

~~Please Return to~~
~~Sandy Griswold~~
~~ACOIA - Charlottetown~~
~~SGG-7099~~
~~By Sept 30/88~~

CA9
PEI
910
989

910989

ACOIA
LIBRARY
NOV 6 1988
BIBLIOTHÈQUE
APECA

**EVALUATION FRAMEWORK
FOR A FINAL EVALUATION OF THE CANADA - P.E.I. SUBSIDIARY
AGREEMENT ON MARKETING DEVELOPMENT**

**For the Department of Regional
Industrial Expansion**

March, 1988

EVALUATION FRAMEWORK
FOR A FINAL EVALUATION OF THE CANADA - P.E.I. SUBSIDIARY
AGREEMENT ON MARKETING DEVELOPMENT

| | Page |
|-------------------------------------|-------------|
| <u>I INTRODUCTION</u> | 1 |
| <u>II PROGRAM PROFILE</u> | 3 |
| A ENVIRONMENT | 3 |
| B MANDATE | 4 |
| C OBJECTIVES | 5 |
| D MANAGEMENT AND CO-ORDINATION | 6 |
| E FUNDING AND IMPLEMENTATION | 6 |
| F EVOLUTION OF CURRENT PROGRAMS | 7 |
| G PROGRAM ELEMENTS AND ACTIVITIES | 8 |
| H CAUSAL MODEL | 12 |
| <u>III EVALUATION DESIGN</u> | 18 |
| A EVALUATION QUESTIONS AND ISSUES | 18 |
| B ISSUES MATRIX | 19 |
| C EVALUATION METHODOLOGY | 19 |
| D BASELINE DATA | 20 |
| <u>IV EVALUATION OPTIONS</u> | 21 |

EXHIBITS

- A SUBSIDIARY AGREEMENT ON MARKETING - PROJECT AUTHORIZATION
- B EVOLUTION OF MARKETING PROGRAMS
- C CAUSAL MODEL
- D ISSUES MATRIX

APPENDICES

- A FUNCTIONS OF THE MANAGEMENT COMMITTEE UNDER THE SUB-AGREEMENT ON MARKETING DEVELOPMENT
- B FINANCIAL PROVISIONS
- C PROGRAM OBJECTIVES AND ACTIVITIES
- D EVALUATION APPROACHES

I INTRODUCTION

Coopers & Lybrand has prepared the following Evaluation Framework for the Canada - P.E.I. Subsidiary Agreement on Marketing in accordance with policies of the Treasury Board of Canada.

Program evaluation, as outlined by the Treasury Board, is viewed as an aid to decision-making and management; that is, as a source of information for resource allocation, program improvement, and accountability. As such, it involves the systematic gathering of both verifiable information on a program and demonstrable evidence on its results and cost effectiveness. Its purpose is to produce credible, timely, useful, and objective findings on programs that are appropriate for resource allocation, program improvement, and accountability.

The role of the Evaluation Framework is to outline what the evaluation is likely to entail and more critically, to describe the information and data needed to conduct the final evaluation.

The following Evaluation Framework is composed of three basic parts: the Program Profile, the Evaluation Design, and Evaluation Options. The Program Profile is a description of the Sub-Agreement outlining the major objectives, outputs, impacts, and effects. The Evaluation Design gives a description of the methodology of the evaluation study including a listing of the possible evaluation issues and indicators on which an evaluation study will be based. The Evaluation Options includes responsibilities, associated cost, and priorities for conducting the final evaluation.

II PROGRAM PROFILE

A ENVIRONMENT

The research and analysis leading to the formation of the 1969 Prince Edward Island Comprehensive Development Plan identified the existence of a "marketing gap" in the Island economy. At this time, it was identified that there was a deficiency in marketing, sales, and technical ability in manufacturing companies and commodity agencies on the Island. Other problems had stemmed from the cost of penetrating new markets; lack of continuity in the supply of some products; a major pre-occupation of new entrants with production; and financial problems associated with the high cost of developing new products.

As a means to overcome this deficiency, it was recommended that a market prospecting, research, and counselling agency be created to assist agricultural, fisheries, and industrial producers in the province. The Market Development Centre was subsequently established as one component of the Comprehensive Development Plan.

The Market Development Centre has since evolved into the Marketing Division of the P.E.I. Development Agency. The Marketing Division is receiving its present mandate from the Canada - P.E.I. Subsidiary Agreement on Marketing Development.

B MANDATE

On June 13, 1984, Canada and Prince Edward Island entered into an Economic and Regional Development Agreement (ERDA) for the purpose of selectively encouraging the development and growth of the economy of Prince Edward Island.

The Canada - Prince Edward Island Subsidiary Agreement on Marketing commenced on April 1, 1984 and will terminate on March 31, 1989.

The Governor in Council by Order in Council P.C. 1984/3115 of the 31st day of August, 1984, has authorized the Minister of Regional Industrial Expansion to execute this agreement on behalf of Canada. The Lieutenant Governor in Council by Order in Council No. EC172-85 of the 28th day of March, 1985, has authorized the Minister of Industry to execute this agreement on behalf of the province.

Section 7 of the Sub-Agreement provides the mandate for this evaluation framework. It states that "The evaluation framework shall be submitted to the Management Committee recommending the scope and type of evaluation to be carried out.

C OBJECTIVES

Canada and the Province entered into an Economic and Regional Development Agreement (ERDA) dated June 13, 1984, for the purpose and to achieve the objectives summarized as follows:

- (a) to stabilize and diversify the economic base of the Province and its communities in order to encourage balanced economic growth and to make the Province's economy less vulnerable to changes in world market conditions;
- (b) to stimulate economic growth in the Province and thereby increase provincial self-reliance, create additional employment and income opportunities and enhance the Province's contributions to the national economy;
- (c) to better utilize the human resources of the Province in order to provide its economy with increased flexibility to meet changing economic conditions and to maximize employment opportunities.

To achieve the above objectives, the programming emphasis of the Sub-Agreement on Marketing Development is to:

- (a) strengthen domestic markets for natural and manufactured products and services;
- (b) explore and develop international markets for Prince Edward Island natural and manufactured products and services;
- (c) determine market potential and encourage producers, processors, manufacturers and servicers to take advantage of identified opportunities;
- (d) improvement the image of Prince Edward Island natural and manufactured products and services in all markets;
- (e) provide assistance in package design, labelling, sales promotion to producers, processors, manufacturers and servicers;
- (f) develop new products, improve existing products and provide quality control assistance;
- (g) provide a market information service to Prince Edward Island producers, processors and manufacturers;
- (h) improve and expand selected services to the agricultural, fisheries, forestry and industrial sectors.

D MANAGEMENT AND CO-ORDINATION

Under the terms of the Sub-Agreement, a Management Committee has been established consisting of four voting members, two of whom are to be appointed by the Principal Federal Minister and two of whom are to be appointed by the Provincial Minister. In

general terms the Management Committee is responsible for the management, coordination, and implementation of the Sub-Agreement as outlined under Section 3 of the Sub-Agreement. A more detailed list of the functions of this Committee is provided in Appendix A.

E. FUNDING AND IMPLEMENTATION

On a cost shared basis, Canada shall contribute 66 2/3% of the total costs not to exceed \$5.0 million, while the province shall contribute 33 1/3% of the total costs not to exceed \$2.5 million (see Appendix B for financial provisions).

The following Exhibit outlines the budget for the Sub-Agreement as authorized by the respective co-chairmen in October, 1985.

EXHIBIT A

SUBSIDIARY AGREEMENT ON MARKETING - PROJECT AUTHORIZATION

FISCAL YEAR 1984/85

| Fiscal Year | Cost Sharing | | Amount |
|-------------|------------------|------------------|------------------|
| | Province | Canada | |
| 1984/85 | 455,000 | 910,000 | 1,365,000 |
| 1985/86 | 475,000 | 950,000 | 1,425,000 |
| 1986/87 | 500,000 | 1,000,000 | 1,500,000 |
| 1987/88 | 525,000 | 1,050,000 | 1,575,000 |
| 1988/89 | <u>545,000</u> | <u>1,090,000</u> | <u>1,635,000</u> |
| TOTAL | <u>2,500,000</u> | <u>5,000,000</u> | <u>7,500,000</u> |

The Province, through the Marketing Division of the Prince Edward Island Development Agency, is responsible for all program implementation.

F. EVOLUTION OF CURRENT PROGRAMS

Over the last number of years, programs offered by the Market Development Centre have been re-designed and activity areas have been added/deleted to reflect the requirements of change. The programs have evolved from eleven (11) programs originally negotiated under the Sub-Agreement to eight (8), and to the present four (4) programs. This evolution of programming is depicted in Exhibit B. For the purpose of this framework, we focus on the present four program structure. A summary of the objectives and activities related to each program is presented in Appendix C.

EXHIBIT B

EVOLUTION OF MARKETING PROGRAMS

| <u>Programs Designated Under Sub -Agreement</u> | <u>Programs Under Old Format</u> | <u>Programs Under New Format</u> |
|---|--------------------------------------|--------------------------------------|
| 1. Market Research, Information and Education | 1. Market Education | 1. Market and Product Development |
| 2. Product Development | 2. Product Development | 2. Research and Information |
| 3. Sales Assistance | 3. Advertising and Promotions | 3. Market Promotion |
| 4. Export Contracting | 4. Trade Shows | 4. Market Organisation |
| 5. Marketing Plans | 5. Market Organisation | |
| 6. Media Advertising and Promotion | 6. Marketing Programs | |
| 7. Trade Shows and Displays | 7. Market Development | |
| 8. Market Organization | 8. Research and Information | |
| 9. Meetings and Visits | | |
| 10. Specialised Marketing Assistance | | |
| 11. Marketing Management | | |

G. PROGRAM ELEMENTS AND ACTIVITIES

The following section outlines: the various program elements; related activities and their intended impacts and effects; also included are several unintended impacts and effects which may occur.

Program 1 - Market and Product Research

This program includes the elements of "Marketing Assistance" and "New and Improved Products."

The components which focus on "Marketing Assistance" are designed with the intention of procuring sales and creating employment. Under this element, eligible clients must be firms established and operating on P.E.I. and have the ability to supply the market and match competitive performance for the products concerned. Activities under this element include: Sales Assistance, Sample Shipments, Chain Store Listings, Direct Sales Negotiations, Surplus Products, In-coming Trade Missions, In-coming Buyers, Market Missions, Market Familiarization, and Market Visits for staff.

The "New and Improved Products" element is based on the premise that there is a continuing need for product innovation and improvements for both food and industrial products if P.E.I. is to expand its markets and increase its production. This element includes such activities as: New Product Development, Product Line Extension, Product Improvement, Packaging and Labelling, Test Marketing, Product Evaluation, Test Production - Food Products, Technical Market Visits, and Process Study and Control.

Program 2 - Research and Information

This program includes the elements of "Market Research" and "Technical Information".

Activities under the "Market Research" element have been designed to assist existing or potential primary producers, processors, manufacturers, and their respective associations on P.E.I. to increase sales of existing or new products through the undertaking of market research activities. Such activities are aimed at identifying new or increased sales opportunities in national and international markets. Funding is provided for acquiring both outside consultants and also in-house research.

The second element of this program consists of "Market and Technical Information." The objective of this element is to assist P.E.I. primary producers, processors, manufacturers, and their respective associations, government departments, and agencies in obtaining the market and technical information required to carry on their business and to familiarize them with new developments within their industry.

As such, market information encompasses all information which may be useful to the client in making marketing decisions. Technical information may encompass such projects as product development, packaging techniques, different government regulatory, and legislative requirements with respect to products and packaging and new processing methods, and quality control techniques.

Program 3 - Market Promotion

Under this program there are two elements "Advertising and Promotion" and "Trade Show Assistance."

The activities under "Advertising and Promotion" include: Media Promotion, Merchandising Assistance, Promotional Material, Product Demonstrations, Commodity Promotion, Product Promotions, and Equipment Demonstrations. For this element, advertising includes all nonpersonal communication such as TV, radio, print and outdoor media, not including direct mail. Promotion includes all other forms of communication apart from activities associated with personal selling.

The element "Trade Show Assistance" consists of a number of activities including Trade Shows, Fairs and Exhibitions which are designed to assist P.E.I. primary producers, processors and manufacturers, and their respective associations, in establishing and developing sales, sales contracts and market representatives in all market areas. A trade show is defined as a manned presentation of products to the trade, not including retail selling conditions.

The second activity under "Trade Show Assistance" includes Displays, which is designed to assist P.E.I. primary producers, processors, manufacturers, and their respective associations in the promotion of their products by presenting their products to the trade and/or general public. A display is defined as an unmanned presentation of products. A third activity includes Barter/Trade. The objective of this activity is to assist Island producers, processors, manufacturers, and their respective associations to enter into bartering or trade agreements with foreign countries.

Program 4 - Market Organization

This program includes the elements pertaining to "Market Education" and "Marketing Programs."

The objectives of the "Market Organization" program are to organize Island primary producers, processors, manufacturers, and their respective associations in order to make them better

able to take advantage of market opportunities. Assistance may be provided to Island primary producers, processors, manufacturers, to form and maintain associations, commodity boards, or consortia or other marketing organizations. Organizational and operational assistance may be provided to meet specific opportunities, such as sales contracts, or to generally improve the market effectiveness of a number of producers or companies.

The element "Market Education" includes the following activities: Seminars, Courses, Newsletters and Marketing Management. The activity Seminar, Courses, Newsletters was designed with the objective of upgrading the marketing capability of the Island's primary producers, processors, manufacturers and their respective associations. It was also designed to familiarize clients in marketing related matters in order to raise the general level of marketing know-how and reduce dependence on the Marketing Division. The activity Marketing Management has the objective of improving the level of marketing and related skills in Island companies. The basis of this activity is to encourage Island companies to hire professionally qualified marketing and related personnel.

Under the "Marketing Program" element, assistance provides the support required to formulate short and long-term marketing plans and assist in their implementation. Activities under this element include: Complete Marketing Programs, Specialized Marketing Assistance, Licensing and Joint Venture, Export Contracting, and Formation and Maintenance of Organizations.

Possible Unintended Impacts

Our preliminary research indicates that activities under the Sub-Agreement may produce unintended impacts as well as those intended impacts and effects.

Unintended impacts of the Sub-Agreement may include the following:

- The creation of a dependency or reliance of the private sector on government and government funding;
- Government assistance may cause unfair competition among private businesses who don't receive such assistance;
- Duplication or overlap with programs of other departments or agencies.

H. CAUSAL MODEL

The purpose of the causal model is to describe the link between the various program elements and activities and the impacts and effects and to show how these relate to the Sub-Agreement objectives and the overall objectives of the Economic Regional Development Agreement (ERDA). The following causal model for the Sub-Agreement on Marketing Development is presented as Exhibit C.

EXHIBIT C

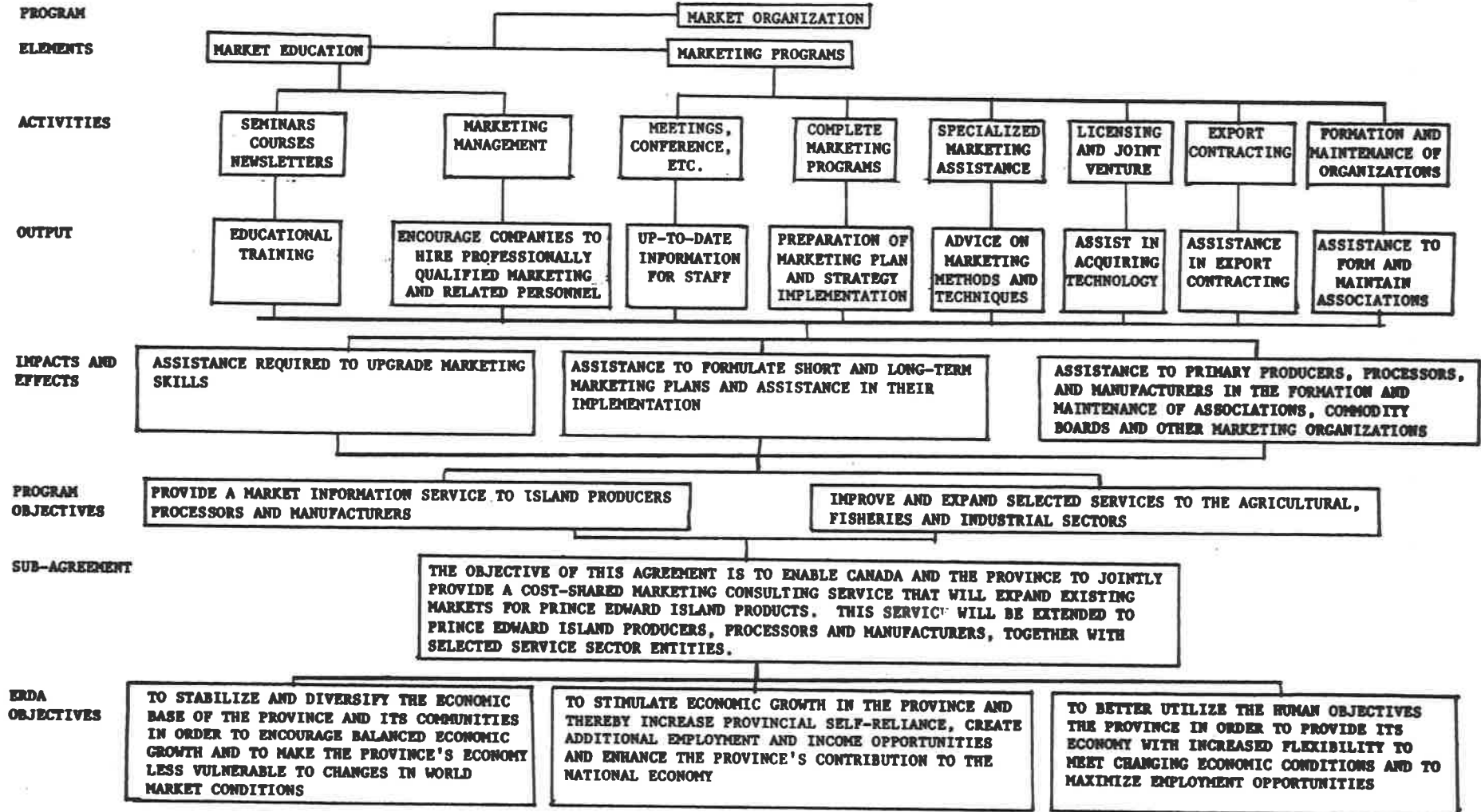


EXHIBIT C (cont'd)

PROGRAM

MARKET AND PRODUCT DEVELOPMENT

ELEMENTS

MARKETING ASSISTANCE

ACTIVITIES

SALES ASSISTANCE

SAMPLE SHIPMENTS

CHAIN STORE LISTINGS

DIRECT SALES NEGOTIATIONS

SURPLUS PRODUCTS

INCOMING TRADE MISSIONS

INCOMING BUYERS

MARKET MISSIONS

MARKET FAMILIARIZATION

MARKET VISITS STAFF

OUTPUT

PAIDMENT OF STAFF COSTS ASSOCIATED WITH FINDING BROKERS, DISTRIBUTORS AND SALES AGENCIES

PAY SHIP-PING COSTS FOR SAMPLES

PAY STAFF COSTS FOR PRESENTATION AND SALES APPROACHES

REPRESENT ISLAND COMPANIES IN SALES NEGOTIATIONS

SALES OF DISTRESSED INVENTORIES

SET UP ITINERARIES AND ESTABLISH CONTACTS

BRING IN POTENTIAL BUYERS FROM OUTSIDE PEI

ASSISTANCE TO PARTICI-PATE IN TRADE MISSIONS

ASSISTANCE TO GAIN FIRST-HAND EXPERIENCE OF MARKET CONDITIONS

STAFF MARKET VISITS TO IDENTIFY SPECIFIC MARKET OPPORTUNITIES

IMPACTS AND EFFECTS

GENERATE SALES OF PRODUCTS FROM P.E.I. PRODUCERS, PROCESSORS, MANUFACTURERS, AND THEIR RESPECTIVE ASSOCIATIONS

PROGRAM OBJECTIVES

STRENGTHEN DOMESTIC MARKETS FOR NATURAL AND MANUFACTURED PRODUCTS

EXPLORE AND DEVELOP INTERNATIONAL MARKETS FOR PRINCE EDWARD ISLAND NATURAL AND MANUFACTURED PRODUCTS.

SUB-AGREEMENT

THE OBJECTIVE OF THIS AGREEMENT IS TO ENABLE CANADA AND THE PROVINCE TO JOINTLY PROVIDE A COST-SHARED MARKETING CONSULTING SERVICE THAT WILL EXPAND EXISTING MARKETS FOR PRINCE EDWARD ISLAND PRODUCTS. THIS SERVICE WILL BE EXTENDED TO PRINCE EDWARD ISLAND PRODUCERS, PROCESSORS AND MANUFACTURERS, TOGETHER WITH SELECTED SERVICE SECTOR ENTITIES.

EDNA OBJECTIVES

TO STABILIZE AND DIVERSIFY THE ECONOMIC BASE OF THE PROVINCE AND ITS COMMUNITIES IN ORDER TO ENCOURAGE BALANCED ECONOMIC GROWTH AND TO MAKE THE PROVINCE'S ECONOMY LESS VULNERABLE TO CHANGES IN WORLD MARKET CONDITIONS

TO STIMULATE ECONOMIC GROWTH IN THE PROVINCE AND THEREBY INCREASE PROVINCIAL SELF-RELIANCE, CREATE ADDITIONAL EMPLOYMENT AND INCOME OPPORTUNITIES AND ENHANCE THE PROVINCE'S CONTRIBUTION TO THE NATIONAL ECONOMY

TO BETTER UTILIZE THE HUMAN OBJECTIVES OF THE PROVINCE IN ORDER TO PROVIDE ITS ECONOMY WITH INCREASED FLEXIBILITY TO MEET CHANGING ECONOMIC CONDITIONS AND TO MAXIMIZE EMPLOYMENT OPPORTUNITIES

EXHIBIT C (cont'd)

MARKET AND PRODUCT DEVELOPMENT

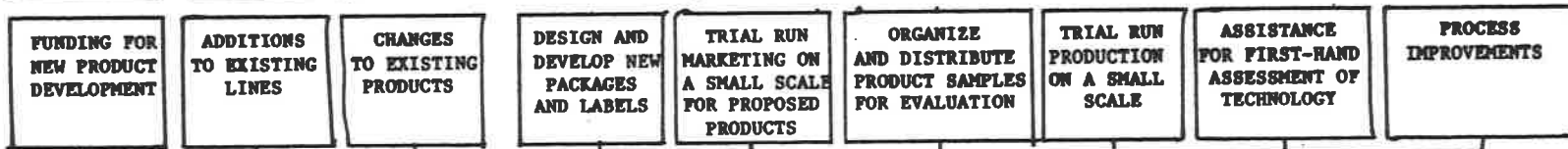
NEW AND IMPROVED PRODUCTS

PROGRAM
ELEMENTS

ACTIVITIES



OUTPUT



IMPACTS AND
EFFECTS

EXPANSION OF MARKETS AND
AN INCREASE IN PRODUCTION

PROGRAM
OBJECTIVES



SUB-AGREEMENT

THE OBJECTIVE OF THIS AGREEMENT IS TO ENABLE CANADA AND THE PROVINCE TO JOINTLY PROVIDE A COST-SHARED MARKETING CONSULTING SERVICE THAT WILL EXPAND EXISTING MARKETS FOR PRINCE EDWARD ISLAND PRODUCTS. THIS SERVICE WILL BE EXTENDED TO PRINCE EDWARD ISLAND PRODUCERS, PROCESSORS AND MANUFACTURERS, TOGETHER WITH SELECTED SERVICE SECTOR ENTITIES.

ERDA
OBJECTIVES

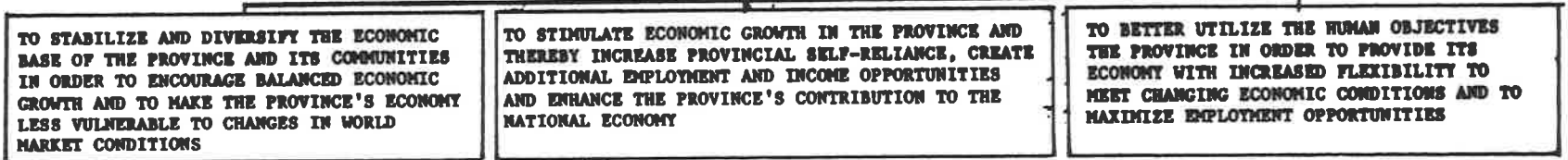


EXHIBIT C (cont'd)

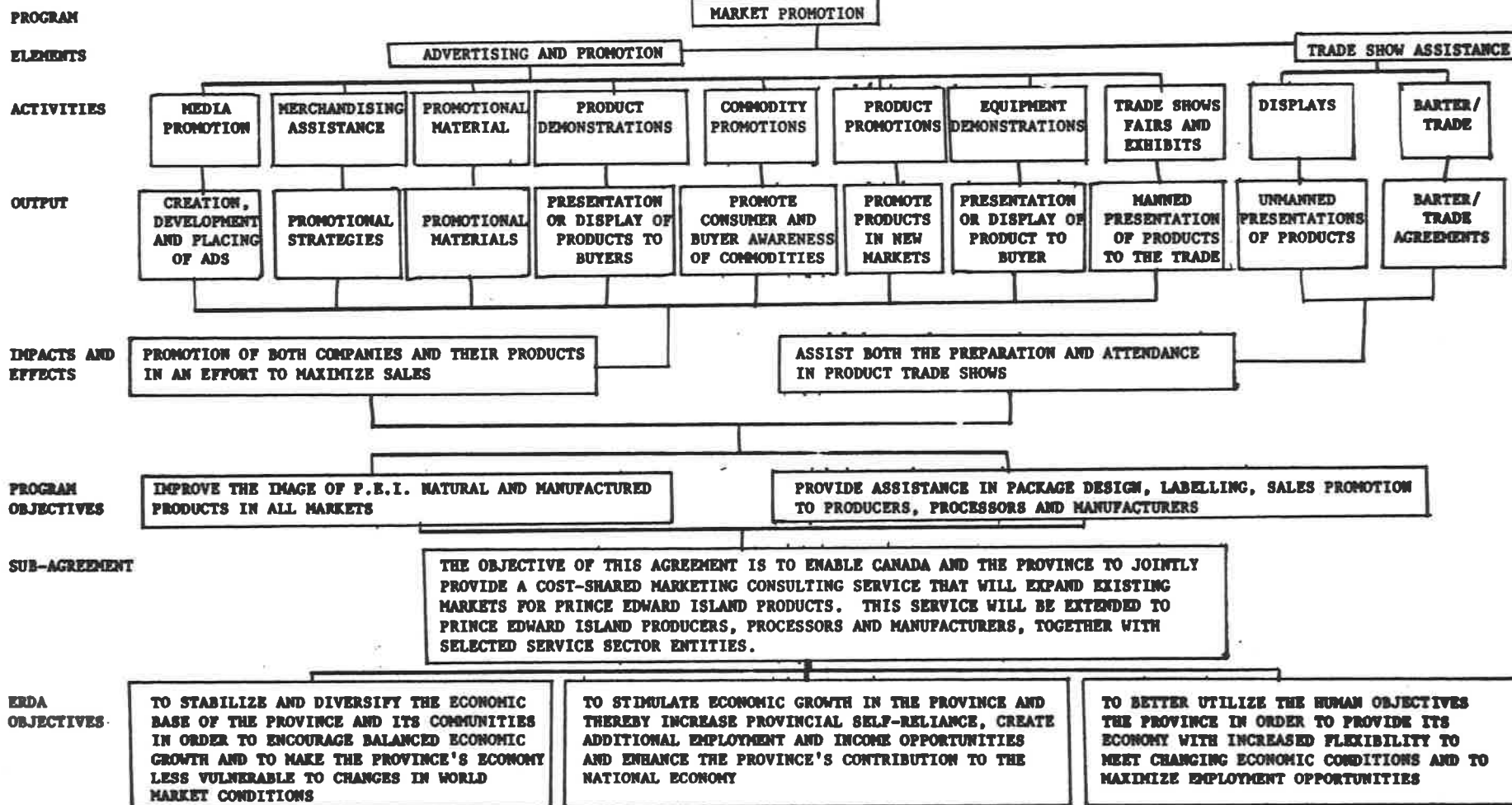
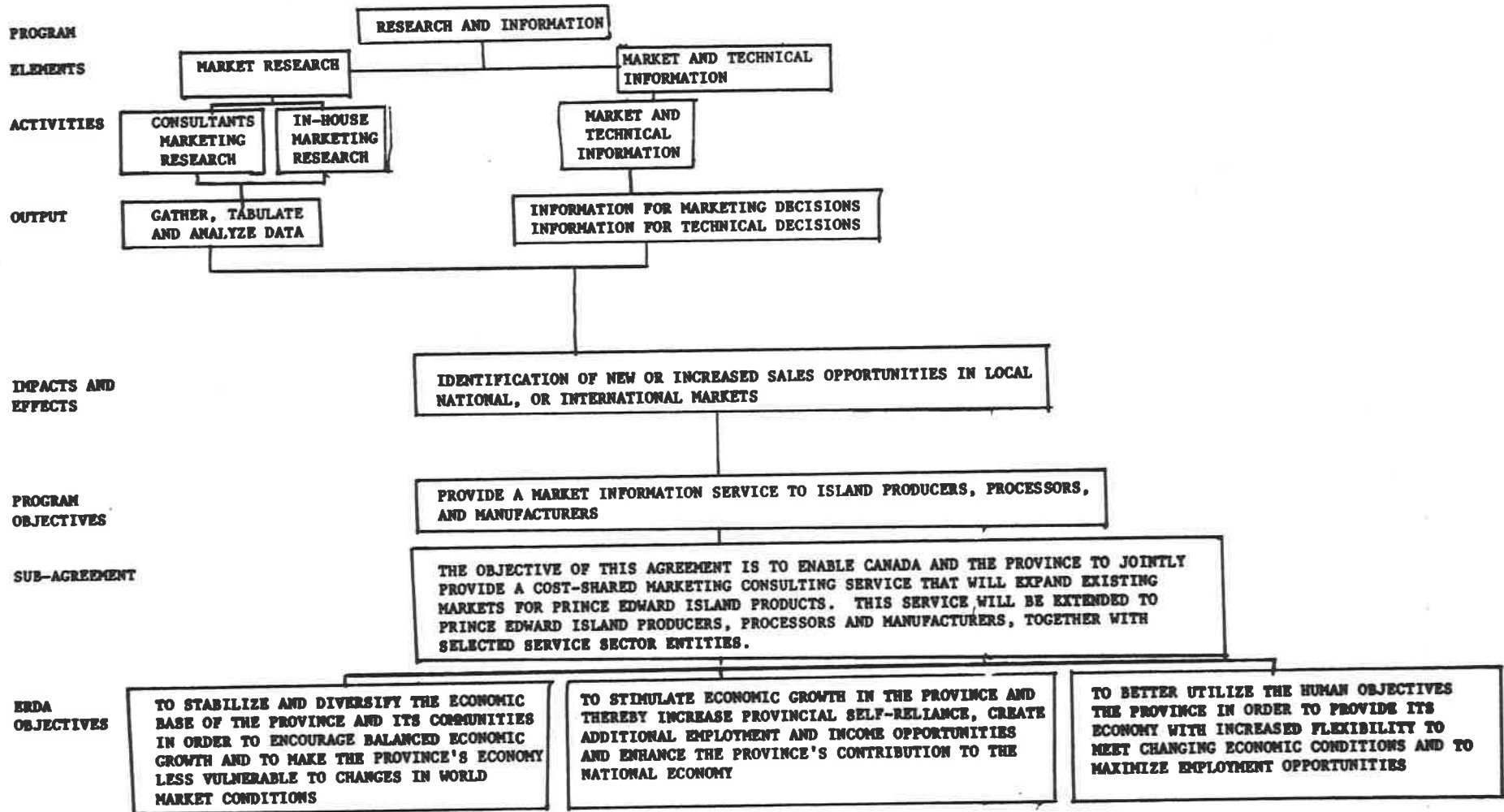


EXHIBIT C (cont'd)



III EVALUATION DESIGN

The evaluation design essentially determines how a final evaluation is to be conducted. More specifically, we identified in this section a number of evaluation questions and issues, which should be addressed in the final evaluation. We have also developed an issues matrix which identifies performance indicators and data requirements; specific approaches and methodologies to evaluate the issues; and a prioritization of the issues based on a selection criteria. In conclusion, we have provided information pertaining to the requirements for base-line data. A detailed examination of evaluation approaches including the scope, sampling technique and the question of incrementality is provided in Appendix D.

A EVALUATION QUESTIONS AND ISSUES

In this most critical part of an evaluation framework, we will identify the questions and issues to be addressed during the evaluation study. It is in relation to these issues that performance indicators, data sources and data collection techniques are identified, and evaluation approaches and methodologies are developed. Ultimately, questions and issues determine the outputs of the evaluation study and its usefulness to managers for programming and policy decision purposes. Obviously, questions and issues identified at this stage are not definitive. New issues may arise during the remainder of the implementation stage of the Sub-Agreement which will need to be addressed during the evaluation study.

There are basically five broad groups of issues which need to be addressed: Program Rationale, Impacts and Effects, Objectives Achievement, Implementation and Alternatives. Questions identified under the first group of issues focus on the logic of the Sub-Agreement and attempt to determine whether or not the programs make sense. In the second group of issues, questions are raised as to whether or not stated objectives have been achieved. In the third group of issues, questions concerning potential outcomes of the Sub-Agreement, whether desired or not, are identified. Under the fourth group

of issues, questions focus on the overall administration or implementation of the programs. Finally, questions are raised as to whether or not there are or could be better alternatives. Better alternatives could include, as appropriate, both alternative ways of delivering the program and alternative programs or types of programs to achieve the objectives and intended impacts and effects.

B ISSUES MATRIX

The following issues matrix addresses the evaluation issues and questions pertaining to the Sub-Agreement on Marketing Development. For each issue identified, we outline: (1) the analytical techniques; (2) the indicators for measurement purposes; (3) the data sources; and, (4) a priority weighting method for determining the essential issues to be evaluated. All issues and questions have been developed cognizant of both Treasury Board and Management Committee requirements (see Exhibit D for Issues Matrix).

C EVALUATION METHODOLOGY

Because of the nature of programming under the Sub-Agreement where some interventions may affect all members of the population, randomized controls, constructed controls, and statistical controls cannot be used. As there were no quantifiable objectives or targets outlined under the Sub-Agreement, it will not be possible to measure the success of programs on a quantifiable basis. Under the circumstances, the main strategy to evaluate the Sub-Agreement and to get an estimate of incrementality will be the use of shadow controls; that is, participants and possible non-participants will be asked to provide their best estimate as to what portion of the changes can be reasonable attributed to the intervention in question. As a supplement to this information, it may be possible to use reflexive controls to examine more global changes (at the provincial level) in certain industries (see Appendix D for Evaluation Approaches).

D. BASELINE DATA

With the completion of an evaluation framework, the next phase in the evaluation process will be to assemble the essential baseline data necessary to establish a foundation for the undertaking of the final evaluation. Baseline data will consist of both quantitative and qualitative information focusing on the various aspects of Marketing Development prior to the implementation of the Sub-Agreement. It is important to establish credible baseline data in order that a valid evaluation may be conducted on all programs and their elements and that the results of the evaluation will provide management with the information essential for subsequent decision making.

Baseline data should be gathered as soon as possible to allow for the identification of problem areas which may ultimately effect the final evaluation. It is anticipated that the gathering of baseline data should be completed over a 2 to 3 week period for an estimated \$5,000 to \$7,000 and may be included as the first phase in the evaluation study.

EXHIBIT D
ISSUES MATRIX

| ISSUE | QUESTIONS | ANALYTICAL TECHNIQUES | INDICATORS | DATA SOURCES | INDICATORS RESULTS | | RELEVANT TO PHASE II | OVERALL PRIORITY RANKING |
|-------|--|--------------------------|---|--|--------------------------------|-------------------------------------|----------------------------|--------------------------------|
| | | | | | VALUE OF PROGRAM ELEMENT | BASED ON NUMBERS OR OPINIONS? | | |
| ----- | | | | | | | | |
| | PROGRAM RATIONALE: | | | | | | | |
| 1 | ARE THERE REASONABLE LINKAGES BETWEEN THE GENERAL OBJECTIVES OF ERDA AND THOSE OF THE SUB-AGREEMENT | DESCRIPTIVE ANALYSIS | OPINIONS COMPARISON OF ACTIVITIES VS ERDA ACTIVITIES CAUSAL MODEL REVIEW | D.R.I.E. P.E.I.D.A. DOCUMENT REVIEW FRAMEWORK | 5 | 1 | 5 | 4 15 |
| 2 | ARE MARKETING ACTIVITIES AND ECONOMIC BENEFITS LOGICALLY LINKED | DESCRIPTIVE ANALYSIS | OPINIONS CAUSAL MODEL REVIEW REVIEW ACTIVITIES AND OBJECTIVES | D.R.I.E. P.E.I.D.A. DOCUMENT REVIEW FRAMEWORK | 5 | 2 | 5 | 4 16 |
| 3 | ARE THE SUB-AGREEMENT ACTIVITIES & OBJECTIVES STILL RELEVANT TO THE PROBLEMS FACED BY INDUSTRY ON P.E.I. | DESCRIPTIVE ANALYSIS | OPINIONS INDUSTRY ANALYSIS CAUSAL MODEL REVIEW | INDUSTRY RDP'S APPLICANT INTERVIEWS D.R.I.E. P.E.I.D.A. | 5 | 1 | 5 | 5 16 |
| 4 | ARE THE ACTIVITIES OF THE PROGRAM ELEMENTS CONSISTENT WITH PROGRAM OBJECTIVES | DESCRIPTIVE ANALYSIS | CAUSAL MODEL REVIEW OPINIONS | FRAMEWORK D.R.I.E. P.E.I.D.A. | 5 | 4 | 5 | 4 18 |
| ----- | | | | | | | | |

EXHIBIT D

ISSUES MATRIX

| ISSUE | QUESTIONS | ANALYTICAL TECHNIQUES | INDICATORS | DATA SOURCES | INDICATORS RESULTS | | RELEVANT TO PHASE II RANKING | OVERALL PRIORITY | |
|-------------------------|---|--------------------------------------|---|--|--------------------------|---|------------------------------|------------------|----|
| | | | | | VALUE OF PROGRAM ELEMENT | BASED ON NUMBERS OF OPINIONS? BEFORE 1969 ? | | | |
| OBJECTIVES ACHIEVEMENT: | | | | | | | | | |
| 5 | TO WHAT EXTENT HAVE OPERATIONAL OBJECTIVES DIFFERED FROM PROGRAM OBJECTIVES | STATISTICAL AND DESCRIPTIVE ANALYSIS | OPINIONS CLIENT EVALUATIONS | DOCUMENT REVIEW P.E.I.D.A. | 5 | 3 | 5 | 3 | 14 |
| 6 | HAS MARKET POTENTIAL BEEN DETERMINED FOR ISLAND PRODUCERS, PROCESSORS, MANUFACTURERS AND THEIR ASSOCIATED ORGANIZATIONS | STATISTICAL AND DESCRIPTIVE ANALYSIS | OPINIONS EXISTING DOCUMENTATION | P.E.I.D.A. DOCUMENT REVIEW | 3 | 3 | 5 | 4 | 15 |
| 7 | HAVE ISLAND PRODUCERS, PROCESSORS, AND MANUFACTURERS TAKEN ADVANTAGE OF IDENTIFIED OPPORTUNITIES | STATISTICAL AND DESCRIPTIVE ANALYSIS | INDUSTRY ANALYSIS CLIENT EVALUATIONS | INDUSTRY REP.'S QUESTIONNAIRES APPLICANT INTERVIEWS P.E.I.D.A. DOCUMENT REVIEW | 4 | 3 | 5 | 3 | 15 |
| 8 | HAVE DOMESTIC AND INTERNATIONAL MARKETS BEEN EXPLORED AND STRENGTHENED | STATISTICAL ANALYSIS | OPINIONS INDUSTRY ANALYSIS | P.E.I.D.A. APPLICANT INTERVIEWS DOCUMENT REVIEW | 2 | 3 | 3 | 3 | 11 |
| 9 | HAS THE IMAGE OF NATURAL AND MANUFACTURED PRODUCTS BEEN IMPROVED | DESCRIPTIVE ANALYSIS | OPINIONS | INDUSTRY REP.'S APPLICANT INTERVIEWS | 2 | 1 | 3 | 3 | 9 |
| 10 | HAS ASSISTANCE BEEN PROVIDED IN PACKAGE DESIGN, LABELLING, AND SALES PROMOTION | STATISTICAL ANALYSIS | APPLICATIONS APPROVED | DOCUMENT REVIEW P.E.I.D.A. QUESTIONNAIRE | 2 | 3 | 4 | 3 | 12 |
| 11 | HAVE NEW PRODUCTS BEEN DEVELOPED | STATISTICAL ANALYSIS | EXAMINATION OF PROJECTS UNDER THE PROGRAM | DOCUMENT REVIEW P.E.I.D.A. QUESTIONNAIRE | 2 | 5 | 5 | 3 | 15 |
| 12 | HAVE EXISTING PRODUCTS BEEN IMPROVED | DESCRIPTIVE ANALYSIS | QUALITATIVE ASSESSMENT OPINIONS | DOCUMENT REVIEW P.E.I.D.A. QUESTIONNAIRE | 2 | 1 | 3 | 3 | 9 |
| 13 | HAS QUALITY CONTROL ASSISTANCE BEEN PROVIDED | STATISTICAL AND DESCRIPTIVE ANALYSIS | APPLICATIONS APPROVED | DOCUMENT REVIEW P.E.I.D.A. QUESTIONNAIRE | 2 | 3 | 5 | 3 | 13 |
| 14 | IS A MARKET INFORMATION SERVICE PROVIDED FOR THE AGRICULTURE, FISHING, FORESTRY, AND INDUSTRY SECTORS | DESCRIPTIVE ANALYSIS | OPINIONS PHYSICAL EXTENT | P.E.I.D.A. INDUSTRY REP.'S QUESTIONNAIRE | 1 | 1 | 5 | 2 | 9 |

EXHIBIT D
ISSUES MATRIX

| ISSUE | QUESTIONS | ANALYTICAL TECHNIQUES | INDICATORS | DATA SOURCES | INDICATORS | | RESULTS | | OVERALL PRIORITY |
|-----------------------------|--|-----------------------|---|--|--------------------------|-------------------------------|-----------------------|------------------------------|------------------|
| | | | | | VALUE OF PROGRAM ELEMENT | BASED ON NUMBERS OR OPINIONS? | EVIDENT BEFORE 1989 ? | RELEVANT TO PHASE II RANKING | |
| IMPACTS AND EFFECTS: | | | | | | | | | |
| 15 | HAVE THE BENEFITS OF THE SUB-AGREEMENT BEEN INCREMENTAL, I.E. RESULTING FROM THE PROGRAMS | STATISTICAL ANALYSIS | REFLEX ACTION OPINIONS TREND ANALYSIS | INDUSTRY REP.S DOCUMENT REVIEW APPLICANT INTERVIEWS | 5 | 2 | 3 | 3 | 13 |
| 16 | HAS THE SUB-AGREEMENT CONTRIBUTED TO THE CREATION OF SUBSIDY DEPENDENT ECONOMIC ACTIVITY, LIKELY TO REQUIRE FURTHER FUNDING FOR AN UNIDENTIFIED PERIOD | DESCRIPTIVE ANALYSIS | USER OPINIONS ASSESS LEVEL OF FUTURE NEED EXAMINE REPEATERS | INDUSTRY REP.S APPLICANT INTERVIEWS D.R.I.E. P.E.I.D.A. | 5 | 2 | 2 | 5 | 14 |
| 17 | HAS ANY PORTION OF THE ACTIVITY STIMULATED IN PEI INDUSTRY BY THE SUB AGREEMENT BEEN AT THE EXPENSE OF UNASSISTED FIRMS WITHIN THE PROVINCE | DESCRIPTIVE ANALYSIS | COMPARE THOSE WHO RECEIVE VS THOSE WHO DON'T ASSESS WHY SOME OPERATORS CEASE OPERATION | QUESTIONNAIRE INDUSTRY REP.S P.E.I.D.A. | 5 | 2 | 3 | 4 | 14 |
| 18 | TO WHAT DEGREE HAVE PROGRAM MANAGERS DECISIONS AND PRIVATE OPERATORS ACTIONS BEEN BASED ON MARKETING RESEARCH | DESCRIPTIVE ANALYSIS | OPINIONS INDUSTRY ANALYSIS CHANGE IN PROFITABILITY | DOCUMENT REVIEW P.E.I.D.A. APPLICANT INTERVIEWS | 5 | 2 | 5 | 3 | 15 |
| 19 | ARE PRODUCTS AND BUSINESSES MORE COMPETITIVE IN THE MARKET PLACE AS A RESULT OF THE SUB-AGREEMENT | DESCRIPTIVE ANALYSIS | CHANGE IN PROFITABILITY OPINIONS INDUSTRY ANALYSIS | APPLICANT INTERVIEWS INDUSTRY REP.S | 5 | 1 | 3 | 4 | 13 |
| 20 | TO WHAT EXTENT HAVE MARKETING SUB-AGREEMENT PROGRAMS OVERLAPPED WITH PROGRAMS OF OTHER DEPARTMENTS OR AGENCIES | DESCRIPTIVE ANALYSIS | OPINIONS | P.E.I.D.A. DOCUMENT REVIEW D.R.I.E. | 5 | 2 | 5 | 5 | 17 |
| 21 | WHAT UNINTENDED EFFECTS (BOTH POSITIVE AND NEGATIVE) HAVE RESULTED FROM THIS SUB-AGREEMENT | DESCRIPTIVE ANALYSIS | OPINIONS | P.E.I.D.A. INDUSTRY REP.S | 5 | 2 | 3 | 4 | 14 |

EXHIBIT D

ISSUES MATRIX

| ISSUE | QUESTIONS | ANALYTICAL TECHNIQUES | INDICATORS | DATA SOURCES | INDICATORS RESULTS | | RELEVANT TO PHASE II RANKING | OVERALL PRIORITY | |
|-----------------------|--|--------------------------------------|--|--|-----------------------------|-------------------------------------|------------------------------------|---------------------|-----------------------------|
| | | | | | VALUE OF PROGRAM ELEMENT | BASED ON NUMBERS OR OPINIONS? | | | EVIDENT BEFORE 1989 ? |
| IMPLEMENTATION | | | | | | | | | |
| 22 | ARE THE LEVELS OF ASSISTANCE APPROPRIATE FOR PROGRAM OBJECTIVES | DESCRIPTIVE ANALYSIS | OPINIONS CLIENT EVALUATIONS FINANCIAL ASSISTANCE | D.R.I.E. P.E.I.D.A. APPLICANT INTERVIEWS | 5 | 1 | 4 | 5 | 15 |
| 23 | WHAT SEGMENTS (GEOGRAPHICAL, BY INDUSTRY, BY SIZE OF OPERATION ETC.) HAVE PREDOMINATED AMONG PROGRAM USERS | STATISTICAL ANALYSIS | APPLICATIONS APPROVED | DOCUMENT REVIEW | 5 | 5 | 5 | 4 | 19 |
| 24 | DID PLANNING PROVIDE FOR EFFICIENT IMPLEMENTATION | STATISTICAL AND DESCRIPTIVE ANALYSIS | BUDGET ANALYSIS YEAR-END REVIEWS OPINIONS | P.E.I.D.A. D.R.I.E. DOCUMENT REVIEW | 5 | 3 | 4 | 1 | 13 |
| 25 | COULD A HIGHER OBJECTIVE ACHIEVEMENT LEVEL BE OBTAINED BY CONCENTRATING RESOURCES IN FEWER PROGRAMS/ELEMENTS SERVING A SMALLER ARRAY OF BUSINESSES AND ORGANIZATIONS | DESCRIPTIVE ANALYSIS | OPINIONS | INDUSTRY REP.S P.E.I.D.A. | 5 | 1 | 3 | 5 | 14 |

**EXHIBIT D
ISSUES MATRIX**

| ISSUE | QUESTIONS | ANALYTICAL TECHNIQUES | INDICATORS | DATA SOURCES | INDICATORS | | RESULTS | | RELEVANT TO PHASE II RANKING | OVERALL PRIORITY |
|----------------------|---|--|---|---|--------------------------------|-----------------------|------------------|---------|---------------------------------------|---------------------|
| | | | | | VALUE OF PROGRAM ELEMENT | BASED ON OPINIONS? | BEFORE 1989 ? | EVIDENT | | |
| ALTERNATIVES: | | | | | | | | | | |
| 26 | WHICH PROGRAMS/ACTIVITIES SHOULD BE MODIFIED, REVISED OR DISCONTINUED | DESCRIPTIVE ANALYSIS | ANALYSE LEVEL OF USE OPINIONS IDENTIFY CAPS STILL PRESENT | APPLICANT INTERVIEWS P.E.I.D.A. DOCUMENT REVIEW D.R.I.E. | 5 | 1 | 3 | 5 | 5 | 14 |
| 27 | ARE THERE ALTERNATIVE COST EFFECTIVE PROGRAMS THAT COULD HAVE BEEN USED TO ACHIEVE THE OBJECTIVES AND INTENDED IMPACTS | DESCRIPTIVE ANALYSIS | ANALYSE INPUTS AND OUTPUTS | D.R.I.E. P.E.I.D.A. INDUSTRY REP.S APPLICANT INTERVIEWS | 5 | 2 | 4 | 5 | 5 | 16 |
| 28 | WHAT WAS THE LEVEL OF SATISFACTION WITH THE PROGRAMS FROM FED, PROV AND INDUSTRY PERSPECTIVE | DESCRIPTIVE ANALYSIS | OPINIONS | QUESTIONNAIRE D.R.I.E. P.E.I.D.A. | 5 | 1 | 5 | 5 | 5 | 16 |
| 29 | HOW LIKELY IS IT THAT THOSE PROJECTS WHICH WERE ASSISTED WOULD HAVE COME AHEAD WITHOUT THE ASSISTANCE | DESCRIPTIVE ANALYSIS | OPINIONS | APPLICANT INTERVIEWS P.E.I.D.A. | 5 | 1 | 5 | 5 | 3 | 14 |
| 30 | HAS THE UNILATERAL PROVINCIAL DELIVERY OF THE SUB AGREEMENT HAD AN IMPACT UPON THE EFFECTIVENESS OF THE PROGRAMS | DESCRIPTIVE ANALYSIS | OPINIONS | D.R.I.E. APPLICANT INTERVIEWS | 5 | 1 | 4 | 4 | 4 | 14 |
| 31 | HAS STAFF TURNOVER AFFECTED PROGRAMMING (WAS THERE CONTINUITY AND CONSISTENCY) | STATISTICAL AND DESCRIPTIVE ANALYSIS | QUESTION CURRENT STAFF OBJECTIVES VS PRE AGREEMENT OBJECTIVES | D.R.I.E. P.E.I.D.A. INDUSTRY REP.S | 5 | 1 | 4 | 1 | 1 | 11 |
| 32 | HAVE OPERATORS TAKEN FULL ADVANTAGE OF THE PROGRAMS | DESCRIPTIVE ANALYSIS | ANALYSE APPLICATIONS VS PROJECTS AVAILABLE | QUESTIONNAIRE P.E.I.D.A. DOCUMENT REVIEW | 5 | 2 | 5 | 3 | 3 | 15 |
| 33 | ARE MARKET RESEARCH PROCESSES ADEQUATE | DESCRIPTIVE ANALYSIS | REVIEW ACTIVITIES AND OBJECTIVES OPINIONS | DOCUMENT REVIEW | 4 | 1 | 4 | 2 | 2 | 11 |
| 34 | ARE EFFORTS TO DEFINE TARGET MARKETS ADEQUATE | DESCRIPTIVE ANALYSIS | REVIEW MARKETING ACTIVITIES OPINIONS | DOCUMENT REVIEW | 4 | 1 | 4 | 3 | 3 | 12 |
| 35 | IS THE STATISTICAL DATA AND MARKET INFORMATION VALID AND RELIABLE ENOUGH TO ALLOW FOR PRODUCT AND PROMOTIONAL PLANNING. | DESCRIPTIVE ANALYSIS | EXAMINATION OF SURVEYS/ STUDIES DETERMINE STATISTICAL SIGNIFICANCE | QUESTIONNAIRE DOCUMENT REVIEW | 3 | 3 | 5 | 3 | 3 | 14 |

IV. EVALUATION OPTIONS

A final evaluation is to be conducted on the Sub-Agreement primarily for a retrospective checking of its merits and rationale, efficiency and effectiveness, and for establishing a basis for planning and implementing subsequent agreements. As such, this final evaluation should provide a comprehensive and detailed assessment of all programs and their constituent elements.

The following options for conducting the final evaluation are presented in terms of their relative strengths and weaknesses and in terms of the total cost and consulting time necessary for their completion.

Option 1

The first option, the most comprehensive in scope, evaluates the four programs and all related elements. This option will provide the Management Committee with the necessary verifiable information and demonstrable evidence on the results and cost-effectiveness associated with the Sub-Agreement.

This alternative would involve a complete analysis, using all thirty-five questions and issues identified in the Issues Matrix. It is anticipated that this evaluation could be completed over an 18 to 20 week period at a total cost of \$45,000 to \$50,000.

Option 2

This option has been developed using the priority weighting system detailed in the Issues Matrix. The components of this approach focus on:

Value of Program Element - A low ranking is given to issues which are element specific, while a higher ranking is given to those issues which are more broad in scope.

Indicators Based on Numbers or Opinions - A higher ranking is given to quantitative rather than qualitative data.

Results Evident Before 1989 - Those results which occur before 1989 are given a higher ranking than those which may occur after this period.

Relevant to Phase II - Those questions which are more relevant to subsequent phases are assigned a higher ranking than those which are only applicable to Phase I.

Using this weighting system, this option would consist of evaluating only those issues with an overall priority ranking 14 or greater as shown in the Issues Matrix. This option could be completed over a 12 to 14 week period for an estimated cost of \$30,000 to \$35,000.

Non-able approach.

Option 3

Using the priority ranking system, provided in the Issues Matrix, this option would involve an evaluation of only those issues given a ranking of four or greater in terms of their relevance to a second phase of the Sub-Agreement. With obvious limitations in terms of not providing information on a number of issues dealing with rationale and impacts and effects - this option would be somewhat restrictive in terms of its usefulness as a management tool.

This option could be completed over a 10 - 12 week period at an estimated cost of between \$20,000 and \$25,000.

Option 4

The fourth option involves analyzing those issues and questions which have been subsequently selected by representation of both the Provincial Department of Tourism and D.R.I.E.

Although somewhat limited in terms of its focus on evaluating all programs and elements, this option will provide management with basic information to allow a progression to Phase II negotiations.

This option could be completed over a 14 to 16 week period for a total cost of between \$35,000 to \$40,000.

APPENDIX A

CANADA - PRINCE EDWARD ISLAND SUBSIDIARY AGREEMENT ON MARKETING

- MANAGEMENT AND COORDINATION -

(SECTION 3 OF THE ERDA SUB-AGREEMENT)

**CANADA - PRINCE EDWARD ISLAND SUBSIDIARY AGREEMENT ON MARKETING
- MANAGEMENT AND COORDINATION -**

The powers, duties and functions of the Management Committee are:

- (a) to approve all procedures in respect of its own meetings, including rules for the conduct of meetings and for the making of decisions when the members are not physically present in one place;
- (b) to approve and review projects; appropriate project authorization forms and specified in Section 4.1 shall be required by the Management Committee before approval is given or review is undertaken;
- (c) to prepare an annual work plan identifying which of the projects referred to in Schedule A are to be carried out in the year, the dates by which the Management Committee expects that those projects will be completed, and the budgeted amounts to be contributed to eligible costs for each project in the year;
- (d) to approve the establishment of appropriate project advisory committees, including technical and public information committees as required, and to arrange for the attendance of representatives from other departments, agencies and the private sector at Management Committee meetings where their presence could contribute to the effectiveness of the Management Committee;
- (e) to recommend annually to the Principal Federal Minister and the Provincial Minister estimates of propose expenditures for each fiscal year;
- (f) to submit progress reports to the Principal Federal Minister and the Provincial Minister prior to the annual meeting of ERDA Ministers referred to in Section 6.2.3 of the ERDA, or as requested;
- (g) to prepare financial statements each year on a quarterly basis and an estimate of actual and anticipated cash flows by year and by program for the purpose of Section 6.2.3 of the ERDA;

- (h) to ensure a full and free flow of information between the parties;
- (i) where the Management Committee identifies significant human resources implications in respect of any project hereunder, to consider a human resources plan for that project through Canada Employment and Immigration Commission (CEIC) which will include affirmative action and recruitment of labour as appropriate;
- (j) to develop and implement a communications strategy and public information program subject to Section 7.2 of the ERDA and to be responsible for the review and management thereof;
- (k) to authorize the transfer of funds from one project to another project;
- (l) to ensure that all contracts incorporate all relevant provisions of this Agreement;
- (m) to meet at least once a year for the purposes of this Agreement;
- (n) to appoint co-secretaries to assist the Management Committee;
- (o) to meet with representatives of federal and provincial departments or agencies or other appropriate persons to facilitate cooperation and public goodwill in the management of the Agreement;
- (p) to add, amend, or delete any project under this Agreement when it considers that the purposes and objectives of the Agreement would be furthered by that addition, amendment, or deletion;
- (q) to carry out any other duties, powers, or functions specified elsewhere in this Agreement or such as may be assigned to the Management Committee by the Principal Federal Minister and the Provincial Minister by agreement in writing; and,
- (r) to recommend to the Ministers amendments to be made to this Agreement.

APPENDIX B

FINANCIAL PROVISIONS

FINANCIAL PROVISIONS

1. This agreement shall be for a five-year period commencing April 1, 1984, and terminating March 31, 1989. Projects approved prior to the termination of this agreement shall continue in force until completed. Canada shall not pay any claim after March 31, 1990.
2. (a) The eligible costs of projects to be financed or shared under this Agreement in respect of the program or portions thereof listed in Schedule "A" included:
 - (i) All costs reasonably and properly incurred by the Market Development Centre in implementing the programs under this Agreement;
 - (ii) All program costs incurred by the Market Development Centre in carrying out projects to achieve the overall objectives of this Agreement and as identified in Schedule A;
- (b) The costs to be shared by Canada do not include the gross salaries and all related benefits for regular permanent employees.
- (c) The costs to be shared by Canada do not include any costs relating to the acquisition of lands or interests in lands or costs arising from conditions of acquisition.
- (d) The costs to be shared by Canada do not include any costs relating to the acquisition of capital equipment or goods, unless such equipment is an integral part of a program and such acquisition has prior approval of the Management Committee.
3. Adjustments in and between the cost-shared projects of the programs specified in Schedule "A" of the Agreement may be made during any fiscal year with the approval of the Management Committee provided, however, that such adjustments do not increase the total costs of the relevant programs.
4. The total amount payable by Canada under this Agreement with respect to the programs listed in Schedule "A" together with associated costs of program implementation shall be a maximum of \$5,000,000 (\$1,000,000 per year).

APPENDIX C

PROGRAM OBJECTIVES AND ACTIVITIES

MARKETING PROGRAMS

*Assistance to Market
The Products of
Prince Edward Island*

**Processors
Producers
Manufacturers**



Prince Edward Island Development Agency

Marketing Assistance Programs

Market & Product Development

Marketing Assistance
New & Improved Products

Market Promotion

Advertising & Promotion
Trade Show Assistance

Market Organization

Market Education
Marketing Programs

Research & Information

Market Research
Technical Information
Resource Centre



Program Administration

Financial Assistance

All financial assistance will be cost-shared. All requests for assistance will be assessed individually.

Applicants must submit written requests indicating activities planned and cost estimates prior to commencement.

Performance

Approved projects will be monitored by a Marketing Officer.

Administration

The P.E.I. Development Agency may approve or reject any application. Appeals must be based on new or additional information and the subsequent decision will be final.

Funding for programs is provided jointly by the Government of Prince Edward Island and the Department of Regional Industrial Expansion E.R.D.A. Sub-Agreement.

Additional Information is Available from the Marketing Division

P.E.I. Development Agency

West Royalty Industrial Park

Charlottetown, P.E.I. C1E 1B0

Tel: (902) 566-4222 Telex: 014-44109



Market Development

The "Market Development" program is designed to generate sales of products of Prince Edward Island with the intention of procuring sales and creating employment.

Assistance:

Sales Assistance

Finding brokers, distributors, agents, etc.

Sample Shipments

Shipping samples to outside market areas

Chain Store Listings

Presentations and sales approaches

Direct Sales Negotiations

Direct company representation

Surplus Products

Handling distressed inventories

Incoming Trade Missions

Hosting government or industry reps.

Incoming Buyers

Assisting potential buyers

Market Missions

Sales oriented ventures

Market Familiarization

Investigating prospective markets



Clients must be primary producers, processors, manufacturers or their respective associations operating on Prince Edward Island

Product Development

The "Product Development" program provides assistance for the development and evaluation of new and improved products and processes in an effort to expand production and markets.

Assistance:

New Product Development

Developing new products

Product Line Extensions

New methods, sizes, flavours, or shapes

Product Improvement

Changes in texture, appearance, taste, etc.

Packaging & Labelling

Developing new packages and labels

Test Marketing

Assessing market potential

Product Evaluation

Consumer panels

Test Production

Scaled trial production runs

Technical Market Visits

Visiting equipment manufacturers or suppliers

Process Study & Control

More productive work methods



Advertising & Promotion

The "Advertising and Promotion" Program provides assistance to advertise and promote both companies and their products in an effort to maximize sales.

Assistance:

Media Promotion

Advertising on radio, TV, newspaper, etc.

Merchandising Assistance

Specialized promotional programs

Promotion Material

Creating effective sales material

Product Demonstrations

Instore, TV, consumer groups, etc.

Commodity Promotions

Consumer and buyer awareness

Product Promotions

New market promotions

Equipment Demonstrations

Onsite demonstration to potential buyers



Clients must be primary producers, processors, manufacturers or their respective associations operating on Prince Edward Island

Marketing Programs

The assistance under "Marketing Programs" provides the support required to formulate short and long term marketing plans and assist in their implementation.

Assistance:

Complete Marketing Programs

Short and long term

Specialized Marketing Assistance

New methods or techniques

Licensing & Joint Venture

Negotiating beneficial agreements

Export Contracting

Investigating, negotiating, supporting

Research and Information

The "Research & Information" program assists by providing marketing research activities which identify new or increased sales opportunities in local, national, or international markets.

Assistance:

Consultants

Professional or international information

In-House

Marketing staff studies

Technical Information

Reports, forecasts, prices, etc.



Clients must be primary producers, processors, manufacturers or their respective associations operating on Prince Edward Island

Trade Shows

The "Trade Shows" program assists both the preparation and attendance in product trade shows leading to the development and establishment of domestic and foreign market contacts.

Assistance:

Trade Shows

Presentation of products (not retail)

Displays

Unmanned presentation, transportation

Market Organization

This program assists primary producers, processors and manufacturers in the formation and maintenance of associations, commodity boards and other marketing organizations in order to be more effective and better able to take advantage of marketing opportunities.

Market Education

The "Market Education" program provides assistance required to upgrade marketing skills to enhance capabilities and take better advantage of marketing opportunities.

Assistance:

Seminars, Courses, Newsletters

Presentations, professional advice

Marketing Management

Hiring qualified personnel



Clients must be primary producers, processors, manufacturers or their respective associations operating on Prince Edward Island

APPENDIX D

EVALUATION APPROACHES

APPENDIX D

EVALUATION APPROACHES

This Appendix describes the evaluation approaches, including the scope, sampling technique and the question of incrementality. A comprehensive analysis of the various methodologies, including data collection techniques and analytical techniques applicable for an evaluation of the previously identified issues is also presented in this appendix.

1. Scope

As described in the Program Profile, the Sub-Agreement for Marketing is to inject \$7.5 million into marketing through various programs and elements, all designed to stimulate industry growth. Over a five-year period, the Sub-Agreement, programs and elements are to be administered and delivered through the marketing division of the P.E.I. Development Agency. It is proposed that all and each program and element should be subject to evaluation.

2. Sampling

While all programs and elements will be included in the evaluation study, it is recognized that it would be prohibitively costly to include all cases and that valid inferences about effectiveness can be made without looking at a census of cases. Therefore, it is recommended that only a number of cases, selected randomly using sampling techniques, be included. The overriding constraint would be that the sampling size and stratification should permit the analyses to draw valid inferences on the effectiveness of the Sub-Agreement, as follows:

- (a) For each case selected;
- (b) for each project and element; and,
- (c) for the total impact of the Sub-Agreement.

3. Concept of Incrementality

Determining the effectiveness of a program consists essentially in establishing that the program is the cause of some specified effects. A critical issue in assessing impact is to determine whether or not and to what extent a program produces more of an effect that would have occurred without the intervention. This issue is known as the question of incrementality. Briefly, it addresses the following question: "To what extent has a given intervention influenced outcomes?" A distinction must be made between gross outcomes and net outcomes. Gross outcomes are changes in an outcome measure or performance indicator that are observed after a program has been operating. Net outcomes, on the other hand, are those changes which are directly attributable to the intervention - they are incremental. Those changes in outcomes which are not directly attributable to the intervention are due to extraneous or confounding factors.

The measurement of incrementality or net outcomes is one of the most complicated and difficult tasks faced by evaluators. To achieve this, the evaluation must purify gross outcome effects from effects due to extraneous or confounding factors. We suggest the following criteria to determine incrementality:

- (i) The outcomes would not have occurred without the intervention;
- (ii) the outcomes would have occurred but not to the same level or extent;
- (iii) the outcomes would have occurred but only at a later date; and,
- (iv) where there are no changes in outcome measure or performance indicator, a negative outcome would have occurred without the intervention.

Given the diverse nature of the activities conducted under the Sub-Agreement, the application of the concept of incrementality will be quite complex.