



Inclusive Innovation: Programs and Results

Institute on Governance and University of Ottawa:
Inclusive Innovation Seminar

Christine Minas, Results Division
Expenditure Management Sector
March 1, 2019

Outline

1

Inclusive innovation in programs

2

Systematic application

3

Framework – Questions, Methodologies, Reporting

4

Implications for results

Why focus on inclusive innovation in programs?

A policy sets the *problematique* of how a problem should be solved – it is in the detailed program design and delivery in which solutions become real.

Many ways to address problems through programs – using both linear and non-linear innovations.

What works, for whom and in what conditions helps focus the intervention:

- Traditional divide between men and women
- Within group differences (e.g., young males)
- Intersecting identities (e.g., gender & disability)

If adequate time and effort is not invested in ensuring that innovation is inclusive, then the achievement of results for all may be hindered and/or unintended impacts engendered.



Systematic application of inclusive innovation

What does it mean to be systematic?

Is it simply a matter of analyzing program design and delivery by gender, geography, income level, immigration status, Indigenous group(s)?

Are the methods used applied across policy options, program design possibilities, etc?

What would a systematic approach look like?

- in socio-cultural areas?
- in economic areas?
- in international affairs, security and justice?
- in government operations sector?

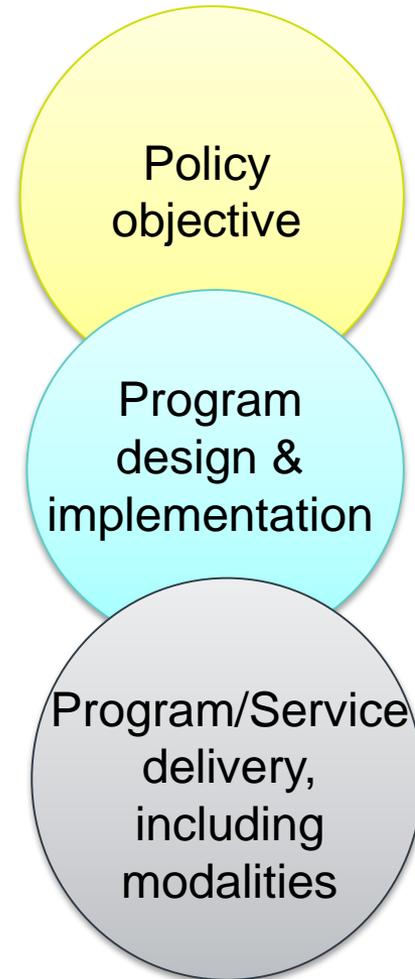
Programmatic Framework

Inclusive innovation across the policy-program-delivery continuum

Questions – Is this approach to solve a problem inclusive of different users, stakeholders, etc? Has equity across and within sub-populations been addressed?

Methodologies – Program design and delivery options developed, data, methods to be used to address various questions

Monitoring & Reporting – How are results measured and reported? Is information being used to course-adjust in real-time?



Questions

Is the policy objective inclusive of various sub-populations

-is this explicit?

-is this implicit?

How is the program designed?

-are there considerations of inclusion?

-does the design consider equity factors as some sub-populations may require different approaches in order to be equitable? Programs are often multi-jurisdictional.

How is the program delivered, procurement undertaken, etc?

-are all service delivery methods inclusive? Is this known?

-how do program managers know if design and delivery are inclusive?



Methodology

The very nature of the innovation could be based on assumptions of gender, cultural differences, language, etc.

Are there similar programs or interventions which could be examined to shape policy, program and delivery?

What is already known about programs with

- similar policy objectives?
- similar target populations?

What information is being collected on the program design and delivery? Are data accurate, verifiable, well-documented?

- is it sensitive to inclusiveness, including cultural diversity?
- what does improvement look like for various sub-populations?

Monitoring & Reporting

Is the relevant information being collected in order to observe changes as a result of:

- linear innovation(s)
- non-linear innovation(s)

Were certain elements of the program or intervention particularly sensitive to improvements for:

- various sub-populations,
- within group differences, or
- intersecting identities?

What is important for various audiences?

How can results be presented to be more inclusive?

Implications for Results

Innovation – in terms of trying new ways to solve problems – is truly inclusive when no individual or group is left behind. Improvement of outcomes has to benefit all.

How do we know that we are moving in the right direction?

What were the direct and in-direct impacts?

- contribution to intended outcomes

- attribution to intended outcomes

Were there unintended impacts observed?

Which elements can be applied to similar problems?

New: Department of Women and Gender Equality

The new department's Gender Results Framework* represents the Government of Canada's goals with respect to gender equality in six domains:

- education and skills development;
- economic participation and prosperity;
- leadership and democratic participation;
- gender-based violence and access to justice;
- poverty reduction, health and wellbeing; and,
- gender equality around the world.

Each domain will be monitored for progress toward Canada's gender equality goals, and as applicable, be linked to international aims (e.g., Sustainable Development Goals).

*<https://www.budget.gc.ca/2018/docs/plan/chap-05-en.html>