**Compilation of Recommendations from the United Way Ottawa *Investment and Impact Review Panel Report 2012:***

**The Committee developed a total of 21 individual recommendations designed to address *the impact of the new funding process on Ottawa populations who depend on community services.* These**

**recommendations fall under three categories: Guiding Principles, Process/Procedures, and**

**Communications**

**Recommendations C-1: Development of Priority Goals**

A. That United Way Ottawa develop a clear, ongoing process to identify social services needs and

target populations through in-depth consultations with others, including service providers, to

influence where United Way can have the greatest impact.

B. That United Way Ottawa seek the endorsement of new and/or revised priority goals from key

stakeholders.

C. That United Way Ottawa report annually to the governing bodies and community stakeholders on

progress against each priority goal with specific results relating to outputs and outcomes.

D. That United Way Ottawa review and clearly define the goal around Capacity Building.

**Recommendations C-2: Collaboration**

A. That United Way Ottawa actively endorse and work with other funders to develop a common

funding process that optimizes the effort and cost required of agencies and funders, specifically in

the areas of:

decision making;

proposal forms and tools;

evaluation frameworks and program reporting; and

assessment of financial stability.

B. That United Way Ottawa work with other funders to collaboratively define, scope and address

capacity building in the sector.

C. That United Way Ottawa develop opportunities to engage agencies in creating meaningful

partnerships beyond funding and to assist in areas such as proposal writing, volunteer

engagement, fundraising, media promotion, corporate relationships, and securing other sources

of funding, when applicable.

**Recommendations C-3: Transition Support**

A. For programs that applied under the 2011/2012 Call For Proposals in the “Turning Lives Around”

focus area and that were not recommended for funding and, where applicable, for those

programs that received roll-over funding in 2010/2011 but did not apply, that United Way

Ottawa develop a methodology to support programs through a longer period (up to three years

phased) of transition funding. The terms of transition support should be clearly communicated.

**Recommendations C-4: Improvements to Call for Proposals Process**

A. That United Way Ottawa provide specific parameters around the amount of funding availablefor each priority goal and/or establish the maximum funding available per proposal.

B. That United Way Ottawa add a phase in the funding decision process to allow input from other

funders.

C. That United Way Ottawa further define the objectives of the Call for Proposals including what

types of programs, projects or initiatives are eligible, and those that are not.

D. That United Way Ottawa include Priority Goal Task Force volunteers in the funding decision

process.

E. That United Way Ottawa provide proposal evaluators in each priority goal team with training

on best practices and a toolkit relating to the landscape, facts and trends so that volunteers

have a consistent base of knowledge.

F. That United Way Ottawa develop a consistent methodology for any future transition funding.

**Recommendations C-5: Communications Plan**

A. That United Way Ottawa break down the total donations/revenue and expenses to clearly

demonstrate and communicate how funds available for investment are determined for each

funding cycle.

B. That United Way Ottawa engage with agencies to gain a better understanding of the

communication tools that work best for them.

C. That United Way Ottawa define and publicly communicate all steps in the proposal evaluation

and funding decision process.

D. That United Way inform the community at large of changes made to the Call for Proposals

process.

E. That United Way Ottawa provide clear messages to agencies about the type of funding they will

receive, specifying terms and funding parameters.

F. That United Way Ottawa advise agencies that they have not been recommended for funding

immediately following the decision.

G. That United Way Ottawa communicate that agencies will have the opportunity to revise

expected program results based on the funding the agency receives as opposed to the funding

for which the agency applied.

**The Committee developed nine recommendations for improving *the accountability and impact in***

***Community Wide Initiatives and Partnerships,* which fall under three categories: Guiding Principles,**

**Process and Procedures, and Communications. Please note that the Committee agreed to refer to these initiatives and partnerships as Community Wide Initiatives (CWIs)**

**Recommendations D-1: Governance of Community Wide Initiatives**

A. That United Way Ottawa develop a process for developing and approving a Community Wide

Initiative that demonstrates the same discipline and transparency followed by the Call for

Proposals approach.

B. That United Way Ottawa update and broadly communicate the Community Wide Initiative Guiding

Principles, to include the following principles:

Aligns with a priority goal(s);

Identifies the funding model including financial revenues and in-kind investment and

budgeted expenditures;

Includes broad community engagement and formal stakeholder support and sign-off of

United Way’s role and plan;

Includes a formal evaluation plan and program reporting;

Provides accountability through a governance structure.

C. That United Way Ottawa annually report on the investment in each CWI, the results achieved

including outputs and outcomes, and how these results contributed to the achievement of the

priority goal.

**Recommendations D-2: Phases of Community Wide Initiatives**

A. That United Way Ottawa develop a lifecycle model for CWIs that covers the:

Development of the business case for each initiative and an appropriate approval process;

Development of governance, funding and reporting structures;

Identification of and engagement of key partners and stakeholders;

Development of an action plan;

Implementation of an action plan;

Evaluation and measurement of results; and

Exit strategies (dissolve, transition or refresh).

B. That United Way Ottawa develop a process to ensure that investment decisions are governed and

monitored through the lifecycle of a CWI.

**Recommendations D-3: Financial Transparency of Community Wide Initiatives**

A. That United Way Ottawa develop a process that captures all sources of revenue and reports on

all expenditures for each CWI on an annual basis, including in-kind contributions.

B. That United Way Ottawa provide clarity on “Investment in United Way Programs” in the annual

report and other published materials by including a definition and breakdown of what is captured in this line item.

**Recommendation D-4: Communications of Community Wide Initiatives**

A. That United Way Ottawa broadly communicate the evolution of CWIs from their inception in 1999

including the:

Definition of a CWI;

Process for developing and approving a CWI;

How CWIs have evolved over time, and the knowledge gained from them;

The funding model.

B. That United Way Ottawa clearly position CWIs as a method of achieving systemic change.

**The Committee developed seven recommendations for addressing *the contribution towards goals and priorities of United Way research, government relations, volunteer engagement, partnerships and***

***Targeted Community Investments,* which fall under two categories: Guiding Principles and Targeted Community Investment.**

**Recommendations E-1: Transparency and Reporting**

A. That United Way Ottawa develop a process that captures all sources of revenues and reports

on all expenditures for advancing priority goals that are associated with research, government

relations, and volunteer engagement functions.

B. That United Way Ottawa publicly report on the costs associated with its research, government

relations, and volunteer engagement functions; the products they produce, the results they

achieve and their contributions to the advancement of priority goals.

C. That United Way Ottawa measure and report on the contribution of volunteers in all functional

areas annually.

**Recommendations E-2: Targeted Community Investment Management and Reporting**

A. That United Way develop and broadly communicate a set of TCI guidelines to cover the

following:

Provides criteria by which opportunities are vetted;

Aligns to priority goals;

Identifies United Way’s financial and in-kind investment;

Includes partner and stakeholder engagement;

Provides accountability through a governance structure;

Includes a formal evaluation plan and program reporting.

B. That United Way develop a consistent, fair and transparent process for selecting agencies to

participate in TCI-funded service delivery.

C. That United Way provide additional clarity on the Financial Statements related to TCIs,

explaining revenues and allocations.

D. That United Way describe and broadly communicate the evolution of TCIs as an investment

strategy including:

A definition of Targeted Community Investments;

The value of TCIs;

United Way’s role;

The process by which a TCI comes to fruition; and

The lessons learned to date.