



## TREASURY BOARD DIRECTIVE

**TO:** MINISTERS  
DEPUTY MINISTERS  
EXECUTIVE FINANCIAL OFFICERS  
SENIOR FINANCIAL OFFICERS

**DIRECTIVE:** 2/96

**SUBJECT:** New Program Proposals

**AUTHORITY:** This directive is issued pursuant to sections 4 and 24 of the Financial Administration Act.

**APPLICATION:** This directive applies to all ministries, offices and appropriations as defined in the Financial Administration Act.

This policy applies to all New Program Proposals, whether they form part of the annual budget submission or are put forward by ministries during the year.

**DEFINITION:** A New Program Proposal is a proposal for a new program, an enhancement to an existing program or a major program restructuring, and is defined as one which:

- provides a major service or element of service not presently delivered by a ministry or the government;
- imposes a new or substantially increased responsibility on the government;
- increases the cost of a program for any reason other than cost inflation or volume increase;
- increases or substantially changes the eligibility for an existing program so that more people will qualify for the program; or
- materially alters the objectives of an existing program.

**POLICY:** Every New Program Proposal, whether or not it has material expenditure implications, requires Treasury Board approval prior to implementation.

Every New Program Proposal shall be accompanied by:

- a program design plan;
- a three year business plan; and
- a clear description of the accountability structure.

The **program design plan** includes:

- a clear statement of the issues being addressed;
- identification of measures of overall success or failure ( i.e. what would success look like);
- identification of when the program should be terminated or be subject to a major evaluation;
- the linkage with the government's strategic plan;
- confirmation that the proposed program supports the government's commitment to employment equity for women, Aboriginal people, visible minorities and persons with disabilities;
- the linkage with the ministry's strategic plan;
- the results of consultation with the target group(s);
- a review of experience in other jurisdictions;
- a review of any related activities already undertaken by provincial government agencies or other levels of government together with details of how any overlap will be avoided (e.g. federal/provincial duplication);
- a discussion of any partnership arrangements that are possible with other jurisdictions or organizations;
- the impact on other ministries;
- details of any savings which may be generated by the new program or other activities which may be terminated to provide funding for the proposed new program;
- a review of alternatives that have been considered and rejected together with rationale; and
- results of any pilot projects undertaken in this or other jurisdictions.

The **three year business plan** shows how the proposal is to be implemented and identifies:

- the objectives of the proposal;
- details of resources required including:
  - all program inputs;
  - administrative/overhead expenditures and staffing;
  - expenditures on research and evaluation included in overhead costs; and
  - comparisons with alternate delivery programs and other jurisdictions;
- details of program efficiency and effectiveness, including key performance measures such as: goals for outputs, outcomes, unit costs, and benchmark comparisons with other similar programs and jurisdictions; and
- a transition process.

The **clear description of the accountability structure** ensures that the program will meet its objectives and includes:

- a system of monitoring, evaluation and reporting including scheduled dates of reviews;
- a schedule of reporting to Treasury Board;
- details of any public reports or reports to program stakeholders that will be issued together with scheduled publication or delivery dates; and
- incentives for, and empowerment of, program deliverers and any consequences for inadequate performance.

**EFFECTIVE  
DATE:**



Elizabeth Cull  
Chair

**MAY 15 1995**

Date