

PARTNERSHIP ASSOCIATION
WESTERN ECONOMIC PARTNERSHIP AGREEMENT

THE CANADA - SASKATCHEWAN PARTNERSHIP
AGREEMENT IN
COMMUNICATIONS (TECHNOLOGY)
1991 - 1995

EVALUATION FRAMEWORK

JUNE 1993

QUEEN

P 95.82

95.82

.C2

C376

1993

c.2

This Evaluation Framework was conducted by the Corporate Review Branch of the Department of Communications (DOC).

This report was prepared by Gaëtane Laplante, Senior Program Manager, with the assistance of John Scarlett.

Ce cadre d'évaluation a été effectué par la Direction générale des examens ministériels du ministère des Communications (MDC).

Ce rapport a été préparé par Gaëtane Laplante, gestionnaire principal, avec la collaboration de John Scarlett.

Queen
P
95.82
.C2
C376
1993
C.2
~~JOUR-GEN~~

Industrie Canada
Library - Queen
JUL 23 1998
Industrie Canada
Bibliothèque Queen

**THE CANADA-SASKATCHEWAN PARTNERSHIP AGREEMENT IN
COMMUNICATIONS TECHNOLOGY
1991 - 1995**

EVALUATION FRAMEWORK

Final Report submitted to:
Management Committee
Canada-Saskatchewan Partnership Agreement
in Communications Technology

Submitted by:
Evaluation Sub-committee
Canada-Saskatchewan Partnership
Agreement in Communications
Technology

Prepared by:
Corporate Review Branch
Department of Communications
(DOC)

Revised June 1993

COMMUNICATIONS CANADA
JUL 28 1994
LIBRARY - BIBLIOTHÈQUE

95.82

C2

C376

1993

C. 2

ACAPAO 21: *C2* *C376* *1993* *C. 2*

Table of Contents

I.	INTRODUCTION	1
A.	Purpose of the Evaluation Framework	1
B.	Report Structure	1
II.	AGREEMENT PROFILE	3
A.	Partnership Agreement Background	3
B.	Description of the Partnership Agreement	3
C.	Government Contributions and the Allocation of Funds	4
D.	Program Descriptions	6
E.	Identification of Applicants/Recipients and Cultural Consumers/Beneficiaries	9
III.	EVALUATION ISSUES, PERFORMANCE INDICATORS, DATA SOURCES AND DATA COLLECTION METHODS	10
IV.	DATA COLLECTION PLAN, EVALUATION STUDY PLAN, COST AND TIMEFRAME	13
TABLE A:	SUCCESS AND SATISFACTION ISSUES	16
TABLE B:	AGREEMENT'S RATIONALE, MANAGEMENT AND COMMUNICATIONS EFFECTIVENESS ISSUES, AND ITS OVERALL IMPACT	21

I. INTRODUCTION

This report is a **Framework** for the future evaluation of the Canada-Saskatchewan Partnership Agreement in Communications Technology. This Partnership Agreement was signed in September of 1991 between the Minister of Communications representing Canada and the Minister of Economic Diversification and Trade representing Saskatchewan. The Agreement is designed to undertake the implementation of specific programs in order to strengthen the long-term economic viability of the Saskatchewan telecommunications sector as part of the Canadian telecommunications industry.

A. Purpose of the Evaluation Framework

The Evaluation Framework is the basis on which a future evaluation of the Canada-Saskatchewan Partnership Agreement on Communications Technology is to be built. Indeed, the future evaluation of the Agreement could address a wide variety of issues such as: continued relevance, success in meeting objectives, the impact and effects on Saskatchewan's economy, and whether more cost-effective alternatives exist for obtaining the same results. However, the evaluation will focus on only those issues that are seen by the Management Committee at the time of the evaluation as being most relevant and feasible.

Therefore, the purpose of the evaluation framework is to ensure that an overall approach and methodology is established for the gathering and recording of information and data by the program managers during the implementation process of the Agreement. This data and information will serve as reference material to facilitate the conduct of the future evaluation.

B. Report Structure

The Agreement's Profile section provides a brief historical background of the Agreement and its objectives, outlines the government contributions and allocation of funds, describes the four funding programs, and identifies the stakeholders and the beneficiaries who will ultimately benefit from the Partnership Agreement.

The next section, entitled Evaluation Issues, Performance Indicators, Data Sources and Collection Methods, identifies and describes the potential issues/questions which could be considered in a future evaluation of the Agreement, the performance indicators which could be used as a measure of expected results, and finally, the data sources and collection methods which would form the basis of such performance indicators.

The Canada-Saskatchewan Partnership Agreement in Communications Technology

Finally, the Data Collection Plan, Evaluation Study Plan and Cost and Timeframe section propose a collection plan of the required data and information, and an evaluation study plan with associated costs and timeframe to ensure the adequacy of the future evaluation.

II. AGREEMENT PROFILE

A. Partnership Agreement Background

The Canada-Saskatchewan Partnership Agreement was signed in September of 1991, committing the federal and provincial governments to make contributions of up to \$5 million each over five years. This is the third Partnership Agreement signed under the \$120 million Canada-Saskatchewan economic development program which is part of the larger \$242 million regional economic development plan for western Canada.

As traditional economic base of Western Canada has been concentrated on sectors such as agriculture, logging and petroleum, this Agreement aims at providing greater long-term stability to the province's economy through diversification. As an industry that over the past decade has earned higher revenues than almost any of the traditional industries in the region, telecommunications can offer Saskatchewan a potential means for achieving future economic diversification and growth.

B. Description of the Partnership Agreement

The purpose of the Canada-Saskatchewan Partnership Agreement in Communications Technology is to:

"enable Canada and Saskatchewan to undertake Programs and Projects aimed at optimizing and accelerating the development of communications technologies, systems and applications and services in support of Saskatchewan's economic and social development".

The Canada-Saskatchewan Partnership Agreement in Communications Technology

The four objectives set out in the Agreement are to:

- Maximize the development and growth of communications industries, technologies and infrastructure through the enhancement of regional research and technological capabilities, in support of provincial and national initiatives;
- Increase the availability of services in Saskatchewan's rural and remote areas through communications technologies to foster economic diversification and growth;
- Encourage the application of new communications technologies that could enhance Saskatchewan's international competitiveness, wealth generation, human resource development and standard of living;
- Encourage the development and implementation of advanced information systems designed to strengthen markets and stimulate advanced communications services.

C. Government Contributions and the Allocation of Funds

The Agreement creates four programs with a total budget not to exceed \$10 million.

As stated in the Agreement, the following presents the funding allocations for the three support programs and one administrative program.

The Canada-Saskatchewan Partnership Agreement in Communications Technology

FUNDING ALLOCATIONS
(\$thousands)

TYPE OF PROGRAMS	CANADA	SASKATCHEWAN	TOTAL
SUPPORT			
Saskatchewan Telecommunications Research Laboratory			
Laboratory Establishment and Research Projects	\$1,996,000		\$1,996,000
Laboratory Start-Up		\$400,000	\$400,000
Saskatchewan Group Sponsorship		\$1,200,000	\$1,200,000
Communications Product Development And Technology Transfer			
Product Development	\$979,000	\$2,335,000	\$3,314,000
Communications Technology Applications			
Technology Applications	\$1,900,000	\$1,000,000	\$2,900,000
ADMINISTRATION			
Program Management			
Audits	\$50,000	\$15,000	\$65,000
Evaluation	\$25,000	\$25,000	\$50,000
Management	\$25,000	\$10,000	\$35,000
Public Information	\$25,000	\$15,000	\$40,000
TOTAL	\$5,000,000	\$5,000,000	\$10,000,000

D. Program Descriptions

This Partnership Agreement sets out some important goals including the establishment of innovative, Canadian-owned research and development facilities through three support programs. These programs intend not only to create direct and indirect employment opportunities in Saskatchewan but to generate activities that will place Saskatchewan and Canada on the cutting edge of telecommunications research and development in the next century.

COMMUNICATIONS PRODUCT DEVELOPMENT AND TECHNOLOGY TRANSFER

Purpose of the program

The purpose of this program is to:

- to increase the availability of communications services in Saskatchewan's rural and remote areas so as to foster economic diversification and growth; and
- to encourage the development and implementation of advanced information networks designed to improve access to markets and provide advanced communications services.

Means to achieve the purpose of the program

Projects selected would receive contributions which take the form of stand alone initiatives proposed by Saskatchewan's private sector firms and research institutes or joint development initiatives proposed by Saskatchewan scientists or industry and conducted by them in partnership with private sector firms, universities, or research facilities.

Results expected

Expected benefits to result from this program are:

- enhanced productivity of Saskatchewan based-industries and development of communications products for national and international markets; and
- increased economic development and diversification.

COMMUNICATIONS TECHNOLOGY APPLICATIONS

Purpose of the program

The purpose of this program is to:

- increase the availability of communications services in Saskatchewan's rural and remote areas to foster economic diversification and growth, and enhance Saskatchewan's rural standard of living.
- encourage the application of new communications technology.

Means to achieve the purpose of the program

Projects selected would receive contributions under this program which take the form of stand alone initiatives proposed by Saskatchewan's private sector firms and research institutes or they may involve joint development initiatives proposed by Saskatchewan scientists or industry and conducted by them in partnership with private sector firms, universities, or research facilities.

Results expected

Expected benefits to result from this program are improved communications services delivery Saskatchewan's rural areas and small communities in such areas as Tele-health and Tele-education.

SASKATCHEWAN TELECOMMUNICATIONS RESEARCH LABORATORY

Purpose of the initiative

This program is intended to maximize the development and growth of communications industries, technologies and infrastructure through the enhancement of regional research and technological capabilities.

Means to achieve the purpose of the program

The establishment of the Saskatchewan Telecommunications Research Laboratory as part of a Western Province Consortium of telecommunications research laboratories to enhance Saskatchewan regional research and technological capabilities.

Results expected

Benefits expected to result from this program are:

- access to research and development investment in telecommunications from major national and multinational companies;
- increase joint venture product development between Saskatchewan companies and large telecommunications companies;
- improve the province ability to attract investment in communications research and development as well as new business operations; and
- research program will be complemented by existing provincial and national initiatives.

MANAGEMENT OF THE AGREEMENT

The purpose of this program is to provide the necessary resources and tools for the proper management and for the evaluation of the Agreement.

E. Identification of Applicants/Recipients and Cultural Consumers/Beneficiaries

Under the three support programs of the Partnership Agreement, a defined group of **stakeholders and beneficiaries** can be identified.

Stakeholders can be most easily distinguished as those parties that are immediately involved with the process of achieving the objectives of the Partnership Agreement. Most typically 'stakeholders' refers to government organizations or telecommunication companies and researchers that will take part in the Partnership Agreement program as respective providers and recipients of funds.

In contrast, '*beneficiaries*' can be described as the Saskatchewan industries and general public that will grow and prosper as the result of achieving the Partnership Agreement's earlier stated objectives. However, in some cases Saskatchewan telecommunication companies may at first be Partnership Agreement stakeholders but later become beneficiaries as part of a maturing Saskatchewan telecommunication industry.

III. EVALUATION ISSUES, PERFORMANCE INDICATORS, DATA SOURCES AND DATA COLLECTION METHODS

Evaluation Issues

The evaluation of the Agreement will focus on the results achieved against its overall objectives. Therefore, the key evaluation issues are expected to be the Agreement programs' **success** at optimizing and accelerating the development of communications technologies, systems and applications and services, and stakeholders and beneficiaries **satisfaction**.

Measuring success issues will mainly focus on the degree or extent to which effectiveness (results-oriented) of the three support programs will meet their specific objectives.

Measuring satisfaction issues will be centred upon assessing stakeholders' and beneficiaries' perception of the benefits of funded projects and initiatives.

Another set of evaluation issues will be aimed at assessing the Partnership Agreement's overall rationale, management and impact. This will include questions on the **Agreement's rationale, management and communications effectiveness and its overall impact**.

Performance Indicators

TABLE A and B at the end of the document displays for the program/questions, the performance indicators and data sources for evaluating the above issues for the three support programs and for the administration and overall impact of the Partnership Agreement.

Data Sources

Three sets of data sources/methods are suggested for consideration to facilitate the orderly collection and gathering by project managers and stakeholders/recipients of the required information and data during the implementation of the Agreement, as well as for assuring the availability and adequacy of primary and baseline data collection to be used at the time of the evaluation.

Data Sources (cont'd)

1. Secondary Data Collection Sources/Methods during the Implementation of the Partnership Agreement

- Partnership Agreement and Program Managers documents, files and records
- Governments (Saskatchewan, DOC and WEDA) funding projects files: proposals/submissions files and records, projects proposals' assessment/evaluation (ex-ante and technical) reports, project managers' assessments and records of measurable objectives and deliverables.
- Federal and provincial programs' eligibility criteria and guidelines
- Annual Work Plan
- Partnership Agreement's programs and projects progress reports
- Minutes and proceedings of the following committees: Management Committee, Public Information Committee, Project Review Committee and all sub-committees
- Funded **stakeholders/recipients'** project files and records, assessment and progress reports
- Annual reports of industry associations and funded stakeholders/recipients
- Reports and data from Statistics Canada & other government agencies
- Consultant reports

These secondary data sources could be considered - by project managers responsible for the implementation of the Agreement - as the core base-reference for *continuously and/or periodically* gathering and collecting data and information relevant to mostly all the evaluation questions/issues and performance indicators identified in **Table A and B**.

2. Primary Data Sources/methods

In addition to the secondary data mentioned above, **Table A and B** identified specific and more comprehensive data sources and methods for measuring each

program/question issue based on a series of pre-determined performance indicators. These data sources indicate the type of adequate baseline and primary data that would be needed to explore and gather for measuring the success and satisfaction issues, and the overall management and impact of the Agreement.

As new performance indicators and/or data sources may be identified over the next three years, an update of the listed data sources/methods may be required.

3. Data Collection Methods/Strategies at the Time of the Evaluation

Given the nature and scope of the Partnership Agreement and the expected results, seven data collection methods/strategies could be considered either for mid-term review/assessment during the implementation of the Partnership Agreement and/or most likely at the time of the evaluation of the Agreement:

- Secondary data analysis (data sources (1) listed above).
- Interviews of program managers, and provincial and federal representatives.
- Case studies (sampling of programs, projects and initiatives).
- In-depth interviews (sampling of funded Saskatchewan's communications technology firms, universities and organizations).
- Focus groups (groups of communications technology consumers/users experts selected from different technology disciplines/sectors).
- Surveys of consumers/beneficiaries.
- Primary data analysis (data sources (2 and Table A & B) listed above).

IV. DATA COLLECTION PLAN, EVALUATION STUDY PLAN, COST AND TIMEFRAME

Data Collection Plan

Project managers responsible for the implementation of the Agreement will undertake to keep files and records on funded programs and of any relevant documents, such as: the minutes and proceedings of committees, annual workplans, review reports, and project proposal submissions and assessment results of sponsored/funded communications technology firms and organizations.

Data collected for evaluating **success** issues will be mostly **quantitative**, consisting of a mix of data gathered continuously for the Partnership Agreement, program managers' files and records on program projects and initiatives, and information collected *monthly and/or periodically* from funded communications technology firms and organizations.

Data collected for evaluating **satisfaction** issues will mostly be **qualitative**, consisting of a mix of data and information drawn from the program managers' files and records, and in-depth interviews, focus groups and surveys. Secondary data sources such as expert opinion, regional development literature and published government reports could be compiled to complete the data collection strategy.

Data collected for the **Partnership Agreement's rationale, administration and overall impact** will be a mix of data and information drawn from the Agreement's files and records, interviews of program managers, provincial and federal representatives, focus groups of funded consumers/users experts in the technology sector, and surveys of consumers/beneficiaries:

Evaluation Study Plan

The aim of the following evaluation study plan is to suggest multiple lines of evidence to:

- evaluate the **successful** achievements of the objectives of the Agreement's initiatives involving communications technology firms and research institutes which have directly benefitted from the Agreement's funding;
- to determine Saskatchewan's communication technology industry **satisfaction** with the perceived benefits and results of the Partnership Agreement; and
- to propose an evaluation study of the Agreement's management and communications effectiveness, and overall impact.

Evaluation Study Plan (cont'd)

- 1. Measuring Success:** **TABLE A** Q.1 & Q.2 of the programs for Communications Product Development and Technology Transfer, and for the Communications Technology Applications
- TABLE A** Q.1 to Q.6 of the Saskatchewan Telecommunications Laboratory program

Multiple lines of evidence: Files and record review
 Interviews/In-depth interviews
 Case studies

- 2. Measuring Satisfaction:** **TABLE A** Q.3 of the programs for Communications Product Development and Technology Transfer, and for Communications Technology Applications
- TABLE A** Q.7 to Q.9 of the Saskatchewan Telecommunications Laboratory program

Multiple lines of evidence: Files and records review
 Interviews
 Focus Groups
 Surveys

3. Effectiveness of Management and Communications :

TABLE B Management and Communications Effectiveness (Q.1, Q.2 and Q.3)

Multiple line of evidence: Files and records review
 Interviews
 Focus groups

4. Rationale and Overall Impact of the Agreement:

TABLE B Rationale (Q.1 and Q.2)

TABLE B Agreement's Overall Impact (Q.1, Q.2 & Q.3)

Multiple line of evidence: Interviews
 Primary and secondary data analyses

Cost And Timeframe

As stipulated in the Agreement, an amount of money has been set aside for the final evaluation of the Canada-Saskatchewan Partnership Agreement in Communications Technology. The estimated maximum cost is **\$50,000** with a time frame of **6 to 8 months** for completion.

PHASE I

In **early February 1994**, **Phase I** of the evaluation will be initiated and focus mainly upon completed TR Lab projects using case studies, in-depth interviews and focus groups to evaluate success and satisfaction issues.

Another component of Phase I of the evaluation may consist of a review of the efficiency and effectiveness of the management controls, practices and coordination mechanisms of the TR Lab program.

Estimated Cost - Phase I

The Evaluation would be in the approximate range of **\$14,000 to \$18,000**.

PHASE II

In **early fall of 1995**, using the same evaluation methods as in Phase I, **Phase II (component 1)** will consist of the evaluation of all the completed and matured projects of the three support programs as well as the rationale, management and communications effectiveness, and the overall impact of the Partnership Agreement.

Phase II (component 2) could include recipients/users-oriented survey of specific funded partners and organizations.

Estimated Cost - Phase II

Component 1 will be in the approximate range of **\$18,000 to \$24,000**.

Component 2 would be in the approximate range of **\$6,000 to \$8,000**.

However, at the time of the Evaluation, it will be the responsibility of the Management Committee to decide on the extent, and the scope of the evaluation studies to be undertaken.

TABLE A: SUCCESS AND SATISFACTION ISSUES		
Programs/Questions	Performance Indicators	Data Sources and Timing
Communications Product Development and Technology Transfer		
1. To what extent were the projects/initiatives of the program successful in increasing the availability of communication services in Saskatchewan's rural and remote areas?	a. Number and results of stand alone initiatives undertaken by Saskatchewan's private sector firms and research institutes that has given added-value to communication services in rural and remote areas b. Number and results of joint development projects undertaken by Saskatchewan scientists and industry.	<ul style="list-style-type: none"> • Management/Implementing Committee files and records - 3 years • Surveys and interviews with private sector firms and research institutes -3 years • Data collected from, and recipients/ stakeholders progress and assessment reports - Annually & 3 years
2. To what extent were the projects successful in promoting the development and implementation of advanced information networks?	a. Number and results of the development of new communications products for national and international markets.	<ul style="list-style-type: none"> • Recipients/stakeholders' assessment reports on funded projects/initiatives (Annually) • Statistics Canada and Industry Canada reports - 3 years
3. To what extent are the stakeholders/beneficiaries satisfied with the development and marketing of the projects under this program?	a. Extent to which the development of new communications products improve the marketing opportunity of the stakeholders.	<ul style="list-style-type: none"> • Interviews with funded recipients/stakeholders - 3 years

TABLE A: SUCCESS AND SATISFACTION ISSUES		
Programs/Questions	Performance Indicators	Data Sources and Timing
Communications Technology Applications		
<p>1. To what extent were the projects/initiatives of the program successful in increasing the availability of communications services to Saskatchewan's rural and remote areas?</p>	<p>a. Number and results of stand alone initiatives undertaken by Saskatchewan's private sector firms and research institutes that has given added-value to communication services in rural and remote areas</p> <p>b. Number and results of joint development projects undertaken by Saskatchewan scientists and industry.</p>	<ul style="list-style-type: none"> • Management/Implementing Committee files and records - 3 years • Surveys and interviews with private sector firms and research institutes - 3 years • Data collected from, and recipients/stakeholders' progress and assessment reports - Annually & 3 years
<p>2. To what extent were the projects/initiatives of the program successful in encouraging the application of new communications technology, and enhancing Saskatchewan's standard of living?</p>	<p>a. Number and result of communication technology projects in the area of Tele-health, Tele-education, and human resource development for Saskatchewan residents.</p>	<ul style="list-style-type: none"> • Surveys and interviews with recipients/stakeholders - 3 years • Recipients/stakeholders' progress and assessment reports on funded projects/initiatives - Annually & 3 years
<p>3. To what extent are the beneficiaries in Saskatchewan's rural and remote areas satisfied with the increase in the availability of services from the application of communications technology?</p>	<p>a. Extent to which beneficiaries in Saskatchewan rural and remote areas perceive an increase in the availability of valued services from the application of communications technology.</p>	<ul style="list-style-type: none"> • Interviews with stakeholders/beneficiaries - 3 years

TABLE A: SUCCESS AND SATISFACTION ISSUES		
Programs/Questions	Performance Indicators	Data Sources and Timing
Saskatchewan Telecommunications Laboratory		
<p>1. To what extent did the establishment of the Saskatchewan Telecommunications Laboratory succeed in accelerating the development and growth of communication industries and technologies?</p>	<p>a. Changes and results in the number of Saskatchewan's TR Lab:</p> <ul style="list-style-type: none"> • Industry sponsors (affiliate, associate, adjunct and group), university sponsors and government sponsors. • Research contracts • Licensing agreements • Registered patents and pending patents that have resulted from Saskatchewan's TR Lab activities. 	<ul style="list-style-type: none"> • Management/Implementing Committee files and records - 3 years • Surveys and interviews with funded sponsors - 3 years • Data collected from, and TR Labs/stakeholders' progress and assessment reports - Baseline & annually
<p>2. To what extent and degree did the establishment of Saskatchewan's TR Labs succeed in attracting new business investment to communications R&D in Saskatchewan?</p>	<p>a. Number and results of businesses that have chosen Saskatchewan as a location for their communications R&D activities.</p> <p>b. Number and results of joint venture product development agreements signed between Saskatchewan companies and large telecommunication companies.</p> <p>c. Total amount and type of Saskatchewan's TR Lab sponsor investment.</p>	<ul style="list-style-type: none"> • Statistics Canada and Industry Canada reports -3 years • Surveys, interviews and/or focus groups of Saskatchewan's telecommunication companies - 3 years

TABLE A: SUCCESS AND SATISFACTION ISSUES		
Programs/Questions	Performance Indicators	Data Sources and Timing
Saskatchewan Telecommunications Laboratory (cont'd)		
3. To what extent has the Saskatchewan TR laboratory been successful in completing its research program?	a. Number and results of research program objectives that have been met within a timeframe.	<ul style="list-style-type: none"> • Management/Implementing Committee files and records - 3 years • Interviews and/or focus groups of recipients/stakeholders - 3 years
4. To what extent has the establishment of the Saskatchewan TR laboratory contributed to the Consortium reaching a critical mass of researchers?	<p>a. Number, results and type of new research positions that have resulted from the establishment of the Saskatchewan's TR Lab.</p> <p>b. Number and results of recently attained or retained sponsors/research contracts that can be attributed to the resident expertise of the Saskatchewan's TR Lab.</p>	<ul style="list-style-type: none"> • Interviews of stakeholders/beneficiaries and Laboratory staff - 3 years • Monitoring of recipient progress and assessment reports (Baseline & 3 years)
5. Has the establishment of the Saskatchewan TR laboratory provided a stream of trained people and relevant technology to the sponsoring organizations and industry at large?	<p>a. Number of former lab staff/students that are now employed in a technical capacity with a local or national communications company.</p> <p>b. Extent to which the opportunities of laboratory research positions met the needs and expectations of research staff.</p>	<ul style="list-style-type: none"> • Surveys and interviews of Saskatchewan's TR Lab staff (3 yrs)
6. To what extent and degree has the establishment of the Saskatchewan's TR Lab succeeded in complimenting existing provincial and national initiatives?	a. Number and results of existing national and provincial communication R&D initiatives that compliment the program.	<ul style="list-style-type: none"> • Statistics Canada and Industry Canada reports - 3 years
7. To what extent are the sponsors satisfied with the benefit generated from the establishment of the Saskatchewan's TR Lab?	<p>a. Extent to which the establishment of the Saskatchewan's TR Lab meet sponsors' needs and expectations.</p> <p>b. Extent to which the partners are satisfied with the chosen Saskatchewan's TR Lab research program.</p>	<ul style="list-style-type: none"> • Surveys, interviews and/or focus groups of stakeholders/beneficiaries - 3 years

TABLE A: SUCCESS AND SATISFACTION ISSUES		
Programs/Questions	Performance Indicators	Data Sources and Timing
Saskatchewan Telecommunications Laboratory (cont'd)		
8. To what extent have the TR labs provided an effective channel for communications between industry and university so as to encourage collaboration?	a. Extent to which sponsors are satisfied that a balanced and interactive research environment (academic and industrial) has been created at the Saskatchewan's TR Lab.	• Surveys, interviews and/or focus groups of stakeholders/beneficiaries - 3 years
9. To what extent are the research staff satisfied with the professional opportunities that the Saskatchewan's TR Lab has offered?	a. Extent to which Saskatchewan TR laboratory met the needs and expectations of the research staff.	• Surveys and/or interviews of laboratory staff - 3 yrs

TABLE B: AGREEMENT'S RATIONALE, MGT. AND COMM. EFFECTIVENESS ISSUES, AND OVERALL IMPACT		
Programs/Questions	Performance Indicators	Data Sources and Timing
Rationale		
<p>1. To what extent are the objectives of the Agreement consistent with the priorities and policies of both governments and realistically address an actual need?</p> <p>2. Are there alternative design and/or cost-effective ways to achieve federal and provincial priorities and policy objectives in communications technology industries?</p>	<p>a. Review of Agreement documents' rationale and objectives against the present priorities and policies of both level of governments.</p> <p>a. Results of a comparison of similar funding arrangements/Partnership agreements in the private and/or public sector.</p>	<ul style="list-style-type: none"> • Agreement documents and policy statements - 3 years • Interviews of officials and program managers - 3 years • Statistic Canada, Industry Canada, and consultant reports - 3 years • Focus group with recipients/applicants - 3 years
Management and Communications Effectiveness		
<p>1. How effective was the program planning and implementation?</p>	<p>a. Degree of cooperation between federal and provincial governments regarding the management and administration of the Agreement.</p> <p>b. Degree of consultation between the federal and provincial governments and the communications technology sector.</p>	<ul style="list-style-type: none"> • Program files and data - 3 years • Interviews of officials, program managers and representatives of the cultural community - 3 years • Interviews, focus groups or surveys of applicants/recipients - 3 years
<p>2. Have the Agreement's programs been delivered to clients in an efficient and effective manner?</p>	<p>a. Degree of applicants/recipients satisfaction with the delivery/administration of the Agreement's programs.</p>	<ul style="list-style-type: none"> • Interviews of applicants/recipients - 3 years • Interviews of program managers - 3 years

TABLE B: AGREEMENT'S RATIONALE, MGT. AND COMM. EFFECTIVENESS ISSUES, AND OVERALL IMPACT		
Programs/Questions	Performance Indicators	Data Sources and Timing
Management and Communications Effectiveness (cont'd)		
<p>3. How effective was the communications program in enhancing the communications technology industries and general public awareness of the Agreement's objectives and achievements?</p>	<p>a. Level of awareness of Saskatchewan stakeholders and beneficiaries of the impact of the Partnership Agreement.</p> <p>b. Number/type of public information products and/or reports, news releases and feature stories that inform the public of the existence and activities of the Agreement.</p>	<ul style="list-style-type: none"> • Interviews, focus groups of stakeholders/beneficiaries - 3 years • Surveys/monitoring of public affairs related to the Agreement - 3 years

TABLE B: AGREEMENT'S RATIONALE, MGT. AND COMM. EFFECTIVENESS ISSUES, AND OVERALL IMPACT		
Programs/Questions	Performance Indicators	Data Sources and Timing
Agreement's Overall Impact		
<p>1. Has the sponsored and funded programs/projects in support of provincial and national initiatives contributed the development and growth of Saskatchewan's communications industries, technologies and infrastructures?</p>	<p>a. Changes in the provincial percentage of goods and services that are produced by Saskatchewan's communications technology industry.</p> <p>b. Changes in sales levels of Saskatchewan's communication technology industries who benefitted from the program prior to and following the support received.</p> <p>c. Changes in the number of people employed in Saskatchewan's communication technology industries.</p> <p>d. Changes in the level of revenue of Saskatchewan's communication technology industries.</p>	<ul style="list-style-type: none"> • Statistic Canada, Human Resources Development, and Industry Canada reports - 3 years • Monitoring recipient's progress and assessment reports - Periodically
<p>2. To what extent did the Partnership Agreement, in the application of new technologies and advanced information systems, contribute to foster economic diversification and strengthen Saskatchewan's markets and competitiveness capability?</p>	<p>a. Consultant reports</p>	<ul style="list-style-type: none"> • Data collected from all the program components - 3 years
<p>3. To what extent did the Partnership Agreement increase the availability of communication services in Saskatchewan's rural and remote areas?</p>	<p>a. Consultant reports</p>	<ul style="list-style-type: none"> • Data collected from all the program components - 3 years

