the NCP and the NACP facilitate various programs that would otherwise not have been implemented.
- According to most respondents, the key measure of success is the fact that these programs reach both offenders and community members. Respondents were positive about their ability to secure contribution agreements and the impacts of the NCP and the NACP in their respective fields.
- File reviews demonstrate that the NCP and the NACP are assisting CSC in building knowledge and creating awareness about CSC services, thereby systematically enhancing its ability to positively engage the community.

Cost-effectiveness

In measuring the cost-effectiveness of the contribution programs, the team took the approach of assessing the program's effectiveness for participants, sponsors and the general public. A true cost-effectiveness analysis will not be possible in this situation until the programs produce data on outcomes that can be aggregated across funded contributions. As well, the difficulty in conducting a cost-benefit analysis of a program of this nature is the challenge of assigning a monetary value to the costs and benefits of all alternatives. A systematic and rigorous analysis was not always possible because this evaluation did not include an assessment of any alternatives for accomplishing the results that the NCP and the NACP hope to achieve. Nonetheless, our evaluation found that:

- A high number of key informants stated that the NCP and the NACP are cost-effective in achieving policy objectives and expected results.

- Some internal key informants also stated that contribution agreements are not always an appropriate vehicle for furthering broad federal policy objectives and that CSC may want to consider delivering services nationally where services have been deemed essential to offender reintegration. Any national service will only serve to complement the services provided by the two contribution programs.
- The NCP and the NACP provide a vehicle whereby the community can be active in supporting the successful reintegration of offenders and educate communities on the reintegration process.
- It would be beneficial to enhance the collaboration between the Aboriginal Community Development Officer (ACDO) and recipient organizations engaged in capacity building within Aboriginal communities. ACDOs can be an invaluable bridge between CSC and these organizations.

Conclusions

This evaluation revealed that the programs are supporting a wide range of community activities and are clearly aligned with CSC's strategic objectives. The evaluation similarly discovers a range of accomplishments for the programs and identifies some implementation challenges. The main findings are as follows:

- Community engagement is gradually being recognized as playing a critical role in creating safe communities. Sections 81 and 84 of the *Corrections and Conditional Release Act (CCRA)* epitomize the role a community could play in providing correctional services to offenders. Effective community engagement should be an essential benchmark against which the recipients of contribution agreements report their successes.
- The programs' Results-based Management and Accountability Framework (RMAF) is a tool for defining program performance. It should be refined to precisely respond to expected outcomes and reflect the complexity of its measurement strategies, particularly in relation to measuring the cost-effectiveness of the programs. It must define long-term successes and identify how those successes could be sustained.
- Regarding design and delivery, applicants need more guidance in terms of reporting on expected outcomes. Further, important lessons learned should continue to be integrated into the implementation of the programs and program processes, especially the application and approval process.
- The most important challenge for the programs is to develop performance measurement practices, specifically a strategy to follow up with offenders and families so as to demonstrate the link between community support and successful reintegration.

RECOMMENDATIONS

Recommendation 1:

The Results-based Management and Accountability Framework (RMAF) needs to be refined to ensure sound planning in the design and delivery of the programs, enable strategic program management practices and ensure that it is responsive to the level of risk and complexity of the programs.

Recommendation 2:

Establish a timely and effective application review and approval process and enhance the disbursement of approved funds in a manner that supports an effective implementation of programs and services by the recipients of contribution funds.

Recommendation 3:

CSC should establish strategies to engage Aboriginal communities and agencies in the provision of services to Aboriginal offenders.

Recommendation 4:

The programs need to expand their reach to ensure equal access to funding and enhance the call letter as a vehicle for promoting CSC and engaging organizations beyond those approved for funding in previous years.

Recommendation 5:

Establish a consultation strategy that fosters regular consultation by program managers with Treasury Board in seeking guidance on reporting requirements based on the contribution's funding level.

Recommendation 6:

The NCP and NACP should consider establishing a formal strategic alliance and partnership with other federal contribution programs and exchange ideas on both the design and the delivery of the programs.

Recommendation 7:

The Department should better forecast the funding need of the contribution programs in order to allocate appropriate funding levels and reduce instances where funds from other envelopes have to be used.

1. INTRODUCTION AND CONTEXT

1.1 INTRODUCTION

The rapid change in federal offender population profile highlights the challenge faced by the Correctional Service of Canada (CSC) in balancing public safety with support and care of offenders. A profile and forecast analysis completed in 2004 by CSC's Research Branch highlights changes in length of sentences and categories of offences and criminal associations. CSC must explore innovative and effective ways of responding to this reality. Research has shown the significant role of community engagement and participation in effective offender reintegration, and the role of offenders' families cannot be over-emphasized. The National Contribution Program (NCP) and the National Aboriginal Contribution Program (NACP) are two activities that provide services to offenders while engaging and fostering community participation in the reintegration practices of CSC.

DESCRIPTION

National Contribution Program

First established in 1981, the NCP increases CSC's opportunities to engage Canadian communities and facilitate the involvement of a greater number of individuals and partners in the correctional process.

Recipients eligible to receive funds from the program include provinces, territories, municipalities, universities, religious organizations, and public, private and international bodies classified as not-for-profit organizations incorporated or legally recognized under provincial, territorial or federal legislation. Funding does not include core funding; funding is available for capital expenditure but strictly for start-up.

Activities for which the NCP provides contributions are divided into three main categories:

1. activities intended for inmates and parolees;
2. projects seeking community participation in CSC activities; and
3. start-up projects for new community correctional residential facilities and programs/activities aimed at inmates, parolees or agencies involved in corrections.

Moreover, the following additional information is provided under the 2003-2004 Main Estimates:

- contributions for the purpose of providing parolee services, individual and group inmate services, community education and

- involvement as they relate to correctional services and other complementary services;
- not-for-profit organizations involved in community corrections operations, provinces and municipalities towards construction done by those bodies.

CSC recognizes that safe reintegration requires a supportive environment within the community. By implementing the NCP and the NACP, CSC expects that the following outcomes will be achieved:

Inmates and Parolees:

- Enhance relationship between offenders and families;
- Enhance volunteers' support for offenders;
- Create community/partners' support for offenders;
- Enhance CSC's knowledge on approaches to service delivery.

Community:

- Enhance community members' awareness and knowledge of CSC;
- Enhance community members' participation in the correctional process;
- Enhance community members' knowledge and awareness of CSC through effective engagement.

Table 1 shows a breakdown of contribution agreements along the three main categories described above.

Table 1 National Contribution Program

Year	Cat. 1	\$ Value	Cat. 2	\$ Value	Cat. 3	\$ Value	Total # of Cont	Total Value
2001-02	31	\$ 999,748	36	\$ 606,905	6	\$239,661	73	\$1,846,314
2002-03	21	\$ 690,004	23	\$ 660,291	3	\$ 70,028	47	\$1,420,323
2003-04	16	\$ 441,059	33	\$ 605,479	1	\$ 10,252	50	\$1,056,791
Total	68	\$2,130,811	92	\$1,872,675	10	\$319,941	170	\$4,323,427

National Aboriginal Contribution Program

The NACP was established in 1999 to provide funding in support of integrated Aboriginal community-based correctional services delivered by Aboriginal communities and organizations to federally sentenced Aboriginal offenders.

According to Section 3.1 of the terms and conditions of the NACP, Aboriginal communities are eligible for the NACP. The CCRA defines Aboriginal community as a First Nation, tribal council band, community organization or other group with predominantly Aboriginal leadership. Accordingly, recipients include incorporated local, regional or national not-for-profit Aboriginal organizations, Aboriginal friendship centres, Aboriginal women's organizations, and other similar Aboriginal voluntary organizations that:

- Express an interest and capacity in the delivery of care and custody services to offenders;
- Demonstrate support for its project from segments of the Aboriginal community; and
- Demonstrate a capacity to work with correctional authorities as partner organizations.

Similarly, in accordance with Section 1.3 of the NACP terms and conditions, financial assistance is provided under three main categories:

1. Support for Aboriginal community-based correctional services delivered by Aboriginal communities to Aboriginal offenders currently under the authority of the Correctional Service of Canada;
2. Start-up and ongoing operational contributions to Aboriginal corrections initiatives for the delivery of correctional care, and custody arrangements aimed at Aboriginal inmates and parolees; and
3. Assistance with the delivery of program activities and community custody arrangements intended for Aboriginal inmates and parolees based on the needs of the community and of Aboriginal offenders.

The activities for which the program is funded are intended to:

- Facilitate inmates' and parolees' reintegration into society as law-abiding citizens;
- Create and maintain positive community and family relations with inmates and parolees;
- Facilitate consultation and communication between CSC, Aboriginal organizations, Aboriginal communities and other components of the criminal justice system in order to enhance Aboriginal community delivery of correctional programs and services.

Table 2 represents a breakdown of contribution agreements along the three main categories described above.

Table 2 National Aboriginal Contribution Program

Year	Cat. 1	\$ Value	Cat. 2	\$ Value	Cat. 3	\$ Value	Total # of Cont.	Total Value
2001-02	1	\$23,575	11	\$1,880,471	13	\$ 668,285	25	\$2,572,331
2002-03	0	\$ 0	4	\$1,205,176	10	\$ 551,250	14	\$1,756,426
2003-04	0	\$ 0	2	\$1,022,678	10	\$ 587,887	12	\$1,610,565
Total	1	\$23,575	17	\$4,108,325	33	\$1,807,422	51	\$5,939,322

The 2003-2004 Main Estimates specify that contributions are to be provided to Aboriginal communities for the delivery of Aboriginal correctional programs and services. As with the NCP, CSC expects the following outcomes through the implementation of the NACP.

For Aboriginal inmates and parolees:

- Enhance relationship between offenders and Aboriginal communities;
- Enhance Aboriginal volunteers' support for Aboriginal offenders;
- Aboriginal community/partners' support for Aboriginal offenders (release plans under section 84 of the CCRA, treatment and cultural/spiritual services);
- Transfer Aboriginal offenders through section 81 of the CCRA; and
- Develop release plans utilizing section 84 of the CCRA.

For Aboriginal community:

- Create awareness and knowledge about CSC and sections 81 and 84 of the CCRA within Aboriginal communities;
- Create opportunities for active participation by Aboriginal communities in the correctional process (consultation, communication, correctional service delivery); and
- Create knowledge and awareness within CSC of the importance of effectively engaging Aboriginal communities in federal corrections.

1.2 PROGRAM PROCEDURES AND PROCESSES

1.2.1 The NCP

According to section 3 of the terms and conditions, the following are eligible to benefit from the NCP: provinces, territories, municipalities, universities as well as, religious organizations, and public, private and international bodies classified as not-for-profit organizations, incorporated or legally recognized under provincial, territorial or federal legislation. The Chair of the National Contribution Program Committee (NCP) issues a call letter to all Deputy Commissioners and Sector Heads asking them to submit their recommended contribution requests.

According to section 9 of the terms and conditions of the NCP, a Deputy Commissioner or a Sector Head must sponsor all requests and the application must be submitted on CSC form 1283-01. The applicant must submit a written submission that includes the following: request/proposal, description of the program, financial and budgetary information, indication of means of evaluation and declaration of any personnel involvement in the program/activities in relation to the government's Conflict of Interest requirements.

Once submitted, the request is assessed against four criteria: recipient's and program's eligibility, expected outcomes in relation to correctional results, managerial ability, and cost-effectiveness. In accordance with the terms and conditions, the NCP committee reviews all submissions and a recommendation is then submitted to the Executive Committee (EXCOM) and to the Commissioner for approval.

Approved contribution requests, including their expected correctional results and sources of funding, are then integrated to form CSC's Annual Contribution Plan for the subsequent fiscal year. Once the Annual Contribution Plan has been approved, the Chair of the NCP sends a copy of the plan and the contribution template to the Deputy Commissioners and Sector Heads. They are responsible for ensuring compliance with the CSC plan/objectives and for approving their individual agreements in relation to the plan.

1.2.2 The NACP

The NACP application and funding approval process is very similar to that of the NCP except that section 8.2 of the terms and conditions states that the Director General of the Aboriginal Initiatives Branch of the Correctional Service of Canada is responsible for the overall management of the NACP. The DG, Aboriginal Initiatives Branch and the Regional Administrators of Aboriginal Initiatives review submissions received from the Aboriginal community and consult with the appropriate Deputy Commissioner or Sector Head prior to submitting the request to the Assistant Commissioner, Correctional Operations and Programs, who passes on the application to the NCP Committee.

1.3 RESOURCES

The Correctional Service of Canada has the authority to enter into contribution agreements up to a maximum of \$4,999,999. The National Contribution Program has an identified envelope of \$716,000. However, each year additional operations and maintenance (O&M) funds may be identified and converted to support a larger number of contribution agreements. In fiscal years 2001-02, 2002-03 and 2003-04, total spending by the NCP was respectively \$1.8 million, \$1.4 million and \$1.1 million (see Table 1 on page 9 for more details). Contribution agreements funded through the NACP during the same periods totalled \$2.6 million, \$1.8 million and \$1.6 million (see Table 2 on page 11 for more details).¹ In total, the NCP and NACP entered into contribution agreements in the amounts of \$4.4 million, \$3.2 million and \$2.7 million in the fiscal years previously indicated. The forecasted budgets for the two programs are provided in the following table.

(Millions of dollars)

Contributions budget	Planned spending 2004-2005	Planned spending 2005-2006
NCP	0.7	0.7
NACP	1.1	1.1
Total	1.8	1.8

In the 2005-06 Main Estimates, some funds are earmarked for an ongoing contribution which will be changed to a contractual arrangement in time for the 2006-07 Main Estimates. The amount earmarked for potential start-up costs for contributions will be highlighted in the yearly National Capital, Accommodation and Operational Plan (NCAOP).

1.4 PROGRAM MANAGEMENT

Responsibility for the implementation of the National Contribution Program rests with the Communications and Citizen Engagement sector, under the leadership of an Assistant Commissioner who reports directly to the Commissioner of Corrections.² The key players from this sector are referred to as program managers throughout this report.

The National Aboriginal Contribution Program is managed within the Correctional Operations and Programs (COP) sector. Specifically, the Aboriginal Initiatives Branch provides service to the Assistant Commissioner of COP, who also reports

¹ The funds distributed under the National Aboriginal Contribution Program are derived from Effective Corrections – CSC Aboriginal Initiatives as well as the conversion of O&M funds.

² During the course of this evaluation there was a reorganization of responsibilities at National Headquarters; the Citizen Engagement Community Initiatives Branch of the Community Engagement Sector joined the Communications and Consultation Sector and now reports to the Assistant Commissioner. The sector is now called Communications and Citizen Engagement.

directly to the Commissioner of Corrections. The key players from this sector are referred to as program managers throughout the report. The Aboriginal Initiatives Branch is led by a Director General, who reports directly to the Assistant Commissioner, Correctional Operations and Programs. The director general advises CSC on matters relating to Aboriginal offenders and communities.

National Contribution Program

The National Contribution Program Committee assesses all proposed contribution requests sponsored by either Deputy Commissioners or Sector Heads and presents recommendations to the Executive Committee and the Commissioner. The committee is chaired by the Assistant Commissioner, Communications and Citizen Engagement and includes representatives from the Comptroller Branch, Legal Services, Communications and Citizen Engagement sector, Performance Assurance sector and Corporate Development sector. The CSC Commissioner approves all contributions as well as any agreements exceeding \$200,000. Sector Heads and Deputy Commissioners have delegated authority for signing contribution agreements and amendments up to \$200,000. Each region is required to establish a Regional Contribution Program Committee, which should include representatives from Operations and Programs as well as from Corporate Services for reviewing all requests. Where applicable, this regional committee forwards its recommendation to their Deputy Commissioner, who as a sponsor forwards contribution requests recommended at the regional level to the National Contribution Program Committee.

National Aboriginal Contribution Program

The Director General, Aboriginal Initiatives Branch and the Regional Administrators, Aboriginal Initiatives, review submissions received from the Aboriginal community through consultation with appropriate sectors and relevant government departments and agencies (where warranted). When supported by the Deputy Commissioner and the Assistant Commissioner, Correctional Operations and Programs, these proposals are submitted to the National Contribution Program Committee. The NCPA evaluates all proposed contribution requests sponsored by either the Deputy Commissioners or Sector Heads and presents recommendations to the Executive Committee and the Commissioner. In addition to the above-mentioned NCPA members, representatives from the Aboriginal Initiatives Branch are members of the committee for any matters related to the NACP. The CSC Commissioner approves contributions as well as any agreements exceeding \$200,000. Sector heads and Deputy Commissioners have delegated authority for signing contribution agreements and amendments up to \$200,000. Each region is required to establish a Regional Contribution Program Committee which should include representatives from Operations and Programs, as well as from Corporate Services and the regional Aboriginal Initiatives Branch for reviewing all requests. Where applicable, this regional committee forwards their recommendation to their Deputy Commissioner who as a sponsor sends the

contribution requests recommended at the regional level to the National Contribution Program Committee in Ottawa.

1.5 FORMATIVE EVALUATION CONTEXT

In conducting this evaluation, appropriate methodologies for conducting a formative evaluation were used. This refers to methods of identifying areas for improvement or adjustment while program activities are being implemented or developed. A formative evaluation compares the plan of action in the program proposal to what is actually taking place, using information collected from a variety of sources such as interviews and file reviews. The evaluation also looks at the administrative, organizational and other operational processes that may have had an impact on the programs' implementation and coordination.

As a result of the Treasury Board Secretariat (TBS) Policy on Transfer Payments, the NCP and the NACP must renew their terms and conditions by March 31, 2005. Along with these renewals is a requirement to conduct a formative evaluation that examines the programs' processes and implementation. The Department's Treasury Board submission must include results from an objective, evidence-based evaluation of the programs' rationale, relevance, impact, cost-effectiveness and potential alternatives.

This evaluation assessed whether, in pursuing their objectives and expected outcomes, the NCP and the NACP efficiently address areas of control such as the activities, inputs and outputs of the programs' design, and the delivery of the programs. The evaluation focuses on the period between 2001 and 2004.

1.6 PROGRAM PERFORMANCE:

1.6.1 Relevance/Rationale

Relevance is determined by establishing whether a program or initiative answers a verified need. It must also reveal a link with CSC priorities. The programs' objectives and goals were assessed in terms of their relevance to the Department's mission and the needs the programs intend to meet. The aim was to provide an answer to the following question: Do the NCP and the NACP continue to be consistent with departmental and government-wide priorities and do they realistically address an actual need?

1.6.2 Design, Delivery and Management

This focuses on the practices of the programs' design and delivery, and the implications in terms of achieving the NCP and the NACP objectives. While the focus and underlying objectives of the NCP and the NACP are comparable, the management and administration of the two programs need to be assessed separately. At the highest program level, the key variation in program delivery pertains to who administers the program. The team attempted to provide

answers to whether the design, delivery and management of the two programs are appropriate for ensuring they achieve their objectives.

1.6.3 Success/Impact

Overall, the successes, impacts and benefits of the NCP and the NACP are examined in both strategic and cultural terms. The evaluation examines whether the NCP and the NACP are effective in meeting their objectives and expected results, within budget and without undesirable outcomes.

1.6.4 Cost-Effectiveness/Alternatives

This component explores the overall cost-effectiveness of the programs and the appropriateness of current funding levels. The team also examined whether the most appropriate and efficient means are being used to achieve the NCP and the NACP objectives, relative to alternative design, delivery and management approaches.

2. EVALUATION DESIGN AND METHODOLOGY

2.1 METHODOLOGY AND DESIGN

The Evaluation Branch of the Correctional Service Canada conducted the evaluation. The methodology for the evaluation of the NCP and the NACP consisted of a review of documentation and literature, a review of data pertaining to funding applicants and recipients, and key informant interviews from within CSC and the funded programs. The information was gathered in two principal ways: through available materials that record the activities, procedures and processes of the programs, and through informed opinions of stakeholders involved with the NCP and the NACP, such as program officials and representatives of the nationally funded programs.

2.1.1 Documentation/File Review

The purpose of this component of the evaluation was to review existing sources of evidence to provide a context within which to assess the various aspects of the programs, provide insights into their operational and strategic management, and supply information concerning the nature and results of contribution agreements. The nature of the documentation reviewed included: contribution agreements and other high-level program documentation, including a previous program audit report and program terms and conditions, and materials pertaining to the programs' overall funding application and review process.

The file review sample was generated from a list of the contribution agreements administered through CSC National Headquarters. The sample represented 8% of the total contribution agreements for the period of 2001-02 to 2003-04. Statistics Canada sampling standard documents from May 2003 indicate that 5% -10% is an acceptable range when conducting a sampling exercise.³ In this case, 8% of total contribution agreements for the periods under evaluation were selected.

2.1.2 Literature Review

The second key component of this evaluation process was a review of the relevant literature. The aim of the literature review was to identify issues and concerns that have emerged in the area of contribution programs across the Government of Canada, as well as to find documentation related to the objectives the contribution programs are trying to achieve. The results of the literature review indicated that there is ample information available on contribution programs across government departments. That information has

³ Policy on Standards, Statistics Canada, 2003.

been reviewed and the lessons learned have been incorporated into the report where appropriate.

The evaluation team reviewed several reports and discussion papers that emphasize the importance of family and community ties in the reintegration of offenders. The Urban Institute, a non-partisan economic and social policy research organization in the United States, has done several studies in this area. The Institute's work *Returning Home* is a multi-state, three-year study of the challenges of re-entry along five dimensions: (1) the individual trajectory of post-prison adjustment; (2) the family context both before and after the prisoner's return; (3) the individual's relationships with peers both in prison and post-release; (4) the community context to which the prisoner returns; and (5) the state-level context of sentencing and post-release supervision policies and other social and economic influences. Data on these dimensions was collected through interviews with family members both before and after the inmate's release, focus groups with residents in communities to which prisoners return, extant data on local indicators of community well-being, and interviews with community stakeholders (*Justice Research and Policy, 2003*).

The team also drew on the work by Joan Petersilia, entitled *When Prisoners Come Home: Parole and Prisoner Re-entry*, which emphasizes the politics, policy, practice, programming, potential, possibilities and passion with respect to criminal behaviour and community reintegration. As well, the *Working Group on Needs of Offenders' Families* recently created by the Correctional Service of Canada emphasizes the requirements for addressing the needs of offenders' families. These and several other similar research initiatives and studies underscores the importance of community support in the reintegration of offenders, an objective in line with both the NCP and the NACP.

2.1.3 Key Informant Interviews

A total of 23 individuals, representing key stakeholder groups within CSC (internal key informants) and those associated with the NCP and the NACP (external key informants), was interviewed. Nine of the 23 key informants were external, while 13 were internal key informants identified in consultation with the program managers and generated randomly from a list of all contribution agreements from 2001-2002 to 2003-2004. The CSC internal stakeholders interviewed were identified through a working group. The key informants (external) participated in a telephone interview regarding their experiences to date with the NCP and the NACP. Some internal key informants were interviewed in person. All interviews were conducted by the Evaluation Branch. The evaluation measurement strategy was developed through the joint efforts of a working group comprised of the Evaluation Branch, one member of the Communications and Community Engagement sector, and a Project Manager from the Aboriginal Initiatives Branch. An interview guide was created for internal and external key informants (see Appendix B).

The following chart outlines the number of contribution agreements over the last 3 years.

Year	Number of Contribution Agreements	Number of File Reviews
2001-2002	98	18
2002-2003	61	
2003-2004	62	
Total	221	8%

The total dollar value of the sample files was **\$1,269,211.00**, or **12%** of the total dollar value of contributions between 2001-02 and 2003-04.

2.2 LIMITATIONS

There were a number of limitations in conducting this evaluation. Significant characteristics used to measure intended changes are performance indicators. They serve to answer *how* or *whether* a program is progressing towards its objectives rather than *why* or *why not* such progress is being made. These indicators should be expressed in measurable and quantifiable terms. The range of information in the performance measurement strategy for the NCP and the NACP could be improved to give program managers the ability to collect more performance information in relation to the *how* and *whether* the programs are progressing towards their intended outcomes. This would allow the program managers to routinely measure the direct impact of these programs as well as adapt their program delivery strategies. A structured dialogue or interview of those stakeholders that are identified as vocal critics of the delivery approaches would play a significant role in improving program delivery.

2.3 ACCURACY

The evaluation team believes this report is free of errors of fact or logic.

3. KEY FINDINGS

3.1 RATIONALE/RELEVANCE

Interviews with key informants and file and document reviews constituted the main lines of evidence for assessing the main questions in terms of rationale and relevance. This section addresses the following questions:

- How do the programs reflect current priorities and objectives of the Government of Canada and the Correctional Service of Canada?
- Do the programs continue to fill a gap or need in offender reintegration?

In assessing the relevance and rationale for both the NCP and the NACP, the team drew information from the work done on the needs of offenders' families by the Canadian Families and Corrections Network (CFCN) entitled *A Strategic Approach and Policy Document to Address the Needs of Families of Offenders: Safety - Respect and Dignity - For All*. The report emphasizes the significance of family-friendly policies and practices in guiding correctional staff so that the effects of incarceration on the family relationship is minimized or mitigated. As stated by Lloyd Withers (2003), family-friendly policy and practice treats families with respect and dignity and engages the family as an asset and a factor in successful conditional release and crime prevention, while balancing safety concerns for the family, the offender, institutional staff, and the public.

The report indicates that a family affected by incarceration and reintegration may be a family in crisis. There are families that may not know how to access services or that may be hesitant to access support services. Some families who do access services often find it difficult to continue to participate in programs or treatment and may withdraw prematurely. By the time family members have reached the correctional jurisdictions, they may have already experienced significant disruptions in their family life, and for a significant duration. If the family relationship survives the arrest, trial, sentencing and conviction of the offending family member, the family faces the maintenance of a family relationship in a setting that may further stress the survival of the family. Reports from key informants during this evaluation indicated that the NCP and the NACP serve as a vehicle to fill the void outlined in the CFCN report.

Additionally, the CFCN report states that the emotional load for families in terms of feelings of grief, loneliness, abandonment, isolation, anger, and fear can be overwhelming. Also, as one family member said during the CFCN consultation, "the family is left holding the bag in the community" for the criminal behaviour of the offender. The offender may be in prison, but the family may reside at the same address or the same community in which the offence took place. "For All" in the title of the report includes communities. For example, the CFCN public consultation in Hamilton similarly identified the consequences of incarceration and support for families, particularly with respect to the social benefits of support

during reintegration and the consequences for communities if support is not offered.

Jeremy Travis, Amy Solomon and Michelle Waul, in *From Prison to Home: The dimensions and consequences of prisoner re-entry* show the scope of difficulties facing families. While Travis, Solomon and Waul speak to the situation in the US, their comments are applicable to the Canadian experience. Many of the quality of life issues, including the effects and differences of paternal and maternal incarceration that these authors identified, arose at the CFCN public consultations. For example:

Incarceration and re-entry have substantial impacts on a large and growing number of families - ranging from the loss of financial and emotional support to the social stigma attached to having a family member in prison. These complex relationships, combined with the great distance between many prisons and their home communities, require creative management on the part of the families, government agencies, and community support systems to minimize the harm to children and families.

Travis, Solomon and Waul continue by discussing the destabilization of communities that occurs because of incarceration and reintegration, ways to increase the resilience of families and the community, and the need to address family and offender issues related to criminal behaviour, substance abuse, employment, housing and counselling. The impact of incarceration on the family and children, in turn, has an impact on the community. Providing services to families and children is a form of crime prevention. There is a social benefit in providing services to families and children affected by incarceration and reintegration.

Our evaluation findings underscored the importance of resources and programs such as those provided by the NCP and the NACP to offenders and offenders' families and the community at large.

3.1.1 ALIGNMENT WITH OBJECTIVES

File reviews, document reviews and key informant interviews provide evidence that show that the NCP and the NACP contribute to two of CSC's four strategic outcomes:

1. offenders who are safely and effectively reintegrated, and
2. corporate management services support the care, custody and reintegration of offenders, and partnerships to promote the achievement of CSC's Mandate and Mission.

Of the internal key informants interviewed, 100% believe that the program reflects the priorities and objectives of the Government of Canada in general and of CSC in particular. In the words of one of the respondents:

Reintegration is paramount, public safety is paramount.

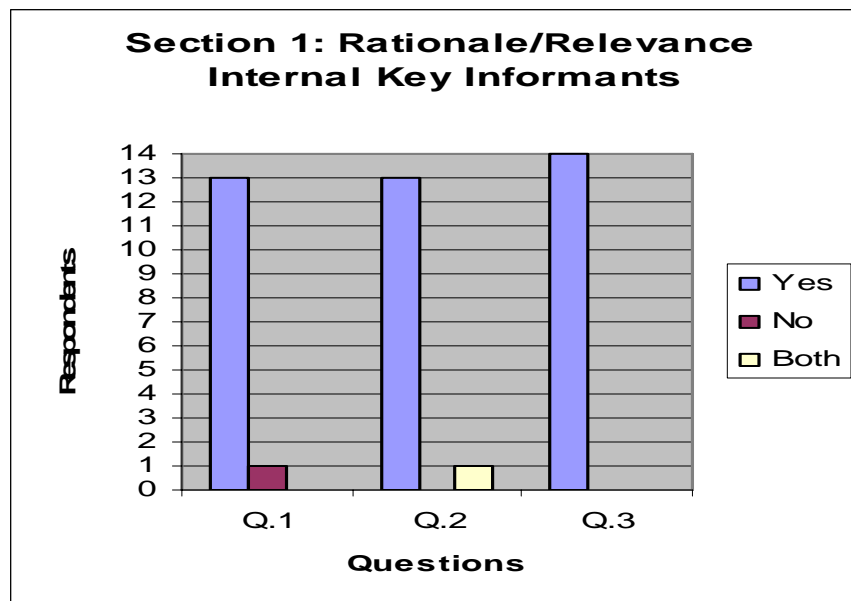
The stated activities of recipients appear to be consistent with the findings that were espoused in the cited CFCN report on the strategic approach and policy document in terms of addressing the needs of offenders' families. The key informants interviewed emphasized the need for a program that provides support to offenders and their families.

3.1.2 OFFENDER REINTEGRATION

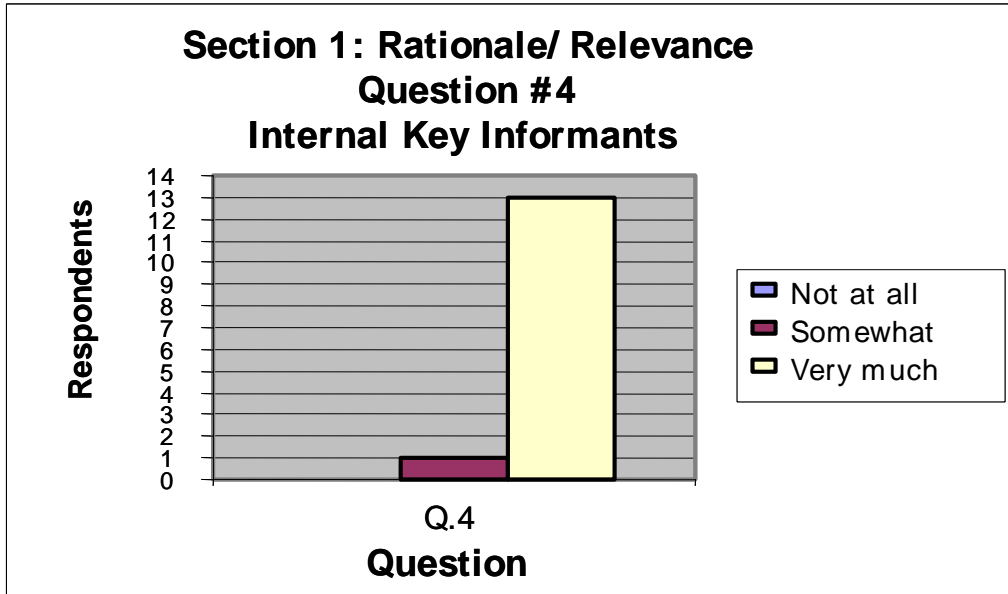
A review of files revealed that the stated objectives of the funded recipients were in line with the programs' objectives of contributing to the successful reintegration of offenders. For example, the file review indicates that 180 offenders with disabilities were provided community support to find housing, develop life skills, access transportation and locate literacy and educational supports. When asked if the contribution programs filled a gap or need in the offender's reintegration, **20 of 23** respondents felt that there was evidence that supports the achievement of that objective. The remaining 3 respondents did not disagree with the statement but emphasized the need to “wait and see” the impact of the programs. One external key informant said it best:

“...without it, a barrier for Aboriginal people would be erected in regards to community follow-up and programs...”

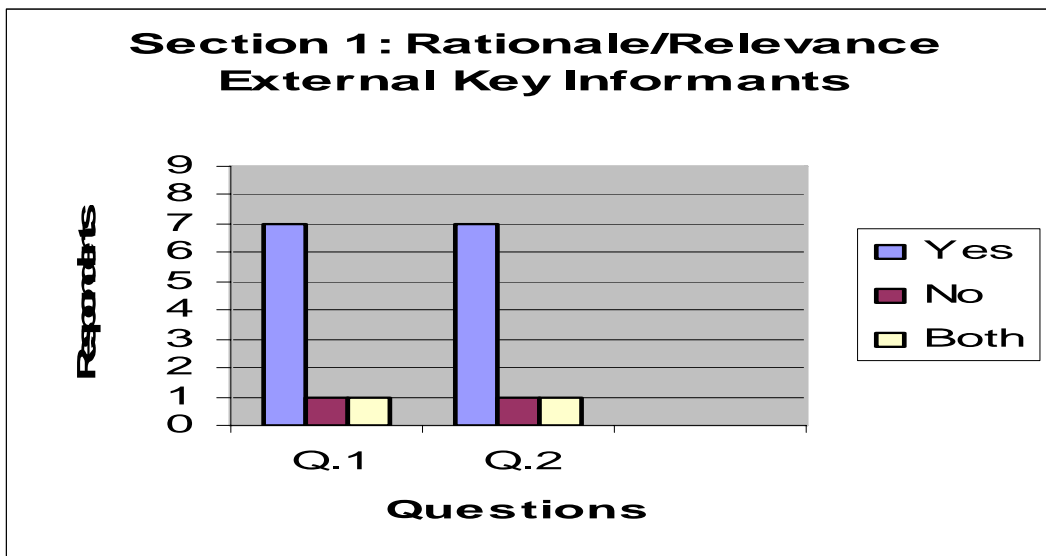
Responses to questions of rationale and relevance on questionnaires (Appendix A) are shown in the following graphs:



A significant number of internal key informants – 92% – indicated that the rationale for the NCP and NACP are based on clearly defined problems and/or needs and the contributions serve to fill a gap in the reintegration process.



The graph above illustrates that 92% of internal key informants believe that the NCP and the NACP are funding the appropriate projects/organizations in light of the components and criteria of the terms and conditions of the NCP and the NACP.



The chart above demonstrates that 78% of recipients (external key informants) interviewed indicated that the NCP and NACP are relevant and are based on clearly defined problems or needs and that the activities are contributing to filling a gap in offender reintegration.

3.1.3 CONCLUSION ON RATIONALE AND RELEVANCE

The programs reviewed align with two of CSC's strategic objectives:

- offenders who are safely and effectively reintegrated;
- corporate management services support the care, custody and reintegration of offenders, and partnerships to promote the achievement of CSC's Mandate and Mission.

High numbers of key informants and other stakeholders agreed that the program is relevant both in engaging community in CSC's business and in creating support for offenders and offenders' families, which in turn enhances CSC's reintegration practices.

3.2 DESIGN, DELIVERY AND MANAGEMENT

Design, delivery and management issues refer to how the programs structure and administer their policies and procedures. Most of the evidence for responding to the following questions comes from the literature review, program documentation, and key informants.

- Do the programs have effective and clear procedures for applying for funds, criteria for determining eligibility, and other management procedures for each of the categories?
- Are the recipients satisfied with the services and support offered by the programs?

3.2.1 PROGRAM PROCEDURES AND PROCESSES

A review of documents, key informant interviews and file reviews revealed that the NCP and the NACP rely on the terms and conditions of the programs for implementation. These are considered the guidelines against which contribution applications are selected and assessed. At face value, this is a commendable endeavour because it ensures the programs' implementation is aligned with the terms and conditions. However, the terms and conditions do not include guidelines on some detailed processes as they pertain to timeframes for review of application and decision-making.

A comparison of the level of funding initially earmarked for the contribution programs with the actual level of expense revealed that the latter was more than 6 times higher in 2001-2002, more than 4 times higher in 2002-2003 and about 3.7 times higher in 2003-2004. These figures clearly show a planning pattern that estimates less than the actual funding requirements of these programs.

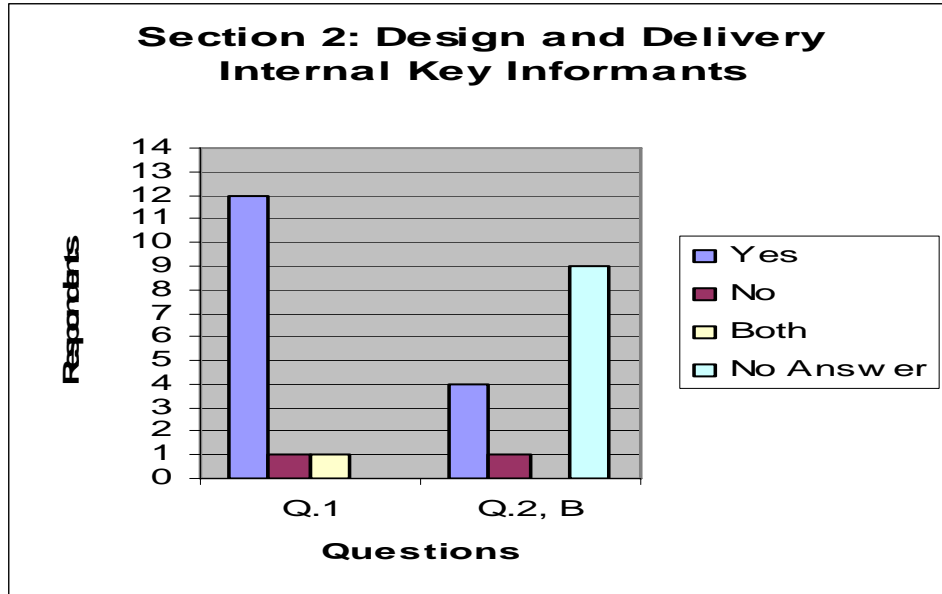
3.2.2 APPLICATION AND FUNDING APPROVAL PROCESS

The elaborate program processes outlined earlier in this report are in keeping with the fundamental requirements of modern comptrollership and stewardship in the Public Service. They ensure that checks and balances are in place to manage public money effectively and efficiently. The evaluation revealed, however, that there is a challenge in balancing the need for good comptrollership and timely approval of application and the disbursement of approved funds. Key informants, particularly external groups, reported significant delays in the application and approval process. These key informants, both external (**79%**) and internal, expressed dissatisfaction with the process and the extremely long period of time it takes to know whether funding will be received. On average, it takes **5 months** into the new fiscal year (September) before any funding is received. Internal key informants validated the fact that it took an exceptionally long time between approval by the NCPC and the transfer of funds to recipients. For some recipients, this meant that many of the initial program activities identified could not be achieved in the timelines provided. In terms of the reasons for the delay, some of the respondents identified the lack of a national guideline that establishes a timeframe for responding to each phase of the application and approval process as a possible reason.

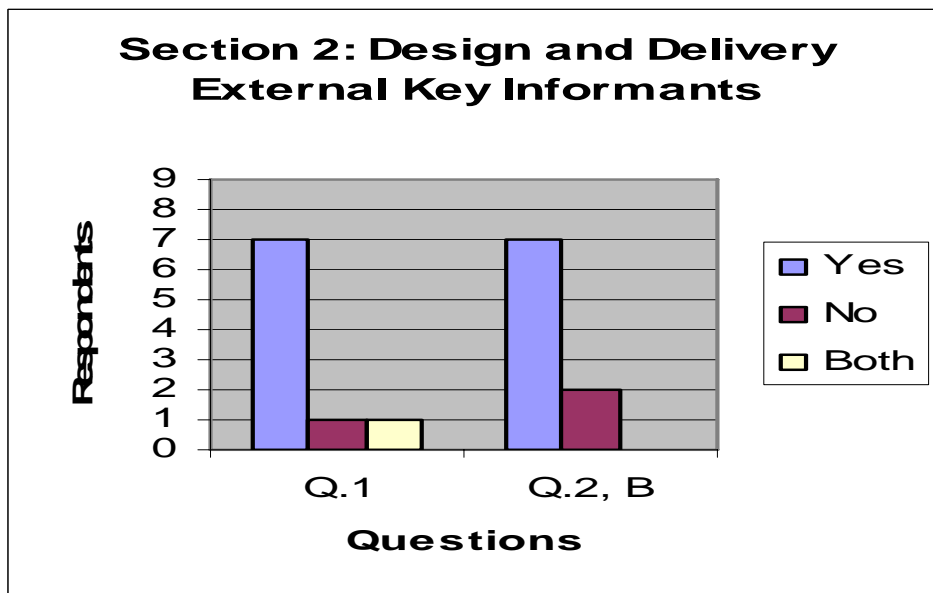
3.2.3 PERFORMANCE MEASUREMENT (RMAF)

In July 2004, an RMAF was developed. Until the development of this document, there were limited structured performance management tools in place. The RMAF represents a commitment by program management to the collection of performance data. This information is intended to be used to make improvements, prepare annual reports and guide future evaluations. The findings of this formative evaluation will provide program managers with the necessary information to improve the current RMAF in order to adequately respond to any risk and to reflect the complexity of the programs.

Responses to questions of design and delivery on questionnaires (Appendix A) are shown in the following graphs:



The above chart Q.1 depicts the responses to the question concerning whether the current design of the programs supports the achievement of outcomes. **85%** of internal key informants indicated that the design of the programs indeed facilitated the achievement of its objectives. In looking at the graph above, one would ask why the number of key informants that did not respond to question 2.B appears significant (64%). These respondents did not provide any answer to the question because they stated that their responses would be in line with the answer to Q.1, which assessed whether the design and delivery of the programs facilitated the achievements of its objectives. The interpretation of this finding is that the 64% of the respondents also agreed with the premise of Q.2.B.



The chart above shows that **78%** of external key informants responding to Q.1 and Q.2.B agreed that the current design of the programs facilitates the achievement of their objectives and simultaneously agreed that the objectives and desired results of the programs were clearly identified. However, the

responses equally identified certain areas of the programs' delivery that require immediate attention. Such areas have been outlined in the conclusion section.

3.2.4 CONCLUSIONS ON DESIGN AND DELIVERY

One way of increasing the effectiveness and timeliness of program delivery is to collect data on performance. By monitoring key performance measures that reflect what is of greatest concern to the recipients of a program, program managers can link this understanding with the types of strategies and actions that best improve this performance. In addition, by providing meaningful program performance information at the national level, program management and operations could become an important element of the program for improving the application and approval process. Inherent in the use of performance measures is the importance of a “customer” perspective in planning and decision-making. This, in turn, necessarily entails knowing what the customer wants from the program design and delivery.

Key informants expressed a high degree of satisfaction with the program design as it relates to the desired outcomes. It is apparent from interviews, however, that the delivery approaches need to be strengthened to allow for a more effective and timely approval of contribution applications and the subsequent disbursement of approved funds based on the recipient's cash flow requirements.

The terms and conditions clearly outline the application and funding approval process. Nonetheless, they do not include a specific timeframe for responding to each of those phases. This formative evaluation will provide program managers with the necessary information to increase understanding of the program process among the program stakeholders and to build support for ongoing measurement and future evaluation.

As stated earlier, program delivery also addresses the efforts by the program managers to extend the reach of the programs so as to ensure maximum value for money. It was found that those organizations that have established relationships with CSC on contribution agreements essentially maintain their relationship. This is seen as a positive measure and program managers are encouraged to build on this strategy as an avenue for reaching out beyond the “prescribed” groups when call letters are sent out yearly.

Concerning the allocation of funds by CSC, the evaluation team found that the Department should better plan the contribution programs' requirements in order to reduce situations where funds from other envelopes have to be used.

3.3 SUCCESS/IMPACT

The NCP and the NACP successes were measured in light of four questions:

- To what extent are the programs achieving their expected results?
- Is there evidence that recipients would have undertaken the activity or initiative even without program support or funding?
- What difference did the funds make to their activities?
- Do recipients access funding from other government programs as well?

There was generally a strong sense that the NCP and the NACP contribute to enhancing opportunities for facilitating different programs that would otherwise not have not been implemented. Respondents were particularly pleased with the programs and believed that the programs have been successful in achieving expected outcomes.

According to most respondents, one of the key measures of success is the “reach” of the programs, the ability to provide support to offenders and community members. In general, respondents are positive about their ability to secure contribution agreements in their respective fields. This finding also underscores one of the recommendations (# 8.2) of the CFCN report that CSC, through its Community Engagement sector (now Communications and Community Engagement sector), includes the needs of families affected by criminal behaviour and by incarceration and reintegration in its community engagement and public education activities. Respondents agreed that the NCP and the NACP have had significant positive impacts on the life of some offenders and their families.

One common observation among some recipients, however, was that it would be more beneficial if the programs could provide additional administrative support such as personnel and other expertise. Given the small administrative framework and resources available for these programs, such expectations may be unreasonable.

In the course of the file review, several performance indicators evidently demonstrated that the NCP and the NACP are assisting CSC in creating awareness and knowledge about its services and that its ability to engage the community in its affairs is enhanced. The following indicators demonstrate the successes of the programs at both the “system” and the “organizational” levels.

- Increased awareness of section 81 and 84 among Aboriginal peoples;
- United Nations accreditation of one of the recipients receiving funding under the NACP;
- Identification of issues facing Aboriginal communities in supporting the reintegration of offenders;
- Creation of an accessible restorative justice database at a major Canadian university;

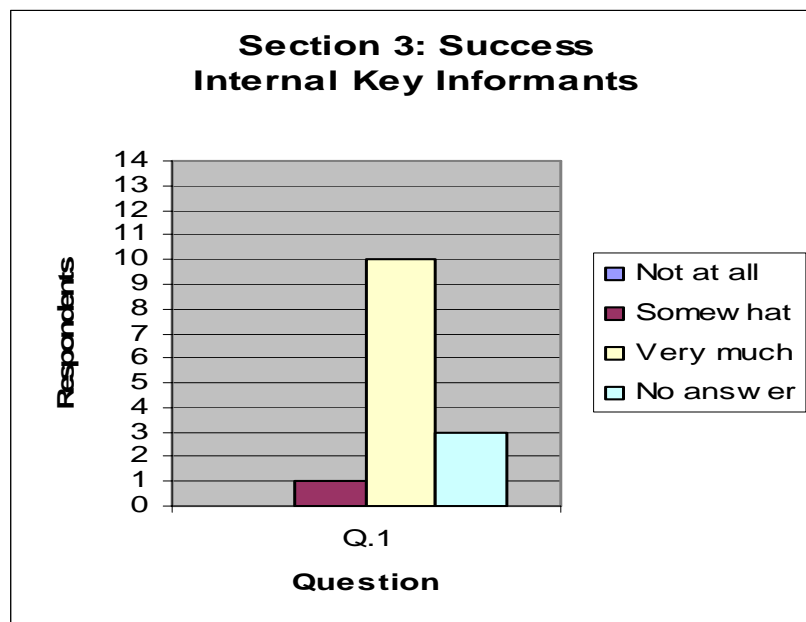
- Creation of a certificate program in restorative justice at a major Canadian university;
- International conference on restorative justice;
- Community engagement enhances our strategies of building on what the public tell us about CSC's policy framework;
- Importance of funding for organizations as a way of supporting CSC in achieving its mandates.

The majority of key informants agreed that public sector funding was critical to their continuation of activities in support of CSC's mission. Evidence indicates that recipients from larger organizations believe that a reduction of funding or no funding would result in the discontinuation of activities related to the reintegration agenda, but would not constitute a threat to their overall operations and activities in other similar areas.

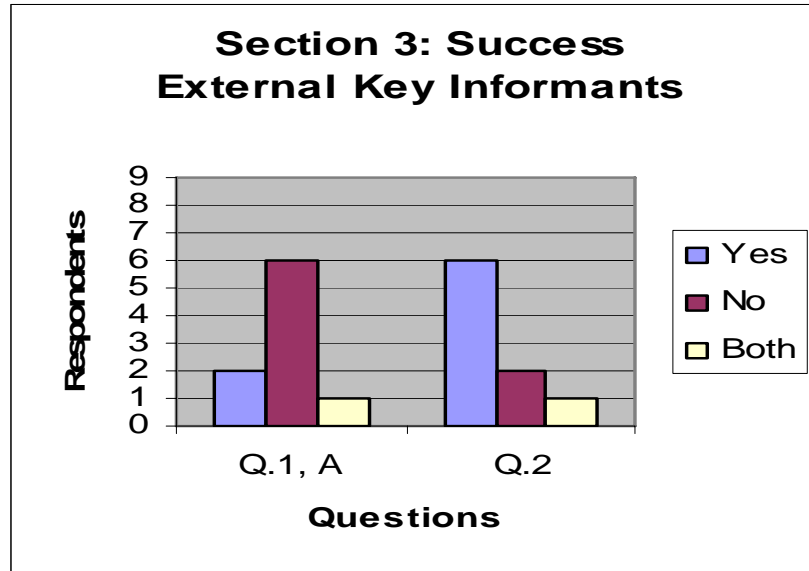
Several respondents agreed that, since family and community factors are important to conditional release success, it would make sense to continue to allocate resources to programs and services for families and communities.

The evaluation also established that it is important for the NCP and the NACP to continue to enhance their performance measurement data collection strategies to ensure that those agencies that receive funding continue to be more accountable for the services that they deliver and establish a strategy to assess their programs' effects on the identified factors for successful reintegration.

Responses to questions regarding success on the questionnaires (Appendix A) are shown in the following graphs:



The chart above shows that **79%** of internal respondents believe that the NCP/NACP have been successful in achieving their expected results.



When the external key informants (Q.1.A) were asked about the need for and importance of federal funding for the implementation of their programs, **60%** said that they would not have been able to undertake the activities or initiatives that were funded under the contribution programs without such funding.

Similarly, **60%** indicated that they have accessed other government funding to implement other activities that were parallel to those covered under the contribution programs. In spite of the number of respondents that indicated they have access to other government funding, they underscored the importance of CSC funding for their programs and activities.

3.3.1 CONCLUSIONS ON SUCCESS/IMPACT

Although most recipients have a broad range of expected outcomes, support for offender reintegration remains common to all. A key challenge for the programs is to show the link between recipient activities and increased successful reintegration. Since linking intervention to change in human behaviour is similar to hitting a moving target, the linkages between program activities and successful reintegration will continue to pose a challenge. However, it is abundantly clear from file reviews and interviews with key informants that the disappearance of these programs and services would constitute an unbearable void in CSC's reintegration efforts.

3.4 COST-EFFECTIVENESS

A true cost-effectiveness analysis will not be possible until the programs produce data on outcomes that can be aggregated across funded contributions. The difficulty in conducting a cost-benefit analysis of programs of this nature is the challenge of assigning a monetary value to all of the costs and benefits of alternatives. This is not always plausible in a systematic and rigorous manner and it does not effectively speak to program outcomes. Since the evaluation has not assessed any alternatives for accomplishing the target goals of the NCP and

the NACP, a common measure of effectiveness has been used to assess these programs.

Cost-effectiveness can also refer more generally to a range of organizational issues, for the program as well as for applicants and funded recipients. The questions for this section are as follows:

- Is the current program design the most effective and efficient way to achieve outcomes?
- Are the resources that have been allocated being used in the most efficient and effective way to deliver appropriate results?
- Is it necessary for the Correctional Service of Canada/federal government to operate this program – could it be transferred in whole, or in part, to other levels of government, NGOs or to the voluntary sector?

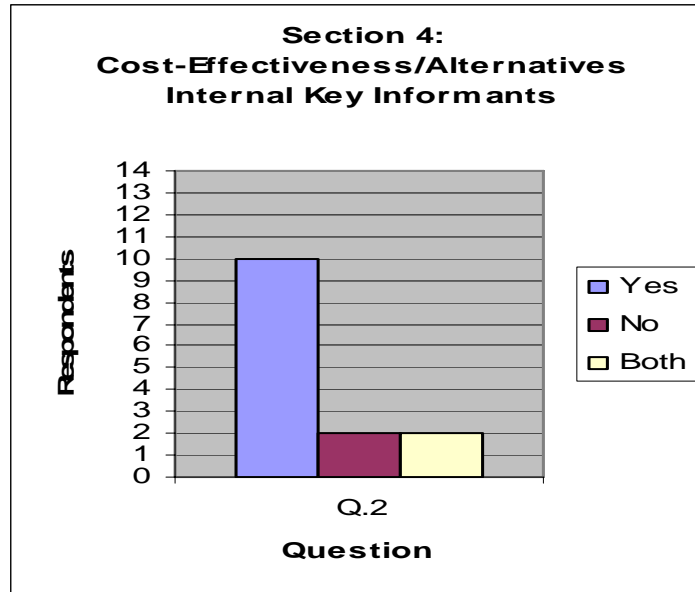
Measuring the cost-effectiveness of the contribution programs entailed assessing the programs' effectiveness for participants, sponsors and the general public, which the Correctional Service of Canada represents. Some internal key informants indicated that contributions are not always an appropriate vehicle for furthering broad federal policy objectives, and CSC may want to consider delivering services nationally where services have been deemed essential to the offender reintegration strategy. This is not to minimize the significance of these programs. Any such national service will only serve to complement the services provided by the two contribution programs.

In the course of the file review and document review for the NACP, evidence indicated that there was some duplication in the activities of the ACDO and activities funded in the area of capacity building in Aboriginal communities. An earlier evaluation of the National Aboriginal Working Group (NAWG) had similar findings. There is a need to enhance the collaboration between the ACDO and recipient organizations that are engaged in capacity building within Aboriginal communities. The ACDO should by all accounts be the first line of contact and an invaluable bridge between CSC and those organizations.

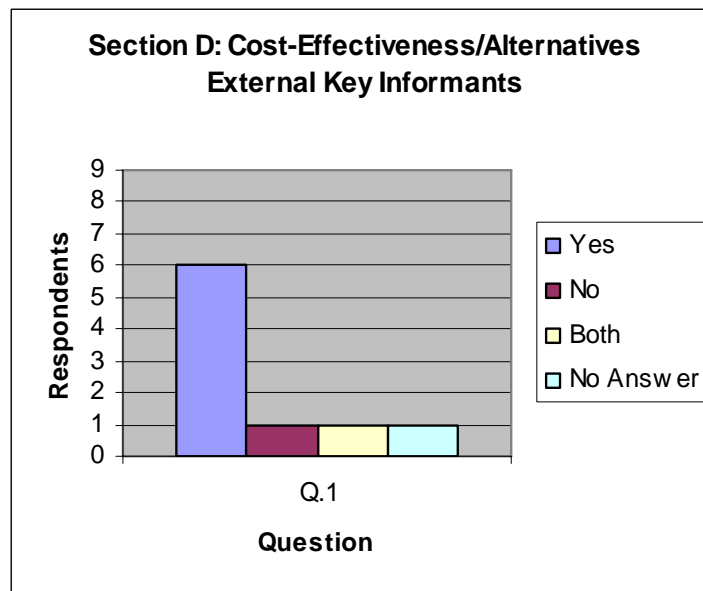
3.4.1 PUBLIC SAFETY AND CSC

Research indicates that most Canadians overestimate the amount and severity of crime and underestimate the severity of penalties. A single incident can undermine a community's sense of security and, in turn, public confidence in Canada's approach to criminal justice. Traditionally, Canadians have always seen and continue to see the need for a continued role for CSC and the federal government in addressing crime and sanctions in Canada. Therefore, the NCP and the NACP provide a vehicle whereby the community can be active in helping to support the successful reintegration of offenders and educate communities on the reintegration process.

Responses to questions of cost-effectiveness and alternatives on questionnaires (Appendix A) are shown in the following graphs:



The above graph indicates that **71%** of internal respondents believe that the NCP/NACP programs are cost-effective in achieving policy objectives and expected results.



The above graph shows that **67%** of external respondents agree that the programs are cost-effective. Recognizing that 67% agree that the programs are cost-effective, the overwhelming majority cited the need to enhance and streamline the funding approval process.

3.4.2 CONCLUSIONS ON COST-EFFECTIVENESS

As is evident from the graphs above, the key informants and the program managers interviewed believe that the programs are effective in meeting their desired objectives. As was suggested earlier in the report (under Design and Delivery), program managers may use necessary performance measurement information from the evaluation to increase understanding of program processes among the program stakeholders and build support for ongoing measurement and future evaluation. The establishment of a national guideline that accentuates the approval process with specific timeframes for responding to each phase of application and approval may assist in enhancing communication between the program managers and those agencies that rely on the NCP and the NACP to provide services to their clients.

4. CONCLUSIONS

The evaluation has shown that the programs have been responsible for supporting a wide range of community activities, and they clearly align with CSC objectives. This evaluation has discovered a wide array of accomplishments for the programs and has identified some implementation challenges. The main findings are as follows:

- Community engagement is gradually being recognized as playing a critical role in creating safe communities. This should be an essential benchmark against which the recipients of the contribution agreements must strive to report their successes;
- The programs' RMAF is a tool for defining program performance. It should be refined to precisely respond to program-targeted outcomes and reflect the complexity of its measurement strategies, particularly in relation to measuring the cost-effectiveness of the programs. It must define long-term successes and identify how those successes can be sustained;
- Regarding design and delivery, applicants need more guidance in terms of reporting on expected outcomes. Further, important lessons learned should continue to be integrated into enhancing the implementation of the programs and program processes, especially the application and approval process; and
- The most important challenge for the programs is to develop performance measurement practices, specifically establishing a strategy to follow up with offenders and families so as to demonstrate the link between community support and successful reintegration.

5. RECOMMENDATIONS

Recommendation 1:

The Results-based Management and Accountability Framework (RMAF) needs to be refined to ensure sound planning in the design and delivery of the programs, enable strategic program management practices and ensure that it is responsive to the level of risk and complexity of the programs.

Program managers have worked to develop an RMAF. The findings of this evaluation are necessary to assist them in enhancing the framework and to emphasize performance measurement strategies and how results will be achieved for Canadians. As well, the logic model for the programs needs to be revisited along with the performance measures to better articulate more realistic measurements of success with consideration given to responsibility for data collection and costs associated with the collection of such data. As stated earlier in this report, formative evaluations typically involve gathering information during the early stages of a project or program, with a focus on finding out whether program managers' efforts are unfolding as planned, uncovering any obstacles and identifying mid-course adjustments and corrections that can help ensure the success of the program. In recognition that the RMAF is an "evergreen" document, it is important to create short and long-term measures of success such as:

- follow-up surveys of recipients to measure their levels of satisfaction with the delivery of the NCP and the NACP and the benefits gained.
- case studies of recipients to determine the programs' role in fostering CSC's policy objectives of safe reintegration and community capacity building.

Recommendation 2:

Establish a timely and effective application review and approval process and enhance the disbursement of approved funds in a manner that supports an effective implementation of programs and services by the recipients of contribution funds.

Although the terms and conditions of both the NCP and the NACP clearly outline the application requirements and process, they do not, however, specify the timeframe for completing the phases of the application and approval process. Key informants indicated during the interview that the timeframe for reviewing applications places undue stress on them because sometimes they do not know whether funds will be approved for a program or not. The program managers could announce a schedule for receiving applications and commit to a period of

time within which decisions will be announced. As well, it may be beneficial for the programs to identify themes in which contributions will focus and communicate them to recipients.

Recommendation 3:

CSC should establish strategies to engage Aboriginal communities and agencies in the provision of services to Aboriginal offenders.

CSC should work closely with recipient organizations that have been granted funding for building capacity in Aboriginal communities under Section 79 of the *Corrections and Conditional Release Act* (CCRA), to ensure that there is no duplication of activities and that the achievement of outcomes is shared.

Recommendation 4:

The programs need to expand their reach to ensure equal access to funding and enhance the call letter as a vehicle for promoting CSC and engaging organizations beyond those approved for funding in previous years.

As stated earlier in the report, at the beginning of every year, CSC sends out a call letter to organizations to solicit their applications. It was found that those organizations that have established relationships with CSC maintain those relationships and support CSC activities in an effort to meet its corporate objectives. It is important for the program managers to use the call letter as a vehicle to reach out to larger groups, beyond those organizations that have been approved for funding in previous years.

The program managers should review and explore new ways of delivering part of the program process. It may be necessary to develop formalized guidelines for recipients and send out formal calls for proposals twice a year in order to reduce the number of applications coming in at one time.

In order to enhance its communication strategy, CSC could create a new section on its Website that highlights the objectives of the contribution programs, the guidelines for application and other related information for potential applicants.

Recommendation 5:

Establish a consultation strategy that fosters regular consultation by program managers with Treasury Board in seeking guidance on reporting requirements based on the contribution's funding level.

Suggested thresholds for reporting on contribution agreements are as follows:

- Under \$25,000 should report on local outcomes only.

- Between \$25,000 and \$100,000 should report on reintegration outcomes and present evidence of community impacts (increased awareness, participation by the public, increased access by groups that traditionally do not participate in the reintegration agenda...) as measured by media coverage, attendance, etc.
- Over \$100,000 should report on capacity outcomes and community impacts and complete an economic statement with analysis of social impacts, including legacies created (physical and human) and reductions in recidivism.

The programs should develop guidelines to assist funded recipients in completing outcome reporting. This will also increase the consistency of outcome reporting in support of a future summative evaluation of the programs. All recipients must report on achievement of outcomes. Performance reporting requirements should be included on application forms as well as agreements to ensure that organizations are aware of and fulfil these obligations.

Recommendation 6:

The NCP and NACP should consider establishing a formal strategic alliance and partnership with other federal contribution programs and exchange ideas on both the design and the delivery of the programs.

The national contribution program is an important vehicle for the Government of Canada in fostering relationships with different stakeholders and strategically engaging the public in meeting its overall government-wide objectives. Several government departments have different categories of contribution agreements that assist them in meeting their statutory obligations and corporate priorities. The Correctional Service of Canada needs to better foster partnerships with these departments and exchange lessons learned in the design, delivery and performance measurement of their respective contribution agreements.

Recommendation 7:

The Department should better forecast the funding need of the contribution programs in order to allocate appropriate funding levels and reduce instances where funds from other envelopes have to be used.

As outlined earlier in the report, since 2001 the actual cost of contribution programs in CSC has been on average 4 times higher than the initial forecast. In order to avoid this repeated situation, it is necessary for the program managers and the Department (NCP especially) to review the process for allocating funding levels and better respond to the funding requirements of the programs.

Appendix A

Instruments

NATIONAL CONTRIBUTION PROGRAM AND NATIONAL ABORIGINAL CONTRIBUTION PROGRAM

EXTERNAL KEY INFORMANTS

INTRO

Date of Interview: _____

Name of Key Informant: _____

Organization: _____

Role/Position Title: _____

Please check which program is applicable:

National Contribution Program: _____

National Aboriginal Contribution Program: _____

SECTION 1: RATIONALE/RELEVANCE

1. Is the rationale for your contribution program based on clearly defined problems or needs? (What's the purpose)

No

Yes

2. Does the contribution program fill a gap or need in offender's reintegration?

No

Yes

SECTION 2: DESIGN AND DELIVERY

1. Do you feel that the current design of your contribution program permits the achievement of its objectives/outcomes?

No Yes

2. A. In your opinion, what are the main objectives of your contribution program?

- B. Are the objectives and desired results of the contribution program clearly identified?

No Yes

3. Is the contribution program being properly delivered in terms of :

[1] Communication materials?

[2] Application processes?

[3] Delivery and Approval networks?

SECTION 3: SUCCESS

1. A. Is there evidence that in the absence of program support or funding that you would have undertaken the activity or initiative?

No Yes

B. How did the contribution program assist your organization in achieving its intended objectives/goals?

2. Have you accessed other government funding? If so, which ones and when?
 No Yes

SECTION 4: COST-EFFECTIVENESS/ALTERNATIVES

1. Is the contribution program delivered in the most cost effective manner?
 No Yes

Do you have anything else you would like to add?

Thank you for your time

NCP & NACP External Key Informants Interview Quantitative Questions

Section 1: Rationale/Relevance

Question	Yes		No		Do not know		Des Fois des deux	
	#	%	#	%	#	%	#	%
1. Is the rationale for your contribution program based on clearly defined problems or needs? (What's the purpose?)	7	78%	2	22%				
2. Does the contribution program fill a gap or need in offender's reintegration?	7	78%			1	11%	1	11%

Section 2: Design and Delivery

Question	Yes		No		Do not know		Des Fois des deux	
	#	%	#	%	#	%	#	%
1. Do you feel that the current design of your contribution program permits the achievement of its objectives/outcomes?	7	78%	1	11%	1	11%		
2. B. Are the objectives and desired results of the contribution program clearly identified?	7	78%	2	22%				

Section 3: Success

Question	Yes		No		Do not know		Non et Oui (Yes & No)	
	#	%	#	%	#	%	#	%
1. A Is there evidence that in the absence of program support or funding that you would have undertaken the activity or initiative?	2	22%	6	67%			1	11%
2. Have you assessed other government funding? If so, which ones and when?	6	67%			3	33%		

Section 4: Cost-effectiveness/Alternatives

Question	Yes		No		Do not know	
	#	%	#	%	#	%
1. Is the contribution program delivered in the most cost effective manner?	5	56%	2	22%	2	22%

**NATIONAL CONTRIBUTION PROGRAM
AND
NATIONAL ABORIGINAL CONTRIBUTION PROGRAM**

INTERNAL KEY INFORMANTS

INTRO

Date of Interview: _____

Name of Key Informant: _____

Organization: _____

Role/Position Title: _____

Please check which program is applicable:

National Contribution Program: _____

National Aboriginal Contribution Program: _____

SECTION 1: RATIONALE/RELEVANCE

1. Is the rationale for your contribution program based on clearly defined problems or needs? (What's the purpose)

No

Yes

2. Does the contribution program fill a gap or need in offender's reintegration?

No

Yes

3. Do you feel that your contribution program is consistent with government and CSC's wide priorities?

No Yes

4. To what extent do applicants and projects fall within your contribution programs' components and criteria?

1	2	3	4	5
Not at all		Somewhat		Very much

Please explain:

SECTION 2: DESIGN AND DELIVERY

1. Do you feel that the current design of your contribution program permits the achievement of its objectives/outcomes?

No Yes

2. A. In your opinion, what are the main objectives of your contribution program?

B. Are the objectives and desired results of the contribution program clearly identified?

No Yes

3. **For Contribution Program Key Informants only**

Is the contribution program being properly delivered in terms of:

[1] Communication materials?

[2] Application processes?

[3] Delivery and Approval networks?

SECTION 3: SUCCESS

1. To what extent have the NCP and NACP, both individually and collectively, been successful in achieving their specific expected results?

1	2	3	4	5
Not at all		Somewhat		Very much

Please explain:

SECTION 4: COST-EFFECTIVENESS

2. A. Is the contribution program the most effective way to achieve :

[1] Policy objectives?

[2] Expected results?

[3] Outcomes?

B. Are there alternatives?

3. Is the contribution program delivered in the most cost effective manner?

No Yes

Do you have anything else you would like to add?

Thank you for your time

NCP & NACP Internal Key Informants Interview Quantitative Questions

Section 1: Rationale/Relevance

Question	Yes		No		Do not know		Des Fois des deux (Potentially Both)	
	#	%	#	%	#	%	#	%
1. Is the rationale for your contribution program based on clearly defined problems or needs? (What's the purpose?)	16	100%						
2. Does the contribution program fill a gap or need in offender's reintegration?	15	94%					1	6%
3. Do you feel that your contribution program is consistent with government and CSC's wide priorities?	16	100%						

Question	1	2	3	4	4.5	5
4. To what extent do applicants and projects fall within your contribution program's components and criteria?			3	2	2	9

Section 2: Design and Delivery

Question	Yes		No		N/A		Des Fois des deux (Potentially Both)	
	#	%	#	%	#	%	#	%
1. Do you feel that the current design of CSC's contribution program permits the achievement of its objectives/outcomes?	13	81%	1	6%			2	13%
2. B. Are the objectives and desired results of the contribution program clearly identified?	4	25%	1	6%	11	69%		

Section 3: Success

Question	1	2	3	4	4.5	5	N/A
1. To what extent have the NCP and NACP collectively, been successful in achieving their specific expected results?			1	7	2	2	4

Section 4: Cost-effectiveness/Alternatives

Question	Yes		No		Do not know		Des Fois des deux (Potentially Both)	
	#	%	#	%	#	%	#	%
2. Is the contribution program delivered in the most cost effective manner?	1	69	2	12.5	2	12.5	1	6%
	1	%		%		%		

Appendix B

List of Key Informants

ORGANIZATION	TITLE
Catholic Charities of the Archdiocese	Acting Director
Canadian Association of Independent Living Centres	Director of Services and Development
Church Council and Justice and Corrections	Project Coordinator
International Centre for Criminal Law Reform and Criminal Justice Policy	Executive Director
Association des Service de Réhabilitation Sociale du Québec	Directrice générale
Conseil des Églises pour la Justice et la Criminologie	Vice-président
Metis National Council of Women	Executive Director
John Howard Society of Nova Scotia	Executive Director
Morningstar Group Home	CEO
CSC	Former Chair NCPC
CSC	Special Advisor Corporate Services
CSC	Assistant Commissioner Corporate Services
CSC	Comptroller
CSC	DG Citizen Engagement and Community Initiatives
CSC	A/Manager Aboriginal Initiatives
CSC	Director Restorative Justice and Dispute Resolution
CSC	Director International Relations
CSC	Legal Advisor
CSC	A/Deputy Commissioner Operations
CSC	Director Community Corrections
CSC	Senior Project Manager
CSC	A/Assistant Deputy Commissioner
CSC	Regional Coordinator

Appendix C:

Files Reviewed

1. THE CONGRESS OF ABORIGINAL PEOPLE
2. CANADIAN PEACE OFFICERS' MEMORIAL ASSOCIATION
3. HOUSE OF HOPE
4. SIMON FRASER UNIVERSITY
5. CANADIAN FAMILIES AND CORRECTIONS NETWORK
6. INTERNATIONAL INSTITUTE ON SPECIAL NEEDS OFFENDERS CANADA INC.
7. CANADIAN ASSOCIATION OF INDEPENDENT LIVING CENTRES
8. JOHN HOWARD SOCIETY, MONCTON, N.B.
9. THE NATIONAL ASSOCIATIONS ACTIVE IN CRIMINAL JUSTICE (NAACJ)
10. YOU CAN
11. INTERFAITH COMMITTEE ON CHAPLAINCY
12. ST. LEONARD'S SOCIETY OF CANADA
13. FEDERATION OF CANADIAN MUNICIPALITIES
14. KINGDOM COVENANT CENTRE
15. HOUSE OF HOPE
16. MAISON RUSSE HUMANITAIRE
17. THE CHURCH COUNCIL ON JUSTICE AND CORRECTIONS
18. INUIT TAPIRIT KANATAMI

Appendix D:

NCP and NACP Contributions by Year

NACP Contributions 2001-2002		
Recipient	Amount	Category
NATIVE COUNSELING SERVICES OF ALBERTA	23,575.00	1
Subtotal category 1	23,575.00	
NEKANEET FIRST NATION	58,200.00	2
OCHICHAKKOSIPI FIRST NATION	1,094,925.20	2
PRINCE ALBERT GRAND COUNCIL	500.00	2
QWA SAW UM HEALING LODGE SOCIETY	12,500.00	2
THE GEORGE GORDON FIRST NATION	4,214.56	2
THE MEEWASINOTA CORPORATION	51,000.00	2
THE PIAPOT FIRST NATION	10,300.00	2
THE SOMBA K'E HEALING LODGE	60,000.00	2
WABANO CENTER FOR ABORIGINAL HEALTH INC.	10,000.00	2
WASESKUN HOUSE HEALING CENTRE	312,302.00	2
WASESKUN HOUSE HEALING CENTRE	266,529.09	2
Subtotal category 2	1,880,470.85	
FEDERATION OF SASKATCHEWAN INDIAN NATIONS	55,300.00	3
ALL NATIONS HOPE AIDS NETWORK	500.00	3
ASSEMBLY OF MANITOBA CHIEFS	30,000.00	3
CREE-ATIVE MEDIA	26,750.00	3
MANITOBA ABORIGINAL PEOPLES' ASSOCIATION	41,196.00	3
NATIVE WOMEN'S ASSOCIATION OF CANADA	68,468.00	3
PAUKTUUTIT INUIT WOMEN'S ASSOCIATION	65,000.00	3
SERVICES PARAJUDICIAIRES AUTOCHTONES DU QUEBEC	2,000.00	3
THE ASSEMBLY OF FIRST NATIONS	65,000.00	3
THE CONGRESS OF ABORIGINAL PEOPLE	64,800.00	3
THE METIS NATIONAL COUNCIL	65,000.00	3
THE METIS NATIONAL COUNCIL OF WOMEN	80,834.00	3
WASESKUN HOUSE	103,437.00	3
Subtotal category 3	668,285.00	
Total	2,572,330.85	

NCP Contributions - 2001-2002

Recipient	Amount	Category
ASSOCIATION DE RENCONTRES CULTURELLES AVEC LES DETENUS	65,000.00	1
BLACK INMATES AND FRIENDS ASSEMBLY	25,000.00	1
BLACK INMATES AND FRIENDS ASSEMBLY	13,000.00	1
BLACK INMATES AND FRIENDS ASSEMBLY	14,000.00	1
BRIDGE HOUSE (KINGSTON) INC.	65,000.00	1
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF VANCOUVER	32,034.42	1
CONSEIL DES EGLISES POUR LA JUSTICE ET LA CRIMINOLOGIE	5,000.00	1
ELIZABETH FRY SOCIETY OF CAPE BRETON	5,000.00	1
ELIZABETH FRY SOCIETY OF MAINLAND NOVA SCOTIA	10,000.00	1
ELIZABETH FRY SOCIETY OF SAINT JOHN	2,054.00	1
GROUPE CO-VI ANCIENNEMENT COMITE DE CORRESPONDENCE ET DE VISITES BENEVOLES AUX DETENUS DE DANNACONA INC.	18,000.00	1
JEWISH INTEGRATION CENTRE	13,980.00	1
L'ERMITAGE DU PAIN PARTAGE	2,000.00	1
M2/W2 ASSOCIATION	55,800.00	1
MAISON DE L'AMITIE	2,000.00	1
MAISON JOHN HOWARD INC.	40,000.00	1
PRISON FELLOWSHIP CANADA	12,300.00	1
ST. LEONARD'S SOCIETY OF CANADA	35,000.00	1
THE CANADIAN ASSOCIATION OF INDEPENDENT LIVING CENTRES	105,000.00	1
THE CANADIAN ASSOCIATION OF INDEPENDENT LIVING CENTRES	40,000.00	1
THE CANADIAN FAMILY AND CORRECTIONS NETWORK	34,000.00	1
THE GOVERNING COUNCIL OF THE SALVATION ARMY IN CANADA CORRECTIONAL AND JUSTICE SERVICES DEPARTMENT FRASER VALLEY COMMUNITY RESOURCE CENTRE	23,388.00	1

THE JOHN HOWARD SOCIETY	179,800.00	1
THE JOHN HOWARD SOCIETY OF KINGSTON	48,900.00	1
THE JOHN HOWARD SOCIETY OF NEW BRUNSWICK	15,000.00	1
THE JOHN HOWARD SOCIETY OF NOVA SCOTIA	15,000.00	1
THE JOHN HOWARD SOCIETY OF ONTARIO	16,000.00	1
THE JOHN HOWARD SOCIETY OF OTTAWA	6,300.00	1
THE JOHN HOWARD SOCIETY OF PRINCE EDWARD ISLAND	4,000.00	1
THE JOHN HOWARD SOCIETY OF RED DEER	40,000.00	1
THE JOHN HOWARD SOCIETY OF THE FRASER VALLEY	57,192.00	1
Subtotal category 1	999,748.42	
ACADIA DIVINITY COLLEGE	3,375.00	2
ASSOCIATION DES SERVICES DE REHABILITATION SOCIALE DU QUEBEC	35,000.00	2
ASSOCIATION DES SERVICES DE REHABILITATION SOCIALE DU QUEBEC	25,000.00	2
ATLANTIC CRIME PREVENTION COORDINATING COMMITTEE	5,000.00	2
BRACEBRIDGE COMMUNITY POLICING COMMITTEE	3,200.00	2
CANADIAN CENTRE ON SUBSTANCE ABUSE	14,000.00	2
CANADIAN CRIMINAL JUSTICE ASSOCIATION	22,000.00	2
CANADIAN HIV/AIDS LEGAL NETWORK	1,000.00	2
CANADIAN PEACE OFFICERS' MEMORIAL ASSOCIATION	5,000.00	2
CENTRE DE SERVICE COMMUNAUTAIRE JUSTICE ET FOI	4,000.00	2
COMMUNITY VOLUNTEER CENTRE	5,380.00	2
DIMESTORE PRODUCTION INC.	5,000.00	2
INSTITUTE ON GOVERNANCE	10,000.00	2
INTERFAITH COMMITTEE ON CHAPLAINCY	55,000.00	2
LOYALIST COLLEGE	300.00	2
MOUVEMENT FRATERNITE HAITI- QUEBEC	8,000.00	2
NATIONAL ASSOCIATION ACTIVE IN CRIMINAL JUSTICE	25,000.00	2
ONTARIO FEDERAL COUNCIL (HRDC)	9,000.00	2

ONTARIO HALFWAY HOUSE ASSOCIATION	30,000.00	2
PIL: PARTNERS IN LEARNING SOCIETY	20,000.00	2
PRISON ARTS FOUNDATION	25,000.00	2
SIMON FRASER UNIVERSITY SCHOOL OF CRIMINOLOGY CENTRE FOR RESTORATIVE JUSTICE	50,000.00	2
SIMON FRASER UNIVERSITY SCHOOL OF CRIMINOLOGY CENTRE FOR RESTORATIVE JUSTICE	8,800.00	2
SIR SANDFORD FLEMING COLLEGE	500.00	2
SOCIETE DE CRIMINOLOGIE DU QUEBEC	5,000.00	2
ST. LEONARD'S SOCIETY OF CANADA	8,000.00	2
ST. LEONARD'S SOCIETY OF CANADA	1,000.00	2
THE ATLANTIC CANADIAN CONFERENCE ON FAS/FAE 2002	1,000.00	2
THE CHURCH COUNCIL ON JUSTICE AND CORRECTIONS	25,000.00	2
THE FEDERATION OF CANADIAN MUNICIPALITIES	10,000.00	2
THE GEORGIAN COLLEGE FOUNDATION	1,000.00	2
THE INTERNATIONAL CENTRE FOR CRIMINAL LAW REFORM AND CRIMINAL JUSTICE POLICY	55,000.00	2
THE INTERNATIONAL PRISON CHAPLAINS' ASSOCIATION (IPCA)	20,000.00	2
UNIVERSITY OF TORONTO CENTRE OF CRIMINOLOGY	10,000.00	2
YOUCAN	40,000.00	2
YOUCAN	61,350.00	2
Subtotal category 2	606,905.00	
MOUNTAIN TOP HOUSE INC.	100,000.00	3
STELLA BURRY CORP.	45,000.00	3
THE GOVERNING COUNCIL OF THE SALVATION ARMY IN CANADA	23,497.45	3
THE GOVERNING COUNCIL OF THE SALVATION ARMY IN CANADA	15,823.10	3
THE GOVERNING COUNCIL OF THE SALVATION ARMY IN CANADA CORRECTIONAL AND JUSTICE SERVICES DEPARTMENT FRASER VALLEY COMMUNITY RESOURCE CENTRE	28,497.38	3
WESTCOAST GENESIS SOCIETY	26,844.28	3

Subtotal - Category 3	239,662.21
Total	1,846,315.63

NACP Contributions 2002-2003

Recipient	Amount	Category
MAISON WASESKUN HOUSE	\$152,302.00	2
MEEWASINOTA CORPORATION	\$25,500.00	2
METIS NATION OF ALBERTA	\$15,000.00	2
OCHICHAKKOSIPI HEALING CENTRE	\$1,012,374.00	2
Subtotal category 2	\$1,205,176.00	
ASSEMBLY OF FIRST NATIONS	\$65,000.00	3
CONGRESS OF ABORIGINAL PEOPLES	\$65,000.00	3
FEDERATION OF SASKATCHEWAN	\$19,000.00	3
MANITOBA METIS FEDERATION INC	\$50,000.00	3
METIS NATIONAL COUNCIL	\$97,500.00	3
METIS NATIONAL COUNCIL OF WOMEN INC	\$32,500.00	3
NATIVE WOMENS ASSOC OF CANADA	\$65,000.00	3
NISHNAWBE ASKI NATION	\$45,000.00	3
PAUKTUUTIT INUIT WOMENS ASSOCIATION	\$110,250.00	3
OKANAGAN ABORIGINAL AIDS SOCIETY	\$2,000.00	3
Subtotal category 3	\$551,250.00	
Total	\$1,756,426.00	

NCP Contributions 2002-2003

Recipient	Amount	Category
ASSOCIATION DE RENCONTRES CULTURELLES AVEC LES DETENUS	34,000.00	1
BRIDGE HOUSE	130,000.00	1
CANADIAN FAMILIES AND CORRECTIONS NETWORK	11,000.00	1
CANADIAN FAMILY AND CORRECTIONS	35,000.00	1
CATHOLIC CHARITIES OF THE	32,028.00	1
CONSEIL DES EGLISES POUR LA	4,406.31	1
ELIZABETH FRY SOCIETY OF MAINLAND	16,000.00	1
ERMITAGE DU PAIN PARTAGE L	5,000.00	1
GROUPE CO-VI	18,000.00	1
HOUSE OF HOPE	55,000.00	1
JOHN HOWARD SOCIETY OF NB	15,000.00	1
JOHN HOWARD SOCIETY OF NOVA SCOTIA	15,000.00	1
JOHN HOWARD SOCIETY OF ONTARIO	21,532.00	1
JOHN HOWARD SOCIETY OF PEI	4,000.00	1

M2W2	55,800.00	1
MAISON JOHN HOWARD INC	40,000.00	1
PRISON FELLOWSHIP CANADA	12,300.00	1
SALVATION ARMY	23,388.00	1
CANADIAN ASSOCIATION OF INDEPENDENT LIVING CENTRES	97,000.00	1
JOHN HOWARD SOCIETY OF NB	-25,275.00	1
JOHN HOWARD SOCIETY OF NB	90,825.00	1
Subtotal category 1	690,004.31	
ASSOCIATION DES SERVICES DE REHABILITATION SOCIALE DU QUEBEC	30,000.00	2
ASSOCIATION FOR THE TREATMENT	3,140.00	2
ELIZABETH FRY SOCIETY OF SAINT JOHN	8,000.00	2
FEDERATION OF CANADIAN	10,500.00	2
GEORGIAN COLLEGE FOUNDATION	1,000.00	2
INTERFAITH COMMITTEE ON CHAPLAINCY	59,000.00	2
INTERNATIONAL INSTITUTE OF SPECIAL NEEDS OFFENDERS	5,000.00	2
INTERNATIONAL PRISON CHAPLAINS ASSOCIATION THE	18,000.00	2
LOYALIST COLLEGE	300.00	2
ONTARIO HALFWAY HOUSE ASSOCIATION	50,000.00	2
PARTNERS IN LEARNING	20,000.00	2
SIR SANFORD FLEMING COLLEGE	500.00	2
ST LEONARDS SOCIETY OF CANADA	9,000.00	2
ABLE	3,000.00	2
BRACEBRIDGE COMMUNITY POLICING	3,875.00	2
CANADIAN CRIMINAL JUSTICE ASSOCIATION	20,000.00	2
CANADIAN PEACE OFFICERS` MEMORIAL	5,000.00	2
INTERNATIONAL CENTRE FOR CRIMINAL	55,000.00	2
INTERNATIONAL CORRECTIONS AND PRISONS ASSOCIATION (ICPA)	180,976.40	2
NATIONAL ASSOCIATIONS ACTIVE IN CRIMINAL JUSTICE	25,000.00	2
SIMON FRASER UNIVERSITY	75,000.00	2
YOU CAN - SOLICITOR GENERAL CANADA	75,000.00	2
BC CENTRE FOR DISEASE	3,000.00	2

Subtotal category 2	660,291.40	
SALVATION ARMY DUNSMUIR HOUSE	16,139.52	3
STELLA BURRY CORPORATION	45,000.00	3
THE SALVATION ARMY ELLEN OSLER HOME	8,888.50	3
Subtotal category 3	70,028.02	
Total	1,420,323.73	

Aboriginal Contributions 2003-2004

Recipient	Amount	Category
MAISON WASESKUN HOUSE	13,500.00	2
OCHICHAKKOSIPI HEALING CENTRE	1,009,178.23	2
Subtotal category 2	1,022,678.23	
2 SPIRIT PEOPLE OF THE 1ST NATIONS	5,000.00	3
ASSEMBLY OF FIRST NATIONS	115,000.00	3
CONGRESS OF ABORIGINAL PEOPLES	74,469.17	3
FEDERATION OF SASKATCHEWAN	41,300.00	3
INTERNATIONAL INSTITUTE ON SPECIAL NEEDS OFFENDERS	5,575.00	3
INUIT TAPIIRIT KANATAMI	74,215.00	3
METIS NATIONAL COUNCIL OF WOMEN INC	130,000.00	3
NATIVE WOMENS ASSOC OF CANADA	27,330.42	3
NISHNAWBE ASKI NATION	15,000.00	3
PAUKTUUTIT INUIT WOMENS ASSOCIATION	99,997.50	3
Subtotal category 3	587,887.09	
Total	1,610,565.32	

NCP Contributions 2003-2004

Recipient	Amount	Category
ASSOCIATION DE RENCONTRES CULTURELLES AVEC LES DETENUS	31,875.00	1
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF VANCOUVER	32,028.00	1
CATHOLIC SOCIAL SERVICES	12,000.00	1
CONSEIL DES EGLISES	5,000.00	1
ERMITAGE DU PAIN PARTAGE	5,000.00	1
GROUPE CO-VI	18,000.00	1
M2W2	55,800.00	1
SALVATION ARMY	23,388.00	1
ELIZABETH FRY SOCIETY OF NB	1,167.11	1
ELIZABETH FRY SOCIETY OF CAPE BRETON	8,000.00	1
ELIZABETH FRY SOCIETY OF MAINLAND	16,000.00	1

ELIZABETH FRY SOCIETY OF SAINT JOHN	4,500.00	1
STELLA BURRY CORPORATION	45,000.00	1
BRIDGE HOUSE	64,999.92	1
JOHN HOWARD SOCIETY OF NB	49,810.00	1
JOHN HOWARD SOCIETY OF NB	68,492.00	
Subtotal category 1	441,060.03	
ASSOCIATION DES SERVICES DE REHABILITATION SOCIALE DU QUEBEC	57,405.00	2
MENNONITE CENTRAL COMMITTEE	48,000.00	2
PARTNERS IN LEARNING	19,888.07	2
SOCIETE DE CRIMINOLOGIE DU QUEBEC	5,000.00	2
CANADIAN FAMILIES AND CORRECTIONS NETWORK	25,000.00	2
CANADIAN FAMILY AND CORRECTIONS FEDERATION OF CANADIAN MUNICIPALITIES	21,875.00	2
	8,000.00	2
INTERNATIONAL COMMUNITY CORRECTION (ICCA)	10,000.00	2
INTERNATIONAL PRISON CHAPLAINS ASSOCIATION	22,000.00	2
JOHN HOWARD SOCIETY OF NB	10,000.00	2
JOHN HOWARD SOCIETY OF NOVA SCOTIA	10,000.00	2
ST LEONARDS SOCIETY OF CANADA	15,000.00	2
ASSOCIATION DES SERVICES DE REHABILITATION SOCIALE DU QUEBEC	6,724.00	2
CANADIAN PEACE OFFICERS' MEMORIAL	5,000.00	2
CHURCH COUNCIL JUSTICE	75,000.00	2
CIRCLE OF EAGLES LODGE SOCIETY	1,900.00	2
CONSEIL DES EGLISES	5,000.00	2
ELIZABETH FRY SOCIETY OF CAPE BRETON	5,000.00	2
HOUSE OF HOPE	4,800.00	2
INTERNATIONAL CENTRE FOR CRIMINAL	55,000.00	2
INTERNATIONAL CORRECTIONS AND PRISONS ASSOCIATION (ICPA)	92,717.96	2
JOHN HOWARD SOCIETY OF ONTARIO	10,000.00	2
KINGDOM COVENANT CENTRE	5,000.00	2
MAISON CROSS ROADS DE LA SOCIETE	6,397.00	2
MAISON RUSSE HUMANITAIRE	4,995.00	2
METIS FAMILY AND COMMUNITY JUSTICE SERVICES INC	5,000.00	2
NATIONAL ASSOCIATIONS ACTIVE IN CRIMINAL JUSTICE	25,000.00	2
NATIVE COUNSELLING SERVICES OF ALBERTA	4,111.11	2
NORTHVIEW PENTECOSTAL CHURCH	3,625.94	2
PAROISSE NOTRE DAME DE LA GUADELOUPE	3,000.00	2

SIMON FRASER UNIVERSITY	20,000.00	2
TSAWWASSEN FIRST NATION	5,040.00	2
UNIVERSITY OF TORONTO	10,000.00	2
Subtotal category 2	605,479.08	
MORNING STAR GROUP HOME	10,252.18	3
Subtotal category 3	10,252.18	
Total	1,056,791.29	

**FORMATIVE EVALUATION OF
THE NATIONAL CONTRIBUTION PROGRAM AND
THE NATIONAL ABORIGINAL CONTRIBUTION
PROGRAM**

CORRECTIONAL SERVICE CANADA

Signatures

Original signed by

Thérèse Gascon
Director General, Evaluation

2005-05-19

Date

Original signed by

Cheryl Fraser
Assistant Commissioner, Performance Assurance

2005-05-19

Date