



Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

Canada

Designing and Delivering Programs and Services in the Federal Government

Horizontal Initiatives

Treasury Board of Canada Secretariat
Government of Canada

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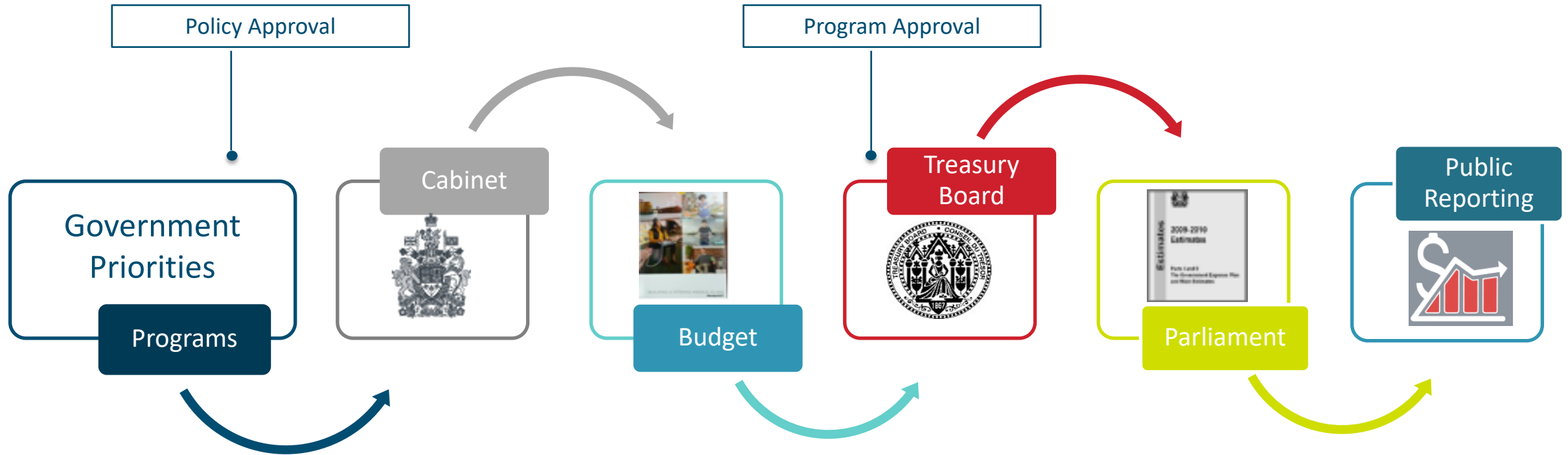
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Note: The views expressed in this presentation are solely that of the author(s) and does not necessarily reflect the views of the Treasury Board Secretariat (TBS) or the broader Government of Canada

From Policy Idea To Program Implementation



“We will work to build that brighter future through continued collaboration, engagement, and the use of science and evidence-based decision-making. With an unwavering focus on delivering results, we will work constructively with Parliamentarians and maintain our strong partnerships with provincial, territorial and municipal governments and Indigenous partners.” - TB Mandate Letter (2021)

Canada's Approach to Results

Policy on Results – Objectives

- Improve the achievement of results across government that impact the quality of life of Canadians.
- Better understand how government results are achieved and what resources were used to achieve them.

Horizontal Initiative – Criteria

Aligned with government priorities

Two or more departments

Shared outcome(s)

Significant funding (\$300M + in total)

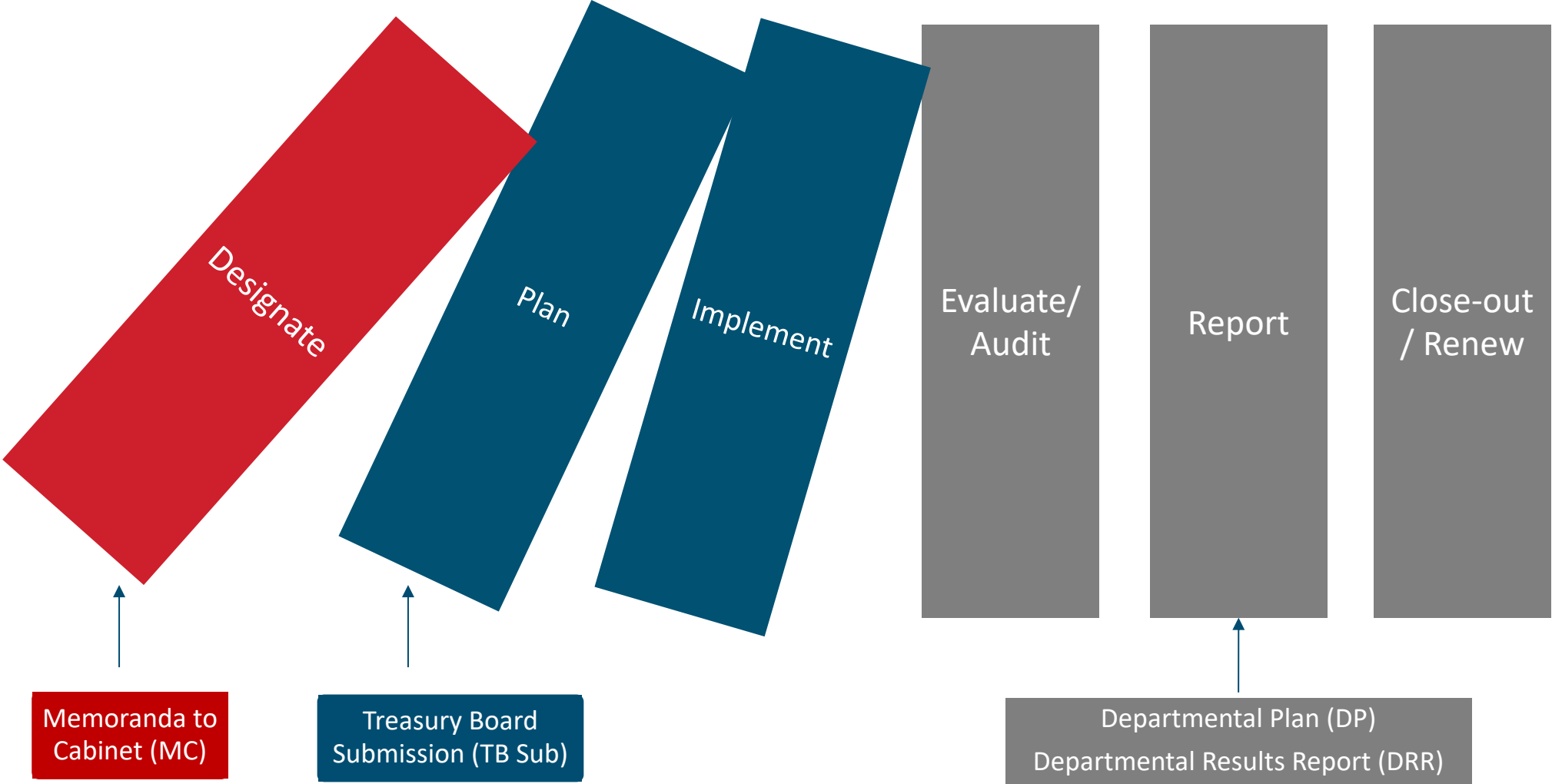
Time-limited

Roles and Responsibilities of Horizontal Initiatives

- Privy Council Office or Treasury Board of Canada identifies and designates horizontal initiatives based on government priorities and defined criteria

- Designated lead department is responsible for governance, implementation and reporting
- Partner departments implement their respective programs, collect and monitor results information, and report on their progress to the lead department

How Do We Know If We're Getting There?



Best Practices

Governance

Early establishment of the Oversight Committee, Steering Committee(s) and Working Group(s) are key for a strong plan, timely implementation and complete progress reporting.

Collaboration

Ongoing communication and collaboration between all stakeholders are key for a well-implemented initiative and successful achievement of shared outcomes.

Performance information

Defining the relevant shared outcomes, performance metrics, as well as future evaluation plans ensure strong, consistent and informative data collection and accuracy of the initiative's performance.

Reporting

Annual reporting of expenditures and accomplishment of shared outcome ensures transparency, accountability and accurate progress information to Canadians and Parliament.

Horizontal Initiatives: Examples

Indo-Pacific Strategy

- **Lead Department:**
 - *Global Affairs Canada (GAC)*
- **16 partner organizations**
- **Shared Strategic Priorities:**
 - *Promote peace, resilience and security*
 - *Expand trade, investment and supply chain resilience*
 - *Invest in and connect people*
 - *Building a sustainable and green future*
 - *Canada as an active and engaged partner to the Indo-Pacific*

Some highlights:

- *GAC established an oversight committee early in the process*
- *Departments leveraged existing performance metrics to measure the expected outcomes*

Youth Employment and Skills Strategy

- **Lead Department:**
 - *Employment and Social Development Canada (ESDC)*
- **11 partner organizations**
- **Shared Expected Result:**
 - *Youth have access to programs that allow them to acquire the skills, learning experiences, and opportunities they need to find and maintain employment or return to school*

Some highlights:

- *Building on previous data, evaluations and lessons learned over the years to measure progress and next steps to meet evolving stakeholder needs*
- *Strong logic model with a single overarching theory of change*

✓ **Diversity, Inclusion, and Interconnectivity:** Although these are two separate horizontal initiatives, both are working toward achieving the same government priorities in terms of Quality of Life, Reconciliation, and diversity and inclusion (ex: GBA Plus).

Moving Forward

Quality of Life Framework

- Treasury Board of Canada Secretariat is refining and strengthening the Quality of Life Framework and ensuring that the Government of Canada achieve and report on long-term outcomes that benefit Canadians
- The Framework presents an opportunity for Horizontal Initiatives results to align through the Framework's five key domains, two cross-cutting lenses, and approximately 84 indicators

Policy on Results and Horizontal Initiatives Reviews

- Treasury Board of Canada Secretariat is currently assessing the *Policy on Results* to better understand its implementation, learn about what can be improved, and identify emerging priorities and future trends
- The Horizontal Initiative guidelines are being reviewed to address implementation, results monitoring and reporting challenges and gaps

Ongoing Horizontal Program Reviews

- In Budget 2022, the government committed to reviewing how effective programs are in meeting major priorities
- A permanent function to promote continuous improvement
- Capitalize on experience with past horizontal reviews

Thank you!



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Annex A: Bibliography

- [Policy on Results](#)
- [Directive on Results](#)
- [Guide to Departments on the Management and Reporting of Horizontal Initiatives](#)
- [Guidance on the Governance and Management of Evaluations of Horizontal Initiatives](#)
- [Gender Based Analysis Plus \(GBA Plus\)](#)
- [Canada's Quality of Life Framework](#)

- [Canada's Indo-Pacific Strategy](#)
- [Youth Employment and Skills Strategy](#)
- [44th Parliament, 1st Session of the Standing Senate Committee on National Finance](#)