

Capacity Joint Table

Final Report

March 2003

Table of Contents

Foreword	4
Introduction	5
Mandate and Objectives	5
Members and Staff	6
Terms of Reference and Operating Principles	9
Workplan	9
Work Completed and Process Used	10
Research and information sharing	10
Skills Development and Recruitment: Human Resources in the Voluntary Sector.....	14
Policy Capacity.....	16
Financial Capacity	18
Linkages with Other Joint Tables	19
Consultation	19
Consultation on Individual Projects	20
Communication	21
Dissemination, Delivery Mechanisms and Knowledge Transfer	21
Lessons Learned	22
The Strengths and Challenges of Collaboration.....	22
Enhanced Understanding Between Sectors.....	22
Process and Substance	22
Realistic Expectations and Timelines.....	22
Continuity Between Meetings.....	23
Accountability	23

Local Engagement and Communication is Crucial.....	23
Next Steps	23
Outstanding Issues–Recommendations for Additional Work....	24
Pertinent Documents List	25
Appendix A - Terms of Reference.....	26
Appendix B - Workplan	30
Appendix C - Committees and Members.....	34

Foreword

As Co-chairs of the Capacity Joint Table (CJT) we are pleased to present this Final Report on the work of the CJT. The work mandated to the CJT will continue through to the end of its workplan in 2005. We look forward to continuing to enhance the capacity of voluntary organizations.

We thank the members of the CJT for their hard work and dedication over the past two years. The CJT has been a “partnership in action” between government and the voluntary sector, and members in both sectors have learned much through this process.

We believe that the work of the CJT to date will contribute to the enhancement of capacity in the voluntary sector. We look forward to continuing to guide the CJT’s work through to the end of its workplan.

Sol Kasimer
CEO, ALTRUVEST
CJT Voluntary Sector Co-chair

Debra Young
Director General, Social Development
Human Resources Development Canada
CJT Government Co-chair

Introduction

The Capacity Joint Table (CJT) provides stewardship for funds under the Voluntary Sector Initiative (VSI), to improve capacity in the voluntary sector. For more information on the VSI, consult www.vsi-isbc.ca

Funding was provided from the \$94.6 million allocated to the VSI. CJT funds and projects are managed through Health Canada (Population Health Fund), Human Resources Development Canada (Social Development Partnerships Program) and Canadian Heritage (Community Partnerships Program).

“Capacity” is an extremely broad term, and the entire VSI, to a great extent, is about capacity issues in the voluntary sector. Many other joint tables and mechanisms under the VSI worked on various aspects of capacity. For example, the National Volunteerism Initiative Joint Table examined the capacity to involve volunteers effectively. The Information Management / Information Technology Joint Table looked specifically at voluntary sector issues related to technological capacity. The CJT’s dollars were allocated by the Treasury Board of Canada to three areas of capacity:

- Research and Information Sharing;
- Skills Development and Recruitment; and
- Policy Internships and Fellowships.

Within these areas, the CJT made strategic, informed decisions about how best to enhance capacity. The CJT made difficult choices, given the myriad of pressing capacity needs. Its mandate, guiding principles, and workplan indicate the strong commitment to projects that result in truly enhanced capacity.

Mandate and Objectives

As set out in the Terms of Reference (Appendix A), the mandate of the CJT was to serve as a vehicle for the voluntary sector and the Government of Canada to work jointly to contribute to a better understanding of current challenges facing the voluntary sector and to collaboratively develop means to strengthen its capacity to meet the demands that Canadian society places on it.

The objectives of the CJT were to:

- Further dialogue and shared understanding by more broadly engaging the voluntary sector and government in developing perspectives on current and emerging capacity concerns; and
- Enhance the capacity of the voluntary sector, through several strategic investments, in relation to the following five capacity dimensions:
 - **Financial stability and sustainability:** the ability of voluntary sector organizations to access and manage the financial resources they need to attain

their mission and accomplish their goals in a way that is accountable to relevant stakeholders.

- **Policy capacity:** the ability of the voluntary sector to identify issues, determine options and inform governments of policies and programs most likely to impact positively on Canadians.
- **Human resources planning and management:** the capacity to harness, motivate, nurture, manage and reward the individual and collective efforts of paid staff, volunteers and board members.
- **Structural capacity:** infrastructure and organizational capacity, including leadership and governance structures.
- **Knowledge and use of information:** the establishment, enhancement, management and effective use of information.

Members and Staff

As with all joint tables, the CJT was composed equally of government and voluntary sector members. CJT members were chosen through an open process that solicited members for all joint tables, and that was overseen by an independent selection committee. The CJT was strong in its diversity. A variety of areas in the voluntary sector were represented, including culture, sport, social action, and volunteerism, and many organizational levels were represented: national, local, and community-based. Government members similarly came from a variety of areas in the public service, including those involved in direct program delivery, policy and issues of equity, and central agencies.

Members of the CJT, as of October 2002, are listed below. Unless otherwise noted, these members were part of the CJT throughout its mandate, and affiliated with the organizations indicated.

Voluntary Sector Representatives

Sol Kasimer, Co-chair
CEO
ALTRUVEST

Chantale Blais
Director
Centre d'Action bénévole de Sept-Îles Inc.

Paddy Bowen
Executive Director
Volunteer Canada

Government Representatives

Debra Young, Co-chair
Director General
Social Development Directorate
Human Resources Development Canada

Roger Boe
Senior Statistician
Correctional Service of Canada

Jackie Claxton
Director General
Women's Program and Regional
Operations Directorate
Status of Women Canada

Adriana Davies Ph.D.
Executive Director
Heritage Community Foundation

Joan Katz
Director
Community Partnerships Program
Canadian Heritage

Barry Schmidl
Executive Director
PEI Council of the Disabled

Mary Jane Lipkin
Manager, Voluntary Sector Policy Group
Health Canada

Guy Tanguay
Executive Director
Canadian Association for Health, Physical
Education, Recreation and Dance

James Page
Director
Innovation and Quality Service Division
Treasury Board Secretariat

Bill Tholl
Secretary General and CEO
Canadian Medical Association

Kernaghan Webb
Senior Legal Policy Advisor
Consumer Research and Analysis
Industry Canada

Cathy Wright
Executive Director
Saint John Human Development Council

Karen Wilson
Director, Income and Expenditure
Accounts Division
Statistics Canada

Ex-officio Members

Michael Hall
Vice-President, Research
Canadian Centre for Philanthropy
(representing the National Survey of
Giving, Volunteering and Participating
Steering Committee)

Sange De Silva
Statistics Canada
(representing the National Survey of
Giving, Volunteering and Participating
Steering Committee)

Susan Lewis
Executive Director
United Way of Winnipeg
(representing the Working Group on
Financing)

John Walker
Director
Voluntary Sector Project Office
Treasury Board Secretariat
(representing the Treasury Board
Secretariat Federal Funding Study)

The CJT evolved from a group of individuals with varying levels of prior involvement in and knowledge of the VSI into a team with both vision and ownership. The diverse composition of the CJT and the varied perspectives of individual members lent a richness to discussion and debate. Committees of the CJT, some with members from outside the

CJT, further expanded the opportunity for input and ensured that the CJT developed collective and informed views to ensure stronger capacity across the country.

Staff

The Secretariat for the CJT was housed primarily at HRDC, specifically in the Community Engagement Division, Social Development Directorate, Human Investment Programs Branch. Secretariat members over the life of the CJT are listed below. The staff was composed of a variety of individuals from voluntary organizations and federal government departments, resulting in a team that combined the knowledge of both sectors.

Manager, Secretariat

Roberta Bustard, HRDC (April 2001 – present)

Secretariat staff

Nancy Amos, HRDC

Lucille Béland, HRDC

Hélène Buteau, HRDC

Brenda E. Cameron Couch
Voluntary Sector Initiative Secretariat

Timna Gorber, Health Canada

Marie Laroche, HRDC

Huguette Leclerc, HRDC

Raphael Ogom, HRDC

Deborah Pike, Voluntary Sector
Initiative Secretariat

Francine Varin, HRDC

The CJT Secretariat was one of the only secretariats to “share” officers, with one officer spending half her time at HRDC and half at Health Canada, and with the Manager of the Secretariat (an HRDC employee) being housed for a number of months at the VSI Secretariat. This unique arrangement allowed for increased integration for projects and an increased collegiality between federal government departments involved in the CJT and the voluntary sector.

Terms of Reference and Operating Principles

The Terms of Reference for the CJT are attached as Appendix A.

The CJT established the following operating principles:

- **Consultation and inclusiveness:** Particular attention will be paid to engaging the voluntary sector and all other stakeholders who have expressed an interest, including the provinces, in all aspects of workplan implementation.
- **Fairness/Transparency:** Decisions and work done under the auspices of the CJT will be fair, ethical and transparent.
- **Collaboration:** Every effort will be made to establish linkages and synergies with other committees, working groups and other relevant parties, across the public, private and voluntary sectors and across jurisdictions.
- **Building on existing resources:** Every effort will be made to build on the existing body of knowledge. The CJT will make use of existing conferences, experts, think tanks and other information channels throughout the process.
- **Flexibility:** A flexible approach will be adopted to deal with unexpected challenges and to take advantage of opportunities.
- **Breadth of research approach:** Both qualitative and quantitative research will be undertaken.
- **Short- and long-term investment strategy:** Investments should be guided by a dual strategy that supports work that can bring both immediate benefits for the voluntary sector and longer-term results. Recommendations for short-term investments would be based on the current state of information, while strategies that support longer-term policy positions and recommendations would need to be based on newly established evidence. A dual strategy approach also takes into account the fact that key deliverables carried out in the early stage may change present directions for longer-term strategy.

Workplan

The full workplan of the (CJT is attached as Appendix B. The CJT’s vision was optimal capacity in the voluntary sector — more fully, this means voluntary sector organizations that are financially sustainable; accountable to funders, and stakeholders; effective partners with government, private enterprise and other voluntary sector organizations; responsive to evolving needs; autonomous in carrying out their missions; and well-equipped to accomplish their goals.

There were four key areas of CJT deliverables:

- Research and information sharing;
- Skills development and recruitment (human resources);
- Policy capacity; and
- Financial capacity.

Work Completed and Process Used

The CJT met on the following dates:

- October 30-31, 2000 (Ottawa, Ont.)
- November 24, 2000 (Ottawa, Ont.)
- January 31 and February 1, 2001 (Montreal, Que.)
- April 2-3, 2001 (Ottawa, Ont.)
- May 31, 2001 (Ottawa, Ont.)
- September 26-27, 2001 (Toronto, Ont.)
- April 22-23, 2002 (Montreal, Que.)

The CJT operated in a fully bilingual format, with simultaneous translation at all meetings. All materials were available in English and French.

The CJT carried out its work largely through committees, which then reported back to it. The members of the following committees are listed in Appendix C:

- Policy Internships and Fellowships Committee;
- Research Steering Committee;
- National Survey of Giving, Volunteering, and Participating: Further Analysis and Dissemination Committee; and
- Human Resources Committee.

Research and information sharing

The CJT discussed the research needs of the voluntary sector and elected to fund three key projects to best address needs within the funds available. The projects are: the National Survey of Non-Profit and Voluntary Organizations (NSNVO); further analysis and dissemination of results of the National Survey of Giving, Volunteering, and Participating; and participation in the Johns Hopkins Comparative Nonprofit Sector Project.

National Survey of Non-Profit and Voluntary Organizations

Background

Very little is known about organizations within the voluntary sector. This despite the fact that there are roughly 180,000 organizations, generating \$90 billion a year in revenue, employing over a million people, and involving over 6.5 million Canadians as volunteers. Most of what is known about these organizations comes from basic information about registered charities collected by Canada Customs and Revenue Agency. However, over half of voluntary organizations are not registered charities and hence not captured in this data.

There are no comprehensive data about the number of voluntary organizations in Canada, what they do, their budget, the number of paid staff, etc. With sketchy information, it is difficult to provide concrete information about the value and role of the voluntary sector, or to identify gaps and needs. Both the voluntary sector and the government identified the importance of establishing a good baseline of knowledge about the size and scope of the voluntary sector in Canada.

Overview of the National Survey of Non-Profit and Voluntary Organizations

The NSNVO is a first-time, large-scale survey of voluntary organizations in Canada. By providing detailed, reliable information it will improve decision making by government and the voluntary sector about policies and programs that affect the voluntary sector. It will help to understand more completely its needs and collective issues. The NSNVO will delineate the size and scope of the voluntary sector, the types of organizations (including their size and funding), what they do, and what they perceive as their strengths and weaknesses. The NSNVO is being conducted in 2002–03, with results to be available in early 2004.

Progress to date

The Research Steering Committee issued a Request for Proposals in July 2001 to carry out the NSNVO. Following an extensive review process, the contribution agreement to conduct this project was signed with the Canadian Centre for Philanthropy as the lead organization of the Voluntary Sector Research Consortium. The NSNVO, under the VSI, is funded through Human Resources Development Canada's Social Development Partnerships Program. Other members of the Voluntary Sector Research Consortium are:

- Canada West Foundation;
- Canadian Council on Social Development;
- Community Services Council of Newfoundland and Labrador;
- Secretariat on Voluntary Sector Sustainability of the Manitoba Voluntary Sector Initiative;
- Queen's University School of Policy Studies;
- Alliance de Recherche Universités-Communautés en Economie Sociale;
- Centre for Public Sector Studies at the University of Victoria; and
- Statistics Canada's Small Business and Special Surveys Division.

Future deliverables

Results will be available in early 2004. Subsequent to the overall results, further analysis (Phase II) will be conducted in targeted areas (e.g., human resources, financing, etc.). At the end of the workplan in 2005, recommendations for future research and capacity building investments will be made to government (and other funders) and the voluntary sector.

National Survey of Giving, Volunteering and Participating

Overview

Millions of Canadians provide their support — whether through volunteering their time or through financial donations — to the Canadian voluntary sector. The NSGVP provides information on who volunteers, why, where, and when, and on who donates to charitable organizations.

The NSGVP was first conducted in 1997, and repeated in 2000. (In 1987, there was a Voluntary Activity Survey, which looked at information similar to that collected by the NSGVP.) In December 2001 the Prime Minister announced ongoing funding for the NSGVP and indicated that it would be renamed the Canada Survey of Giving, Volunteering, and Participating (CSGVP). It will now be carried out every three years, allowing monitoring of changes in volunteering and participating. The survey provides valuable information for organizations across the country. Detailed results on surveys to date can be found on at www.nsgvp.org.

Progress to date

Following the 1997 survey, the need for further data analysis was identified. As part of the VSI, funds were allocated to conduct further analysis and dissemination of the results of the 2000, and earlier, surveys.

A committee took responsibility for further analysis and dissemination. The committee issued a request for proposals to conduct this analysis in January 2002, and adjudicated the proposals. Three proposals were selected for funding:

- Mount Royal College: to develop a national curriculum and course materials on nonprofit studies;
- African Women's Circle Inc.: to analyze the participation and role of immigrants and visible minorities in the voluntary sector; and
- Canadian Centre for Philanthropy: to produce and disseminate capacity-building resources based on the 2000 NSGVP.

Future deliverables

Results of the three projects above will be available in late 2003. Future CSGVP surveys will have access to funds for further analysis and dissemination of results.

Participation in Johns Hopkins Comparative Nonprofit Sector Project

Overview

The Johns Hopkins Comparative Nonprofit Sector Project (CNP) is a systematic effort to analyze the scope, structure, financing, and role of the nonprofit sector in a cross-section of countries around the world in order to improve knowledge and enrich theoretical understanding of this sector, and to provide a sounder basis for both public and private action towards it.

Project work, led by Johns Hopkins University, began in 1990. At that time, thirteen countries were involved. The project now extends to over 40 countries (including, for example, Argentina, Belgium, India, Russia, and the United States), and spans all the regions of the world. Canada is among a number of countries that will be added for the first time in the next iteration of the survey.

The CNP has three major research objectives:

1. To describe the size, scope, internal structure, finances, and legal position of the nonprofit sector in a variety of countries, and to explain the variations that exist;
2. To identify the legal, cultural, historical, social, or political factors that encourage or retard the development of these organizations; and
3. To gain a clearer understanding of the evolving role and distinct qualities of these institutions in different cultures.

Findings from this project to date have indicated, for example, that the nonprofit sector is a major economic force in the world. In the 26 countries for which data was assembled originally, nonprofit organizations as of the mid-1990s accounted for:

- \$1.2 trillion in expenditures;
- 31 million full-time equivalent workers, including:
 - 19.7 million full-time equivalent *paid* workers and
 - 11.3 million full-time equivalent *volunteer* workers.

Activities to-date

The CJT, when approached by Johns Hopkins University, strongly supported the opportunity for Canada to participate in the project. Participation in the CNP will complement efforts already underway to better understand the voluntary sector in Canada, such as the NSNVO and CSGVP. It will enable researchers to assess how the voluntary sector in Canada compares in its size, scope and contributions to the voluntary sectors of other countries and provide some context to our exploration of its relative strengths and weaknesses. Participation in the CNP will also provide access to research methodologies that have been tested in other countries.

The Canadian Centre for Philanthropy has been designated as Canada's local associate for the CNP, leading Canada's participation in the Project.

Future deliverables

Funding for Canada's participation has been secured for the period 2002–2004. Results from the next phase of the project, including Canadian data, are scheduled for release in 2004. The Canadian Centre for Philanthropy will be responsible for disseminating this information in Canada.

Skills Development and Recruitment: Human Resources in the Voluntary Sector

Overview

Paid employees are critical to the voluntary sector. Although one of the strengths of this sector is its millions of volunteers, it also employs approximately 1.3 million people. Organizations have an interest in attracting and supporting good staff, as they improve the ability of organizations to fulfill their missions.

However, there is a tendency towards relatively low pay and tenuous job security. Benefit and pension plans are not common. At the same time, the voluntary sector is an exciting place to work, with room for innovation and learning new skills.

Activities to-date

The CJT established the Human Resources Committee, which identified its goal as strengthening the capacity of the voluntary sector to attract, optimize and hold top talent.

Its first task was to understand the current state of human resources in the voluntary sector and to identify key workforce trends. It commissioned two background research reports:

- [Backgrounder on Trends in the Changing Workforce and Workplace](#); and
- [Backgrounder on the Literature on \(Paid\) Human Resources in the Canadian Voluntary Sector](#).

The Human Resources Committee also posted a survey on human resources practices in the voluntary sector on the VSI website and received over 300 responses.

Using this background information, it held a *Think Tank on Human Resources in the Voluntary Sector* to determine what projects would best meet the goal of attracting and retaining top talent in the sector. Leaders from the public, private, and voluntary sectors provided input about what projects would have the greatest potential to enhance human resource capacity in the voluntary sector. It then developed two projects, both of which are funded by the VSI, through Human Resources Development Canada's Social Development Partnerships Program:

Human resources support services for the voluntary sector

This project was awarded, after a Request for Proposals issued in December 2001, to Community Foundations of Canada, working in partnership with the Coalition of National Voluntary Organizations and United Way of Canada.

This project will:

- Provide vision, leadership and support regarding human resources in the voluntary sector, including development of a long-term strategy;
- Provide improved access to benefit plans for employees in the voluntary sector;
- Provide improved access to retirement plans for employees in the voluntary sector;
- Provide human resources best practice tools to local voluntary sector organizations;
- Support pilot projects (in several Canadian communities) that focus on harnessing local expertise for the benefit of voluntary sector organizations; and
- Build a bank of resource people to work *pro bono* (free) or for low fees, to assist organizations in dealing with issues such as developing an appropriate vision for the organization, accounting, human resources, how to structure the board and staff, etc.

National Learning Initiative

There is little information in the voluntary sector about the set of skills and competencies that leaders (for example, executive directors) should have, and even less information about where such training is available.

The National Learning Initiative, led by the Coalition of National Voluntary Organizations, in conjunction with the Association of Canadian Community Colleges, will, through consultation with the voluntary sector and academia:

- Develop a list of appropriate skills and competencies for senior people in voluntary organizations; and
- Develop an inventory and assessment of training/educational opportunities for workers in the voluntary sector. This will look at existing training opportunities, such as those available at some universities and colleges, and through national organizations such as the YMCA, and link them to skills that are needed to run a voluntary sector organization.

Future deliverables

The Human Resources Support Services for the Voluntary Sector and the National Learning Initiative are funded until 2003. Products of both will be made available on the website and in print versions, which will be distributed to voluntary sector organizations. Significant enhancement of human resources in the voluntary sector will require a sustained effort beyond the duration of the CJT.

Policy Capacity

Virtually every government policy has the potential to impact on the voluntary sector and/or its clients. The voluntary sector has asked for greater involvement in developing policies that guide our country. It has also identified the tools and the support that it requires to participate more fully.

One goal of the VSI is to enable the voluntary sector to become a more viable partner with the federal government in dialogues on public policy. Citizens are engaged through the voluntary sector, which can represent the voices of Canadians, especially those that are marginalized. The December 2001 Accord between the voluntary sector and the Government of Canada, and the subsequent Code of Good Practice on Policy Dialogue is meant to encourage good policy dialogue practices for the voluntary sector and government at the various stages of public policy process.

To complement this work, the CJT undertook a series of projects that provide practical policy development skills to voluntary sector organizations. While the Accord, and the ensuing code on policy dialogue, provide the framework to guide the voluntary sector's policy involvement, the CJT work is focused more on specific knowledge of policy development and avenues for involvement.

Policy internships and fellowships

Overview

The Policy Internships and Fellowships (PIAF) pilot project is a \$1.1 million project that provides 10 cross-sectoral policy placements for up to one year, to mid- and senior-level officials from both the voluntary sector and government. Participants will learn first-hand about policy in both sectors.

Management of the PIAF pilot project was awarded (through a Request for Proposals issued in December 2001) to the Centre for Voluntary Sector Research and Development (CVSRD), in conjunction with the Centre for Public Sector Studies (University of Victoria). The CVSRD is a project of Carleton University and the University of Ottawa.

Activities to-date

The PIAF Committee held a PIAF Roundtable in June 2001 to consult with individuals from the voluntary sector, academia and government on the purpose and goals of the project. This laid the foundation for developing the PIAF project, and built on the strengths of similar programs.

The PIAF Roundtable established the purpose of the PIAF project. It would explore ways to enhance policy capacity within the voluntary sector. It would also increase mutual understanding among the voluntary sector, government, and the research community, and

encourage working as partners on public policy processes. A [*Compendium of Exchanges and Fellowship Programs*](#) was prepared.

Identified goals were to:

- Develop a resource pool of individuals within the voluntary sector who have practical policy experience and expertise;
- Facilitate mutual learning and development of expertise and interchange at the policy and management levels of government and the voluntary sector;
- Increase interest and capacity in research/development relevant to policy capacity in the voluntary sector, in partnership with the voluntary sector.

The four areas of emphasis as developed by roundtable participants were:

- How to influence policy development;
- Multi-sectoral policy development: from consultation to collaborative change;
- Measuring the effectiveness of policy outcomes and impacts; and
- How to strengthen knowledge transfer specific to policy development.

The PIAF Committee then held a program design meeting with voluntary sector and government representatives in November 2001. A Request for Proposals to search for a managing organization was issued in December 2001 and was awarded to the CVSRD and the Centre for Public Sector Studies (CPSS).

The CVSRD issued a call for policy projects in May 2002. Placements started in September 2002 and are occurring at national and regional levels, in a broad cross-section of voluntary organizations and federal government departments. An intensive ten-day Policy Institute, hosted by the CPSS at the University of Victoria was held in August 2002 to kick off the program.

Future deliverables

The internships and fellowships will be completed in late 2003. Participants are expected to participate in the ARNOVA Conference in November 2002 and provide information about their projects at a showcase event in June 2003. Ways to turn the PIAF project into a longer-term program are being explored. Recommendations to government and the voluntary sector will be forthcoming.

Policy workshops

When the VSI held nation-wide consultations in February–March 2002, the CJT funded policy workshops the day before each of the consultations — ten in all. These workshops provided an opportunity for up to twenty voluntary sector participants (per workshop) to learn about the policy process and how the voluntary sector can contribute to policy development.

Policy toolbox

The CJT commissioned an inventory of policy tools and resources applicable to the voluntary sector, and is developing a toolbox for policy dialogue based on this inventory. This toolbox, to be largely web-based, will contain practical information on how policy is developed. This toolbox can be a complement to the Code of Good Practice on Policy Dialogue to assist voluntary organizations in implementing the Code.

Sectoral Involvement in Departmental Policy Development (SIDPD) round 2 criteria

The CJT took on a special project at the request of the JCC. The JCC asked the CJT to review the selection process for the SIDPD projects after concerns were raised about the fairness and transparency of the Round 1 process. The CJT's efforts contributed to a more effective process for the second round of projects. For more information about SIDPD, see the report from the Voluntary Sector Task Force.

Financial Capacity

The CJT is supporting the Working Group on Financing on a variety of issues related to financial capacity of voluntary organizations, and a representative of the Working Group on Financing sits ex-officio on the CJT. For more information on the Working Group on Financing, please consult the report of the VSI Secretariat.

Overview of financial capacity

Until recently, the term voluntary sector "capacity" was a synonym for "funding", but the issue of capacity now encompasses much more than funding. On a broader scale, financial capacity is the ability of voluntary organizations to mobilize their financial resources from all sources, for and within the voluntary sector, and at the same time, attain their missions and be accountable to their stakeholders.

Support to-date

1. A *Think Tank* on Innovation in Financing was held in Calgary (October 2001). The Think Tank brought together leaders from the private and voluntary sectors to generate innovative ideas and directions for financing and to expand the network of interest around the issue of financing the voluntary sector.
2. Research on the impact of funding sources is underway. The myriad ways in which voluntary organizations are funded have varying impacts on the sustainability of the organizations themselves. To date, the impact of various funding mechanisms has not been examined in detail. Funded by the VSI (through the Social Development Partnerships Program, Human Resources Development Canada), the Canadian Council on Social Development and the Coalition of National Voluntary Organizations are carrying out a research project entitled [*Sources and mechanisms of funding and their impact on sustainability of voluntary organizations*](#). This project's primary goal is to study the impact of funding sources and mechanisms on the long-term sustainability of Canadian voluntary sector organizations. Through interviews with voluntary sector

organizations, funders, and experts in the field, this project will develop recommendations for effective funding reform. A series of focus groups and in-depth case studies will be conducted to generate both qualitative and quantitative information examining the experiences of VSOs with different funding sources and mechanisms and how they have navigated the changing funding environment.

3. The Working Group on Financing commissioned an inventory of tools and resources on financial management and accountability. A Toolbox on Financial Management and Accountability is being developed, aimed primarily at small- to mid-sized organizations, that will explore the importance of effective financial management and accountability, and offer extensive inventories of ways to enhance the organizations' practices in these areas. This toolbox will be completed in fall 2002 and will be primarily web-based. A similar inventory of alternate financing models has been developed, with timing and distribution method to be determined.
4. Papers posted on the VSI website include "[*Supporting Organizational Infrastructure in the Voluntary Sector*](#)" and "[*An Overview of Funding in Canada's Voluntary Sector*](#)". A focus group was held, which included representatives of the IM/IT Joint Table, on organizational infrastructure issues.

Future deliverables

Regional inventories of best practices in Financing/Resourcing of Voluntary Organizations are in preparation and will be completed in winter 2003.

Linkages with Other Joint Tables

The CJT, as directed by the JCC, held regular meetings with the secretariats of the Awareness and IM/IT joint tables. As one of the joint tables with an agenda for local implementation of products, we will continue these collaborations over the remainder of the workplan.

The CJT maintained strong ties with the Working Group on Financing, with the Chairperson of the Working Group sitting ex-officio on the CJT. A representative of the Treasury Board Secretariat's Voluntary Sector Project Office also sat ex-officio. Finally, representatives of the NSGVP Steering Committee were ex-officio members of the CJT.

The CJT also maintained ties with the group working on the Satellite Account at Statistics Canada, with CJT member Karen Wilson (Statistics Canada) providing regular updates to the CJT.

Consultation

One of the guiding principles of the CJT is "consultation and inclusiveness", and the CJT welcomes feedback from all stakeholders on any aspect of its work. In addition to

consultations carried out by the CJT itself, many of the projects that it funded conducted extensive consultation with stakeholders.

In developing its workplan, the CJT consulted informally with its members' networks to refine the projects and areas of emphasis to be undertaken. With work underway, the CJT took part in a number of pooled consultations led by the VSI, as detailed below:

Date	Location	Participants	Number of Participants
November 23, 2001	London, Ont.	Visible minority organizations	100
December 7, 2001	Peterborough, Ont.	Small organizations	20
February 5, 2002	Toronto, Ont.	Voluntary organizations	24
February 19, 2002	Saint John, N.B.	Voluntary organizations	25
February 21, 2002	Halifax, N.S.	Voluntary organizations	31
February 26, 2002	St. John's, Nfld.	Voluntary organizations	52
February 28, 2002	Charlottetown, P.E.I.	Voluntary organizations	17
March 7, 2002	Calgary, Alta.	Voluntary organizations	39
March 12, 2002	Saskatoon, Sask.	Voluntary organizations	31
March 14, 2002	Winnipeg, Man.	Voluntary organizations	23
March 12, 2002	Vancouver, B.C.	Voluntary organizations	30
March 27, 2002	Montreal, Que.	Voluntary organizations	17

At all of the consultations, the CJT presented an overview of its work and sought participants' feedback on the CJT's approach and its various projects. Feedback was then integrated into its ongoing work.

The CJT also undertook to consult on activities and research through the VSI website, including a survey on human resources in the voluntary sector.

Consultation on Individual Projects

Many projects funded by the CJT have also undertaken consultation, as follows:

Area	Project	Consultation Participants
Human Resources	National Learning Initiative	<ul style="list-style-type: none"> ➤ Community colleges and other institutions offering learning opportunities for leaders in the voluntary sector ➤ Voluntary sector organizations
	Human Resources Support Services	<ul style="list-style-type: none"> ➤ Interviews conducted as part of background research
Policy	Policy Internships and	<ul style="list-style-type: none"> ➤ Roundtable with voluntary sector and government representatives to determine

	Fellowships	<ul style="list-style-type: none"> ➤ project purpose, goals and scope ➤ Interviews conducted as part of background research, as well as compendium of existing internship and fellowship projects ➤ Limited consultation with sector/government representatives on program design
	Policy Workshops	<ul style="list-style-type: none"> ➤ Voluntary sector participants across Canada
Research and Information Sharing	National Survey of Voluntary Organizations	<ul style="list-style-type: none"> ➤ Voluntary sector organizations (registered charities and other nonprofits)
Financing	Sources and Mechanisms of Funding	<ul style="list-style-type: none"> ➤ Voluntary Sector Organizations, including foundations ➤ Governments ➤ Private sector

Communication

As the workplan of the CJT extends to 2005, results for many projects will not be communicated until products and tools are completed.

In the interim, communication about the CJT and its projects takes place largely through a strong presence on the VSI website and via email. Articles about the CJT's work are presented in the *VSI Update* newsletter, are available electronically on the website and are sent in hard copy to those on the VSI mailing list. Members of the CJT and the Secretariat participate, as requested, in conferences and other venues, taking these opportunities to communicate about CJT activities. Members have made presentations about the VSI at a number of conferences over the past two years. This includes a session at the CIVICUS World Assembly in August 2001 in Vancouver, B.C.

Dissemination, Delivery Mechanisms and Knowledge Transfer

At its September 2001 meeting, the CJT discussed knowledge transfer in the voluntary sector with a panel of experts. Members discussed how they wished to approach knowledge transfer in the voluntary sector in general, and for its projects. The CJT chose to focus on knowledge transfer of its products, rather than investigating knowledge transfer in the voluntary sector as a whole.

Since the bulk of the CJT's deliverables will not be available until later, knowledge transfer will be similarly delayed. Each organization carrying out the projects through contribution agreements has planned some dissemination of products and knowledge.

The CJT is working with those joint tables that have a mandate for local delivery and implementation (Canada Volunteerism Initiative, Information Management/Information Technology, Awareness) to ensure a coordinated approach to disseminating information.

Lessons Learned

The Strengths and Challenges of Collaboration

The creation of the CJT, as with all processes under the VSI, represented an important precedent in developing and implementing a partnership. In keeping with the spirit of the original joint table process, it was decided that virtually all work under the VSI would be undertaken collaboratively, with voluntary sector and government members working together to tackle the responsibilities assigned to each joint table.

This partnership approach worked well for the CJT, with great mutual respect between members. It allowed for real capacity issues to be addressed with tangible projects and products. However, tackling everything in partnership may have resulted in some unforeseen delays. Some members noted that, once the sectors had agreed on goals, the projects could have moved ahead more quickly if the implementation had been clearly tasked to one sector or the other. Members recognized that each sector brought great strengths to the joint table, but that these strengths were not always used to the best advantage during the CJT's work.

The fact that Secretariat support began after the CJT was underway slowed progress in the first year (especially given timeframes for spending money). In addition, the redevelopment of the SIDPD criteria occupied much time at the beginning, leaving members less time to determine other aspects mandated through [*Working Together*](#).

Enhanced Understanding Between Sectors

Members commented on their increased understanding of the “other” sector, and how they were able to bring this to bear in their everyday work. Certainly, all members of the CJT (and likely all involved with the VSI) have improved their ability to see from the other sector's perspective. Whether or not this better understanding between individuals will lead to enhanced understanding between their respective institutions remains to be seen. The Accord between government and the voluntary sector, if implemented effectively, will be key in turning personal understanding into institutional understanding.

Process and Substance

Members commented that there had been a great deal of process (structures, committees, levels of approval, etc.) around the VSI and CJT. They recognized the need for structure, but found at times that the “reporting lines” were not clear. This may have been so particularly for government members who were concurrently accountable to their joint table, their department, and the JCC/PCO Task Force.

Realistic Expectations and Timelines

The CJT was eager to get projects underway. There was some frustration with the length of time taken for projects to be finalized. Individuals understood the reasons for these timelines, but noted that, to outsiders, it might appear an unnecessarily lengthy process.

“The most important part is yet to come. I think when the results of the projects are available, we will actually see some concrete changes and have some influence on the things that we have learned through this process in the work that we do on a day to day basis both in the sector and inside government. So I think we’ve done a lot but the hardest part is yet to come.” – CJT member

Continuity Between Meetings

With so many CJT projects underway at one time, members found it difficult to keep up with all of the information. Many were often asked about their involvement with the CJT and felt they needed to be “up to speed” at all times. Though members were updated regularly by email, there was a feeling that communication to members could have been supplemented or improved.

Accountability

As the holder of public funds, it is incumbent on government to account for those funds and their wise use. However, at a time when appropriate flexibility was most needed to accomplish CJT projects, the government’s grants and contributions environment demanded increased rigor in the spending of public funds.

“I think there is some appreciation for the contractual mechanisms, understanding the government has . . . ultimate responsibility for the administration of public funds and cannot delegate that responsibility so . . . they’ve got to put in place a mechanism. What I think government understood probably is while, yes, they may have the ultimate responsibility, they don’t have to do it alone. There is a way of doing it in cooperation with the sector to reach common goals and objectives.” – CJT member

Local Engagement and Communication is Crucial

Canada’s 180,000-plus voluntary organizations have extremely high hopes for the CJT. At the same time, there is some cynicism about the possibility for real changes for the voluntary sector. Members identified the importance of sharing joint table processes and products with voluntary organizations across Canada, beyond the “usual suspects”. Broad consultation and involvement was very important. At the same time, it created high expectations for products, many of which are not yet available. To maintain credibility, the CJT needs to ensure broad, effective local dissemination of its “products”, through means to be determined in fall 2002.

Next Steps

The Terms of Reference (Appendix A) for the CJT gave the joint table a two-year lifespan, until fall 2002. However, the CJT’s workplan and funds (for both operations and contribution agreements) extend to 2005. The CJT feels strongly that joint government–voluntary sector leadership is desirable to carry projects through to the end of its workplan.

The members voted to create a CJT Advisory Committee, to consist of the following:

- CJT Co-chairs (Sol Kasimer and Debra Young);
- Chairpersons, or designates, of existing CJT committees: Human Resources (Guy Tanguay), Policy Internships and Fellowships (Mary Jane Lipkin), and Research (Adriana Davies); and
- Chairperson (or other representative) from the Working Group on Financing (Susan Lewis).

Outstanding Issues–Recommendations for Additional Work

The CJT anticipates making final recommendations at the end of its workplan in 2005. At that time, projects will be completed and recommendations for further work will be available in the areas of:

- Research and Information Sharing;
- Policy;
- Human Resources; and
- Financial Capacity.

During discussions about the development of the NSNVO, the Research Steering Committee identified the need to conduct a survey of unincorporated organizations. The voluntary sector is so vast in Canada and includes so many informal groups, that the NSNVO will not be able to capture unincorporated groups. The CJT, recognizing that it would not be able to carry out a full-scale survey of unincorporated organizations, elected to not proceed with a feasibility study. However, our knowledge about the voluntary sector in Canada would be greatly improved by increasing our understanding of the nature and scope of unincorporated organizations.

Pertinent Documents List

Backgrounder on Trends in the Changing Workforce and Workplace

http://www.vsi-isbc.ca/eng/hr/pdf/rod_sept26_trends.pdf

Backgrounder on the Literature on (Paid) Human Resources in the Canadian Voluntary Sector

http://www.vsi-isbc.ca/eng/hr/pdf/rod_sept26_lit_review.pdf

A Compendium of Exchanges and Fellowship Programs (in preparation for the PIAF Roundtable Consultation, June 21, 2001)

<http://www.vsi-isbc.ca/eng/policy/pdf/piaf.pdf>

Policy Workshops consultations

http://www.vsi-isbc.ca/eng/policy/pdf/policy_grass_roots.pdf

Sources and mechanisms of funding and their impact on sustainability of voluntary organizations

http://www.vsi-isbc.ca/eng/funding/funding_mechanisms.cfm

Supporting Organizational Infrastructure in the Voluntary Sector

http://www.vsi-isbc.ca/eng/funding/pdf/supporting_organizational_infrastructure.pdf

An Overview of Funding in Canada's Voluntary Sector

http://www.vsi-isbc.ca/eng/funding/pdf/overview_of_funding.pdf

Working Together

<http://www.vsr-trsb.net/publications/pco-e.pdf>

Human Resources: Our Future. Proceedings of HR Think Tank. (2001, October).

Voluntary Sector Initiative Web site: http://www.vsi-isbc.ca/eng/hr/hr_think_tank/index.cfm

Appendix A - Terms of Reference

Mandate

Pursuant to the mutual commitment to a collaborative approach by the Government of Canada - Voluntary Sector, and to support increased government - sector co-operation, the proposed mandate of the Capacity Joint Table (CJT) is to:

- Examine ways of enhancing the voluntary sector's ability to meet future challenges and to continue as an effective partner with the Government of Canada in improving the quality of life for Canadians.
- Jointly work to contribute to the base of knowledge, bring greater understanding, make strategic investments, and develop greater sector wide capacity.
- The work is to be done across the following five dimensions: financial stability and sustainability, human resources planning and management, knowledge management and use of information, policy capacity, and structural capacity (e.g. physical assets and organizational capacity).
- Invest in the goal of strengthening capacity: to enhance the ability of the sector and organizations to achieve their missions; and, to increase the capacity of the both voluntary sector and the federal government to work together in the development of shared policy, program and service interests.
- Further dialogue and shared understanding by more broadly engaging the voluntary sector and government in the development of perspectives on current and emerging policy capacity concerns.
- Provide joint leadership of three strategic initiatives that frame the work to be undertaken across the five capacity dimensions: Research and Information Sharing (including further analysis and dissemination of the NSGVP); Policy Internship and Academic Fellowship, and Skills Development and Recruitment.
- Undertake applied and participatory action research as well as consultation to build a base of knowledge, share information and assets, and develop new tools or resources that are of value to voluntary sector organizations and government in addressing capacity challenges.

Relationship with the Joint Coordinating Committee (JCC)

A Joint Coordinating Committee will provide overall coordination for the various joint groups and tables of the Voluntary Sector Initiative, and help manage the collaborative process on behalf of the government and the voluntary sector.

The co-chairs of the Table will act as a conduit between the JCC and Capacity Table members and will provide the JCC with information on the work plan and consultation process as well as formally raise issues of concern.

Membership

Following the model established in the Joint Tables Process, the CJT will be composed of an equal number of government officials and sector leaders, and will be jointly co-chaired.

Size of Committee

Given the Table's advisory function, it is proposed to keep the number of members small, with eight from government and eight from the sector (this number includes the two co-chairs). Attendance is non-substituted.

a. Government members

The government members will be approved by the ADM Steering Committee and normally be at the Director or Director General level.

b. Voluntary Sector members

Members from the voluntary sector will be selected through an open and transparent process from the broad spectrum of national/regional/local voluntary sector organizations, and may include individual volunteers.

In addition, chairs/co-chairs from other VSI groups will be invited to participate in Joint Table meetings as ex-officio members. These include: the co-chairs of the NSGVP Coordinating Group, the chair of the Interdepartmental Working Group on Federal Funding, and the chair of the Voluntary Sector Working Group on Funding.

Accountability

Government and voluntary sector members participate fully in the deliberations of the Joint Tables as colleagues in a spirit of mutual respect, openness and consensus building, recognising that the development of innovative approaches to collaboration is at the heart of the VSI.

All members will conduct themselves with due regard for the shared principles of operation defined by the Joint Coordinating Committee and endorsed by table members. This would include:

- Being well prepared for and attending all meetings;
- Contributing relevant expertise and ideas;
- Participating regularly and consistently in the collaborative work of the team;
- Treating the views and contributions of other team members with tolerance and respect.

The role of government and voluntary sector members is not to represent the more narrow interests of their respective individual departments or organizations per se, but to

advance and represent the respective interests of the federal government or the voluntary sector as a whole.

Government members are accountable for advancing the cross-governmental interest of this horizontal file and will seek the guidance of the ADM Steering Committee in carrying out their work while retaining accountability to their individual departments for their participation.

Voluntary sector members are accountable for advancing the sector-wide interest of this file and will seek and represent a broad voluntary sector perspective.

Federal departments with the unique responsibility for the stewardship of VSI resources (HRDC, PCH, HC) are accountable to their Ministers and to Treasury Board for the management and results of the Initiatives. Members, and in particular co-chairs, of the Joint Table will actively support fulfilment of this accountability.

Activities

The Capacity Joint Table will:

- Design, assign, co-ordinate and oversee a Work Plan reflecting the five capacity dimensions that include management of the component initiatives:
 - Research and information sharing
 - Analysis and dissemination of the NSGVP
 - Policy internships and academic fellowships
 - Skills development and recruitment.
- Develop a consultation strategy that provides the opportunity for broad engagement of the voluntary sector and all levels of government, as well as experts and intermediaries from all sectors, in the interest of developing shared perspective and coherence of activity. Consultations are to fit within the consultation Framework Strategy proposed by the JCC.
- Provide a forum for dialogue and sharing of resources and expertise among members and between members and others that builds linkages, identifies and resolves issues, and promotes effective investment of resources through partnership.
- With respect to transparency and accountability, define the process and criteria to assign outside work. Receive and review reports from those organizations commissioned by the CJT to carry out activities; and provide reports on fulfilment of work plan to the JCC.

Time Frame and Meetings

- The CJT is constituted for two years, commencing in the Fall 2000.
- The CJT will meet once a month or at a frequency to be determined by the co-chairs, using face-to-face meetings, conference calls and/or electronic correspondence.
- Working groups and sub-committees could be convened to address specific issues or undertake certain activities as required.
- The CJT will review its Terms of Reference at the end of the first year and may revise them for the second year as required.

Secretariat

The CJT Secretariat/Work Team support will be provided by a team of government and voluntary sector staff working together under the direction of the co-chairs to support the successful operation of the Capacity Joint Table and implementation of the various initiatives.

The CJT Secretariat/Work Team will serve as a Working Group for the Joint Table and include staff from HRDC, PCH, and HC as well as the VSI Secretariat. The team will undertake the day to day management of the Joint Table work plan, present options to members for consideration, and report on progress.

The Secretariat/Work Team salary and non-salary expenses will be supported through the operating budgets allocated to departments for the management of Initiatives through the Joint Table.

Representatives of the Voluntary Sector Task Force (VSTF) and the CJT Secretariat/Work Team to the Voluntary Sector Initiative (VSI) will attend meetings to advise and provide support on issues referred by Table members, which are consistent with the mandates of the VSTF and Secretariat, VSI.

Appendix B - Workplan

Vision (5 years and beyond)

Optimal capacity in the voluntary sector -- i.e., voluntary sector organizations that are financially sustainable, accountable to funders/stakeholders, effective partners with government, private enterprise and other voluntary sector organizations, responsive to evolving needs, autonomous in carrying out their missions, and well-equipped to accomplish their goals.

Mandate and Goal

The mandate of the CJT is to serve as a vehicle for the voluntary sector and the Government of Canada to jointly work to contribute to a better understanding of current challenges facing the sector and to collaboratively develop means to strengthen the sector's capacity to meet the demands that Canadian society places on it.

The central goals, identified in line with this joint mandate are:

1. To make strategic investments to strengthen the capacity of both the voluntary sector and government to collaboratively develop policies, programs and services;

Three key strategic investment tools were described in the Working Together report:

- i. **Research and Information Sharing:** To support applied and participatory research, as well as consultation, to build a base of knowledge, identify gaps in capacity, share information and assets and develop new tools or resources that are of value to voluntary sector organizations and government in addressing challenges in relation to the five capacity dimensions outlined above. Related research objectives include identifying significant research gaps, directing investment of resources to support new research needed to enhance capacity in the sector; identifying policy implications of existing and recommended research; developing a multi-year research agenda on the voluntary sector; and further analysis of the National Survey on Giving, Volunteering and Participation and dissemination of dissemination of both existing and new research through a variety of channels to voluntary organizations and concerned federal departments.
- ii. **Recruitment and Skills Development:** To strengthen the capacity of voluntary sector organizations, at both the local and national levels, to implement more effective recruitment practices and better staff training -- to be developed collaboratively by government and the sector (e.g., through pilot projects).
- iii. **Policy Internships and Academic Fellowships:** To promote exchange of expertise and enhanced policy development in both the sector and

government, to be developed in collaboration with the sector and other relevant stakeholders (academic institutions, research councils, etc.)

2. To further dialogue and shared understanding by more broadly engaging the voluntary sector and government in the development of perspectives on current and emerging capacity concerns; and, more specifically
3. To enhance the capacity of the voluntary sector, through several strategic investments, in relation to the following five capacity dimensions:
 - Financial stability and sustainability: the ability of voluntary sector organizations to access and manage the financial resources they need to attain their mission and accomplish their goals in a way that is accountable to relevant stakeholders.
 - Policy capacity: the ability of the voluntary sector to identify issues, determine options and inform governments of policies and programs most likely to impact positively on Canadians.
 - Human resources planning and management: the capacity to harness, motivate, nurture, manage and reward the individual and collective efforts of paid staff, volunteers and board members (CJT HR focus is on paid staff).
 - Structural capacity: infrastructure and organizational capacity - including leadership and governance structures.
 - Knowledge and use of information: the establishment, enhancement, management and effective use of information.

Guiding Principles for Workplan Implementation

Consultation and inclusiveness: Particular attention will be paid to engaging the voluntary sector and all other stakeholders who have expressed an interest, including the provinces, in all aspects of workplan implementation.

Fairness/Transparency: Decisions and work done under auspices of CJT will be fair, ethical and transparent.

Collaboration: Every effort will be made to establish linkages and synergies with other committees, working groups and other relevant parties, across the public, private and voluntary sectors and across jurisdictions.

Building on existing resources: Every effort will be made to build on the existing body of knowledge. The CJT will make use of existing conferences, experts, think tanks and other information channels throughout the process.

Flexibility: A flexible approach will be adopted to deal with unexpected challenges and to take advantage of opportunities.

Breadth of research approach: Both qualitative and quantitative research will be undertaken.

Short- and long-term investment strategy: Investments should be guided by a dual strategy that supports both work that can bring immediate benefits for the sector, and longer-term results. Recommendations for short-term investments would be based on the current state of information, while strategies that support longer-term policy positions and recommendations would need to be based on newly established evidence. A dual strategy approach also takes into account the fact that key deliverables carried out in the early stage may change present directions for longer-term strategy.

Key Deliverables

A. Profile of the Voluntary Sector in Canada

Comprehensive analysis of voluntary sector organizations in Canada. The foundation to comprehensively profile the voluntary sector will be the collection and analysis of baseline data covering the breadth and scope of voluntary sector organizations in Canada through a series of research initiatives.

Sub-deliverables:

- Master list of Canadian voluntary sector organizations
- National Survey of Voluntary Organizations including:
 - Phase I Report on baseline data with respect to the size and scope of the voluntary sector (to serve as benchmark for future assessment of changes) - Fall 2002
 - Targeted surveys (HR, Finances, Structural, Knowledge Transfer - January 2003
 - Phase II Report on targeted research from Phase I. Research activities could include identified needs in the areas of human Resources, finance, policy, structure and knowledge transfer. - September 2003
- Recommendations for future research and capacity building investments (evidence based decision-making) - December 2003
- Future joint work for government and the voluntary sector (advice to ministers) - June 2005
- Knowledge Transfer Strategy - June 2002

B. National Survey on Giving, Volunteering and Participating

Further dissemination and analysis.

C. Skills Development and Recruitment Strategy

1. Discussion paper on current and future human resources challenges/issues in the voluntary sector
2. Inventory of existing training and skills development options in voluntary sector - November 2001
3. Pilot projects to test means to strengthen human resources capacity - May 2002
4. Investment strategy and recommendations for closing gaps and meeting priority needs. - August 2002

D. Policy Internships and Fellowships

1. Review of current internship and fellowship programs - September 2001
2. Pilot projects: Internship and Fellowships between government and voluntary sector -
3. Recommendations for next steps for long term implementation -March 2003
4. CJT recommendation for SIDPD criteria and solicitation process - March 2001

E. Unique Deliverables

1. Plan of action for priority work areas related to financing - June 2001
2. Recommendations on effective financial management tools and resources -March 2002
3. Policy competencies assessment tool -February 2002
4. Policy/program development training options -April 2002
5. Report on appropriate/optimal governance -September 2004
6. Innovative approaches to operations - on-going on VSI website - On-going

Background Documentation

Working Together

TBS Submission

Capacity Joint Table Terms of Reference

Appendix C - Committees and Members

Policy Internships and Fellowships (PIAF) Committee

Chairpersons:

Mary Jane Lipkin (CJT member), Health Canada

Cathy Wright (CJT member), Saint John Human Development Council

Members:

Paddy Bowen (CJT member), Volunteer Canada

Jackie Claxton (CJT member) Status of Women Canada

Mary Elizabeth Harriman, Heart and Stroke Foundation of Canada

Pegeen Walsh, YMCA Canada

Research Steering Committee

Chairpersons:

Adriana Davies, (CJT member), Heritage Community Foundation

Roger Boe, (CJT member), Correctional Service of Canada

Members:

Paddy Bowen, (CJT member), Volunteer Canada

Karen Wilson, (CJT member), Statistics Canada

Barry Schmidl, (CJT member), PEI Council of the Disabled

Don McRae (NSGVP Steering Committee member), Canadian Heritage

Jo Sutton, (IM/IT Joint Table member), Womenspace

David Boyd-Thomas, (Working Group on Financing) VGH & UBC Hospital Foundation

National Survey of Giving, Volunteering, and Participating: Further Analysis and Dissemination Committee

Members:

James Page (CJT member), Treasury Board Secretariat

Kernaghan Webb (CJT member), Industry Canada

Guy Tanguay (CJT member), Canadian Association for Health, Physical Education, Recreation and Dance

Carl Nicholson, Catholic Immigration Centre

Diana Boudreault, Ottawa-Carleton Police Services

Human Resources Committee

Chairperson:

Guy Tanguay (CJT member), Canadian Association for Health, Physical Education, Recreation and Dance

Members:

Sol Kasimer (CJT member), ALTRUVEST

James Page (CJT member), Treasury Board Secretariat

Cathy Wright (CJT member), Saint John Human Development Council