

INVISIBLE NO MORE PROJECT

“Invisible No More: Canadian Women Veterans
Moving the ACVA Report Recommendations to Full Implementation”

Mount Saint Vincent University

June 12, 2026



Introducing the INM Project Team

Academic Lead: Dr. Maya Eichler

Veteran Partner Lead: Dr. Karen Breeck

Other Veteran Partners: Dr. Karen Davis,
Crystal Harris, H el ene LeScelleur, Dr. Nancy
Taber, Caleigh Wong, Dr. Darlene Worth (RCMP)

Other Project Partners: Julianne Acker-Verney,
Dr. Chris Edwards, Dr. Tammy George,
Ruth Stanley-Aikens

Partner: Jessica Searson, National Association
of Federal Retirees

Project Manager: Kimberley Smith-Evans



Why the INM Project?


- Tabling of landmark parliamentary report *Invisible No More. The Experiences of Canadian Women Veterans* on June 12, 2024
- Concern that any potential change in government could slow down momentum (Summer/Fall 2024)
- Precedent of external monitoring for other reports/reviews (e.g., Arbour Report)
- INM Project created to support meaningful implementation



INM Project Funding

- Veterans Affairs Canada: Veteran and Family Well-Being Fund (2025-2028)
- Department of National Defence: Research Initiative Supplement (2025-2030)
- Social Sciences and Humanities Research Council: Insight Grant (2025-2030)

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 Social Sciences and Humanities
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sciences humaines du Canada

Canada

 National
Defence | Défense
nationale



What Makes the INM Project Different

- Participatory Action Research with Veteran Partners
- Collaboration with Government
- Capacity building and community engagement
- Establishing best practices



INM Project Activities and Outputs

ACTIVITIES

- Research interviews
- Engagement workshops
- Community updates
- Writing workshops
- Supporting emerging scholars
- National research roundtable

OUTPUTS

- Briefing notes
- Resources (e.g., GBA+ tool)
- Frequently asked questions
- Report card
- Research publications



Why an INM Project Report Card?

The Problem

Recommendation implementation tends to be done through government lens without input from the groups most impacted.

Is implementation producing measurable real-world impacts for women Veterans?

The Solution

To build a framework to help government partners optimize meaningful implementation of the recommendations.



INM Project Process

Evaluation Strategy:

- Literature Review
- Nine dimensions for implementation

Evidence Base:

- ACVA Study women Veteran testimony
- INM Project research interviews

Collaboration with Government:

- Shared interpretation of each recommendation
- Information-sharing of government inputs and outcomes



Project Crossroad

- **Option A (optimal):** Facilitated access to departmental data in lead-up to 2027 Report Card
- **Option B (contingency):** Rely only public-facing material for external, independent assessment



Path Forward

- **Departmental action plan** for collaboration with INM Project
- **Parliamentarian support** for implementation of INM report recommendations





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Thank you. Questions?

www.msvu.ca/InvisibleNoMore

