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Department of Communications

Gouvernement du Canada
Ministère des Communications

INTERNATIONAL RELATIONS PROGRAM

Evaluation Assessment

Étude préparatoire d'évaluation

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DEPARTMENT OF COMMUNICATIONS

PROGRAM EVALUATION SERIES

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EXECUTIVE SUMMARY

The following is an evaluation assessment of the international relations activities of Communications Canada. Most international relations activity is conducted by or co-ordinated through the International Relations Program (DGIR), although other units in the Department have significant international responsibilities. Perhaps most significant of these is the radio spectrum management program, but other sectors such as telecommunications policy, and international marketing of telecommunications products are carried out largely by units other than DGIR.

The evaluation assessment provides a profile of the component parts and activities of the International Relations Program, and identifies the following issues to be addressed in the evaluation.

EVALUATION ISSUES

Rationale

This issue considers whether the program's rationale is relevant in light of current departmental priorities, government policies and the international environment.

Because many of the program's activities have a clientele outside of government the evaluation proposes to seek information about DGIR's activities as perceived by the program's intended clients. It is intended that the survey results provide program managers and policy makers with usable information on client needs which can later help in re-shaping and re-orienting the program if required. As well, it will provide program clients with an opportunity to participate directly in the review of the program, something which industry often requests of government.

Impacts and Effects

The program's impacts and effects are to be assessed in the context of present departmental and governmental priorities. This section of the evaluation addresses three areas of concern: whether the program plays a valuable and unique role representing Canada's position in international fora; whether the Department's clients are satisfied with the program's impacts and effects; and, what the impacts of the program are on the international environment.

One of the program's responsibilities is in the policy area. Input on matters having international implications is to be sought from other sectors of DOC and co-ordinated. Policy is to be presented and defended in the international arena. Policies which are represented by the program have significant effects outside the Department for Canada's telecommunications and cultural industries. The evaluation includes surveys of officials from other sectors of the Department, representatives of other government agencies, and private sector clients to determine how effectively the program carries out its policy responsibilities.

The literature review which provided background for this assessment made it clear that there are a variety of federal government Departments and agencies whose mandates and

activities appear to duplicate those of DGIR. This apparent overlap is also to be examined as part of the review of impacts and effects.

Objectives Achievement

To evaluate how successfully the program has achieved its objectives, it is necessary to question whether its present range of activities could lead to the desired outputs. Once the logic of the program has been established, the evaluation goes on to assess whether the objectives actually are achieved by the program. This section of the evaluation concentrates on the program's outputs from the point of view of its intended clients.

Alternatives

The alternatives section is a yardstick for assessing the relative worth of the program. Even if objectives have been reached and there have been no negative impacts or effects, there may be better ways of achieving the program's objectives. These issues are addressed by asking whether there are alternate delivery models which might achieve the same or preferable effects, and what would be the result of expanding, shrinking or eliminating the present program.

This section of the evaluation assessment proposes to examine three specific aspects of the program: international travel, the Department's participation in international telecommunications agencies, and the marketing of the product of the Canadian cultural industries.

In summary, the evaluation questions posed in the studies recommended by this assessment are intended to investigate the relevance of the program in light of the Department's priorities and the government's economic policies, to test the program's rationale especially as it relates to client needs, and to review and analyze programming strategies in light of their impacts, effects and achievement of objectives. Finally by examining the program's cost-effectiveness and efficiency, alternative program models will be considered.

INDICATORS

A list of indicators which are intended to provide answers to the questions posed in the previous section is provided in Appendix B.

BACKGROUND STUDIES

Six background studies are proposed to provide a comprehensive and complete evaluation of the International Relations Program:

Study 1: Review of DGIR Program Records and Results

Study 2: Client Survey and Case Study: Canadian telecommunications industry and international organizations, especially the ITU (International Telecommunication Union)

- Study 3:** Client Survey and Case Studies: Canadian cultural industries, performing arts organizations and museums
- Study 4:** Case Study (Policy): Impact of DGIR strategies and activities on the Canada-US bilateral relationship
- Study 5:** Study of apparent overlap between DGIR's international strategy development and activities and those of other Canadian government and private sector organizations in the fields of telecommunications and culture.
- Study 6:** Synthesis study and final report.

EVALUATION OPTIONS

The studies which comprise the evaluation of DGIR could be conducted by contracting with outside consultants, by using staff of the Program Evaluation Division, or a mix of the two. The alternative budgets for performing the studies by each method is presented in the table below. The difference between the costs of the different approaches results from the lower in-house manpower cost. The comparison is not altogether fair, since overhead is not included in the in-house cost.

Five evaluation options are presented: a full evaluation, three partial evaluation packages, and no evaluation of DGIR. Different sets of evaluations questions are addressed under each of these options. The difference in coverage is shown in the accompanying table.

STUDY NUMBER	Contracted	In-house
STUDY 1: Review of DGIR records and results	\$ 12,700	\$ 6,600
STUDY 2: (a) Client survey (Telecommunications)	20,950	15,000
STUDY 2: (b) Case study (Telecommunications)	28,750	20,250
STUDY 3: (a) Client survey (Cultural sector)	16,400	12,000
STUDY 3: (b) Case studies (Cultural industry marketing)	25,000	19,500
STUDY 4: Case study of Canada-US bilateral relationship (Policy)	17,900	13,500
STUDY 5: Overlap between DGIR and other gov't./industry activities	21,900	16,250
STUDY 6: Synthesis study and final report preparation	14,050	8,500
TOTAL BUDGET:	\$157,650	\$111,600

Option 1. Full Evaluation (\$157,650 contracted/\$111,600 in-house)

This option will provide an in-depth review of the range of activities carried out by the Department under the rubric of international relations. It will fully respond to the issues raised in the Program/Activity Review Report. If resources are available in the Department, this is the recommended evaluation option.

Option 2. Partial Evaluation I (\$132,650 contracted/\$92,100 in-house)

By far the largest portion of DGIR's budget is spent on telecommunications issues. The second option reduces the scope of the evaluation by eliminating the case study of marketing the product of the Canadian cultural industries [Study 3(b)] while reflecting the Department's interests by retaining the case study of participation in the ITU.

Option 3. Partial Evaluation II (\$103,900 contracted/\$71,850 in-house)

The third evaluation option leaves out both case studies proposed in the evaluation design: the case studies of DGIR's involvement in the ITU [Study 2(b)], and the case study of the cultural industries [Study 3(b)]. This option would provide a general understanding of the Department's activities in the international sphere, but would not provide any in-depth information about the effects of the Department's participation in international agencies such as the ITU, nor a sense of the environment in which international marketing activities take place. The elimination of the two case studies will weaken the evaluation's examination of the concrete impacts of DGIR programs, and reduce the ability to consider alternatives to the program's present activities.

Option 4. Partial Evaluation III (\$82,000 contracted/\$55,600 in-house)

Option 4 leaves out three studies proposed in the evaluation design: the case studies of DGIR's involvement in the ITU [Study 2(b)]; of the marketing of cultural industries [Study 3(b)]; and the proposed study of apparent duplication of activity by DGIR and other organizations within the Department and the government (Study 5). This option, too, would provide a general, but not comprehensive understanding of the Department's activities in the international sphere without providing a detailed understanding of the workings of the programs as they affect the Department's clients. Removing Study 5 will also seriously weaken the examination of the coherence of the Department's involvement in international affairs, and the possibility that unnecessary duplication occurs among other government agencies. Eliminating these three studies will also reduce the information available to contribute to understanding the program rationale and alternatives.

Option 5. No Evaluation

Under this option no evaluation will be conducted. This decision will deny both senior management and line managers the opportunity to re-define the program's role and functions as recommended by the Program/Activity Review Committee in 1985.

RECOMMENDATIONS

- 1. FULL EVALUATION WITH OUTSIDE CONTRIBUTIONS**
Time Frame: 2 fiscal years, beginning 1988-89
Cost: \$157,650

If resources are available Option 1 is recommended: a full evaluation study spread over two fiscal years. The Department of External Affairs has expressed interest in the proposed case studies of marketing by the Canadian cultural industries to provide background material for the joint memorandum to Cabinet being prepared by Communications and External Affairs. Some funding may be available from External to support the study. The sound recording program of DFSP is also interested in the study, and may also be willing to contribute to the cost of carrying it out. If funding from these sources to support the case studies of the cultural industries is not available, the following is recommended.

2. **PARTIAL EVALUATION**

Time Frame: 2 fiscal years, beginning 1988-89

Cost: \$132,650

Given the present shortage of resources, it would be possible to undertake Option 2, again over two fiscal years in order to spread the cost. At a minimum it is recommended that Study 1 (Review of DGIR records and results), Study 2 (a) (Telecommunications case study), and Study 4 (Canada-US bilateral relationship) be completed this year at a cost of \$51,550.

It would be possible to undertake Option 3 or Option 4, but neither of these options is recommended. It is important in the first evaluation of DGIR to obtain detailed information on the program's activities, impacts, and effects. Neither Option 3 nor Option 4 will provide sufficient depth or cover the program's activities thoroughly enough to result in the completion of a truly useful evaluation.

SOMMAIRE POUR LA DIRECTION

Le texte qui suit évalue les activités de Communications Canada sur le plan des relations internationales dont la plupart relève du Programme des relations internationales (DGIR) ou sont coordonnées par le biais de ce programme, bien que d'autres services du Ministère aient d'importantes responsabilités sur le plan international, la plus importante étant peut-être le programme de gestion du spectre. D'autres secteurs, cependant, comme celui de la politique des télécommunications et du marketing international des produits des télécommunications, relèvent en grande partie de services autres que celui du Programme des relations internationales.

L'évaluation trace le profil des éléments constitutifs et des activités du Programme des relations internationales et cerne les questions suivantes.

ÉVALUATION

Raison-d'être

Cet aspect traite de la raison d'être du programme et de sa pertinence dans le contexte des priorités courantes du Ministère, des politiques gouvernementales et de l'environnement international.

Parce qu'un grand nombre des activités du programme s'adresse à une clientèle extérieur au gouvernement, l'évaluation tente d'obtenir de l'information sur les activités du programme, telles que celles-ci sont perçues par la clientèle cible. Le sondage doit fournir aux gestionnaires du programme et aux décideurs des renseignements utiles sur les besoins des clients et susceptibles de leur aider éventuellement à reformuler et à réorienter le programme, au besoin. Il doit permettre également aux clients du programme de participer directement à son examen, une demande que l'industrie adresse souvent au gouvernement.

Répercussions

Les répercussions du programme doivent être évalués dans le contexte des priorités actuelles du Ministère et du gouvernement. Cette partie porte sur trois aspects préoccupants : le programme joue-t-il un rôle utile et unique qui représente la position du Canada sur les tribunes internationales; les clients du Ministère sont-ils satisfaits des effets du programme et quels sont ces effets sur l'environnement international.

Le programme doit entre autre chose contribuer à la formulation d'une politique. Il doit recueillir auprès d'autres secteurs du MDC des données sur les questions qui ont des implications internationales et coordonner ces données. Cette politique doit être présentée et défendue sur la scène internationale. Les politiques issues du programme ont des effets importants à l'extérieur du Ministère sur les industries de télécommunications et les industries culturelles du Canada. L'évaluation tient compte des sondages effectués auprès de représentants d'autres secteurs du Ministère, de représentants d'autres organismes gouvernementaux et de clients du secteur privé pour déterminer la mesure dans laquelle le programme atteint ses objectifs.

L'examen de la documentation qui a servi à la présente évaluation indique clairement qu'il existe une variété de ministères et d'organismes gouvernementaux fédéraux dont le mandat et les activités semblent faire double emploi avec ceux de la DGIR. L'examen de ce double emploi apparent doit également faire partie de l'examen des répercussions du programme.

Réalisation des objectifs

Pour évaluer la mesure dans laquelle le programme a atteint ses objectifs, il faut se demander si la gamme actuelle de ses activités peut produire les effets escomptés. Une fois la logique du programme établie, l'étude évalue la question de savoir si ces objectifs sont atteints. La présente partie de l'évaluation se concentre sur le rendement du programme par rapport à sa clientèle cible.

Autres solutions

Cette partie permet de calculer la valeur relative du programme. Même si ses objectifs sont réalisés et qu'il n'a eu aucun impact ou effet négatif, il pourrait néanmoins y avoir de meilleures façons de réaliser ces mêmes objectifs. L'étude examine la question de savoir s'il existe d'autres modèles de prestations susceptibles d'avoir des effets semblables ou préférables et quels seraient les résultats possibles de l'expansion, de la réduction ou de la suppression du programme actuel.

Trois aspects spécifiques du programme sont évalués ici : le voyage international, la participation du Ministère aux organismes internationaux de télécommunications et le marketing des produits culturels canadiens.

En résumé, les études recommandées dans la présente évaluation posent des questions dont l'objet est d'examiner la pertinence du programme à la lumière des priorités du Ministère et des politiques économiques du gouvernement pour en déterminer la raison d'être, particulièrement en ce qui a trait aux besoins des clients, et d'examiner et d'analyser les stratégies du programme à la lumière de leur impact, de leurs effets et de la réalisation de leurs objectifs. Enfin, après un examen de la rentabilité et de l'efficacité du programme, d'autres modèles de programmes sont étudiés.

INDICATEURS

L'annexe B contient une liste des indicateurs des réponses aux questions posées dans la section antérieure.

ÉTUDES PRÉLIMINAIRES

Six études préliminaires sont proposées aux fins d'une évaluation exhaustive et complète du Programme des relations internationales :

Étude n° 1 : Examen des dossiers et résultats de la DGIR.

Étude n° 2 : Sondage auprès des clients et étude de cas : industrie canadienne des télécommunications et organisations internationales, surtout l'Union internationale des télécommunications (UIT).

Étude n° 3 : Sondage auprès des clients et études de cas : industries culturelles, organismes d'arts d'interprétation et musées canadiens.

Étude n° 4 : Étude de cas (politique) : impact des stratégies et activités de la DGIR sur les rapports bilatéraux Canada-US.

Étude n° 5 : Étude du double emploi apparent entre les stratégies et activités internationales de la DGIR et celles d'autres organisations gouvernementales canadiennes et d'organisations du secteur privé dans les domaines des télécommunications et de la culture.

Étude n° 6 : Synthèse et rapport final.

OPTIONS

Les études de fond pourraient être effectuées en sous-traitance par des consultants de l'extérieur, par le personnel de la Division de l'évaluation des programmes ou par les deux. Les différents budgets des études selon chaque méthode sont présentés dans le tableau ci-dessous. La différence entre les coûts des différentes approches sont attribuables aux coûts inférieurs de la main-d'oeuvre interne. La comparaison n'est pas tout à fait juste puisque les frais généraux ne sont pas inclus dans les coûts de la main-d'oeuvre interne.

Cinq options sont présentées : une évaluation complète, trois évaluations partielles et aucune évaluation de la DGIR. Différentes séries de questions sont posées concernant chacune de ces options. La différence des sujets abordés est indiquée dans le tableau qui accompagne chaque option.

NUMÉRO DE L'ÉTUDE	Sous-traitance	Interne
ÉTUDE N° 1 : Examen des dossiers et résultats de la DGIR	12 700 \$	6 600 \$
ÉTUDE N° 2 : a) Sondage auprès des clients (télécommunications)	20 950 \$	15 000 \$
ÉTUDE N° 2 : b) Étude de cas (télécommunications)	28 750 \$	20 250 \$
ÉTUDE N° 3 : a) Sondage auprès des clients (secteur culturel)	16 400 \$	12 000 \$
ÉTUDE N° 3 : b) Études de cas (Marketing dans l'industrie culturelle)	25 000 \$	19 500 \$
ÉTUDE N° 4 : Étude de cas de rapports bilatéraux Canada-US (politique)	17 900 \$	13 500 \$
ÉTUDE N° 5 : Double emploi entre la	21 900 \$	16 250 \$

DGIR et les autres activités du
gouvernement/des industries

ÉTUDE N° 6 : Synthèse et préparation du rapport final	14 050 \$	8 500 \$
BUDGET TOTAL :	157 650 \$	111 600 \$

Option n° 1. Évaluation complète (sous-traitance 157 650 \$/interne 111 600 \$)

Cette option prévoit un examen approfondi de la gamme des activités effectuées par le Ministère sous la rubrique des relations internationales. Elle répond entièrement aux questions soulevées dans le rapport d'examen du programme/des activités. Si les ressources sont disponibles au Ministère, cette option est l'évaluation recommandée.

Option n° 2. Évaluation partielle I (sous-traitance 132 650 \$/interne 92 100 \$)

La plus grande partie du budget de la DGIR est consacrée aux questions de télécommunications. La deuxième option réduit la portée de l'évaluation en supprimant l'étude du marketing des produits culturels canadiens [étude 3(b)] tout en tenant compte des intérêts du Ministère et en retenant l'étude sur la participation à l'UIT.

Option n° 3. Évaluation partielle II (sous-traitance 103 900 \$/interne 71 850 \$)

La troisième option ne prévoit ni l'une ni l'autre des études de cas proposées pour l'évaluation : les études de la participation de la DGIR à l'UIT [étude 2(b)] et l'étude des industries culturelles [étude 3(b)]. Cette option donnerait une compréhension générale des activités du Ministère sur la scène internationale, mais ne fournirait pas de données approfondies sur les effets de la participation du Ministère aux activités d'organismes internationaux tels l'UIT, ni une perception de l'environnement où se déroulent les activités de marketing international. La suppression des deux études de cas affaiblirait l'évaluation de l'impact concret des programmes de la DGIR et réduirait les possibilités de substituer d'autres solutions aux activités actuelles du programme.

Option n° 4. Évaluation partielle III (sous-traitance 82 000 \$/interne 55 600 \$)

L'option n° 4 fait abstraction de trois études proposées pour l'évaluation : les études de la participation de la DGIR à l'UIT [étude 2(b)], le marketing auprès des industries culturelles [étude 3(b)] et l'étude du double emploi apparent des activités de la DGIR et d'autres organisations au Ministère et au gouvernement (étude n° 5). Cette option donnerait également une compréhension générale, mais non pas exhaustive, des activités du Ministère sur la scène internationale puisqu'elle ne donnerait pas une idée détaillée des éléments du programme dans la mesure où ils touchent les clients du Ministère. La suppression de l'étude n° 5 affaiblirait sérieusement aussi l'examen de la logique de la participation du Ministère aux affaires internationales et de la possibilité de double emploi inutile avec d'autres organismes du gouvernement. L'élimination de ces trois études réduirait également le nombre de données disponibles qui contribueraient à faire comprendre la raison d'être du programme et les solutions de rechange.

Option n° 5. Aucune évaluation

Cette option ne prévoit aucune évaluation. Une telle décision priverait les cadres supérieurs et les cadres hiérarchiques de la possibilité de redéfinir le rôle du programme et ses fonctions, comme l'a recommandé le Comité d'examen du programme/des activités en 1985.

RECOMMANDATIONS

- 1. ÉVALUATION COMPLETE AVEC PARTICIPATION DE L'EXTÉRIEUR**
Durée : 2 années financières, commençant en 1988-1989
Coût : 157 650 \$

Si les ressources sont disponibles, l'option n° 1 est recommandée : une pleine évaluation effectuée sur deux années financières. Le ministère des Affaires extérieures s'est dit intéressé aux projets d'études de marketing par les industries culturelles canadiennes pour recueillir des données de base qui seraient intégrées au mémoire conjoint que Communications et Affaires extérieures préparent à l'intention du Cabinet. Il se pourrait que le ministère des Affaires extérieures puisse financer une partie de l'étude. Le DFSP s'intéresse également à l'étude par le biais de son programme d'enregistrement sonore, et pourrait peut-être contribuer au coût de l'étude. S'il est impossible d'obtenir du financement de ces sources pour appuyer les études de cas des industries culturelles, nous recommandons l'option suivante.

- 2. ÉVALUATION PARTIELLE**
Durée : 2 années financières, commençant en 1988-1989
Coût : 132 650 \$

Compte tenu de la pénurie actuelle de ressources, il serait possible d'entreprendre l'option n° 2, qui durerait elle aussi deux années financières afin d'en répartir les coûts. Il est recommandé au minimum que l'étude n° 1 (examen des dossiers et résultats de la DGIR) et l'étude n° 2(a) (étude de cas des télécommunications) et étude n° 4 (rapports bilatéraux Canada-US) soient terminées cette année au coût de 51 550 \$.

Il serait possible d'entreprendre l'option n° 3 ou l'option n° 4, mais ni l'une ni l'autre n'est recommandée. Il est important au cours de la première évaluation des activités internationales d'obtenir des données détaillées sur les activités, l'impact et les effets du programme. Ni l'option n° 3, ni l'option n° 4 ne fourniraient de données suffisamment approfondies sur les activités du programme pour donner une évaluation véritablement utile.

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LIST OF ACRONYMS

ACCT	L'Agence de coopération culturelle et technique
ADM	Assistant Deputy Minister
ADMAC	Assistant Deputy Minister (Cultural Affairs and Broadcasting)
ADMCM	Assistant Deputy Minister (Corporate Management)
ADMCP	Assistant Deputy Minister (Corporate Policy)
ADMSM	Assistant Deputy Minister (Spectrum Management)
ADMTT	Assistant Deputy Minister (Telecommunications and Technology)
CCIR	International Radio Consultative Committee
CCITT	International Telegraph and Telephone Consultative Committee
CIDA	Canadian International Development Agency
CITEL	Inter-American Telecommunications Conference
CRC	Communications Research Centre
CTO	Commonwealth Telecommunications Organization
DEA	Department of External Affairs
DFSP	Director, Film, Video and Sound Recording Policy and Programs
DGIE	Director General, Industry and Economic Development
DGIR	Director General, International Relations
DHP	Director, Heritage Policy and Programs
DIA	Director, Multilateral Telecommunications
DIST	Department of Industry, Science and Technology
DLC	Director, International Cultural Affairs
DMS	Director, Technical Marketing Operations
DPA	Director, Arts Policy
DPE	Director, Program Evaluation

DPT	Director, International Trade Policy and Canada/USA Telecommunications
EEC	European Economic Community
IAI	Special Advisor, International Informatics
ICCP	Committee for Information Computers and Communications Policy (within OECD)
IIC	International Institute of Communications
INMARSAT	International Maritime Satellite Organization
INTELSAT	International Telecommunications Satellite Organization
ITU	International Telecommunication Union
NATO	North Atlantic Treaty Organization
OECD	Organization for Economic Cooperation and Development
PTC	Pacific Telecommunications Council
PY	Person-year
RARC	Regional Administrative Radio Conference
SADM	Senior Assistant Deputy Minister
UNESCO	United Nations Educational, Scientific and Cultural Organization
WARC	World Administrative Radio Conference

**EVALUATION ASSESSMENT OF THE INTERNATIONAL
RELATIONS PROGRAM AND ITS ACTIVITIES**

1.0 INTRODUCTION

This report is an evaluation assessment of the international relations activities of Communications Canada. Most international relations activity is conducted by or coordinated through the International Relations Program (DGIR), although other units in the Department have significant international responsibilities. Perhaps most significant of these is the radio spectrum management program, but telecommunications policy, and international marketing programs affecting telecommunications are carried out largely by units other than DGIR.

This evaluation assessment establishes the basis for reviewing the broad range of activities carried out by the International Relations Program. It presents the evaluation issues to be used in assessing the program's rationale, impacts and effects, achievement of objectives, and alternative means of achieving the program's objectives.

Departmental documents and a number of special studies related to the program's mandate, scope, objectives, outputs and impacts have been reviewed. These are listed in the Bibliography following this assessment. Discussions were also held with program managers and other officials to seek their views on specific issues related to the program.

In this assessment the program's legislative mandate, structure, activities and resources are detailed. A synopsis of the program's outputs, impacts and accomplishments is provided and the evaluation issues are identified. Indicators which could be applied to evaluate the issues are outlined, and a set of nine background studies addressing all of the evaluation issues is proposed. Finally, five evaluation options are suggested, and the implication of each option is examined.

2.0 COMPONENT PROFILE

2.1 Mandate

The principal task of the International Relations Program is to develop and implement policies that promote and defend Canada's international trade and policy interests in telecommunications and in culture, while ensuring that significant international developments are reflected in Canadian domestic policy.

The Radio Act, Section 8(1) stipulates, among other things, that "the Minister shall take such action as may be necessary to secure by international regulation or otherwise, the rights of Her Majesty in right of Canada in telecommunications matters". Furthermore, the Department of Communications Act includes in the list of duties and functions to be carried out by the Minister the following:

- a) assist Canadian communication systems and facilities to adjust to changing domestic and international conditions;
- b) compile and keep up-to-date information on communications systems and facilities, on trends and developments in Canada and abroad relating to communications matters; and
- c) take such action as may be necessary to secure by international regulation or otherwise, the rights of Canada in communication matters.

Additionally, on matters related to culture, Order-in-Council P.C. 1980-2128 transferred "the control and supervision of those portions of the public service in the Department of the Secretary of State...known as the Arts and Culture Branch" to the Minister of Communications. There is no other mandate in law for the Department's activities in the area of culture; however, insofar as the Arts and Culture Branch and its activities have been transferred to the Minister and funds are allocated to the Department to carry out these activities, the Department has a recognized role and, in practice, a mandate assigning to it the responsibility to carry out cultural programming internationally.

2.2 Objectives

The official objective of the International Relations Program (DGIR) is to conceptualize, develop and implement policies and strategies at both the international and national levels aimed at maintaining Canada's communications and cultural interests in the international field. The specific sub-objectives are:

- a) to develop appropriate policy recommendations related to international telecommunications and cultural requirements and to implement agreed policies;
- b) to define and promote Canadian interests internationally and to ensure that the Canadian communications, information and cultural sectors are able to operate in an environment which takes into account special Canadian interests and requirements, both within Canada and abroad;

- c) to establish telecommunication and cultural relations with the International Telecommunication Union (ITU), and with international institutions [such as the Organization for Economic Cooperation and Development (OECD), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Council of Europe, European Economic Community, the Commonwealth, l'Agence de coopération culturelle et technique (ACCT), la Francophonie, and the International Telecommunications Satellite Organization (INTELSAT)] in a manner that safeguards and fosters Canadian interests and objectives and reflects the interaction between the domestic and international areas; and
- d) to develop and implement policy for Canadian participation in various multilateral and bilateral conferences and meetings dealing in matters related to international telecommunications, international technical standards for telecommunications systems, informatics and international cultural programs.

2.3 Description of the International Relations Program (DGIR)

The International Relations Program is comprised of four sub-components and a special advisor, each of which has responsibility for specific international activities. These are:

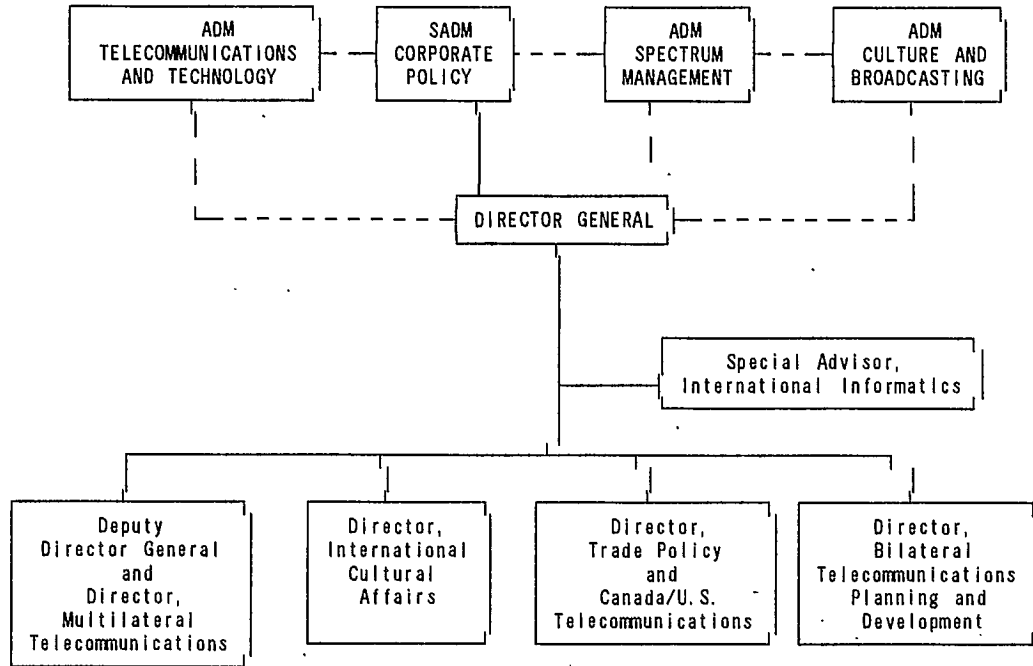
- a) Multilateral Telecommunications (DIA)
- b) International Cultural Affairs (DLC)
- c) International Trade Policy and Canada/U.S. Telecommunications (DPT)
- d) Bilateral Telecommunications, Planning and Development (DID)
- e) Special Advisor, International Informatics (IAI)

Table 1 describes the program's organizational structure and Appendix A outlines the program's logic model. These activities, which are detailed below, are intended to be consistent with the program's mandate:

2.3.1 Multilateral Telecommunications

The Deputy Director General, DGIR, and Director Multilateral Telecommunications manages Canada's multilateral telecommunications relationships in such organizations as the International Telecommunication Union (ITU), International Telecommunications Satellite Organization (Intelsat), International Maritime Satellite Organization (Inmarsat), Inter-American Telecommunications Conference (CITEL), Commonwealth Telecommunications Organization (CTO), etc., and develops and implements international telecommunications policies in a way which furthers Canadian interests internationally.

TABLE 1: ORGANIZATION OF THE INTERNATIONAL RELATIONS PROGRAM
(PROGRAM ACTIVITY STRUCTURE)



2.3.2 International Cultural Affairs

The Director develops and implements appropriate international cultural policies, programs and strategies designed to reflect, project and promote Canadian domestic cultural policy and interests abroad. The division manages an extensive network of bilateral cultural relationships with priority partner countries such as the U.K., France, U.S., China, Australia and the U.S.S.R. As well, the division explores possible openings for enhanced cultural cooperation and marketing opportunities in non-traditional regions of growing importance and potential such as the Asia/Pacific Rim (Japan, India), Latin America (Argentina, Brazil, Mexico) and northern Africa (Algeria, Morocco). The management of Canada's multilateral cultural relations are of growing importance and the division represents and articulates Canada's cultural interests at fora such as the Council of Europe, UNESCO, the Commonwealth and ACCT as well as monitoring and analyzing developments in the EEC's move toward the integrated market of 1992. The division is responsible for the exploration, promotion, development and enhancement of international marketing opportunities for the full range of Canadian cultural goods, services and expertise. Through more effective use of existing marketing tools (such as international fairs, festivals and market-places; increased emphasis on the important role of Canadian diplomatic and commercial missions abroad in marketing the cultural industries; more industry-focused events during film and video joint commissions and bilateral cultural commissions) and the establishment of new mechanisms (such as exploratory missions in the areas of film and video production and book publishing) a coherent and systematic marketing strategy is being implemented.

2.3.3 Trade Policy and Canada/U.S. Telecommunications

The Director's duties are to develop and implement strategies and policies for the protection and promotion of Canada's communications interests in bilateral and multilateral negotiations and arrangements dealing with or affecting trade in communications, information, cultural and related goods and services, including the effective management of Canada's communications relationships with the U.S. This division is to ensure that telecommunications policies and strategies provide the necessary support for increased trade in Canadian goods and services.

2.3.4 Bilateral Telecommunications, Planning and Development

This division manages and coordinates Canada's bilateral telecommunications interests (except those with the U.S.A.), activities, and relationships by: the systematic monitoring and collection of information on international telecommunications developments; policy formulation and coordination of departmental interests and activities, with particular emphasis on countries of major importance such as the U.K., Japan, France, West Germany and China; coordination of the Department's activities relating to international science and technology and the role of telecommunications in furthering the development of developing countries; organization of incoming and outgoing visits of importance to the Department; and liaison/coordination of international telecommunications matters with departments and agencies such as DEA and CIDA (Canadian International Development Agency).

2.3.5 Special Advisor, International Informatics

The Special Advisor for International Informatics, working in close consultation with the Director of Trade Policy, is responsible for the formulation, co-ordination and implementation of Canada's policies on the international aspects of informatics (i.e., new information technologies stimulated by the merger of communications and computer technologies).

It is his responsibility to direct Canadian participation in the Organization for Economic Cooperation and Development's (OECD) Committee for Information Computers and Communications Policy (ICCP) to ensure that decisions reached by the ICCP are compatible with Canadian economic and telecommunications policy interests. The special advisor also participates in international conferences and meetings related to international informatics issues.

2.3.6 Resources

The program's expenditures and other resources for fiscal year 1987-88 are detailed in Table 2.

The 1985-86 grants and contributions to the ITU represented approximately 4.2% of ITU's 1985 budget of \$65 million U.S. The program's goods and services budget represented approximately .4% of the Department's total expenditures on goods and services.

TABLE 2: REFERENCE LEVELS FOR FISCAL YEAR 1988-89

<u>Person- Years</u>	<u>Salaries</u>	<u>Operating Expenses (O&M)</u>	<u>Capital</u>	<u>Grants and Contributions</u>
<u>30.5</u>	<u>1,435,000</u>	<u>468,000</u>	-	<u>3,739,000</u>

TOTAL EXPENDITURES: \$5,642,000

PERSON-YEARS AND OPERATING EXPENSES (O&M)
BREAKDOWN BY DIVISION 1987/88

	<u>Person- Years</u>	<u>O & M</u>
Director General, International Relations (DGIR)	8.3	71,500
Director, Multilateral Telecommunications (DIA)	9.7	239,500
Director, International Cultural Affairs (DLC)	4.1	86,000
Director, Trade Policy and Canada/U.S. Telecommunications (DPT), including Special Advisor, International Informatics (IAI)	5.3	72,500
Director, Bilateral Telecommunications Planning and Development (DID)	<u>1.0</u>	<u>46,000</u>
	<u>32.3</u>	<u>515,500</u>

Grants and contributions can be further broken down as follows:

	<u>84/85</u>	<u>85/86</u>	<u>86/87</u>	<u>87/88</u>
	<u>(in thousands of dollars)</u>			
The International Telecommunications Union	2,295	2,391	2,545	3,723 ¹
Inter-American Telecommunications Conference	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>
	2,311	2,407	2,561	3,739

1. Includes Grant to ITU, \$2,295,000 grant to RARC, \$200,000, and contribution to ITU for Telecommunications Centre development, \$50,000

2.4 Program Impacts

The program can have significant impacts on Canada's telecommunications, cultural and broadcasting sectors. Its activities are expected to lead to the introduction of new communication services, the operation of domestic and international telecommunications services and the international marketing of telecommunications and cultural products.

In the case of new communications services, the Canadian Delegation to the ITU Administrative Conferences in 1979 successfully negotiated changes to the International Radio Regulations, which allowed the establishment of a mobile cellular radio system in Canada. Participation in the ITU Space Conferences (1985 and 1988) is expected to secure adequate geostationary orbital positions for current and future Canadian satellites.

Policies adopted by international operating and quasi-operating agencies, such as INTELSAT (International Telecommunications Satellite Organization), INMARSAT (International Maritime Satellite Organization), and NATO (North Atlantic Treaty Organization) have a direct impact on Canadian telecommunications operating agencies and manufacturers. For example, Telesat's domestic and Teleglobe's international operational activities are influenced by INTELSAT's decisions. In the same vein, investment decisions by these international organizations can provide market opportunities for the Canadian telecommunications manufacturing sector. Equally, the ITU's CCIR/CCITT (International Radio Consultative Committee/International Telegraph and Telephone Consultative Committee) regulatory and standard setting activities influence Canada's telecommunications systems by facilitating the sale of Canadian products abroad and by ensuring that efficient domestic communications services are provided.

Regulatory changes made by our major trading partners (U.S., U.K., and Japan in particular) are having impacts on Canadian industry, both in terms of opening new markets and in terms of increasing and changing competition. There is a need to ensure that Canada's regulatory and other domestic and international telecommunications policies take fully into account the changing international environment.

In trade policy, the growing interdependence of national and international markets has placed additional emphasis on trade policy issues forming part of Communications Canada's mandate. Canada's telecommunications equipment and services industry had 1984 revenues in excess of \$15.6 billion and employed over 150,000 people, while the cultural industries (broadcasting, film, publishing, sound recording) had revenues in excess of \$8 billion and employed over 106,000 people. The world market for telecommunications equipment and services is about \$200 billion. Canada must maintain and expand its share of world markets in this and other telecommunications-related services. Overall world trade in services, of which information-related services are a rapidly growing part, is about \$700 billion. In Canada, of the 2.7 million new jobs in the 1970s, some 2.2 million were in services, with a large proportion in information-related services which have an increasing technological content. There is a need to ensure that policies in telecommunications and trade do not result in transfers of employment out of Canada.

DGIR has the principal responsibility for the Department's international cultural activities including: management of bilateral and multilateral cultural relations, the development of international cultural policies and strategies which reflect and project domestic cultural

priorities and programs and the sensitization of the domestic policy process to developments in the broader international environment. Initiatives of DGIR such as the revitalization of international film and television co-production agreements with sixteen countries including the U.K., France, China, Italy, Spain, West Germany, Czechoslovakia and Argentina and in consultation with the Canadian domestic industry is systematically exploring possible new partner countries. DGIR's increased emphasis on diverse international marketing activities in support of the Canadian cultural industries has a significant impact in terms of allowing greater economies of scale and amortization of production costs by selling to a wider global market and thus providing a stimulus to production. Finally, due to its special knowledge and expertise of the domestic cultural sector and community, DGIR plays an advisory and consultative role to DEA in the establishment of bilateral cultural exchanges, funding of international tours of performing artists and the international aspects of the museums and heritage programs.

Many of DGIR's activities, including responsibility for senior level international visits and missions, are tied to exploitation of international trade policy issues. The Branch plays a leading role in fora such as Canada-U.S. free trade negotiations, the General Agreement on Tariffs and Trade (GATT), and other multilateral trade negotiations on topics related to communications and culture.

Specific responsibility for trade development activities and marketing support in the Department lies with the Director, Technical Marketing Operations (DMS) under Director General, Industry and Economic Development (DGIE).

3.0 PROGRAM OBJECTIVES AND ACTIVITIES

The international program's objectives and activities described in section 2.0 must be viewed in the context of the changing fiscal and policy priorities of the Department, particularly following the July 1985 departmental re-organization.

The re-organization had, as its principal focus, the implementation of the government's person-year reduction policy and restraint measures. It was also aimed at consolidating and rationalising the Department's programs and activities, and clarifying and integrating the functional responsibilities of the five Assistant Deputy Ministers (ADM):

- ADM Cultural Affairs and Broadcasting (ADMAC);
- ADM Telecommunications and Technology (ADMTT);
- Senior ADM Corporate Policy (SADM/ADMCP);
- ADM Spectrum Management and Regional Operations (ADMSM), and
- ADM Corporate Management (ADMCM).

Within this corporate structure, ADMCP has the overall responsibility for managing and co-ordinating the Department's international programs and activities. However, ADMTT, ADMAC and ADMSM also have a mandate to carry out responsibilities which have specific international components.

3.1 Assistant Deputy Minister, Spectrum Management and Regional Operations

ADMSM's responsibilities, as stipulated in the Radio Act and the Telegraph Act include the development and application of licensing and certification procedures and regulations, and the protection of Canadian rights and interests regarding use of the spectrum through international agreement and regulation. In the 1987-88 Estimates (Part III) Expenditure Plan, the Sector's international planning activities are listed as follows:

- Participation in the development of regulations by the ITU for international management of the radio frequency spectrum
- Implementation of the decisions of past ITU regulatory conferences
- Participation in Canada/U.S. Bilateral meetings on spectrum sharing and coordination arrangements.

In 1987-88 these activities will absorb \$1,055,000 and 13 PY's.

3.2 Assistant Deputy Minister, Telecommunications and Technology

A major responsibility of ADMTT is to assist Canadian industry in the development and exploitation of industrial technologies in telecommunications and informatics for the domestic and international markets. ADMTT's international role and functions were strengthened by the October 1983 departmental re-organization which resulted in the establishment of the International Marketing Program. The Program's major responsibilities include: co-ordination of DOC's support for the international marketing

efforts of the Canadian telecommunications industry; liaison with DEA and CIDA on issues related to the international marketing efforts of Canadian industry; co-ordination of Departmental efforts in identifying target countries; and assessing international marketing possibilities for Canadian firms. These activities are carried out by Director, Technical Marketing Operations (DMS). Outside DOC, the Department of External Affairs and the Department of Industry, Science and Technology (DIST) also have a mandate to play an active role in assisting the international marketing of Canadian products.

At the beginning of 1987, the Department's responsibilities for CCITT, except those areas requiring international interface, were transferred from DGIR to the Telecommunications Policy Branch of ADMTT. This change was made in response to the recommendations of the 1985 Program/Activity Review Committee report. The responsibility for international interface concerning CCITT affairs remains with DGIR, as does responsibility for CCIR and WARC/RARC activities.

In past, there has appeared to be some duplication or confusion between ADMTT's activities and functions, under DMS, and those of DGIR with regard to the handling of important international visits to and from the Department. At present, duties between these divisions are divided, with DMS taking the lead in trade development and marketing activities, while DGIR has overall responsibility for the management of international visits and for the management of trade policy for the Department.

3.3 Assistant Deputy Minister, Cultural Affairs and Broadcasting

ADMAC is also involved in international affairs. For example, both DGIR and the Arts Policy Branch (DPA) sit on the Department of External Affairs Coordinating Committee which allots grants for and co-ordinates tours by performing arts groups and of visual arts. The Film, Video and Sound Recording Policy and Programs Branch (DFSP) has an interest in both the policy and practice of Film and Video Co-production agreements in which DGIR has played a leading role in terms of both policy development and program implementation. The Heritage Policy and Programs Branch (DHP) and segments of the National Museums programs which have recently moved to Communications Canada each have international components and periodic contact with DEA. In the case of National Museums programs, the relationship with DGIR is not yet defined.

4.0 EVALUATION ISSUES

In light of the information presented above, it is important to determine whether the program's rationale, objectives, activities, impacts, effects, and outputs are consistent with current departmental priorities.

4.1 Rationale

This issue considers whether the program's rationale is relevant in light of current departmental priorities, government policies, and the international environment.

Many of the program's activities have a clientele outside of government. The evaluation addresses questions about DGIR's activities by going directly to the program's intended clients. They will be questioned on their needs, and the perceived effectiveness of the program in meeting their needs.

It is intended that the survey results provide program managers and policy makers with usable information on client needs. This information can later help in re-shaping and re-orienting the program if required. As well, it will provide program clients with an opportunity to participate directly in the review of the program, something which industry often requests of government.

The specific questions and indicators which examine the program's rationale appear in Appendix B.

4.2 Impacts and Effects

The program's impacts and effects are assessed concurrently, and in the context of present departmental and governmental priorities. This section of the evaluation addresses three areas of concern: whether the program plays a valuable and unique role representing Canada's position in international fora; whether the Department's clients are satisfied with the program's impacts and effects; and, what the impacts of the program are on the international environment.

Another major responsibility of the program is in the policy area. Input is to be sought from other sectors of DOC and co-ordinated; policy is to be presented and defended in the international arena. Policies which are represented by the program have significant effects outside the Department for Canada's telecommunications and cultural industries. The evaluation includes surveys of officials from other sectors of the Department, representatives of other government agencies, and of private sector clients. These surveys should determine how effectively the program carries out its policy responsibilities, and how well it coordinates various inputs to form a position satisfactory to Canadian interests.

The literature review which provided background for this assessment made it clear that there are a variety of federal government Departments and agencies whose mandates and activities on the surface appear to overlap those of DGIR. This apparent overlap is to be

examined as part of the review of impacts and effects. For example, with respect to the Department's CCIR/CCITT and WARC/RARC components, the Department's Program/Activity Review Committee in its report dated September 3, 1985, concludes that the international program's spectrum allocation, radio conference and communications standard setting activities could be undertaken by ADMSM and ADMTT (see p. 22 of the Report).

In response to the Committee's recommendations, the Department's responsibilities for CCITT, except for those areas requiring international interface, were transferred to the Telecommunications Policy Branch of ADMTT. The responsibility for international interface concerning CCITT affairs remained with DGIR, as did CCIR and WARC/RARC activities. This evaluation provides an opportunity to assess how efficient and effective this division of responsibilities has been for the overall integration of international policy within the Department.

Regarding the international trade sub-element, the study should determine the program's relevance in terms of programs both within and outside DOC engaged in trade/marketing activities which may appear to overlap DGIR's activities, such as those of DGIE and DMS.

The specific questions and indicators which examine the program's impacts and effects appear in Appendix B.

4.3 Objectives Achievement

To evaluate how successfully the program has achieved its objectives, it is necessary to question whether its present range of activities could lead to the desired outputs. Once the logic of the program has been established, the evaluation goes on to assess whether the objectives actually are achieved by the program. This section of the evaluation concentrates on the program's outputs from the point of view of its intended clients, in keeping with the client-based focus of the preceding sections.

The specific questions and indicators which examine the program's objectives achievement appear in Appendix B.

4.4 Alternatives

The section on alternatives is a yardstick for assessing the relative worth of the program. Even if objectives have been reached and there have been no negative impacts or effects, there may be better ways of achieving the program's objectives. These issues are addressed by asking whether there are alternate delivery models which might achieve the same or better effects, and what would be the result of expanding, shrinking or eliminating the present program.

Two specific aspects of the program should be addressed in this section: international travel and the Department's participation in international telecommunications and cultural affairs.

The program spends a significant portion of its budget, both in terms of dollars and person-years, on international travel. In particular, program personnel and other

Department officials participate in several ITU conferences and technical meetings, held mostly in Geneva.

Questions have been raised publicly and in the 1986 Internal Audit about the appropriateness of this travel and its approval mechanism. Since the Internal Audit, a new system of controls has been in place. The need for international travel will be addressed in the context of the program's activities. The evaluation should ascertain whether further re-alignment of DGIR's CCIR and WARC/RARC activities with those of ADMSM and ADMTT could produce savings in the travel budget of DGIR and of the Department.

The evaluation will also examine the role of the Department's contributions to international fora. Over one half of the DGIR program budget is in the form of Canada's contribution to the ITU, and over 45% of DGIR's time is spent on the ITU or related activities. DOC, through DGIR, contributes over \$2 million annually to the ITU budget. For instance, the 1985 ITU budget was 101.5 million Swiss Francs or \$65 million US. Canada contributed \$2,295,000 (US), or 4.2% of the total budget.

The Department also spends a great deal of resources in both PY's and money participating in other multilateral telecommunications and cultural affairs such as the Pacific Telecommunications Council (PTC); the International Institute of Communications (IIC); the communications and cultural activities related to UNESCO; the Commonwealth Telecommunications Organization (CTO); the Inter-American Telecommunications Conference (CITEL); the Organization for Economic Co-operation and Development (OECD); and the International Telecommunications Satellite Organization (INTELSAT). The study should determine whether participation in each of these organizations is consistent with current departmental priorities, and whether the current resource allocation is appropriate to DGIR's objectives and intended outcomes, or whether more or less resources could be used to meet objectives.

The specific questions and indicators which examine alternatives to the program appear in Appendix B.

In summary, the evaluation questions posed in the studies recommended in this assessment are intended to investigate the relevance of the program in light of the Department's priorities and the government's economic policies, to test the program's rationale especially as it relates to client needs, and to review and analyze programming strategies in light of their impacts, effects and achievement of objectives. Finally by examining the program's cost-effectiveness and efficiency, alternative program models will be considered.

5.0 INDICATORS

A list of indicators which could serve as a framework for answering the questions posed in the previous section is provided in Appendix B.

6.0 BACKGROUND STUDIES AND EVALUATION DESIGN

Six background studies are proposed to provide a comprehensive and complete evaluation of the International Relations Program:

- Study 1:** Review of DGIR Program Records and Results
- Study 2:** Client Survey and Case Study: Canadian telecommunications industry and international organizations, especially the ITU
- Study 3:** Client Survey and Case Studies: Canadian cultural industries, performing arts organizations and museums
- Study 4:** Case Study (Policy): Impact of DGIR strategies and activities on the Canada-US bilateral relationship
- Study 5:** Study of apparent overlap between DGIR's international strategy development and activities and those of other Canadian government and private sector organizations in the fields of telecommunications and culture.
- Study 6:** Synthesis study and final report.

6.1 Study 1: Review of DGIR Program Records and Results

6.1.1 Purpose

The purpose of the study is to obtain the following information:

- (a) the rationale of the DGIR program and the validity of the strategies employed by the program to attain its objectives;
- (b) the process by which program activities are carried out; and
- (c) descriptions and results of DGIR's activities with respect to international telecommunications and culture.

6.1.2 Data Collection

The study should be based on a review of files and interviews with personnel of the Department. The file review should examine both Departmental and international program documents and files including legislation, treaties, and agreements to which DOC is a signatory. Those interviewed should include personal and/or telephone interviews with program personnel and officials in other sections of the Department (i.e. ADMSM, ADMTT, ADMCP).

6.1.3 Schedule of Activities and Estimated Cost

- Reviewing program documentation and developing a study plan	5 person-days
- Interviewing program officials	5 person-days
- Interviewing officials in other sections of DOC and other departments	5 person-days
- Analysis and integration of results	3 person-days
- Report writing	<u>8</u> person-days
	26 person-days
- Manpower cost at an average of \$450 per day	\$11,700
- Estimated Expenses	<u>1,000</u>
TOTAL BUDGET	\$12,700

6.2 Study 2: Client Survey: Canadian Telecommunications Industry and the International Telecommunication Union

6.2.1 Purpose

This study has two purposes. The first is to determine whether the current program delivery model is appropriate in meeting the needs of the Canadian telecommunications industry through its activities. The data for this first part of the study will be gathered in a client survey. Information to be collected will include:

- (a) industry awareness of DGIR's activities;
- (b) frequency and types of contact between industry and the program;
- (c) industry satisfaction with the activities and achievements of the program;
- (d) industry officials' opinions regarding complementarity and conflict between the program's activities and those undertaken by the industry itself in the international arena;
- (e) industry officials' opinions regarding complementarity and conflict between the program's activities and those of other sectors of the Department and of other government agencies in the international arena.

The second purpose is a case study intended to examine the role DGIR plays in the ITU, which is the largest single part of the program's activities. The case study is intended to describe in detail and assess the activities and results of DOC's participation in and contributions to the ITU. In addition, the study is intended to discover how the level of DGIR's participation in international bodies compares with that of other similar nations. The comparison will include an assessment of efficiency and effectiveness in attaining results. Through interviews with officials representing other nations at ITU meetings, the study will also determine whether the current program delivery model serves the international community.

The following information will be gathered:

- (a) a description of the nature and extent of the Department's contribution to and activities in the ITU;
- (b) the results of the Department's activities;

- (c) opinions of officials of the ITU as to the adequacy of the Department's contributions to and activities in the organization;
- (d) opinions of the officials of the ITU and of officials of other participant nations regarding the Department's contributions to and activities in agencies related to the ITU;
- (e) levels of resources devoted to participation in the ITU by other nations; and
- (f) organizational models, mandates and objectives used by other nations to pursue their interests and fulfill their responsibilities in telecommunications.

6.2.2 Data Collection

For the first part of the study, data collection should involve personal and/or telephone interviews with a representative sample of the Department's clients in the Canadian telecommunications industries. Lists of clients are available in the Department.

For the case study, data should be obtained through reviews of Departmental program documentation related to the ITU and other multilateral telecommunications agencies. In addition, personal and/or telephone interviews should be conducted with program officials, and with officials of other sectors of the Department including the CRC (Communications Research Centre), ADMSM and ADMTT. Cost-benefit calculations should be used where appropriate. Finally, interviews should be conducted with officials of the ITU and of other nations participating in the ITU to gain an international perspective on the Department's involvement in the ITU, its effectiveness, its importance from the international perspective, and the results obtained.

6.2.3 Schedule of Activities and Estimated Cost

Client Survey:

- Reviewing Department documentation and developing a study plan	10 person-days
- Interviewing industry officials	15 person-days
- Analysis, interpretation of results	9 person-days
- Report writing	<u>7 person-days</u>
	41 person days
- Manpower cost at an average of \$450/day	\$18,450.00
- Estimated Expenses	<u>2,500.00</u>
BUDGET (CLIENT SURVEY)	\$20,950.00

Case Study:

- Reviewing program files	10 person-days
- Interviewing DGIR and other DOC officials	7 person-days
- Interviewing ITU and other multilateral agencies' officials	10 person-days
- Interviewing officials of other nation-participants	5 person-days
- Analysis and integration of results	10 person-days
- Report writing	<u>13 person-days</u>
	55 person-days
- Manpower cost at an average of \$450/day:	\$24,750
- Estimated Expenses	<u>4,000</u>
BUDGET (CASE STUDY)	\$28,750

TOTAL BUDGET

\$49,700

6.3 Study 3: Client Survey: Canadian Cultural Industries, Performing Arts Organizations and Museums

6.3.1 Purpose

The purpose of this study is to determine whether the current program delivery model is appropriate in meeting the needs of the Canadian cultural industries, performing arts organizations and museums through its activities. The data to be collected in the client survey portion of this study will include:

- (a) a survey of the extent and type of industry involvement in international activities, and especially international marketing of Canadian cultural product;
- (b) industry awareness of DGIR's activities;
- (c) frequency and types of contact between industry and the program;
- (d) industry satisfaction with the activities and achievements of the program;
- (e) industry officials' opinions regarding complementarity and conflict between the program's activities and those engaged in by industries and organizations themselves in the international arena;
- (f) industry officials' opinions regarding complementarity and conflict between the program's activities and those of other sectors of the Department and of other government agencies in the international arena.

The case studies will expand on the general information gathered in the client survey, concentrating on the Department's mandate to assist in international marketing. In-depth personal interviews will be conducted with officials of specific companies in the cultural industries and performing arts to obtain detailed descriptions of both successful and unsuccessful approaches to marketing their product internationally. These case studies will identify the key factors in successful international marketing, such as the length of time involved, the role of international marketing in the companies' overall business plan, the utility of present DOC and other government programs designed to assist in international marketing. The output of these case studies will be both an evaluation of present

programs and an inventory of private sector approaches to international marketing which have and have not worked.

6.3.2 Data Collection

Data collection will take place in two phases. The first phase, the client survey, will involve personal and/or telephone interviews with a representative sample of the Department's clients in the Canadian cultural industries, performing arts groups and museums. Lists of clients are available in the Department.

For the second phase, data obtained in the client survey will be used to identify approximately 30 organizations in the cultural industries who have made significant efforts to market their product internationally. Six organizations will be chosen from each of the five sectors of Canada's cultural industries (Film, video, television, sound recording and book publishing), three from English Canada, three from French Canada. Detailed case studies will be prepared describing their international marketing efforts, based on in-depth personal interviews with industry officials. Thirty case studies are required because there are significant differences between how each type of product is marketed, as, for example, books and films. Similarly, Anglophone and Francophone companies encounter very different environmental factors affecting how their product must be marketed. Francophone companies market largely in France, where there are many unique restrictions on importation of cultural products, and in Francophone Africa. Anglophone companies marketing in Britain and the United States must deal with an entirely different set of conditions.

6.3.3 Schedule of Activities and Estimated Cost

Client Survey:

- Reviewing Department documentation and developing a study plan	7 person-days
- Interviewing industry officials	12 person-days
- Analysis, interpretation of results	7 person-days
- Report writing	<u>6 person-days</u>
	32 person days
- Manpower cost at an average of \$450/day	\$14,400.00
- Estimated Expenses	<u>2,000.00</u>
BUDGET (CLIENT SURVEY)	\$16,400.00

Case Studies:

- Developing study plan	5 person-days
- Interviewing industry officials	20 person-days
- Analysis, interpretation of results	7 person-days
- Report writing	8 person-days
	<u>40 person days</u>
- Manpower cost at an average of \$450/day	\$18,000.00
- Estimated Expenses	<u>7,000.00</u>
BUDGET (CASE STUDIES)	\$25,000.00
TOTAL BUDGET (STUDY 3):	<u>\$46,400.00</u>

The actual amount required to conduct this study depends upon whether the study is conducted in-house or by outside consultants, and whether or not other agencies, such as the Department of External Affairs, choose to contribute to conducting the study.

6.4 Study 4: Case Study (Policy): Impact of DGIR Strategies and Activities on the Canada-US Bilateral Relationship

6.4.1 Purpose

This case study is intended to determine how effectively DGIR solicits inputs from various sources, and coordinates the resulting information in its policy management and coordination role concerning the Canada-US bilateral relationship. This study is particularly suitable since both the telecommunications and cultural sectors have had a very high stake in the development of Canada's most important bilateral trading relationship. In addition, many issues which Canada faces in multilateral fora are closely tied to bilateral Canada-US relations. DGIR's preparations for the present round of ITU meetings provide current examples of how several such issues are dealt with.

The following information is to be obtained:

- (a) opinions of government officials as to whether the program seeks input from all appropriate sources within the Department, within the Government, and within the program's client group;
- (b) opinions of government officials as to whether the program makes effective use of the information which it gathers and co-ordinates to provide input to the policy formation role;
- (c) opinions of government officials as to whether the program effectively co-ordinates, represents, and defends the Department's policy in carrying out its activities; and
- (d) opinions of government officials as to whether DGIR's policy role is still relevant in view of current Departmental structure and government priorities.

6.4.2 Data Collection

Data should be obtained through reviews of Departmental and program documentation, as well as through personal and/or telephone interviews with program officials, officials in the office of Canada's free trade negotiation team, with officials of the DEA, other concerned government agencies, and the Department's client groups.

6.4.3 Schedule of Activities and Estimated Cost

- Reviewing Department documentation and developing a study plan	7 person-days
- Interviewing government officials	12 person-days
- Analysis, interpretation of results	7 person-days
- Report writing	<u>6 person-days</u>
	32 person days
- Manpower cost at an average of \$450/day	\$14,400.00
- Estimated Expenses	<u>3,500.00</u>
TOTAL BUDGET	\$17,900.00

6.5 Study 5: Study of Possible Overlap between the Department's International Activities and Those of Other Canadian Government and Private Sector Organizations in the Fields of Telecommunications and Culture

6.5.1 Purpose

The purpose of this study is to answer four major questions. To what extent the international activities of Departments of Communications complement or duplicate similar activities undertaken by other departments and agencies of the Government of Canada? Second, to what extent do the Department's activities complement or duplicate activities pursued by private sector firms and organizations? Third, to what extent is DOC's international relations program still relevant in light of the activity of these other players? Fourth, are the resource levels allocated to DGIR and other Departmental sectors sharing an international mandate appropriate to the activities undertaken?

6.5.2 Data Collection

Data should be obtained by reviewing Departmental and program documentation, including A-Base Review Submissions, ADMCP, ADMTT, ADMAC accountabilities for international activities, etc. Further data should be gathered by conducting personal and/or telephone interviews with program officials in DGIR and other DOC programs having international components, with officials at DEA, CIDA, DIST, the cultural agencies, etc. Finally, panels of industry experts should be assembled in both the telecommunications and cultural industries to report on their experiences with duplication or complementary government services, and to offer opinions on appropriate service delivery models. Information gathered in the other studies proposed in this evaluation will contribute to the analysis of this topic.

6.5.3 Schedule of Activities and Estimated Cost

- Reviewing program documentation and developing a study plan	7 person-days
- Interviewing program officials	5 person-days
- Interviewing officials in other sections of DOC and other departments	10 person-days
- Panel of industry experts in the telecommunications and culture industries	10 person-days
- Analysis and integration of results	7 person-days
- Report writing	<u>10 person-days</u>
	42 person-days
- Manpower cost at an average of \$450 per day	\$18,900
- Estimated Expenses	<u>3,000</u>
TOTAL BUDGET	\$21,900

6.6 Study 6: Synthesis Study and Final Report

6.6.1 Purpose

This project will involve conducting a detailed analysis of the reports of the preceding studies prior to developing a final data set, and integrating the findings of all reports into a final evaluation report. The report will address all the priority evaluation issues, drawing conclusions and making recommendations where possible.

6.6.2 Schedule of Activities and Estimated Cost

- Reviewing results of other studies	7 person-days
- Analysis and integration of results	10 person-days
- Report writing	<u>12 person-days</u>
	29 person-days
- Manpower cost at an average of \$450 per day	\$13,050
- Estimated Expenses	<u>1,000</u>
TOTAL BUDGET	\$14,050

7.0 EVALUATION OPTIONS

The studies which comprise the evaluation of DGIR could be conducted by contracting with outside consultants, by using staff of the Program Evaluation Division, or a mix of the two. The alternative budgets for performing the studies by each method is presented in the table below. The difference between the costs of the different approaches results from the lower in-house manpower cost. The comparison is not altogether fair, since overhead is not included in the in-house cost.

STUDY NUMBER	Contracted	In-house
STUDY 1: Review of DGIR records and results	\$ 12,700	\$ 6,600
STUDY 2: (a) Client survey (Telecommunications)	20,950	15,000
STUDY 2: (b) Case study (Telecommunications)	28,750	20,250
STUDY 3: (a) Client survey (Cultural sector)	16,400	12,000
STUDY 3: (b) Case studies (Cultural industry marketing)	25,000	19,500
STUDY 4: Case study of Canada-US bilateral relationship (Policy)	17,900	13,500
STUDY 5: Overlap between DGIR and other gov't./industry activities	21,900	16,250
STUDY 6: Synthesis study and final report preparation	14,050	8,500
TOTAL BUDGET:	\$157,650	\$111,600

Five evaluation options are presented: a full evaluation, three partial evaluation packages, and no evaluation of DGIR. Different sets of evaluation questions are addressed under each of these options. The difference in coverage is shown in the accompanying table.

Option 1. Full Evaluation (\$157,650 contracted/\$111,600 in-house)

This option will provide an in-depth review of the range of activities carried out by the Department under the rubric of international relations. It will fully respond to the issues raised in the Program/Activity Review Report. If resources are available in the Department, this is the recommended evaluation option.

Option 2. Partial Evaluation I (\$132,650 contracted/\$92,100 in-house)

By far the largest portion of DGIR's budget is spent on telecommunications issues. The second option reduces the scope of the evaluation by eliminating the case study of marketing the product of the Canadian cultural industries [Study 3(b)] while reflecting the Department's interests by retaining the case study of participation in the ITU.

Option 3. Partial Evaluation II (\$103,900 contracted/\$71,850 in-house)

The third evaluation option leaves out both case studies proposed in the evaluation design: the case studies of DGIR's involvement in the ITU [Study 2(b)], and the case study of the cultural industries [Study 3(b)]. This option would provide a general understanding of the Department's activities in the international sphere, but would not provide any in-depth information about the effects of the Department's participation in international agencies such as the ITU, nor a sense of the environment in which international marketing activities take place. The elimination of the two case studies will weaken the evaluation's examination of the concrete impacts of DGIR programs, and reduce the ability to consider alternatives to the program's present activities.

Option 4. Partial Evaluation III (\$82,000 contracted/\$55,600 in-house)

Option 4 leaves out three studies proposed in the evaluation design: the case studies of DGIR's involvement in the ITU [Study 2(b)]; of the marketing of cultural industries [Study 3(b)]; and the proposed study of apparent duplication of activity by DGIR and other organizations within the Department and the government (Study 5). This option, too, would provide a general, but not comprehensive understanding of the Department's activities in the international sphere without providing a detailed understanding of the workings of the programs as they affect the Department's clients. Removing Study 5 will also seriously weaken the examination of the coherence of the Department's involvement in international affairs, and the possibility that unnecessary duplication occurs among other government agencies. Eliminating these three studies will also reduce the information available to contribute to understanding the program rationale and alternatives.

Option 5. No Evaluation

Under this option no evaluation will be conducted. This decision will deny both senior management and line managers the opportunity to re-define the program's role and functions as recommended by the Program/Activity Review Committee in 1985.

Recommendations

1. FULL EVALUATION WITH OUTSIDE CONTRIBUTIONS

Time Frame: 2 fiscal years, beginning 1988-89

Cost: \$157,650

If resources are available Option 1 is recommended: a full evaluation study spread over two fiscal years. The Department of External Affairs has expressed interest in the proposed case studies of marketing by the Canadian cultural industries to provide background material for the joint memorandum to Cabinet being prepared by Communications and External Affairs. Some funding may be available from External to support the study. The sound recording program of DFSP is also interested in the study, and may also be willing to contribute to the cost of carrying it out. If funding from these sources to support the case studies of the cultural industries is not available, the following is recommended.

2. PARTIAL EVALUATION

Time Frame: 2 fiscal years, beginning 1988-89

Cost: \$132,650

Given the present shortage of resources, it would be possible to undertake Option 2, again over two fiscal years in order to spread the cost. At a minimum it is recommended that Study 1 (Review of DGIR records and results), Study 2 (a) (Telecommunications case study), and Study 4 (Canada-US bilateral relationship) be completed this year at a cost of \$51,550.

It would be possible to undertake Option 3 or Option 4, but neither of these options is recommended. It is important in the first evaluation of DGIR to obtain detailed information on the program's activities, impacts, and effects. Neither Option 3 nor Option 4 will provide sufficient depth or cover the program's activities thoroughly enough to result in the completion of a truly useful evaluation.

EVALUATION OF DGIR:
COVERAGE OF ISSUES UNDER EACH EVALUATION OPTION

<u>ISSUES</u>	<u>OPT. 1</u>	<u>OPT. 2</u>	<u>OPT. 3</u>	<u>OPT. 4</u>
<u>Rationale</u>				
1. Are the program's activities relevant and appropriate?	■	■	■	■
2. Do the program's activities meet clients' needs?				
re: culture	■	P	P	P
re: telecommunications	■	■	P	P
<u>Impacts and Effects</u>				
3. Does program seek input from appropriate sources?	■	■	■	■
4. Does program complement or duplicate activities of other government agencies?				
re: culture	■	P	P	P
re: telecommunications	■	■	P	P
5. Does program complement or duplicate activities of private sector?				
re: culture	■	P	P	0
re: telecommunications	■	■	P	0
6. What are program's effects on international bodies?				
re: culture	■	P	P	0
re: telecommunications	■	■	P	0
<u>Objectives Achievement</u>				
7. Are program's objectives achieved?				
re: culture	■	P	P	P
re: telecommunications	■	■	P	P

EVALUATION OF DGIR:
COVERAGE OF ISSUES UNDER EACH EVALUATION OPTION (Cont'd.)

<u>ISSUES</u>	<u>OPT. 1</u>	<u>OPT. 2</u>	<u>OPT. 3</u>	<u>OPT. 4</u>
<u>Alternatives</u>				
8. Any more cost effective way to achieve impacts and effects?	■	P	P	P
9. What would be the effect of expanding, scaling down, or eliminating the program?	■	P	P	0
re: culture				
re: telecommunications	■	■	P	0

KEY:

- = Full coverage of issue
- P = Partial coverage of issue
- 0 = No coverage of issue

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APPENDIX A:

LOGIC MODEL

INTERNATIONAL RELATIONS PROGRAM

APPENDIX A -- DGIR LOGIC MODEL

<u>ACTIVITIES</u>	<u>OUTPUTS</u>	<u>EFFECTS</u>	<u>UNINTENDED EFFECTS</u>
1. <u>Information</u>			
Seeks information from DOC sectors and clients in telecommunications re: international activities	Coordinates information Provides input to policy formation on international telecommunications issues	Coordination of Canada's international position on telecommunications	Development of data base and intelligence on Canadian telecommunications activities in the international sphere
Seeks information from DOC sectors and clients in the area of culture	Coordinates information Provides input to policy formation on international cultural issues	Coordination of Canada's international position on cultural issues	Development of data base and intelligence on Canadian cultural activities in the international sphere
2. <u>Policy</u>			
Coordinates DOC policy on international telecommunications issues	Represents Canada's position on telecommunications issues in international fora Represents DOC position on inter- and intradepartmental committees on telecommunications issues	Effectively presents and promotes Canada's position Effectively presents and promotes DOC position	Contributes to functioning of international fora, both bilateral and multilateral, on telecommunications Contributes to functioning of inter- and intradepartmental committees on telecommunications issues
Coordinates DOC policy on international issues re: culture	Represents Canada's position on cultural issues in international fora	Effectively presents and promotes Canada's position Contributes to functioning of international fora, both bilateral and multilateral, on cultural issues	

APPENDIX A -- DGIR LOGIC MODEL

<u>ACTIVITIES</u>	<u>OUTPUTS</u>	<u>EFFECTS</u>	<u>UNINTENDED EFFECTS</u>
	Represents DOC position on inter- and intradepartmental committees on cultural issues	Effectively presents and promotes DOC position	Contributes to functioning of inter- and intradepartmental committees on cultural issues
3. <u>International Agreements</u>			
Negotiates international agreements and treaties on telecommunications, bilaterally and in multilateral fora	International agreements and treaties	Better domestic and international telecommunications systems	New opportunities for Canadian telecommunications industries Increased sales of telecommunications products and services Increased employment and production in Canadian telecommunications industries
		Secures Canada's rights and fulfills responsibilities internationally	Constraints on Canadian telecommunications industries
Negotiates international agreements and treaties on culture, bilaterally and in multi-lateral fora	International agreements, treaties, exchange programs, co-production agreements, etc.	Displays Canadian cultural products and achievements internationally Increased access to international cultural products and achievements within Canada	Increased international understanding Cross-fertilization between Canadian and international cultural organizations and industries

APPENDIX A -- DGIR LOGIC MODEL

<u>ACTIVITIES</u>	<u>OUTPUTS</u>	<u>EFFECTS</u>	<u>UNINTENDED EFFECTS</u>
		New production opportunities for Canadian cultural industries, performing arts groups, etc.	Increased sales of Canadian cultural products and services Increased employment and production in Canadian cultural industries, performing arts groups, etc. Reduced employment and production opportunities in Canada through co-production agreements, etc.
4. <u>Manage International Agreements</u>			
Manage international agreements and treaties in telecommunications	Monitor and enforce Canadian compliance with international agreements and treaties in telecommunications	Domestic compliance with international agreements and treaties Smoothly functioning domestic and international telecommunications systems	
	Record effects of international agreements and treaties on Canadian telecommunications industry and systems	Contributes information to future policy formation	Information available to DOC, other government departments and Canadian telecommunications industry
	Represent Canada's rights and oversee compliance with Canada's responsibilities during the life of international agreements and treaties in telecommunications	Strengthen Canadian rights and carry out Canadian responsibilities	

APPENDIX A -- DGIR LOGIC MODEL

<u>ACTIVITIES</u>	<u>OUTPUTS</u>	<u>EFFECTS</u>	<u>UNINTENDED EFFECTS</u>
	<p>Assistance to Canadian parties to international agreements and treaties on culture in carrying out agreements</p> <p>Record effects of international agreements and treaties on cultural matters</p> <p>Represent Canada's rights and oversee compliance with Canada's responsibilities during the life of international agreements and treaties on culture.</p> <p>Strengthen Canadian rights and carry out Canadian responsibilities</p>	<p>Domestic compliance with international agreements and treaties</p> <p>Contributes information to future policy formation</p>	<p>Smoothly functioning domestic and international cultural agreements and treaties</p> <p>Information available to DOC, other government departments and Canadian cultural industries, performing arts groups, etc.</p>
5. <u>Advisory Role</u>			
Provide advice to other sectors in DOC on international matters	Discussion and exchange of written material	Effective and harmonious functioning of DOC's international role	<p>Duplication of activity</p> <p>Lost efficiency</p>
Liaison with government and industry organizations outside DOC re: international affairs	Discussion and exchange of written material	Effective and harmonious functioning of Canada's international activities in telecommunications and culture	<p>Duplication of activity</p> <p>Lost efficiency</p>
Provide advice and assistance for visits to Canada by international officials in the fields of telecommunications and culture	<p>Discussion and exchange of written material</p> <p>Scheduling and conducting official events (meetings, tours, signing of agreements, etc.)</p>	Harmonious relations between Canada and other nations, international bodies, etc. in telecommunications and culture	<p>Duplication of activity</p> <p>Lost efficiency</p> <p>Premature, insufficiently considered or unfavourable agreements</p>

APPENDIX A -- DGIR LOGIC MODEL

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ACTIVITIES

OUTPUTS

EFFECTS

UNINTENDED EFFECTS

Provide advice and assistance to Canadian officials in the fields of telecommunications and culture for visits outside of Canada

Discussion and exchange of written material
Scheduling of official events

Harmonious relations between Canada and other nations, international bodies, etc. in telecommunications and culture

Duplication of activity
Lost efficiency
Premature, insufficiently considered or unfavourable agreements

APPENDIX B:

TABLE OF ISSUES, INDICATORS/INFORMATION REQUIREMENTS

AND DATA SOURCES

INTERNATIONAL RELATIONS PROGRAM

APPENDIX B -- EVALUATION ISSUES, INDICATORS AND DATA SOURCES

<u>ISSUES</u>	<u>INDICATORS/INFORMATION REQUIREMENTS</u>	<u>DATA SOURCES</u>	<u>STUDY</u>
<u>A. Rationale</u>			
1. Are the program's mandate and objectives stated with sufficient clarity to allow the program to pursue a coherent set of activities?	Opinions of DGIR personnel	Interviews	1
	File review	Review of program records and results	1
2. Are the program's activities relevant and appropriate in the current international environment?	Opinions of clients	Client surveys	2, 3
	File review	Review of program records and results	1
	Opinions of DGIR personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	7
3. Do the program's activities address the needs of the Department's clients in the Canadian telecommunications industry?	Opinions of clients	Client survey	2
4. Do the program's activities address the needs of the Department's clients in the Canadian cultural industries, performing arts and museums?	Opinions of clients	Client survey	3
	Program results	Case studies	3
5. Is there a plausible link between the program's objectives and the program's activities and outputs?	Opinions of clients	Client surveys	2, 3
	Opinions of DGIR personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
	File review	Review of program records and results	1

APPENDIX B -- EVALUATION ISSUES, INDICATORS AND DATA SOURCES

<u>ISSUES</u>	<u>INDICATORS/INFORMATION REQUIREMENTS</u>	<u>DATA SOURCES</u>	<u>STUDY</u>
6. Are the program's activities congruent with the current structure of the Department as it defines the responsibilities of each sector?	Opinions of DOC personnel expert in international subject areas (eg. ADMTT, ADMAC, ADMSM)	Interviews	1
7. Do the program's mandate, objectives, activities and outputs serve Canada's international marketing, trade and policy interests in telecommunications and culture?	Opinions of clients	Client surveys	2, 3
	Opinions of DGIR personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
8. Do the program's mandate, objectives, activities and outputs address Canada's international responsibilities in telecommunications and culture?	File review	Review of program records and results	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5

APPENDIX B -- EVALUATION ISSUES, INDICATORS AND DATA SOURCES

<u>ISSUES</u>	<u>INDICATORS/INFORMATION REQUIREMENTS</u>	<u>DATA SOURCES</u>	<u>STUDY</u>
<u>B. Impacts and Effects</u>			
1. Does the program seek input from and consult with all appropriate sources in its policy planning and co-ordinating role?	Opinions of clients	Client surveys	2, 3
	Program results	Case studies	2, 3, 4
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
2. How effectively does the program co-ordinate inputs and policies from outside sources to adequately represent and defend Canadian rights, interests and responsibilities in telecommunications and culture?	Opinions of clients	Client surveys	2, 3
	Opinions of personnel of other Government of Canada agencies	Interviews	5
3. Do the program's activities in international regulatory, quasi-operating and policy fora complement or duplicate similar activities carried out by: (a) other sectors within DOC? (b) other government departments and agencies?	Opinions of clients	Client surveys	2, 3
	File review	Review of program records and results	1
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
4. Do the program's activities intended to promote international trade in telecommunications complement or duplicate international trade development and marketing activities carried out by: (a) other sectors within DOC? (b) other government departments and agencies? (c) the Department's clients?	Opinions of clients	Client survey	2
	Examples	Case studies	2, 4
	File review	Review of program records and results	1
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5

APPENDIX B -- EVALUATION ISSUES, INDICATORS AND DATA SOURCES

ISSUES	INDICATORS/INFORMATION REQUIREMENTS	DATA SOURCES	STUDY
5. Do the program's activities intended to promote international trade in cultural products, services and the performing arts complement or duplicate international trade development and marketing activities carried out by: (a) other sectors within DOC? (b) other government departments and agencies? (c) the Department's clients?	Opinions of clients	Client survey	3
	Examples	Case study	3
	File review	Review of program records and results	1
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
6. What are the effects of the program's activities on international regulatory quasi-operating and policy making fora with respect to telecommunications?	Opinions of clients	Client survey	2
	Examples	Case study	2
	Opinions of personnel of other Government of Canada agencies	Interviews	5
	Opinions of DGIR personnel	Interviews	1
	File review	Review of program records and results	1

APPENDIX B -- EVALUATION ISSUES, INDICATORS AND DATA SOURCES

<u>ISSUES</u>	<u>INDICATORS/INFORMATION REQUIREMENTS</u>	<u>DATA SOURCES</u>	<u>STUDY</u>
7. What are the effects of the program's activities on international agencies with respect to cultural industries, performing arts, and museums?	Opinions of clients	Client survey	3
	Examples	Case studies	3
	Opinions of personnel of other Government of Canada agencies	Interviews	5
	Opinions of DGIR personnel	Interviews	1
	File review	Review of program records and results	1
8. What are the impacts of the program's activities in international regulatory, quasi-operating, and policy fora on: (a) the Minister's responsibility for the orderly development of telecommunications under the Telecommunications Act? (b) the Canadian telecommunications industry?	Opinions of clients	Client survey	2
	Opinions of DOC personnel	Interviews	1
	File review	Review of program records and results	1
9. What are the impacts of the program's activities in international agencies with respect to the cultural industries, performing arts and museums on: (a) the Minister's responsibility for programming in the area of culture? (b) the Canadian cultural industries, performing arts and museums?	Opinions of clients	Client survey	3
	Opinions of DOC personnel	Interviews	1
	File review	Review of program records and results	1
<u>C. Objectives Achievement</u>			
1. To what extent and in what manner were the program's objectives achieved as a result of the program's activities in terms of the needs of the Department's clients in the Canadian telecommunications industry?	Opinions of clients	Client survey	2
	Examples	Case studies	2, 4
	File review	Review of program records and results	1

APPENDIX B -- EVALUATION ISSUES, INDICATORS AND DATA SOURCES

<u>ISSUES</u>	<u>INDICATORS/INFORMATION REQUIREMENTS</u>	<u>DATA SOURCES</u>	<u>STUDY</u>
2. To what extent and in what manner were the program's objectives achieved as a result of the program's activities in terms of the needs of the Department's clients in the Canadian cultural industries, performing arts and museums?	Opinions of clients	Client survey	3
	Examples	Case studies	3, 4
	File review	Review of program records and results	1
<u>D. Alternatives</u>			
1. Are there more cost-effective alternative programs which might achieve the objectives and the intended impacts and effects of the program?	Opinions of clients	Client surveys	2, 3
	Examples	Case studies	2, 3, 4
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
2. To what extent would Canadian domestic and international telecommunications objectives and obligations benefit or suffer if the program's active participation in international regulatory, quasi-operating and policy making fora were: (a) expanded? (b) scaled down? (c) eliminated?	Opinions of clients	Client survey	2
	Examples	Case studies	2, 4
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
3. To what extent would the domestic and international objectives and obligations of Canada's cultural industries, performing arts organizations and museums benefit or suffer if the program's active participation in international fora were: (a) expanded? (b) scaled down? (c) eliminated?	Opinions of clients	Client survey	3
	Examples	Case studies	3, 4
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5

APPENDIX B -- EVALUATION ISSUES, INDICATORS AND DATA SOURCES

<u>ISSUES</u>	<u>INDICATORS/INFORMATION REQUIREMENTS</u>	<u>DATA SOURCES</u>	<u>STUDY</u>
2. To what extent and in what manner were the program's objectives achieved as a result of the program's activities in terms of the needs of the Department's clients in the Canadian cultural industries, performing arts and museums?	Opinions of clients	Client survey	3
	Examples	Case studies	3, 4
	File review	Review of program records and results	1
<u>D. Alternatives</u>			
1. Are there more cost-effective alternative programs which might achieve the objectives and the intended impacts and effects of the program?	Opinions of clients	Client surveys	2, 3
	Examples	Case studies	2, 3, 4
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
2. To what extent would Canadian domestic and international telecommunications objectives and obligations benefit or suffer if the program's active participation in international regulatory, quasi-operating and policy making fora were: (a) expanded? (b) scaled down? (c) eliminated?	Opinions of clients	Client survey	2
	Examples	Case studies	2, 4
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5
3. To what extent would the domestic and international objectives and obligations of Canada's cultural industries, performing arts organizations and museums benefit or suffer if the program's active participation in international fora were: (a) expanded? (b) scaled down? (c) eliminated?	Opinions of clients	Client survey	3
	Examples	Case studies	3, 4
	Opinions of DOC personnel	Interviews	1
	Opinions of personnel of other Government of Canada agencies	Interviews	5

