

**THE CANADA - MANITOBA AGREEMENT:
COMMUNICATIONS TECHNOLOGY RESEARCH
and
INDUSTRY DEVELOPMENT**

1992 - 1995

EVALUATION FRAMEWORK

June 1993

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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.

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**THE CANADA-MANITOBA AGREEMENT IN
COMMUNICATIONS TECHNOLOGY RESEARCH AND INDUSTRY DEVELOPMENT
EVALUATION FRAMEWORK**

Final Report submitted to:

Management Committee
Canada-Manitoba Agreement in Communications
Technology Research and Industry Development

Submitted by:

Evaluation Sub-committee
Canada-Manitoba Agreement
in Communications Technology
Research and Industry Development

Prepared by:

Corporate Review Branch
Department of Communications
(DOC)

June 1993

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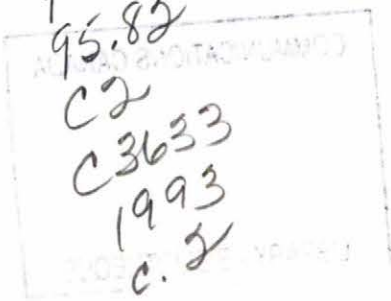


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I. INTRODUCTION

This report is a **Framework** for the future evaluation of the Canada-Manitoba Agreement in Communications Technology Research and Industry Development. The Agreement was signed in November of 1992 between the Minister of Communications Canada representing Canada and the Manitoba Minister of Industry, Trade and Tourism. One of the principal objectives of the Agreement is to support the implementation of **Manitoba's Communications Industry Development Strategy**.

A. Purpose of the Evaluation Framework

The **Evaluation Framework** report is the basis on which a future evaluation of the Canada-Manitoba Agreement in Communications Technology Research and Industry Development 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, cost effectiveness, the impact and effects on Manitoba's economy, and whether more cost effective alternatives exist for obtaining the same results. However, the evaluation study will focus only on those issues that are seen by the Management Committee at the time of the evaluation as being most relevant and feasible to report on the results of the Agreement.

Therefore, the purpose of this 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. The data and information will serve as reference material to facilitate the conduct of the future evaluation.

B. Report Structure

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

The Canada-Manitoba Agreement in Communications Technology and Industry Development

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.

Finally, the Data Collection Plan, Evaluation Study Plan, Cost and Timeframe section proposes 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. **Agreement Background**

The Canada-Manitoba Agreement was signed in November of 1992, committing the federal and provincial governments to make contributions of up to \$5 million each over three years.

One of the principal objectives of this Agreement, as mentioned at the beginning of this evaluation framework, is to support the implementation of Manitoba's Communications Industry Development Strategy, which mission is:

To position Manitoba as a recognized and substantive player in the international communications industry, capturing new opportunities to build a high technology industry sector to serve the growing global markets.

The Strategy comprises four major themes:

Rural Communications, to establish Manitoba leadership, by fostering the development of technologies and value added services and applications through the implementation of an advanced provincial network system and new regional access centres.

Winnipeg Communications Hub, to support Winnipeg 2000 goals aimed to attract or develop a broadcast/media industries centre, teleport facilities and industry-university regionally linked telecommunications research centres.

Support for Priority Economic Sectors, to enhance growth and competitiveness in fields such as aerospace, health, education, transportation, tourism, agriculture, financial services, etc..

Leading Edge Technology Niches, to establish Manitoba as an international leader in selected, unique and specialized areas of communications science, such as specialized imaging, digital networks, electromagnetic field design and sensor integration technologies.

Under the Agreement Canada will undertake most of the major technological development projects which support these strategic development themes of the Strategy, while Manitoba shall identify business development project opportunities, provide support and coordination of the business development process.

B. Description of the Agreement

The purpose of the Canada-Manitoba Agreement in Communications Technology Research and Industry Development is to:

Stimulate the telecommunications technology sector thereby stimulating economic development and sustainable high quality employment.

The seven objectives set out in the Agreement are to:

- *Stimulate the development and use of communications technologies and services in support of Manitoba's Communications Industry Development Strategy;*
- *Promote the involvement of communication industries in national and regional development initiatives related to research, development and application of related technologies and services;*
- *Strengthen the ability of communication industries to provide competitive and innovative products and services for early introduction to domestic and export markets;*
- *Encourage new and sustained private sector investment in communications technology and services sector;*
- *Encourage the application of new communications technologies to strengthen the domestic and international competitiveness of Manitoba companies;*
- *Foster the development and implementation of advanced information networks and applications in order to stimulate the development on new technologies, applications and services;*
- *Foster the development and implementation of advanced information networks and applications in order to stimulate the development on new technologies, applications and services;*
- *Foster economic diversification and growth in rural areas, through the application of communications technology and services.*

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C. Government Contributions and the Allocation of Funds

The Agreement creates four programs with a total budget of \$10 million, the federal and provincial government contributing up to \$5 million each.

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

FUNDING ALLOCATIONS
(\$ thousands)

TYPE OF PROGRAMS	CANADA	MANITOBA	TOTAL
SUPPORT			
Communications Technology Development	\$4,900,000	\$1,400,000	\$6,300,000
Business Development Projects and Opportunity Identification		\$3,400,000	\$3,400,000
Industry Promotion And Development		\$150,000	\$150,000
ADMINISTRATION			
Management, Public Information and Evaluation	\$100,000	\$50,000	\$150,000
TOTAL	\$5,000,000	\$5,000,000	\$10,000,000

D. Program Descriptions^s

The Agreement industry initiatives are designed to undertake projects that will optimize the development of communications technologies, applications and infrastructure in a manner that complements the Province's broader economic development objectives.

COMMUNICATIONS TECHNOLOGY DEVELOPMENT PROGRAM

Purpose of the program

Three general objectives are identified:

- maximize the development and growth of communications technologies and infrastructure through enhancement of regional research capabilities;
- encouraging the application of new communications technology, and;
- increase the availability of communications services in Manitoba's rural areas.

Means to achieve the purpose of the program

The Communications Technology Development program shall foster projects involving private and/or public entities that would be of major significance in establishing the foundations of technological infrastructure and investment in support of the strategic themes of the agreement. These projects would involve extensive leverage in terms of external contributions, and would emphasize activities that would foster industry, university and public sector participation and cooperation.

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Means to achieve the purpose of the program (cont'd)

The Communications Technology Development program is comprised of five components:

1. **Telecommunications Research Lab:** This program allows for the establishment of partners in the TR Labs consortium. The Lab's research focus will be communications software development. Benefits to flow from this program may include increased opportunities for Manitoba's post-graduate students to work with industry in joint research efforts.

2. **Canadian Healthcare Telematics Centre:** The Canadian Healthcare Telematics Inc. (CHTI) mission is to encourage industry, in conjunction with the health care system, universities and government research organizations, to develop and apply products based on telematics which will stimulate economic development, enhance quality of health care in Canada and reduce its costs. Accordingly, funds will be used by the Centre to assist in the development of new health care telematic initiatives and related communication s technologies and services.

3. **Terrestrially-Based Antenna Research:** Projects developed may be supported by other agencies. Benefits to flow from this program may include increased opportunities for Manitoba's post-graduate students to work with industry in joint research efforts as well as improved opportunities for Manitoba firms to manufacture products, resulting from applied research and development.

The Canada-Manitoba Agreement in Communications Technology and Industry Development

4. **Call Management, Data Processing and Telemarketing Centres:** Manitoba's geographical position provides a unique opportunity to attract and develop enterprises with data centres to support communications intensive business services. In order to develop this project, funds will be provided to third party private sector based independent organizations and companies to encourage the location of such operations in Manitoba. A portion of these resources may be provided to companies willing to establish operations in rural areas.

5. **Other Major Projects:** In order to develop, capabilities not yet identified, funds will be allocated to projects to advance the development of the strategic themes, such as pilot projects to implement rural communications and access centres.

Results expected

Projects under this Program will establish the Province as a leader of international scope in selected niches of research, innovation and development. They would provide Manitoba business with access to technological and innovation support, to generate new products for export markets. Furthermore, projects under this program will apply the broader objectives of Manitoba's Communication Industry Development Strategy and Rural Communications Initiative.

COMMUNICATIONS BUSINESS DEVELOPMENT AND OPPORTUNITY IDENTIFICATION PROGRAM

Purpose of the program

This program will foster the development of innovative private sector investments by business entities large and small, from within the Province, or involving external investment.

Means to achieve the purpose of the program

Support for business projects falls within three segments:

- 1. Contract Consulting Services:** This segment provides for contracting consulting services on a direct basis, to permit investigation of market and business feasibility for projects in cases where it is too early in the process to secure the involvement of a private sector partner. This segment would be most active in its early phases when emphasis is on elaborating and providing new opportunities.
- 2. Projects:** This larger segment, would provide resources for initiatives shared with private sector and other partners, that would be instrumental in the initiation of specific business development projects. It would be responsive to proposals initiated by private sector entities, and would not reach its full level of activity until the agreement has been under way for some time. The projects would be assessed against criteria, as agreed to by the Management Committee. Such projects shall induce considerable leverage of private sector and other public resources, and well aimed in terms of job-creation objectives of the Agreement.
- 3. Opportunity Identification and Development:** This segment will be entirely funded by Manitoba to provide the resources and support necessary in order to assist in the identification, coordination, evaluation and development of projects under the Agreement. Funds will be allocated to help identify and pursue with interested private and public entities, a wide range of projects in support of the broader Manitoba Communications Industry Development Strategy; and the Rural Communications Initiative being encouraged by Western Economic Diversification. It also provides resources to evaluate projects against approved criteria and manage the business development program support activity.

COMMUNICATIONS INDUSTRY PROMOTION PROGRAM

Purpose of the program

The purpose of this program is to support promotional activities to make Manitoba's communication industry and technological capabilities known to potential markets across Canada and internationally.

Means to achieve the purpose of the program

High quality publications and related literature will be produced at a relatively early stage, and then reinforced during the life of the Agreement. All published materials will be made available in both official languages as demands require.

MANAGEMENT PROGRAM

Canada and Manitoba will allocate funds in order to support the management activities associated with this Agreement. The management activities of this Agreement will include such activities as audit, evaluation, travel and public information.

E. Identification of Stakeholders and Beneficiaries

Under the three industry initiatives of the 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 Agreement. Most typically 'stakeholders' refers to government organizations, program officials, Manitoba communication technology firms, and professional associations of the communications technology sector that will take part in the Agreement as **providers or recipients** of funds.

In contrast, '**beneficiaries**' can be described as Manitoba communications technology firms, partnerships, researchers and scientists, professional associations and general public that will **grow and prosper** as the result of achieving the Agreement's earlier stated objectives. However, in some cases Manitoba's communications technology sector firms may at first be Agreement stakeholders but later become beneficiaries as part of a maturing and prospering Manitoba communications technology industry.

III. EVALUATION ISSUES,³ PERFORMANCE INDICATORS, DATA SOURCES AND DATA COLLECTION METHODS

Evaluation Issues

The evaluation of the Agreement focuses on the results achieved against its overall objectives. Therefore, the key evaluation issues are expected to be the Agreement programs' **success** at encouraging the development and growth of Manitoba's communications technology sector and the **satisfaction** of stakeholders and beneficiaries.

Measuring success issues will mainly focus on the degree or extent to which effectiveness (result-oriented) of the three communication technology research and industry development programs will meet their specific objectives.

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

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

Performance Indicators

TABLES 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 industry initiatives and for the administration and overall impact of the 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 Agreement

- Agreement and Program Managers documents, files and records
- Governments (Manitoba, 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
- 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 **Tables A and B**.

2. Primary Data Sources/methods

In addition to the secondary data mentioned above, **Tables 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 Agreement and the expected results, seven data collection methods/strategies could be considered either for mid-term review/assessment during the implementation of the 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 Manitoba's communications technology firms, universities and research 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 (Tables A & B) listed above).

IV. DATA COLLECTION PLAN, 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 the 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 companies.

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

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, surveys with stakeholders and beneficiaries. Secondary data sources such as expert opinion, regional development literature and published government reports will be compiled to complete the data collection strategy.

Data collected for evaluating the **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 sponsored communication technology firms and experts in the communications sector, and surveys of stakeholders and beneficiaries.

Evaluation Study Plan

The aim pursued in the following proposed study options is threefold: (a) to suggest multiple lines of evidence for the evaluation of the **successful** achievements of the objectives of the Agreement's initiatives involving communications technology firms that have directly benefitted from the Agreement's sponsorship/funding; (b) to propose an evaluation study, with suggested lines of evidence, to determine Manitoba's communication technology industry **satisfaction** with the perceived benefits and results of the Agreement; (c) 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

Communications Technology Development Program:

Component I - Q.1 and Q.2;
Components II and III - Q.1, Q.2 and Q.3;
Component IV - Q.1

Communications Business Development and Opportunity Identification Program: Q.1

Communications Industry Promotion Program: Q.1

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

2. Measuring Satisfaction TABLE A

Communications Technology Development Program:

Component I - Q.3;
Component IV - Q.2

Communications Business Development and Opportunity Identification Program: Q.2

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

Evaluation Study Plan (cont'd)

3. Effectiveness of Management and Communications:

TABLE B

**Management and Communications Effectiveness:
(Q.2 & 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)

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

Multiple line of evidence: Interviews
Surveys
Primary and secondary data analyses

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Total Cost and Timeframe

As stipulated in the Agreement, an amount of money has been set aside for the final evaluation of the Canada-Manitoba Agreement in Communications Technology and Industry Development. 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 Communications Technology programs/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 Telecommunication Research Lab.

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.

The Canada-Manitoba Agreement in Communications Technology and Industry Development

TABLE A: SUCCESS AND SATISFACTION ISSUES			
PROGRAMS/QUESTIONS	PERFORMANCE INDICATORS	DATA SOURCES	TIMING
COMMUNICATIONS TECHNOLOGY DEVELOPMENT: I - TELECOMMUNICATIONS RESEARCH LAB.			
1. To what extent did the establishment of the Manitoba TR Lab succeed in contributing trained people and technology to provide economic growth for industry and university sponsors.	<p>a. Number and results of Manitoba TR Lab's industry sponsors (affiliate, associate, adjunct and group), university sponsors and government sponsors</p> <p>b. Number, type and results of research contracts, licensing agreements and registered patents and pending patents that the Manitoba TR Lab has signed or registered.</p> <p>c. Number and type of new research positions that have been created by the establishment of the lab.</p> <p>d. Extent to which sponsors are satisfied that a balance (academic and industrial) and interactive research environment has been created at the laboratory.</p>	<ul style="list-style-type: none"> • Management/Implementing Committee files and records • Surveys and interviews with funded sponsors • Data collected from funded stakeholders/TR Labs • TR Labs/stakeholders' progress and assessment reports on funded projects/initiatives 	<p>3 years</p> <p>3 years</p> <p>Baseline</p> <p>Annually</p>
2. To what extent did the establishment of the Manitoba TR Labs succeed in increasing opportunities for Manitoba's post-graduate students to work with industry in joint research efforts?	<p>a. Number and results of former lab staff/post-graduate 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 post-graduate students</p>	<ul style="list-style-type: none"> • Interviews of laboratory staff and former students 	<p>3 years</p>
3. To what extent are stakeholders and beneficiaries satisfied with the establishment and operation of the Manitoba's TR Labs?	<p>a. Level of recipient and program officials' satisfaction with the program's effectiveness in optimizing the development of new communication technologies.</p>	<ul style="list-style-type: none"> • Interviews and/or focus groups of stakeholders/beneficiaries 	<p>3 years</p>

TABLE A: SUCCESS AND SATISFACTION ISSUES			
PROGRAMS/QUESTIONS	PERFORMANCE INDICATORS	DATA SOURCES	TIMING
COMMUNICATIONS TECHNOLOGY DEVELOPMENT (cont'd): II - CANADIAN HEALTHCARE TELEMATICS CENTRE			
1. To what extent has CHTI been successful in developing a consortia and sponsor projects which test and demonstrate the application of existing and new telematics technologies in the healthcare field?	a. Number, type and results/outcome of GHTI's partnership agreements with healthcare system, universities and government research organizations to develop and apply products based on telematic	<ul style="list-style-type: none"> Management/Implementing Committee's programs/projects files and records, and monitoring reports 	3 years
	b. Total and type of in-kind resource contributions received from private sector partners.	<ul style="list-style-type: none"> Surveys and/or interviews with funded sponsors in the healthcare sector 	3 years
2. To what the extent has CHTI been successful in tracking current trends and issues in the healthcare field (such as urban-rural disparities in the delivery of healthcare services), and the rapid changes in available and emerging telematics technologies, in order to identify key areas of opportunity?	a. Level of CHTI's awareness of urban-rural disparities in the delivery of healthcare services and measures taken to identify areas of opportunity to use telemedicine and teleducation networks.	<ul style="list-style-type: none"> Documents, studies, and reports from Manitoba's Health and Industry, Trade and Tourism departments 	3 years
		<ul style="list-style-type: none"> Statistics Canada and Industry Canada 	3 years
		<ul style="list-style-type: none"> Data collected from and by funded stakeholders/beneficiaries 	Baseline - 3 years
3. To what extent has CHTI been successful in providing Manitoba with a national service dedicated to the production and dissemination of knowledge that has the potential to improve healthcare delivery and provide acceptable economic return?	a. Number and results of projects/programs, in terms off: reportable research, implementation of results, employment/knowledge/expertise gains, economic development, improvements in healthcare delivery/cost-effectiveness/cost savings gains.	<ul style="list-style-type: none"> Monitoring activities of CHTI's strategy plan 	Baseline
	b. Degree to which the implementation of the strategy plan contributed to the bottom-line, and added to the Centre's knowledge and expertise base.		
	c. Extent to which the Centre has successfully reached milestones that have been identified in the strategic plan		

The Canada-Manitoba Agreement in Communications Technology and Industry Development

TABLE A: SUCCESS AND SATISFACTION ISSUES			
PROGRAMS/QUESTIONS	PERFORMANCE INDICATORS	DATA SOURCES	TIMING
COMMUNICATIONS TECHNOLOGY DEVELOPMENT (cont'd): III - TERRESTRIALLY-BASED ANTENNA RESEARCH			
1. To what extent was the antenna research and development projects/initiatives successful in the design of different antennas for various satellite and terrestrial applications?	a. Number and results of IMT's design and development of MSAT mobile earth terminal antennas and other related antennas initiatives	<ul style="list-style-type: none"> Management/Implementing Committee's programs/projects files and records, and monitoring reports Data collected from funded recipients/stakeholders 	<p>3 years</p> <p>Baseline - 3 years</p>
2. To what extent was the antenna research and development projects/initiatives successful in the establishment of expertise in RF and integrated antenna designs and software development?	a. Number and results of IMT's projects/initiatives to establish and demonstrate the technical feasibility of the applications of UHF antennas for reception of digital radio broadcast.	<ul style="list-style-type: none"> Recipients/stakeholders' progress and assessment/evaluation reports on funded projects/initiatives 	Annually - 3 years
3. To what extent was InfoMagnetics Technologies Corporation (IMT) successful in identifying strategic alliances to manufacture and market IMT's products for the MSAT market?	a. Number, type and results of strategic alliances nationally and/or internationally to manufacture and market a specialized niche market antennas.	<ul style="list-style-type: none"> Surveys and/or interviews with recipients/stakeholders 	3 years

TABLE A: SUCCESS AND SATISFACTION ISSUES			
PROGRAMS/QUESTIONS	PERFORMANCE INDICATORS	DATA SOURCES	TIMING
COMMUNICATIONS TECH. DEV. (cont'd): IV - CALL MANAGEMENT, DATA PROCESSING AND TELEMARKETING CENTRES			
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?	a. Number and results of independent organizations and companies who has establish data processing and telemarketing centres to support communications business services. b. Number and results of joint development projects undertaken by Manitoba's business sector to implement rural communications and access centres.	<ul style="list-style-type: none"> • Management/Implementing Committee files documents, records and monitoring reports • Surveys and/or interviews with private sector organizations and companies • Data collected from recipients/ stakeholders • Recipients/stakeholders' progress and assessment reports on funded projects/initiatives 	3 years 3 years Baseline Annually - 3 years
2. To what extent are the beneficiaries in Manitoba's rural and remote areas satisfied with the increase in the availability of services from the application of communications tech?	a. Extent to which beneficiaries in Saskatchewan rural and remote areas perceive an increase in the availability of valued services	<ul style="list-style-type: none"> • Surveys and/or interviews with stakeholders/beneficiaries 	3 years

The Canada-Manitoba Agreement in Communications Technology and Industry Development

TABLE A: SUCCESS AND SATISFACTION ISSUES			
PROGRAMS/QUESTIONS	PERFORMANCE INDICATORS	DATA SOURCES	TIMING
COMMUNICATIONS BUSINESS DEVELOPMENT AND OPPORTUNITY IDENTIFICATION			
1. To what extent was the program successful in fostering the development of innovative private sector investments in communications business?	a. Number and results of contracting consulting services to identify markets and business opportunities for securing the involvement of private sector partners b. Number and results of initiatives shared with private sector to start specific business development projects c. Number and results of projects in support of Manitoba's Communications Industry Development Strategy, and the Rural Communications Initiative	<ul style="list-style-type: none"> • Management/Implementing Committee files documents, records and monitoring reports • Surveys and interviews with contracting firms, and private sector partners • Data collected from, recipients/ stakeholders progress and assessment/evaluation reports on funded projects/initiatives 	3 years 3 years Baseline - Annually
2. To what extent are the stakeholders/beneficiaries satisfied with the development and marketing of the new communications product development and technology transfer initiatives?	a. Extent to which the development of new communications products improve the marketing opportunity of the stakeholders.	<ul style="list-style-type: none"> • Surveys and/or interviews with funded recipients/stakeholders • Recipients/stakeholders' assessment/evaluation reports on funded projects/initiatives 	3 years 3 years
COMMUNICATIONS INDUSTRY PROMOTION			
1. To what extent was the program successful in supporting promotional activities to make Manitoba's communication industry and technological capabilities known to potential markets across Canada and internationally?	a. Number and results quality publications and related literature produced to achieved the objectives of the program b. Number and results of published materials in both official languages	<ul style="list-style-type: none"> • Management/Implementing Committee files documents, records and monitoring reports 	Baseline - 3 years

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TABLE B: AGREEMENT'S RATIONALE, MANAGEMENT AND COMMUNICATIONS EFFECTIVENESS, AND OVERALL IMPACT			
PROGRAMS/QUESTIONS	PERFORMANCE INDICATORS	DATA SOURCES	TIMING
RATIONALE			
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?	a. Review of Agreement's documents, rationale and objectives against the present priorities and policies of the government.	<ul style="list-style-type: none"> • Agreement documents and policy statements 	3 years
2. Are there alternative design and/or cost-effective ways to achieve federal and provincial priorities and policy objectives in communications technology industries?	a. Results of a comparison of similar funding arrangements and/or agreements in the private and/or public sector.	<ul style="list-style-type: none"> • Interviews with official representatives and with major partners in communications technology industry • Statistic Canada, Industry Canada • Focus group with recipients/applicants 	3 years 3 years
MANAGEMENT AND COMMUNICATION EFFECTIVENESS			
1. How effective was the program planning and implementation?	<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 communication technology sector.</p>	<ul style="list-style-type: none"> • Program files and data • Interview of official, program managers and representative of the cultural community • Interviews, focus groups or surveys of applicants/recipients 	3 years 3 years
2. Have the Agreement's programs been delivered by and to stakeholders and beneficiaries in an efficient and effective manner?	a. Degree of stakeholder/beneficiary satisfaction with the delivery/administration of the Agreement's programs.	<ul style="list-style-type: none"> • Interviews of applicants/recipients and project managers 	3 years
3. How effective was the communications program in enhancing communication technology industries' awareness of the Agreement's objectives and achievements?	<p>a. Level of awareness of Manitoba's stakeholders/beneficiaries of the Agreement's impact.</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 • Surveys/monitoring of public affairs related to the Agreement 	3 years 3 years

TABLE B: AGREEMENT'S RATIONALE, MANAGEMENT AND COMMUNICATIONS EFFECTIVENESS, AND OVERALL IMPACT			
PROGRAMS/QUESTIONS	PERFORMANCE INDICATORS	DATA SOURCES	TIMING
AGREEMENT'S OVERALL IMPACT			
1. Has the sponsorship and funding provided to Manitoba's communications technology industries contributed to diversifying and strengthening the Manitoba economy?	a. Changes in the provincial percentage of goods and services that are produced by Manitoba's communications technology industry. b. Changes in sales levels of Manitoba's communication technology industries who benefitted from the program prior to and following the support received. c. Changes in the number of people employed in Manitoba's communication technology industries.	<ul style="list-style-type: none"> • Statistics Canada, Industry Canada and Human Resources Development reports • Monitoring recipient's progress and assessment reports 	3 years Periodically - 3 years
2. Was there, as a result of the Agreement, greater private investment, sustainability and competitiveness of Manitoba communications technology industries?	a. Consultant reports	<ul style="list-style-type: none"> • Data collected from all the program components 	3 years
3. To what extent did the Agreement increase the availability of communication services in Manitoba's rural and remote areas?	a. Consultant reports	<ul style="list-style-type: none"> • Data collected from all the program components 	3 years

