



# Contribution Program in Support of the Search and Rescue New Initiatives Fund (SAR NIF)



## Results-Based Management Accountability Framework

National Search and Rescue Secretariat

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## 1. INTRODUCTION

The purpose of this document is to establish a Results-Based Management and Accountability Framework (RMAF) for the Contribution Program in support of the Search and Rescue New Initiatives Fund (SAR NIF). The framework includes a profile of the SAR NIF, a logic model, an ongoing performance measurement strategy and an evaluation strategy.

## 2. PROGRAM PROFILE

### 2.1 Context

In 1982, off the coast of Newfoundland, the Ocean Ranger oil rig capsized, killing eighty four people. The *Royal Commission on the Ocean Ranger Marine Disaster* was formed to look into the incident. The Commission made 136 recommendations including the creation of the National Search and Rescue (SAR) Program and the National Search and Rescue Secretariat (NSS) in order to improve Canada's search and rescue system.

In 1986, the Federal Cabinet, acting on two of the recommendations of the Commission, recognized the National SAR Program as a distinct horizontal program of the government and confirmed the Minister of National Defence as the Lead Minister for Search and Rescue with overall policy responsibility for SAR and authority, responsibility and accountability for the coordination of the National SAR Program.

The NSS supports the Lead Minister for Search and Rescue/Minister of National Defence (LMSAR/MND) in this regard.

The two main objectives of the National SAR Program are:

- **SAR Response.** To ensure an effective and capable SAR response in all areas of Canada; and
- **SAR Prevention.** To educate individuals and organizations on the assessment of risks and the importance of acquiring and using the knowledge, skills and equipment needed to minimize injury and/or loss of life.

In 1986, the government also established the Search and Rescue New Initiatives Fund (SAR NIF) as a source of funds to develop and advance National SAR Program initiatives and policies.

The SAR NIF contribution program, as part of the SAR NIF, provides funding for new initiatives in the SAR area to provincial and territorial governments, profit and not-for-profit Canadian organisations from the volunteer, academic or private sector and individuals with responsibilities in the National SAR Program.

In 2004/2005 a program evaluation was conducted by Consulting and Audit Canada. This evaluation noted that the Search and Rescue New Initiatives Fund is successful in “demonstrating the federal government’s strong commitment to search and rescue”, and that “the Search and Rescue New Initiatives Fund provides the federal government with a national presence that it may not otherwise be capable of having”. Also, the evaluation re-affirmed that “in the majority of cases that were examined, the projects would simply not have occurred

without the Search and Rescue New Initiatives Fund funding”. This reaffirms that the Search and Rescue New Initiatives Fund program produces excellent value for the money.

## 2.2 National SAR Program Management Framework

In 2003, the LMSAR/MND approved the National SAR Program management framework, which serves as the foundation for the SAR NIF.

### SAR Vision Statement

A Canada where the critical importance of Search and Rescue is reflected in a multi-jurisdictional approach to promoting individual, collective and organizational behaviour that minimizes the risk of injury or loss of life while maintaining timely and effective response services.

This vision is supported by six strategies that provide guidance in the development of SAR policies and activities within the National SAR Program. These strategies also guide the development and funding of SAR NIF projects.

### National SAR Program Strategies

**Partnerships:** Develop and strengthen partnerships to facilitate and enhance SAR prevention and response activities.

**Multi-Jurisdictional Exercises:** Participate in a program of multi-jurisdictional exercises with focus on areas of historical problems or future concern, and/or to confirm plans and procedures for SAR response activities.

**Volunteers:** Involve and maximize as appropriate the use of volunteers.

**Technology and Innovation:** Encourage the identification and development of best practices, innovation and/or new technologies to support SAR prevention and response activities.

**Interoperability:** Identify types and characteristics of SAR equipment that should be compatible and/or interoperable.

**Data and information:** Promote the collection and free exchange of information and data applicable to SAR prevention and response.

## 2.3 Objectives of the Contribution Program in Support of SAR NIF

The SAR NIF is a key element of the National SAR Program and has contributed significantly to advancing technology and improving Canada’s ability to provide an effective and capable SAR response in all areas and jurisdictions, as well as for safety promotion and education.

The objectives of the contribution program in support of SAR NIF are to:

- enhance the effectiveness of the SAR response in federal, provincial and territorial jurisdictions;
- promote and support projects designed to develop and improve SAR prevention; and,
- share SAR response and prevention best practices throughout the SAR community.

The ultimate outcome of the SAR NIF is to support the efforts of the National SAR Program to provide a seamless SAR through improved partnerships and increased interoperability and cooperation.

## 2.4 Key Stakeholders and Beneficiaries

The contribution program in support of the SAR NIF is administered on behalf of the LMSAR/MND by the NSS/DND through the Interdepartmental Committee on Search and Rescue (ICSAR), aided by other managing departments and agencies with national SAR responsibilities. The overall authority and accountability for the SAR NIF rest with the LMSAR/MND and the NSS/DND. Resources are sought and results reported on by the NSS/DND and LMSAR/MND.

Individual projects from eligible recipients<sup>1</sup> are proposed and carried out under the auspices of the managing departments and agencies represented on the ICSAR, as per authority delegated to them by LMSAR/MND. Projects are also delivered by provincial and territorial governments as recipients under the terms of contribution agreements with the NSS/DND.

Projects are evaluated and selected annually in accordance with established criteria. Proposals are reviewed and recommended by a Merit Board composed of representatives of SAR NIF managing departments and agencies and provincial and territorial governments. Project are then reviewed and recommended for funding by ICSAR, and finally approved by LMSAR/MND.

### 2.4.1. Stakeholders

**LMSAR/MND.** The overall authority and accountability for the SAR NIF rest with the LMSAR/MND and the NSS/DND. Resources are sought and results reported on by the NSS/DND and LMSAR/MND. The LMSAR/MND's authority is exercised through the Minister's authority as Minister of National Defence, and therefore the SAR NIF is a DND appropriated contribution with authorities delegated through DND administrative instruments.

**ICSAR** provides advice on SAR matters to LMSAR/MND and is chaired by the NSS and composed of representatives from the federal SAR delivery departments and agencies (**Table 1**). ICSAR establishes strategic priorities for the National SAR Program and the SAR NIF, and recommends a prioritized list of proposals to LMSAR/MND for approval.

**NSS/DND** through ICSAR provides strategic coordination and leadership for the National SAR Program to managing federal departments and agencies.

The NSS/DND receives and evaluates proposals from eligible recipients. The proposals are

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<sup>1</sup> Eligible recipients are provincial and territorial governments, Canadian organizations or individuals from the volunteer, non-profit, academic or private sector whose proposals have been approved for funding and with whom an agreement has been established.

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submitted to the SAR NIF Merit Board for evaluation and then submitted to the ICSAR for review and recommendation to LMSAR/MND for approval. NSS/DND then allocates available funding to the approved projects in order of priority.

NSS/DND will sign contribution agreements with provinces and territories specifically, and other eligible recipients, for proposals approved by LMSAR/MND.

**Managing Federal Departments and Agencies (Table 1)** share SAR responsibilities in Canada and are represented on the ICSAR. Through a Memorandum of Understanding with DND, the managing departments and agencies are authorized to administer and manage projects under the contribution program in support of the SAR NIF on behalf of the LMSAR/MND. Each department or agency may receive proposals from eligible recipients. Managing departments and agencies review and challenge the proposals to ensure they are aligned with the National SAR Program priorities and departmental priorities. The proposals are prioritized by the managing departments and agencies and submitted to the NSS/DND for review by the SAR NIF Merit Board.

Once the projects are approved by the LMSAR/MND and funding has been allocated by the NSS/DND, the managing departments and agencies are authorized to sign contribution agreements with, and approve payments to the recipients. The managing departments and agencies also provide management oversight for each project in accordance with the Terms and Conditions of the contribution program in support of the SAR NIF.

Department of Fisheries and Oceans/Canadian Coast Guard	Department of National Defence/Canadian Forces
Environment Canada/Meteorological Service of Canada	Parks Canada Agency
Royal Canadian Mounted Police	Transport Canada
Other federal departments with SAR responsibilities, as designated by the LMSAR/MND	

### 2.4.2. Beneficiaries

Ultimate beneficiaries of the Contribution Program in support of the SAR NIF are any member of the public that may find himself/herself in a hazardous situation on land, water or in the air. The SAR NIF enables new ideas and equipment to be tested and proved, benefiting all who need the services of SAR responders and keeping Canada in the forefront of Search and Rescue, promoting safety and prevention and saving lives.

Eligible recipients are provincial and territorial governments, profit and not-for-profit Canadian organizations from volunteer, academic or private sectors and individuals with responsibilities in the National SAR Program.

The National SAR Program encompasses the efforts and activities of all levels of government, corporate and volunteer sectors, and a vast array of organizations and programs related to:

- providing information;
- applying technology;
- conducting research; and,

- preventing SAR incidents from occurring or saving lives of people at risk.

Provinces and territories are recipients in their own right. While most federal SAR operations are co-coordinated by the Joint Rescue Coordination Centres, non-federal SAR activities are the responsibility of individual provinces and territories and operations are coordinated by the police force of each jurisdiction (RCMP under contract policing, Ontario Provincial Police, Sûreté du Québec and Royal Newfoundland Constabulary). Provinces and territories survey organizations within their jurisdiction to determine priorities and needs. Each province or territory submits one overarching proposal to cover the cost of the project(s) selected for funding within their jurisdiction to the NSS/DND to be reviewed by the SAR NIF Merit Board. Once projects are approved by LMSAR/MND and funding has to be allocated by the NSS/DND, the NSS/DND will enter into a contribution agreement with each of the provinces and territories. The provinces and territories report on progress of their overall projects in accordance with the terms and conditions of their respective contribution agreement.

## 2.5 Project Selection and Approval

Projects are identified and selected annually in accordance with priorities established in the National SAR Program Plan, by the SAR NIF managing departments and agencies and the provinces and territories. Project duration may be between one and three years. Proposals are reviewed, scored and prioritized by the SAR NIF Merit Board composed of representatives of the SAR NIF managing departments and agencies and one member representing the provinces and territories. The prioritized list is then forwarded to the ICSAR for endorsement and to the LMSAR/MND for approval. The NSS/DND then allocates funding to projects in order of priority.

The total amount of money available for new project-starts in any year is limited by the amount required for previously approved continuing projects.

## 2.6 Resources

The maximum amount payable to a recipient is \$20,000,000 over the five year period.

Although the primary goal of the program is not to allocate funds to one single recipient, flexibility in the allocation of funds is essential to allow the NSS/DND to strategically invest the SAR NIF in specific sectors of the National SAR Program, in accordance with the strategic priorities established by ICSAR.

The maximum amount payable for this Contribution Program is \$40,500,000 over five years, subject to review. The contribution breakdown is as follows:

	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>TOTAL</b>
SAR NIF	\$8,100,000	\$8,100,000	\$8,100,000	\$8,100,000	\$8,100,000	\$40,500,000

The additional costs for NSS/DND to manage and administer this program will be funded from the Defence Services Program existing reference level Vote 1 - Operating Expenditures. NSS/DND may incur additional costs to outsource for a summative program evaluation, costs that are not anticipated at this time within the existing Department of National Defence Vote 1 - Operating Expenditures. Such costs could approach \$100,000 and will be funded within DND's existing reference level.

Due to the small size of the NSS and the SAR NIF program, resources used to monitor this

contribution program are shared with other functions. In addition to the monitoring performed by the program manager, overall monitoring of all transfer payments programs has been implemented at DND corporate level. The resources allocated to the corporate monitoring are also shared amongst other functions. Program monitoring is in place, at different levels; however, due to the split functions it is difficult to determine the cost specifically related to the monitoring of this program. It is estimated that approximately 1 Full Time Equivalent (FTE) is devoted to monitor performance of this program at the NSS.

NSS/DND has identified \$100,000 annually for ongoing SAR NIF audit and evaluation and \$100,000 annually for National SAR Program evaluations, from which the SAR NIF program evaluation would occur every 5 years, for an average of \$120,000 per year. An estimated 0.5 FTE each year will be engaged in the NIF audit and evaluation program, which includes the 5 year program evaluation.

### 3. EXPECTED RESULTS

#### 3.1 Planned Results

The *ultimate* outcome of the SAR NIF is to support the efforts of the National SAR Program to provide a seamless SAR program through improved partnerships and increased interoperability and cooperation.

#### 3.2 Logic Model

The logic model is presented in **Exhibit 1**. It describes the key elements of the Contribution Program in support of the SAR NIF in a logical (cause and effect) sequence, to assist in understanding the strategy underlying the program delivery and the logical paths that the program has been designed to follow to achieve the intended *outcomes (results/benefits)*.

The logic model identifies the main *activities* that constitute the program as well as the sequence of key *outputs* arising from each activity that give rise to:

- *immediate outcomes* (also known as short term, or direct – within a 12-months period);
- *medium term outcomes* (also known as intermediate, mostly direct – may take up to 5 years to achieve.)

Thus, the SAR NIF logic model consists of three basic elements:

1. *Activities* – which represent substantial amounts or main types of work/functions carried out by personnel involved with SAR NIF; the main activities are intended to produce related outputs that together with the activities contribute to the achievement of the intended outcomes.
2. *Outputs* – which represent the key tangible products (goods/services) arising as a consequence of the main activities; thus, they provide clear and important evidence (i.e., a 'direct result') that the activity did occur.
3. *Outcomes* – which represent the "why" the Contribution Program in support of the SAR NIF is doing the Activities and producing these Outputs.

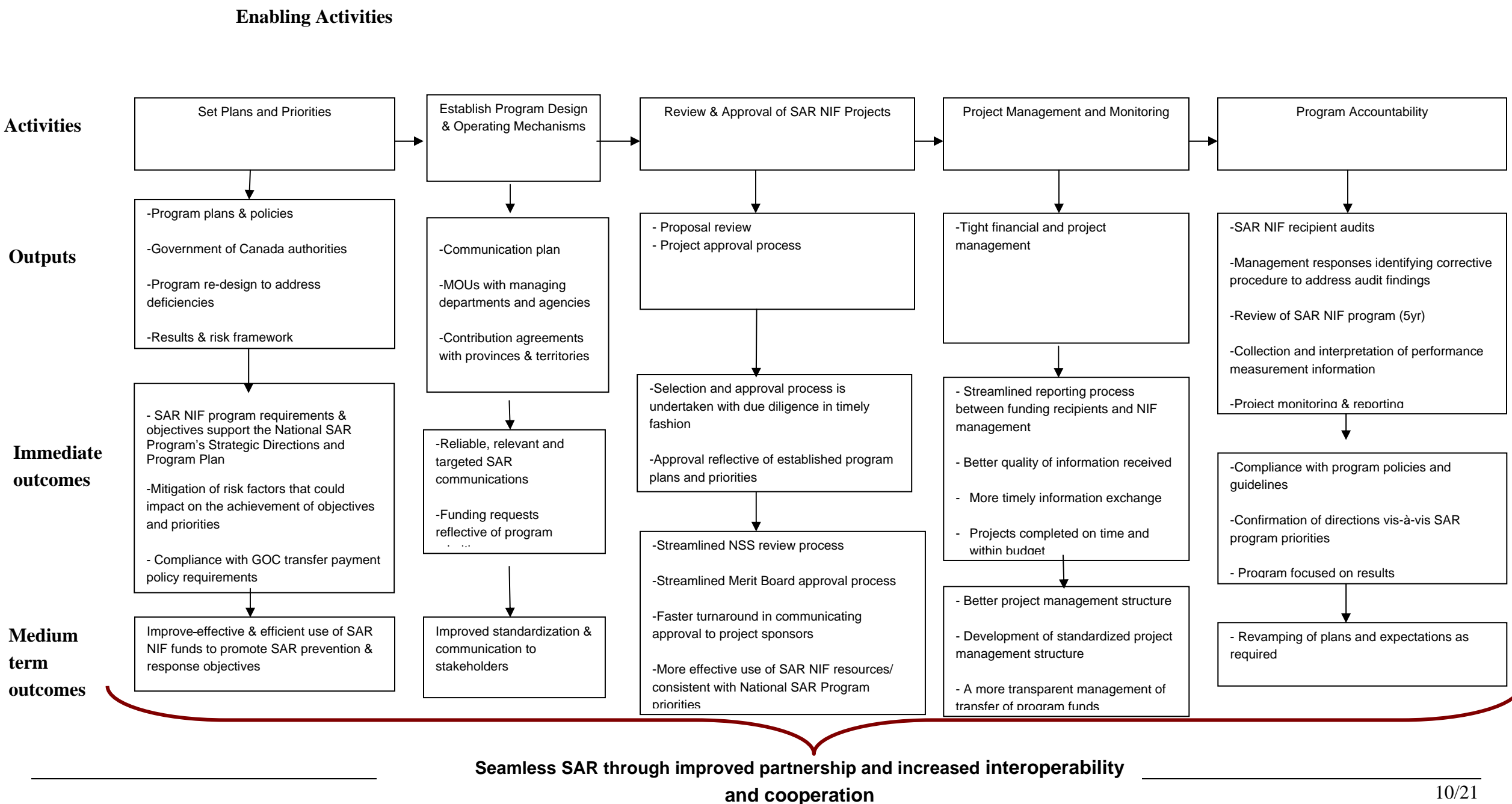
Note that the *Ultimate Outcomes* represent the final or strategic impacts of the program; these outcomes usually take a much longer time period to be realized, are subject to

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influences beyond the program itself, and are representative of the strategic level of the National SAR Program.

In summary, the logic model provides a high level understanding of how the SAR NIF works, by describing the causal links between its main activities, the key outputs that are produced from these activities, and the intended outcomes arising from the Activities and Outputs. It provides a basis, or performance roadmap, for planners, evaluators, and program managers to continuously and/or periodically assess the results of the SAR NIF contribution program. Such a tool can be used to clearly demonstrate accountability to the public and underline the rationale of the program.

**ANNEX B**  
**Exhibit 1: Logic Model for SAR NIF program**



### 3.3 Accountabilities

Roles and responsibilities of stakeholders are detailed in Section 2.4.

Exhibit 3 in section 4.1.2 demonstrates the *performance measurement strategy* the NSS/DND will adopt in the delivery of the SAR NIF. The managing departments and agencies are being delegated the authority to administer the program on behalf of NSS/DND, therefore they are accountable for the delivery of the program. Performance for the managing departments and agencies will be measured with the same indicators identified in the *performance measurement strategy*.

#### 3.3.1. Accountabilities in NSS/DND

The NSS/DND is accountable for providing leadership and strategic direction to the SAR NIF. The NSS/DND re-designed the contribution program in support of the SAR NIF based on the TBS Policy on Transfer Payment and the results of the 2005 audit and evaluation of the program. The NSS/DND will ensure that the recommendations are implemented and communicated to the stakeholders and the potential recipients.

The NSS/DND is also responsible for creating operating mechanisms compliant with the TBS policies and the terms and conditions of the contribution program in support of the SAR NIF. Those mechanisms will provide information on proposal review and approval; project management and monitoring and program accountability. Those changes will have to be communicated to all parties. The number of training sessions and reliable communication to stakeholders and potential recipients are the performance indicators. Potential risks are associated with the sustainability of the resource levels (*Key risk A: resource constraints – RBAF*).

#### 3.3.2. Delegation of Authority in NSS/DND

In DND, the LMSAR/MND delegates the authority to approve, sign and amend contribution agreements to the organizational position of NSS Executive Director, the NSS Director of Coordination and the Director, Air Requirements, Canadian Forces.

In DND, the LMSAR/MND delegates the authority to certify invoices for payment (section 34 of the Financial Administration Act (FAA)) to the following organizational positions of Director of Coordination, NSS and to the Resource Centre Manager, Canadian Forces.

In DND, the LMSAR/MND delegates the authority to approve payments (section 33 of the FAA) of contribution agreements as per current *Delegation of Authorities for Financial Administration for the Department of National Defence and Canadian Forces*.

#### 3.3.3. Accountabilities in the Managing Departments and Agencies

While the LMSAR/MND delegates its authority to administer projects under the SAR NIF to the managing departments and agencies, it retains full accountability for the program. The managing departments and agencies are accountable for the management, administration and monitoring of projects under the contribution program in support of the SAR NIF. Performance will be evaluated based on the compliance with the term of the MOU between the NSS/DND and the managing department or agency and compliance with SAR NIF Guide. Some risks may be associated with the possible weaknesses in program management practices as identified in the RBAF (*Key risk C: weakness in SAR NIF project management and business practices*).

### 3.3.4. Delegation of Authority to the Managing Departments and Agencies

The LMSAR/MND will enter into MOUs to authorize the following organizational positions in the managing departments and agencies to approve, sign and amend contribution agreements (section 32 of the FAA) with eligible SAR NIF recipients on behalf of NSS/DND once the managing departments or agencies have received approved funding for the proposals they have presented to the SAR NIF Merit Board.

Deputy Minister Environment Canada	Director General National Parks Directorate Parks Canada
Director General Maritime Services Canadian Coast Guard Department of Fisheries and Oceans	National SAR Coordinator Royal Canadian Mounted Police
Manager Search and Rescue Canadian Coast Guard Department of Fisheries and Oceans	Director General Strategies and Integration Safety and Security Transport Canada

The signing authority under sections 33 and 34 of the FAA will be delegated to the following organizational positions in managing departments and agencies by the LMSAR/MND in the MOUs to be signed by the LMSAR/MND and the Minister responsible for each of those departments.

<b>Section 34</b>	<b>Section 33</b>
NIF Project Manager Environment Canada	Regional Managers of Finance Environment Canada
Regional Superintendents Maritime Services Canadian Coast Guard Department of Fisheries and Oceans	Financial Officers Canadian Coast Guard Department of Fisheries and Oceans
Manager Search and Rescue Canadian Coast Guard Department of Fisheries and Oceans	Executive Director, Finance National Parks Directorate Parks Canada
National Public Safety Specialist National Parks Directorate Parks Canada	Financial Officers National Headquarters Royal Canadian Mounted Police

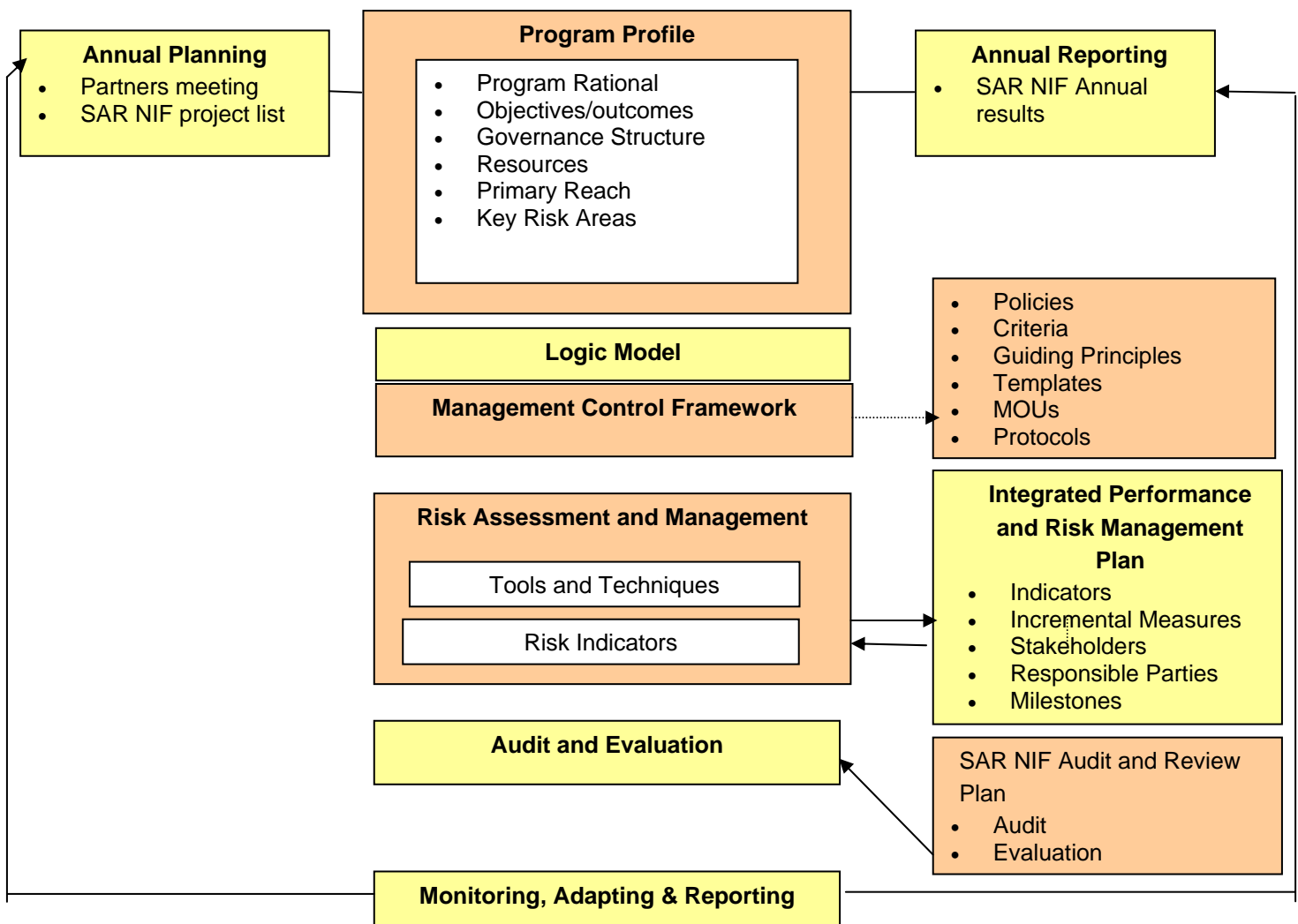
(Continued)

<b>Section 34</b>	<b>Section 33</b>
National SAR Coordinator Royal Canadian Mounted Police	Delegated financial officers Transport Canada
Regional or NCR functional directorate Responsibility Centre Manager Transport Canada	

### 3.4 Management Control Framework

A Management Control Framework (MCF) is an integrated set of management practices and operational delivery controls that are considered necessary to efficiently and cost-effectively achieve objectives and mitigate risks. As illustrated below in **Exhibit 2**, the MCF is a strategic link in the process of establishing accountability and risk management for the SAR NIF program.

**Exhibit 2: SAR NIF Accountability and Risk Management Model**



## 4. MONITORING AND EVALUATION

### 4.1 Performance Measurement Plan

#### 4.1.1 Identification of Performance Indicators

The key underlying process in the identification of performance indicators is the development of a clear and comprehensive logic model. Using the logic model, it is possible to identify the key pieces of information that need to be collected (i.e., the performance indicators) in order to determine the progress of the policy, program, or initiative toward the achievement of its final outputs and outcomes.

The development of the logic model was based on consultations with NSS management, personnel and members of the SAR NIF Review Board. Once the logic model was finalized, the key performance indicators for outputs and outcomes were further developed for the purposes of ongoing performance measurement. It is important to design a minimal set of priority performance indicators for the implementation of the performance measurement strategy. Over design (i.e., using too many indicators) can lead to costly data collection efforts and unnecessary burden on the various partners/stakeholders responsible for data collection.

In the following section, performance indicators have been developed for key components of the logic model according to Treasury Board RMAF guidelines.

#### 4.1.2 Ongoing Performance Measurement Strategy

Ongoing performance measurement of a program is the regular collection of information to help determine how the program is doing at any point in time. The information is used to manage the program and to monitor and report progress toward achieving the planned results.

**Exhibit 3** overviews the key results and elements *per Activity* of the logic model of the Ongoing Performance Measurement Strategy for SAR NIF. This strategy includes the:

- Performance indicator;
- Data source/collection method;
- Responsibility for data collection; and,
- Timing/frequency of measurement.

The methods to be used to measure the performance of the SAR NIF include ongoing monitoring and formal evaluations. The proposed data collection strategy to be used for the evaluation is summarized by the evaluation issues in *section 4.2 Evaluation Plan*. Mid-term (third year) evaluation or review will be performed, if required. The NSS will assume the costs for the external evaluation(s).

**Exhibit 3: Performance Measurement Strategy**

<b>Logic Model Component</b>	<b>PERFORMANCE INDICATOR</b>	<b>Data Source/ Collection Method</b>	<b>Responsibility for Collection</b>	<b>Timing / Frequency of Measurement</b>
<b>OUTPUTS &amp; OUTCOMES</b>				
<b>Activity 1: Set Plans &amp; Priorities</b>				
Program re-design to address deficiencies	100% of recommendations implemented	2005 audit and evaluation	NSS-Coordination NSS – Policy & Review	Yearly
<b>Activity 2: Establish Program Design &amp; Operating Mechanisms</b>				
Current MOUs with all managing departments and agencies	- Number of signed MOUs - MOUs compliant with Terms and Conditions	Signed and on file at the NSS	NSS – Coordination Managing departments and agencies	Yearly
Current Contribution agreements (CA) with all recipients.	- Number of signed CAs - CAs compliant with Terms and Conditions	Signed and on file at the NSS or at the managing department/agency	NSS – Coordination Managing Departments and agencies	Yearly
Reliable, relevant and targeted SAR communications	- Increase in number of proposals aligned with National SAR Program priorities - Increased SAR NIF awareness in SAR community	- Work plan - Website - Brochures - SAR SCENE and other presentations - Magazine - Environmental Scan of Media	NSS – Coordination NSS - Communication	Yearly
<b>Activity 3: Review &amp; Approval of SAR NIF Projects</b>				
Proposal Review	- # and % of projects that comply with guidelines and Terms and Conditions.	- File review - Merit Board Approval - ICSAR meeting record of decision - LMSAR/MND Approval	NSS –Coordination Merit Board members	Yearly
Timely turnaround in the proposal review and approval process	- Reduction of NIF project approval period from start to finish - Number of new approved proposals announced before the end of March	File Review Analysis	NSS–Coordination NSS–Policy and Review	Yearly

**Exhibit 3: Performance Measurement Strategy**

<b>Logic Model Component</b>	<b>PERFORMANCE INDICATOR</b>	<b>Data Source/ Collection Method</b>	<b>Responsibility for Collection</b>	<b>Timing / Frequency of Measurement</b>
<b>Activity 4: Project Management and Monitoring</b>				
Tight Financial and project management	- Number of projects completed on time and within budget - Mid-term project reports submitted by all managing departments detailing status of each project	- File Review - Recipient reports	NSS – Coordination Managing departments and agencies	Yearly
<b>Activity 5: Program Accountability</b>				
SAR NIF recipient audits	Number of audits completed as planned	- Audit selection criteria - Audit reports - File review - Review Sub-Committee - Record of Decision & supporting documentation	NSS – Policy & Review  NSS - Coordination	Yearly
Post-project evaluation reports	- Number of reports completed in a timely fashion - Number of evaluations that meet the projects' original objectives.	Post-project evaluation reports	NSS – Coordination	Yearly

### 4.1.3 Reporting Strategy

The responsibility for the implementation of the RMAF lies with NSS and ICSAR departmental management. The performance measurement strategy needs to be operationalized and monitored by managers to ensure not only that it is proceeding as intended, but that it is producing useful information.

**Table 2** presents an accountability and responsibility for reporting on the National SAR Program. It is assumed that the SAR NIF managing departments and agencies and the NSS will be responsible, individually, for reporting on their activities.

**Table 2: Accountability and Responsibility for Reporting on the National SAR Program**

Reporting Activity	Product	Responsibility	Schedule of Reports
Ongoing Performance Measurement	- as required by Performance Measurement strategy	- NSS - Managing departments - Recipients	- end of FY 2005-06 - end of FY 2006-07 - end of FY 2007-08 - end of FY 2008-09 - end of FY 2009-10
Mid-term review or evaluation (if required)	- Contribution program mid-term self-assessment (review) report or mid-term evaluation report	- NSS - DND (CRS or consultant to be determined)	- end of FY 2007-08
Summative Program Evaluation	- Summative program evaluation report	- DND (CRS or consultant to be determined)	- Start in FY2008-09, to complete at the beginning of FY2009-10

The results of ongoing performance measurement will be used to make the necessary adjustments to the initiative. In addition, the evaluation findings will be reviewed on an annual basis. Adjustments will be made as required to ensure that the information is appropriate and useful for ongoing management requirements.

DND will account for contribution payments in the Public Accounts as required by the chapter on Public Accounts Instructions of the Receiver General Manual. As this contribution program exceeds five million dollars per year, DND will include evidence of results achieved, related to results commitments in the Department Performance Report (DPR) and specific planned results in the Report of Plans and Priorities (RPP) (Transfer Payment Policy 7.4.7).

## 4.2 Evaluation Plan

An independent evaluation of the contribution program in support of the SAR NIF will be carried out every five years, or more frequently, if requested by the Executive Director of the National Search and Rescue Secretariat. The next independent program evaluation is scheduled for FY 2008-2009. A program evaluation framework will be developed in FY 2007-2008.

In 2005-2006, the NSS will also update the National SAR Program 5 year audit and evaluation plan, which includes specific elements for the evaluation of SAR NIF projects. Project evaluations will only begin in 2006-2007, since projects carried out in FY 2005-2006 are under the former terms and conditions.

SAR NIF contribution program evaluations will include the review of:

- program objectives and guidelines;
- the development and approval of MOUs and contribution agreements;
- the establishment and communication of agreed funding categories;
- proposal assessment activity;
- the project approval and funding process;
- project monitoring activity;
- the processing of project claims and payments;
- the measurement and communication of project effectiveness; and,
- the adequacy of the project audit selection process and audit conduct.

The SAR NIF contribution program evaluations will also address the following *Expenditure Review Committee* questions:

1. **Public Interest** - Does the program area or activity continue to serve the public interest?
2. **Role of Government** - Is there a legitimate and necessary role for government in this program area or activity?
3. **Federalism** - Is the current role of the federal government appropriate, or is the program a candidate for realignment with the provinces?
4. **Partnership** - What activities or programs should or could be transferred in whole or in part to the private/voluntary sector?
5. **Value-For-Money** - Are Canadians getting value for their tax dollars?
6. **Efficiency** - If the program or activity continues, how could its efficiency be improved?
7. **Affordability** - Is the resultant package of programs and activities affordable? If not, what programs or activities would be abandoned?

Evaluations will assess the relevance, success and cost-effectiveness of the SAR NIF contribution program, as well as the adequacy of the NSS and departmental design and management of the program and monitoring activities. The adequacy of departmental management of the program and their monitoring activities will be commented on as well. The evaluation will make use of previous SAR NIF evaluations and audits and all available SAR NIF post-project evaluations. Evaluation issues will include:

- Relevance – Does the policy, program or initiative continue to be consistent with departmental and government-wide priorities and does it realistically address an actual need?
- Success – Is the policy, program or initiative effective in meeting its objectives, within budget and without unwanted outcomes?

- Cost-effectiveness – Are the most appropriate and efficient means being used to achieve objectives, relative to alternative design and delivery approaches?

In this context, some potential questions for the SAR NIF evaluation are as presented in the Evaluation Matrix in **Table 3**. Specific issues for the evaluation will be identified at the time the assessment is to begin.

**Table 3: Evaluation Matrix**

<b>Evaluation Issue</b>	<b>Issues/Questions</b>	<b>Data Requirement</b>	<b>Collection Method</b>	<b>Responsibility</b>
Relevance	1. Is SAR NIF providing a balanced response to SAR needs across Canada?	Results of consultation of Canadian SAR jurisdictions National SAR Program Performance data Distribution of projects	Interviews  File Review of MOU's and CA's	NSS- Policy and Review NSS-Coordination
Relevance	2. Does the SAR NIF contribution program continue to be consistent with Departmental and government-wide priorities and does it realistically address an actual need?	National SAR Program objectives  Criteria for project approval	File Review NIF Guide Documentation Merit list template Review of projects that were funded (MOU's and CA's)	NSS- Policy and Review NSS-Coordination
Success	3. Is the SAR NIF contribution program reaching and informing its intended audiences?	Communication Strategy targets  Number and quality of communication tools used on target	Survey to determine if key targets have been reached	NSS- Policy and Review NSS-Coordination
	4. To what extent has the program progressed towards its intended immediate outcomes as identified in its logic model and funding agreement criterion? What were the barriers to success?	NIF project Audits Performance measurement results/findings (NSP, NIF)	NIF Guide Audits Administrative data assessment	NSS- Policy and Review NSS-Coordination

Evaluation Issue	Issues/Questions	Data Requirement	Collection Method	Responsibility
Success	5. To what extent has the program progressed towards the achievement of the intermediate outcomes identified in its logic model? What were the barriers to success?	NIF project audits SAR Program reviews Performance measurement results/findings (NSP, NIF)	NIF Guide Audits Administrative data assessment	NSS- Policy and Review NSS- Coordination
	6. To what extent has the program contributed to its stated ultimate outcomes?	National SAR data – incidence Increased public confidence in program	Survey SAR data review Media scan	NSS- Policy and Review NSS- Coordination
	7. Were there any unintended impacts of the SAR NIF contribution program?	Performance Evaluation SAR Program review NIF project audits Results of Consultation with Canadian SAR jurisdictions	Administrative data assessments Site visits File/literature review	NSS- Policy and Review NSS- Coordination
Cost-effectiveness	8. Are there alternative, more cost-effective ways of achieving the stated outcomes?	Best practice study from other transfer payment programs Internal review of NIF design structure	Document Review Interviews	NSS- Policy and Review NSS- Coordination
	9. What changes could be made to improve the performance and likelihood of success for SAR NIF?	Analysis of performance measurement results National SAR Data Best practice study from other transfer payment programs Internal review of NIF design structure	Document review Interviews Statistical Analysis	NSS- Policy and Review NSS- Coordination

Evaluation Issue	Issues/Questions	Data Requirement	Collection Method	Responsibility
	10. How effective are the governance structure and channels of communication for management and delivery?	Project Audits  Performance measurement strategy	Document review  Performance measurement results/findings NIF program evaluation	NSS- Policy and Review NSS- Coordination