

Regional Management Guide for the *Food Security Subsidy Program*

Presented to the board of directors
Agence de santé et des services sociaux de la Côte-Nord
May 6, 2008

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Adapted in December 2016
*Following the abolition of the Agence on April 1st, 2015,
certain modifications had to be made to this document*



1. CONTEXT

In May 2005, the *ministère de la Santé et des Services sociaux* (MSSS) announced a budget of 3.4 million dollars annually for food security. Of this amount, the sum of 3.2 million dollars is earmarked for regional projects. The balance is divided between two provincial organizations, namely the *Regroupement des cuisines collectives du Québec* (Quebec Collective Kitchens Association) and the *Association québécoise des banques alimentaires et des moissons* (Quebec Association of Food Banks and Harvesters). Since 2008, the North Shore receives \$66 067, basic amount price-indexed each year.

In the region, the concerted implementation strategy of two government action plans produced by the *MSSS (Investir pour l'avenir)* and the *ministère de l'Emploi, de la Solidarité sociale et de la Famille (Concilier liberté et justice sociale : un défi pour l'avenir)* presents an occasion to position food security by creating links with the initiatives, approaches and programs presently in place.

2. PROBLEM

2.1 DEFINITION

The *MSSS*¹ retains the following definition of food security, adapted from the one used by the World Health Organization (WHO):

The concept of food security signifies that:

1. everyone has, at all times, the means, physical as well as economic, to have access to sufficient food to lead an active and healthy life;
2. the ability of each to acquire food is guaranteed;
3. access to simple, reliable and objective information allowing one to make informed choices is ensured;
4. the food itself is nutritionally satisfactory as well as personally and culturally acceptable;
5. the food is obtained in a way that respects human dignity;
6. the consumption and production of the food rests on social values that are fair, equitable and moral;
7. the food is produced and distributed in a manner that respects a sustainable agri-food system.

3. FOOD SECURITY SUBSIDY PROGRAM

3.1 GOAL

The intended goal is to create conditions favourable to a healthy, accessible diet for all so as to increase the food security of communities.

1. Cadre de référence en sécurité alimentaire (2007-2012) MSSS, 2007.

3.2 OBJECTIVES

3.2.1 Create favourable conditions

All of the actions implemented must respond to the needs of the community and at the same time be complementary. As food security is multidimensional, the initiation of projects must involve concerted strategies enlisting the participation of different actors.

On the local and regional level, community organizations and representatives of the Centre intégré de santé et de services sociaux (CISSS) de la Côte-Nord, the ones in charge of the program, will allow supporting the consultative approach (mobilize the community, define the needs and identify the partners) and ensuring its follow-up.

3.2.2 Act on determining factors

The following elements are determinants of food security:

Individual determinants :

- ✓ low income;
- ✓ low level of education;
- ✓ lone parenthood;
- ✓ belonging to a minority ethnic community;
- ✓ belonging to a large household.

Collective determinants :

- ✓ social and interpersonal environment: the family and dietary culture;
- ✓ physical environment: the availability and accessibility of food;
- ✓ economic environment: purchasing power and the cost of food;
- ✓ public policies: linked to income, housing, agriculture and transportation.

Initiatives must act on the determinants of food security, collective and individual alike, and support the creation of favourable environments rather than be centered solely on individuals.

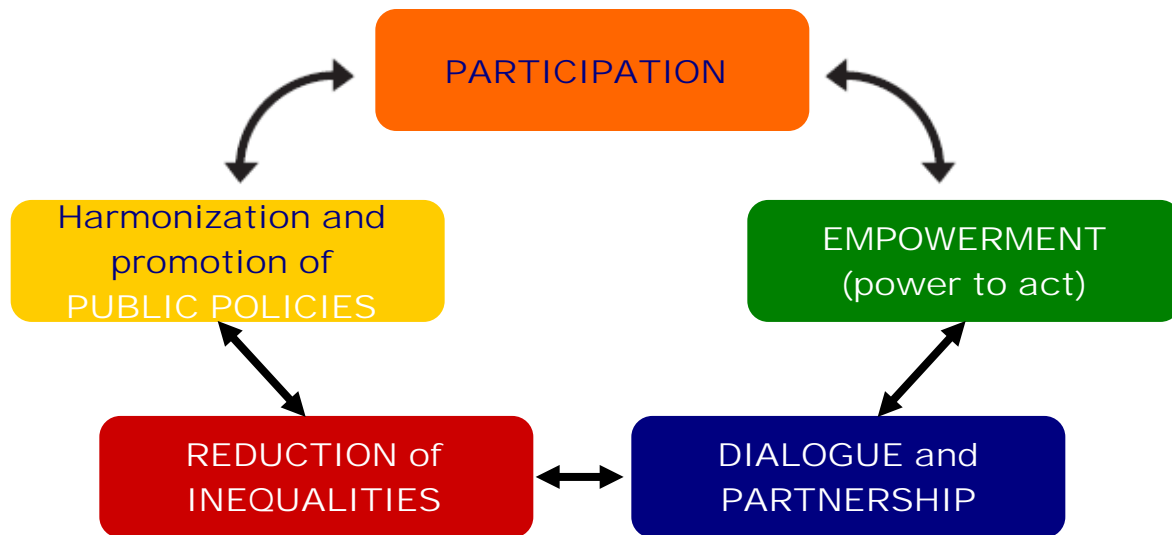
4. ORIENTATIONS

The reinforcement of collective food security implies that communities are engaged in the process of social and community development. Individuals and collectivities are thus involved in transforming living conditions (having), potential (doing), participation (interacting) and dignity (being).

In this sense, in continuity with the efforts deployed in previous years, actions must inevitably be part of social and community development strategies (Figure 1).

Figure 1

Strategies for Social Development



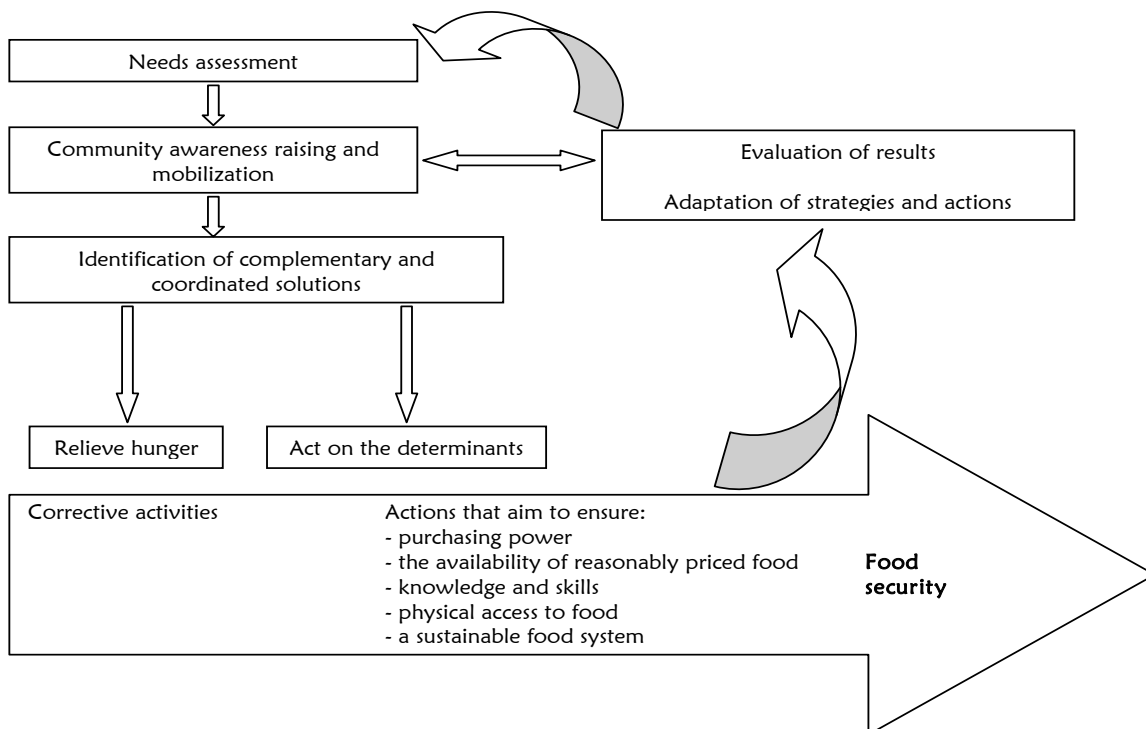
All initiatives stem from concerted effort among different partners. Food security concerns various actors, notably:

- ✓ community organizations: food assistance and self-help organizations, volunteer centres, community centres, family centres, youth centres, literacy groups, consumer associations (*APIC* and *CRIC*), rights defence groups, anti-poverty groups, women's centres and groups, environmental groups etc.;
- ✓ social organizations: social clubs, religious groups, sports associations etc.;
- ✓ the agri-food industry (production, transformation, distribution): food producers, merchants and suppliers etc.;
- ✓ the social development and economic sector: *Centre local de développement (CLD)*, *Centre local d'emploi (CLE)*, *Forum jeunesse*, *Québec en forme*, *Income Security*, *Société d'aide au développement des communautés (SADC)*, socioprofessional insertion resources, *Carrefour jeunesse emploi*, commercial entreprises, *Centraide*, organizations in the private sector etc.;
- ✓ the education network: school boards, schools, adult education, daycare centres etc.;
- ✓ the housing sector: municipal housing offices (*office municipal d'habitation*), low cost housing (*HLM*), housing cooperatives, affordable housing committees, tenants associations etc.;
- ✓ the political milieu: regional county municipalities, municipalities, MNA and MP etc.;
- ✓ the health and social services network: *CISSS de la Côte-Nord*;
- ✓ the transportation sector: public and adapted transit organizations, transit committees etc.;
- ✓ regional offices of different government departments: *ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ)*, *ministère de l'Éducation et de l'Enseignement supérieur* and *ministère des Affaires municipales et de l'Occupation des territoires (MAMOT)*.

The development process of food security within a community is illustrated in Figure 2: the different stages occur in a dynamic, nonlinear fashion and interact with one another. Furthermore, other actions that are not food-related (municipal, urban development, transportation and housing policies etc.) also influence food security.

As for projects within a school environment, they must first and foremost answer the basic nutrition needs of youth, in line with the priorities of the “healthy school” approach (*École en santé*).

Figure 2
Actions Aimed at Achieving Food Security within a Community



5. MANAGEMENT PARAMETERS

5.1 PROJECT PARAMETERS

The community organizations recognized by the CISSS de la Côte-Nord may submit a financing request.

The CISSS de la Côte-Nord recognizes a wide dispersion of the population on the North Shore territory as well as a limited number of community organizations working in food security. These factors allow local service networks and the CLSC Naskapi to act as project promoters in a perspective of partnership with at least one community organization.

It is **compulsory** for all promoters to have established a significant partnership with the community.

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5.2 ADMISSIBLE PROJECTS

5.2.1 Types of projects eligible:

- ✓ food security initiatives and projects for and with communities;
- ✓ community cooperation and mobilization processes on a regional or local scale aimed at the sustainable development of food security (notably group facilitation, training, networking and the dissemination of information);

To support these types of projects, are also eligible:

- ✓ diagnostic procedures to learn the dynamics of the milieu, the needs of the community and potential solutions to answer those needs;
- ✓ evaluation procedures with a view to making progressive adjustments to the projects implemented and better equipping the actors concerned with the necessary skills.

The following are examples of admissible projects detailing contributions retained for the community and desired objectives.

Contribution	Objectives	Projects
Knowledge and skills	Improve food knowledge and preparation skills	<ul style="list-style-type: none"> ✓ Cooking classes ✓ Bargain-watching groups ✓ Family budget administration courses ✓ Brochures on low-cost, nutritious recipe ideas
Availability of reasonably priced nutritious food	Improve availability of food supply	<ul style="list-style-type: none"> ✓ Collective gardens ✓ Community gardens ✓ Delivery service
Food purchasing power	Favour social integration and work accessibility	<ul style="list-style-type: none"> ✓ Development of microbusinesses ✓ Training projects ✓ Projects to develop employability as well as personal, social and assistance skills
Physical access to food supply	Improve economic and physical accessibility to food through alternative supply	<ul style="list-style-type: none"> ✓ Collective kitchens ✓ Purchasing groups ✓ Non-profit stores ✓ Transportation to grocery stores
Civic participation	Favour the development of an environment that facilitates food security	<ul style="list-style-type: none"> ✓ Snacks in the school ✓ Community gardens ✓ Public market ✓ Policies to avoid significant price fluctuations

The following projects **are not eligible** under this subsidy program:

- ✓ a project presented by a community organization without being associated with other organizations, institutions, corporations etc.;
- ✓ a project that presents services that are already in place in the community (as opposed to complementary services);
- ✓ a project that is already part of the operational budget of the organization.

5.3 ADMISSIBLE EXPENSES

Eligible expenses include :

- ✓ salaries, social benefits, employer's share;
- ✓ travel expenses;
- ✓ office supplies;
- ✓ the purchase of food supplies (not to exceed 25 % of the requested budget);
- ✓ certain equipment necessary to carry out the project;
- ✓ certain other expenses to encourage the participation of the population targeted by the project.

In order to avoid significant gaps in the applications, guidelines have been established concerning the time allotted for workshop preparation: the necessary preparation time for a workshop should not exceed the duration of the workshop itself. For example, the preparation time for a one-hour workshop is evaluated to be one hour. Furthermore, workshop preparation time should lessen if the workshop is given for a second or third time. Any request exceeding these guidelines must be justified.

5.4 NON-ADMISSIBLE EXPENSES

The following expenses are excluded from financing:

- ✓ rent and office equipment purchases (ex.: computer, photocopier etc.);
- ✓ activities that should be part of the organization's regular programming;
- ✓ operational and administrative costs of organizations.

6. TERMS OF REFERENCE

6.1 ALLOCATION PROCESS

6.1.1 For the 2009-2010 fiscal year

Step 1: mid-December

Program launch: dispatch of project presentation form.

Step 2: end of February

Presentation of all projects to the CISSS de la Côte-Nord.

Step 3: beginning of March

Selection of projects by the members of the project analysis committee and mailing of budget confirmation notices to project promoters.

Step 4: April 1 – March 31

Realization of projects.

Step 5: by the end of May of the following year

Rendering of accounts (project evaluation form).

6.2 ALLOTMENT OF FUNDS

The distribution of the budget by the local service network is based on the following three allocation criteria:

- ✓ equal distribution method by local services network territory;
- ✓ the proportion of single-parent families;
- ✓ the proportion of persons not holding a paid job.

At the end of the selection process, any residual amount will be available for projects from another territory that comply with the *Regional Management Guide for the Food Security Subsidy Program*. The projects will be selected according to ratings established by means of the project analysis grid.

6.3 PROJECT PRESENTATION

It is mandatory for all project promoters who have received a subsidy before under the Food Security Program to include a summary report of the project activities realized with their new subsidy application.

Promoters can request assistance to fill out the required project presentation form from the person in charge of the program.

6.4 APPLICATION DEADLINE

Promoters must respect the application deadline.

Projects should be sent to the attention of Ms. Marie-Christine Bouchard at the following address:

Centre intégré de santé et de services sociaux de la Côte-Nord
835, boulevard Jolliet, Baie-Comeau (Québec) G5C 1P5
Téléphone : 418 589-9845, poste 252117
Télécopieur : 418 589-8574
Courriel : marie-christine.bouchard.09ciss@ssss.gouv.qc.ca

7. PROJECT SELECTION

The project analysis committee is composed of a representative from each of the following organizations : the CISSS de la Côte-Nord, the *Table régionale des organismes communautaires de la Côte-Nord* and the *Direction régionale de la sécurité du revenu du ministère du Travail, de l'Emploi et de la Solidarité sociale*.

7.1 PROJECT EVALUATION CRITERIA

The project analysis committee selects the projects based on the following criteria:

7.1.1 Eligibility criteria

- ✓ the promoter is an organization recognized by the CISSS de la Côte-Nord or backed by another recognized organization of its territory;
- ✓ a minimum of three partners are concretely involved in the project;
- ✓ concerted action is present among the partners concerned.

7.1.2 Analysis criteria

- ✓ conformity of the project to the guiding principles concerning food security and social development;
- ✓ involvement of partners and consultation mechanisms;
- ✓ quality and coherence of the project:
 - description of the issues;
 - appropriateness of the intended objectives and activities proposed;
 - capacity of the project to show a potential for sustainability;
- ✓ realistic deadlines;
- ✓ budget forecast and eligibility of expenses;
- ✓ presence of activities to report and account for project results.

8. OTHER TERMS OF REFERENCE

8.1 PAYMENT OF FUNDS

After the selection committee has reached a decision, the public health director informs the promoters of the results in writing and distributes the allocated funds.

A first installment representing 90 % of the allocated subsidy is paid at the outset of the project and the remaining 10 % is awarded after the CISSS de la Côte-Nord receives the final report.

8.2 ACTIVITY PROGRESS

Any subsidized project can span a one- or two-year period. Any modification of the project must be reported in writing to the Agency.

8.3 FINAL REPORT (ANNUAL)

The final report describes how the project was carried out and the overall results. It is submitted to the CISSS de la Côte-Nord no later than the end of May of each year. A project evaluation form is sent with the acceptance letter.

For projects extending beyond a year, an annual report must also be provided to the CISSS de la Côte-Nord at the end of May of each year.