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Canada-Saskatchewan Northern Development Agreement

Results-Based Management and Accountability Framework

Prepared For:

Western Economic Diversification Canada
Audit and Evaluation

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1. PROGRAM PROFILE

1.1 Origin and Background

In 2002, the Government of Canada and the Government of Saskatchewan established a framework agreement designed to promote and support sustainable economic development in Northern Saskatchewan. The agreement known as the Canada-Saskatchewan Northern Development Agreement (NDA) is being administered through a tripartite effort between Western Economic Diversification (WD), the Minister of Saskatchewan Northern Affairs (SNA) and the Northern Development Board Corporation (NDBC). The NDA provides a framework that elaborates on the strategic priorities considered critical to achieving this objective.

The approach recognizes the roles of the federal, provincial and local governments in the long-term sustainable economic development of northern Saskatchewan, and the requirement to provide innovative approaches to encourage and support the full participation of the residents of this geographical region. Under the Agreement, all project approval decisions must be made on or before February 6, 2007, with the provision that no project is to be approved if its expected completion date extends beyond March 31, 2009 subject to the renewal of the terms and conditions of the Western Diversification Program (WDP) and the Innovation and Community Investment Program (ICIP).

Northern Saskatchewan is home to approximately 34,000 residents living in 70 communities dispersed throughout the northern half of the province. According to the 1996 Census, over 80% of northerners are of Aboriginal ancestry. The natural resource sector, ranging from seasonal fishing and forest harvesting to mining and exploration dominates the economy. The majority of northerners continue to face a wide gap between their living conditions, employment opportunities and future prospects from those enjoyed by the rest of Saskatchewan, and Canada.

Numerous factors constrain the sustainable economic development of northern Saskatchewan. The following obstacles have been selected as the focus for this Agreement:

- Many northern communities remain unable or are poorly equipped to meet the service demands or provide the fundamental infrastructure essential to many of the economic development projects that could otherwise yield employment and income opportunities;

- Northern Saskatchewan lacks the institutions, support services and networks that are vital in developing, testing and introducing technologies that can serve as the basis for viable commercial operations;
- Northern Saskatchewan's small but rapidly growing labour pool is often unable to respond in a timely manner to employment opportunities that do arise; and
- Individuals and organizations with the knowledge and experience required to manage complex business and investment arrangements are not widely available in the North.

1.2 Common Collaborative Issues

Both federal and provincial governments agree that the mechanisms to pursue the purpose of this Agreement shall include:

- Establishing strategic priorities to be pursued to maximize the resources available under this Agreement;
- Setting objectives and key results to be achieved, identifying specific and measurable outcomes;
- Developing a Performance Measurement Strategy and establishing a Management Committee which provides for the meaningful participation of northerners; and
- Such other strategic mechanisms as shall be established to implement this Agreement and pursue its objectives.

To pursue and achieve the purpose outlined in this Agreement, each party will apply the following basic principles:

- The sustainable economic development of northern Saskatchewan can be most effectively pursued by directly involving northerners in the management of this Agreement;
- Total government funding available under this Agreement will be cost-shared by Canada and Saskatchewan on a fifty-fifty (50/50) basis;
- This Agreement allows for flexibility in Project financing and participation, in that each party may decide to finance or participate in any one Project exclusively or jointly;

- Opportunities may be sought for public-private and non-profit partnerships and for the leverage of funds from sources other than government;
- Projects brought forward should normally demonstrate capital, start-up and long-term operational viability, along with demonstrated and committed funding;
- Efforts under this Agreement will respect environmental sustainability while being consistent with long-term strategies to strengthen and expand the economy of northern Saskatchewan;
- Efforts under this Agreement are intended to reduce overlap and duplication contributing to improved efficiency and effectiveness in the area of economic development activities between all departments and agencies of Canada and Saskatchewan through increased collaboration; and
- Funding of a particular initiative should be consistent with obligations and policies related to international and domestic trade agreements.

1.3 Strategic Priorities

The Parties agree to work in co-operation under this Agreement and within their own jurisdiction towards the primary objective, which is to promote and support the sustainable economic development of northern Saskatchewan. This objective will be pursued by focusing on projects consistent with the following strategic priorities:

- a) ***Economic Infrastructure*** – This Agreement, through the partnership between northerners and the provincial and federal governments will attempt to improve access to key economic sectors through:
 - i. enhanced partnerships between government and industry;
 - ii. improving access;
 - iii. forming partnerships with local employers thereby increasing business development;
 - iv. improving transportation, energy, communications systems and services;
 - v. improving zoning, planning, services and facilities (water & sewer, land use, recreation); and
 - vi. increasing availability of adequate housing.

- b) ***Innovation*** – It is anticipated that this Agreement would accept proposals to look at innovation, research, and development opportunities that would:
 - i. expand innovation and research;
 - ii. increase northern presence by the National Research Council and Saskatchewan Research Council; and
 - iii. improve specific technical training and research.

- c) ***Realizing Employment Opportunities*** – Northern Saskatchewan is poised to expand in the areas of tourism, mining and forestry. Further training in these areas will ensure northerners can take advantage of labour and business opportunities through:
- i. training and practical experience that will be gained through incubator models in specific sectors of the northern economy;
 - ii. increased participation of northerners in public service employment; and
 - iii. enhanced northern entrepreneur's ability to provide goods and services to industry and the public sector.
- d) ***Capacity Building*** – Capacity building, depending on its context, can be defined in a variety of ways. According to developmental research it is clear that individual improvement increases self-reliance. In order for a group of individuals to improve or build upon their capabilities, it is essential that adequate training and development resources are available. Possible training opportunities must include:
- i. business and accounting skill development;
 - ii. expanding educational approaches to improve access, retention and completion rates;
 - iii. strengthening adult education and literacy programs to improve the labour market opportunities for mature northerners; and
 - iv. improving entrance rates to post-secondary institutions.
- e) ***Investment Attraction*** – The key to realizing economic benefits for any region of Saskatchewan is partnerships between government and industry. Large-scale investments lead to employment, skill training and a host of other potential opportunities. Investment opportunities can:
- i. develop the potential of northern economic sectors
;
 - ii. establish partnerships among governments, communities and industry to promote economic growth and diversification;

- iii. increase northern participation in, and the benefits from, economic development activities;
- iv. strengthen northern businesses' access to financial and business support services; and
- v. enhance northern entrepreneurs' ability to provide goods and services to industry and the public sector

1.4 Program Partners

The Canada-Saskatchewan Northern Development Agreement is a partnership between the Federal Government, as represented by the Secretary of State, Western Economic Diversification and The Government of the Province of Saskatchewan as represented by the Minister of Saskatchewan Northern Affairs. The program funders work in partnership with the Northern Development Board to identify priorities and strategies for northern development.

This tripartite partnership is a framework for cooperative economic development between the federal, provincial and local governments. This framework assists the parties in formulating a cooperative approach between Canada, Saskatchewan and northerners to enhance economic opportunities, to promote and support the sustainable economic development of northern Saskatchewan and to encourage full participation of northerners in the Canadian economy.

1.5 Resources

Resources have been committed to this partnership by both parties and shall not exceed twenty million dollars (\$20,000,000) over a five-year period, cost shared equally by the governments of Canada and Saskatchewan.

<i>NDA Budget Allocation:</i>	
Government of Canada	\$10,000,000
Government of Saskatchewan	\$10,000,000
<i>Total</i>	<i>\$20,000,000</i>

1.6 Reach

Eligible Recipients

Eligible recipients must be consistent with WDP or ICIP or legal entities that are:

- Non-profit organizations;
- Post-secondary institutions, hospitals and regional health care centres engaged in research;
- Other provincial agencies or legal entities created by the provincial government, in circumstances where these organizations are in the best position to deliver projects.

Individual commercial businesses or commercial activities would not normally be eligible for support under the Agreement except in circumstances where substantial benefits would accrue to the community and where the activity is consistent with the objectives and strategic priorities of the Agreement.

The management committee shall consider the following factors in determining eligibility for Project funding:

- Economic Impact and overall economic benefit to the economy of northern Saskatchewan;
- Overlap of existing government funding programs;
- The existence of industry support, where appropriate;
- Demonstration of a viable financial plan; and
- Project feasibility

1.7 Planned Results and Final Outcome

The Agreement will provide funding for projects that increase the economic development of northern Saskatchewan in the areas of economic infrastructure, innovation, realizing employment opportunities, increasing capacity and investment attraction.

Specifically, the partners will co-operate under the terms of the Agreement in order to achieve the following expected outcomes:

1. Create a stronger, more diversified and sustainable northern economy that creates jobs and business opportunities for northerners;
2. Enhance community and regional infrastructure required for economic development;
3. Encourage the creation, expansion and modernization of small and medium sized businesses and increase value-added activities in Saskatchewan's northern economy;
4. Provide and promote increased opportunities for the private sector;
5. Encourage research and development and promote the application of technology by northern businesses;
6. Encourage trade in products and services and in new markets; and
7. Develop a more skilled and flexible workforce that meets the requirements of industry and permits broader participation by northerners in the benefits of economic growth.

1.8 Governance Structure

Establishment and Membership

A Management Committee will be formed to administer and manage the Agreement including review and approval of all projects. This committee will consist of two federal and two provincial government representatives and two members of the Northern Development Board (NDB). The NDB includes representatives from the Prince Albert Grand Council, Meadow Lake Tribal Council, Métis Nation of Saskatchewan, and the Saskatchewan Association of Northern Communities (New North), together with Athabasca First Nation Chiefs. The Board will provide input in selecting projects undertaken under the Agreement.

The Management Committee shall develop, where appropriate, and in a timely manner, administrative guidelines for the application, assessment, approval, reporting, implementation and monitoring of Projects and Results achieved.

Project Review, Selection and Approval

The Management Committee shall:

- a) Review all Projects to ensure that they:
 - are consistent with the objectives and targets of the Agreement;
 - meet the eligibility and screening criteria as set out in the Agreement;
 - are structured so that any ongoing operating costs are borne by the Applicant or a Third Party; and
 - are supported by satisfactory financial arrangements.
- b) Ensure that environmental assessments of Projects have been completed in accordance with the requirements of the applicable environmental legislation of Canada and Saskatchewan;
- c) Ensure that Projects are consistent with planning practices and guidelines of Saskatchewan;
- d) Make a decision or recommendation about approval:
 - in respect of all Projects proposed pursuant to this Agreement; and

- in respect of any material changes to the scope of a Project approved pursuant to this Agreement.
- e) Ensure that any Project approval decision is made on or before February 6, 2007 and that no Project is approved if its expected completion date extends beyond March 31, 2009, subject to the renewal of the terms and conditions of WDP and ICIP;
- f) Consider amendments to Projects other than changes in scope approved under paragraph (d) provided they are submitted to the Management Committee no later than February 6, 2007, subject to the renewal of the terms and conditions of WDP and ICIP; and
- g) Ensure that all Projects approved for support under this Agreement incorporate the relevant provisions of this Agreement.

Other Related Responsibilities

A Management Committee shall be responsible for the administration and management of this Agreement and shall:

- a) Ensure the implementation of the Communications Protocol as set out in the Agreement;
- b) Carry out any other duties, powers and functions specified in this Agreement or as may be assigned to the Management Committee by the Ministers to accomplish the purpose of this Agreement;
- c) Provide a Results and Performance Measurement strategy that will be consistent with the existing Results-Based Management and Accountability Framework of the WDP and the ICIP;
- d) Provide reports as necessary to the Ministers;
- e) Ensure a full and free flow of information between the Parties of this Agreement;
- f) Implement the communications protocol and public information program respecting this Agreement and be responsible for the review and management thereof;
- g) Meet at least once a year for the purposes of this Agreement;
- h) Propose amendments of the Agreement to the Ministers; and

- i) Liaise with representatives of federal and provincial departments and agencies, northern stakeholders and partner organizations and other appropriate persons to facilitate co-operation and public goodwill in the management of the Agreement

2. *LOGIC MODEL*

A logic model provides a visual description of a specific program. It identifies the activities that the program will engage in, and the expected outputs of those activities. The logic model outlines short-term, intermediate and long-term outcomes that the program expects to achieve. The logic model highlights the program design and ties the resources to expected outcomes through a logical sequence of activities, outputs and outcomes that are relevant to overall program policy.

The NDA Logic Model that is presented in this Framework was generated as a result of a comprehensive review of the Canada-Saskatchewan Northern Development Agreement signed in 2002. NDA investment criteria along with operational and functional documents were reviewed.

The activities, outputs and outcomes of the program were confirmed through a series of interviews with the management and implementation committee members of the NDA program. Representatives from the federal, provincial and local governments were included.

2.1 *Activities*

Program/Project Planning

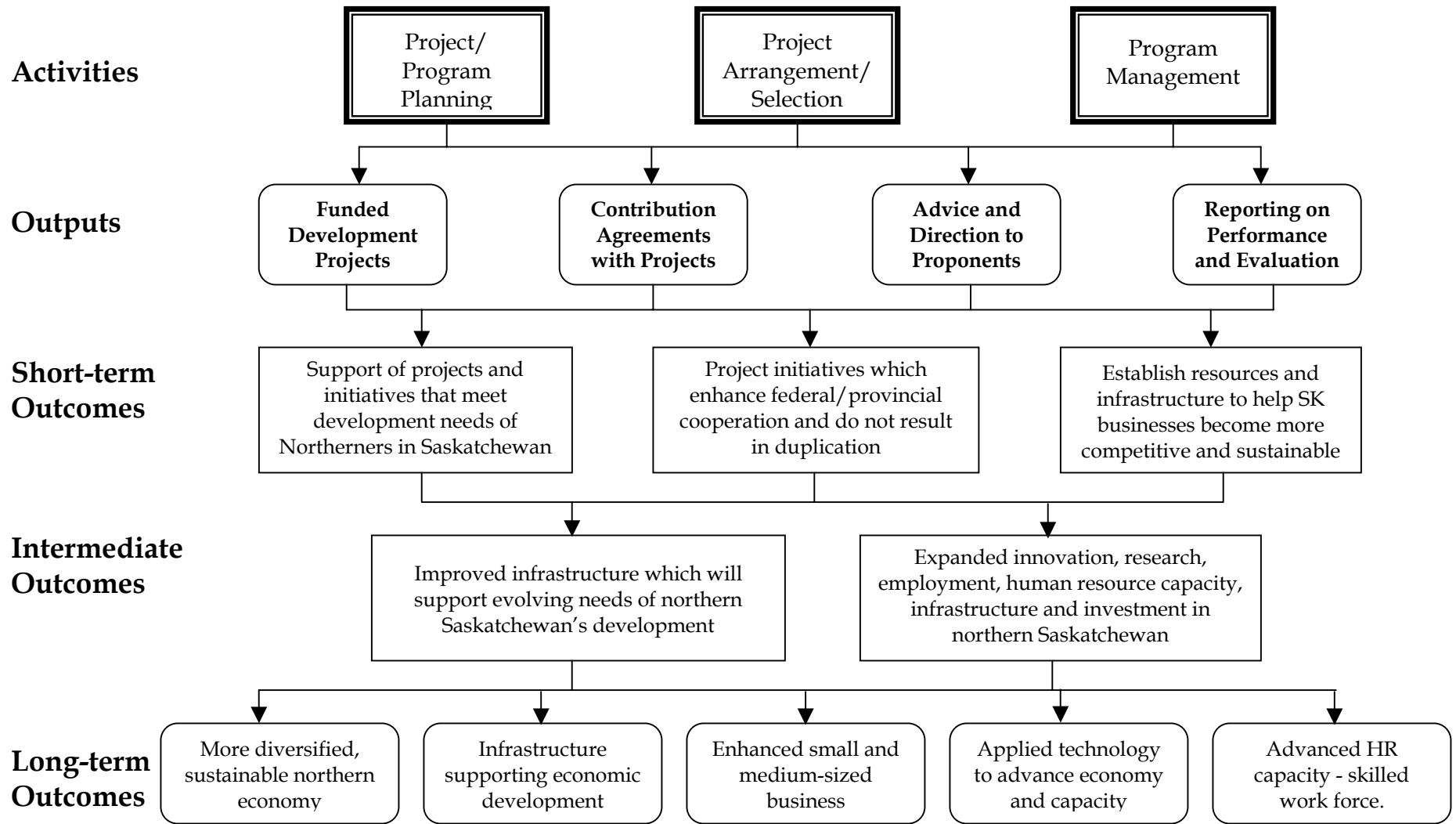
Program/project planning for the NDA involves identifying and defining the goals and objectives of the program, program outputs, arranging consultations to identify regional economic development needs, establishing communications structures and documenting the program's rationale.

The NDA incorporates the funding priorities of both the provincial and federal governments. The funders work in partnership with the Northern Development Board to identify priorities and strategies. The management committee is responsible for ensuring that the NDA does not overlap or duplicate other programs.

Project Arrangement / Selection

The management committee, along with the Northern Development Board of the NDA are responsible for selection of projects. The committee follows the criteria that have been established in the Agreement. Project proposals are chosen within the following five categories:

1. Economic Infrastructure
2. Innovation and Research
3. Employment Opportunities
4. Capacity Building
5. Investment Attraction



Funding is available for projects that are relevant to at least one of the following five strategic priority areas:

1. Economic Infrastructure;
2. Innovation;
3. Realizing Employment Opportunities;
4. Capacity Building; and
5. Investment Attraction

Investment in these five priority areas are expected to result in:

- Creation of a stronger, more diversified and sustainable northern economy that creates jobs and business opportunities for Northerners;
- Enhanced community and regional infrastructure required for economic development;
- Creation, expansion and modernization of small and medium-sized businesses and increased value-added activities in Saskatchewan's North;
- Provision and promotion of increased business opportunities for the private sector;
- Research and development and application of technology by northern businesses;
- Encouraged trade in products and services in new markets; and
- The development of a more skilled and flexible work force that meets the requirements of industry and permits broader participation by Northerners in the benefits of economic growth.

Project proposals that meet the criteria outlined above; will be further evaluated to determine eligibility for government funding under this Agreement against the following criteria:

- Economic Impact – the impact of the project will have on northern Saskatchewan’s innovative capacity and the overall economic benefit to the economy of northern Saskatchewan;
- Overlap – existence of alternative government funding programs;
- Industry Support – existence of industry financial or in-kind support, where appropriate;
- Financial Plan – demonstration of a plan which addresses total capital and operating requirements of the Project; and
- Project Feasibility – assessment for example and where applicable of the competency of key Project individuals, scientific capabilities of proponents and researchers, accuracy of any natural resource estimates.

Program Management

There are several key areas of program management that the NDA partners are responsible for. These are as follows:

Review of Project Proposals – projects must be consistent with the Agreement’s overall goals and objectives and must meet eligibility criteria as set out in the screening tools created by the Management Committee.

Environmental Stewardship – ensure that an environmental assessment has been conducted where appropriate and required.

Communication – establish an adequate communications system for communicating with third parties and public.

Financial Administration – Ensure projects adhere to budgets and that due-diligence is conducted to ensure appropriate allocation and use of funds.

Evaluation – ensure that an Evaluation Framework has been developed and that relevant and useful evaluation activities are completed to report on rationale, efficiencies and effectiveness of the NDA program.

2.2 Managerial Outputs

Funded Projects

The NDA represents \$20,000,000 in funding over five years. Over the project time frame many projects will be funded within each of the five strategic areas. Funded projects will respond to Northern Saskatchewan's main economic challenges as identified by the federal, provincial and local governments.

Reports on Performance and Evaluations

The management committee is responsible for providing the Ministers with timely reports on the financial status of the NDA. These reports shall include:

- Details of project payments;
- Accounting for respective shares of federal and provincial financial commitments and the allocation of funds from the federal government and from various provincial departments (Highways, Learning, SIR, SNA, etc.);
- Reports on the progress of Projects toward timelines and expected outcomes; and
- Objective assessments of whether approved projects are meeting the NDA objectives.

2.3 Program Outcomes

The NDA is intended to support economic development projects and initiatives that meet the needs of northern Saskatchewan individuals, businesses and communities.

Short and Intermediate-Term

In the short and intermediate-term, Saskatchewan northerners and northern communities will develop human resource capacity. Communities will develop the ability to create and lead economic development projects and will build infrastructure that will enhance the northern economy. Individuals will establish employment skills and will advance technical capacity. Small and medium-sized business will expand, attract investment and launch initiatives that have local and provincial market reach.

Long-term

Expected long-term outcomes of the NDA are as follows:

- A stronger, more diversified and sustainable northern economy that creates jobs and business opportunities for Northerners;
- Enhanced community and regional infrastructure;
- Expanded and modernized small and medium-sized business and increased value-added activity in Saskatchewan's northern economy;
- Increased opportunities in the private sector;
- Research and development and promotion for the application of technology by northern business;
- Increased trade in products and services; and
- A more skilled and flexible workforce that meets the requirements of industry and permits broader participation by Northerners in the benefits of economic growth.

3. PERFORMANCE MEASUREMENT STRATEGY

3.1 Activities

Indicators	Data source / collection method	Responsibility for Data Collection	Timing / Frequency
Performance Area - Project Planning			
<ol style="list-style-type: none"> 1. Clearly defined goals and objectives have been identified and documented for the NDA program. 2. Expected program outputs have been established, defined and documented. 3. Consultations and discussions have been held between federal, provincial and northern community representatives. 4. Recommendations for project emphasis, prioritization and funding have been established through the development of an overall Strategic Plan. 5. Structures and communication procedures have been implemented to support cooperation between federal, provincial and local governments. 6. Rationale has been documented which supports the identification and funding of projects that fit within the five NDA strategic priorities: <ul style="list-style-type: none"> • Economic Infrastructure; • Knowledge-Based Economy; • Innovation; • Employment Opportunity; • Capacity Building; and • Investment Attraction 	<ul style="list-style-type: none"> • Strategic planning documents • Federal/ provincial agreement • Meeting minutes, consultation reports. • Meeting minutes and consultation reports • Correspondence, minutes, meeting schedules. • Benchmark research (needs assessments, selection criteria, project reports, etc.) 	<p>Management and Implementation Committees.</p> <p>Project Proponents</p> <p>External Eval. Consultant</p>	<p>Throughout Specific Project Implementation</p> <p>Mid-Term Evaluation</p> <p>Final Program Evaluation (2009/10)</p>

Indicators	Data source / collection method	Responsibility for Data Collection	Timing / Frequency
Performance Area - Project Arrangement / Selection			
<ol style="list-style-type: none"> 1. Project selection criteria and guidelines have been established. 2. Selection criteria have been adhered to during the application assessment process. 3. All selected projects address one or more of the following strategic priority areas: <ul style="list-style-type: none"> • Economic Infrastructure; • Knowledge-Based Economy; • Innovation; • Employment Opportunity; • Capacity Building; and • Investment Attraction 4. Where appropriate, projects support collaboration and cooperation between stakeholders, (federal, provincial and Northern communities). 5. Due diligence has been conducted on each application to ensure that the application meets NDA goals and objectives and project selection criteria. 6. There is evidence that efforts have been made to ensure that duplication of effort, services and programs has been avoided. 7. Funding applicants contribute financial, in-kind and/or management expertise. 	<ul style="list-style-type: none"> • Selection documentation • Project reviews and rankings • Project files, funding decisions, and project rankings • Project files, funding decisions and project rankings • Review of project files • File review to assess due diligence, review of business plans, budget estimates, etc. • Review of like-minded programs (INAC, etc.) to ensure low duplication. 	<p>Management and Implementation Committees.</p> <p>Project Proponents</p> <p>External Eval. Consultant</p>	<p>Throughout Specific Project Implementation</p> <p>Mid-Term Evaluation</p> <p>Final Program Evaluation (2009/10)</p>

Indicators	Data source / collection method	Responsibility for Data Collection	Timing / Frequency
Performance Area - Program Management			
<p>1. Reporting - All projects include a reporting procedure designed to provide project managers with a method of tracking progress and overall project outputs.</p> <p>An internal procedure has been established to track the progress and output of NDA funded programs and initiatives.</p> <p>Reports are filed with federal, provincial and local governments (Northern Dev. Brd.).</p> <p>A method of project intervention has been designed for projects which do not adhere to project targets (milestones, financial plans, etc.)</p> <p>2. Evaluation - Framework established outlining evaluation issues, indicators and data sources. Evaluation projects have been planned and scheduled.</p> <p>3. Communication - An effective and adequate communication system been established for all administrative and decision making levels of the program?</p> <p>4. Financial Administration - Projects adhere to the budgets outlined within the project and to federal/provincial financial commitments.</p> <p>5. Objectives - NDA objectives addressed through projects. (Capacity building, employment opportunity, small and medium-sized business advancement, improved infrastructure and technology and increased investment in Northern business development.)</p>	<ul style="list-style-type: none"> • Review of project reports • Review of meeting minutes and communications for each project funded under NDA • Management Interviews • Review of framework, evaluation templates, databases and support documents • Review of communication strategy • Review of project audit procedures and reporting • Assessment of economic indicators. 	<p>Management and Implementation Committees.</p> <p>Project Proponents</p> <p>External Eval. Consultant</p>	<p>Throughout Specific Project Implementation</p> <p>Mid-Term Evaluation</p> <p>Final Program Evaluation (2010)</p>

3.2 *Outputs*

Performance Area	Indicators	Data source / collection method	Responsibility for Data Collection	Timing / Frequency
Funded economic development projects	NDA funded projects contribute to economic development in Northern Saskatchewan resulting in increased employment, greater infrastructure, training, business development, etc.	Increased/enhanced infrastructure, technology, employment, business starts, investment, etc.	Administration Evaluation Consultant Project Proponents	Interim and Summative
Project Agreements	Contract agreements with details of payment, responsibilities of proponents, expected outcomes, etc.	File reviews for each NDA funded project	Administration	Throughout
Advice and direction to project proponents	Proponents had access to advice and direction when preparing proposals for NDA funding	File reviews. Proponent Interviews Management and Implementation Committee Interviews	Administration	Throughout
Reporting on performance and evaluation	Goals and outputs established and documented	File Review Project Evaluations	Administration	Throughout, Interim and Summative

3.3 Outcomes

Performance Area	Indicators	Data source / collection method	Responsibility for Data Collection	Timing / Frequency
<p>Support of projects and initiatives that meet economic development needs in Northern Saskatchewan. Projects are expected to:</p> <ul style="list-style-type: none"> - Create jobs; - Diversify northern economy; - Expand small and medium-sized business; - Encourage R & D and technology advancements; - Encourage trade in products and services; - Develop skilled and flexible workforce. <p>Project initiatives which enhance federal/ provincial cooperation and do not result in duplication</p> <p>Establish resources and infrastructure to help SK businesses become more competitive and sustainable.</p>	<p>Funded projects in each of the identified priority areas:</p> <ul style="list-style-type: none"> - economic infrastructure - innovation - employment opportunity - capacity building - investment attraction <p>Evidence of need/rationale for each individual project.</p> <p>Documented outcomes for each of the individual projects.</p> <ul style="list-style-type: none"> ▪ Increased employment ▪ Improved technology ▪ Training opportunity ▪ Advanced business development ▪ Increased investment in Northern Communities <p>Evidence that NDA initiatives do not work at cross-purposes or overlap the effort of other projects.</p> <p>New business start-ups, business retention and added business support.</p>	<ul style="list-style-type: none"> ▪ File review for each WEPA funded project ▪ Meeting Minutes ▪ Contracts ▪ Project reports ▪ Management Interviews ▪ Proponent Interviews ▪ Key Informant Interviews <ul style="list-style-type: none"> ▪ Like-minded program review ▪ Business stats., new business registry (Corps. Br.) 	<ul style="list-style-type: none"> ▪ Administration ▪ External Evaluation Consultant ▪ Project Proponents <ul style="list-style-type: none"> ▪ Administration ▪ External Consultant 	<ul style="list-style-type: none"> ▪ Interim Reviews ▪ Throughout as Needed <ul style="list-style-type: none"> ▪ Throughout ▪ Interim and Final Eval.

4. EVALUATION STRATEGY

4.1 Relevance Issues

Evaluation Questions	Indicators	Data source / collection method	Responsibility	Timing / Frequency
Is there a documented and identified need for the NDA in northern Saskatchewan?	<ul style="list-style-type: none"> • Needs assessment research outlines the need for programming. • Environmental scan research identifies areas for future investment. • Evidence of positive impacts of previous NDA programs. 	<ul style="list-style-type: none"> • Needs Assessment* • Interviews • Project application files • Environmental scan 	<ul style="list-style-type: none"> • WD, SNA and Northern Development Board Mgmt. Staff • NDA Stakeholder Groups 	<ul style="list-style-type: none"> • Final Evaluation
Have consultations/discussions been held between Federal, Provincial and the Northern Development Board members resulting in recommendations for programming and project selection?	<ul style="list-style-type: none"> • Consultative meetings held to identify funding priorities and emphasis. NDA acknowledges the priorities in program planning. 	<ul style="list-style-type: none"> • Meeting minutes • Consultation notes 	<ul style="list-style-type: none"> • WD, SNA and Northern Development Board Mgmt. Staff 	<ul style="list-style-type: none"> • Final Evaluation
Have clearly defined goals, objectives, outputs and outcomes been identified that are advanced on the basis of rationale for the program?	<ul style="list-style-type: none"> • Identified and documented need in each of the priority areas and target areas of program reach. 	<ul style="list-style-type: none"> • Needs Assessment • Key Informant Interviews 	<ul style="list-style-type: none"> • WD, SNA and Northern Development Board Mgmt. Staff 	<ul style="list-style-type: none"> • Final Evaluation

* **Needs Assessment** - A documentation of the needs of a specific area, (i.e. northern Saskatchewan) which identifies actions that could be taken to fulfill these needs. Existing assessments conducted by stakeholders would support the NDA evaluation.

** **Environmental Scan** - An analysis of both the external and the internal factors likely to affect a region or area (i.e. existing economic development statistics, etc.).

Evaluation Questions	Indicators	Data source / collection method	Responsibility	Timing/ Frequency
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<p>Are projects consistent with the following strategic priorities:</p> <ol style="list-style-type: none"> 1. Economic Infrastructure 2. Innovation 3. Realizing Employment Opportunities 4. Capacity Building 5. Investment Attraction 	<ul style="list-style-type: none"> • Project selection results in projects that fit into a strategic priority area. 	<ul style="list-style-type: none"> • Application and project files • Management Committee & Sub-Committee Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • On-Going
<p>Are the identified strategic priority areas the most appropriate ones to advance the needs of economic development in Northern Sask.?</p>	<ul style="list-style-type: none"> • Participants, administrators and 3rd party observers state that the NDA has advanced the needs of northerners involved in economic development. 	<ul style="list-style-type: none"> • Selected 3rd -party interviews. • Mgmt. and Admin. Interviews 	<ul style="list-style-type: none"> • Management Committee • External Review 	<ul style="list-style-type: none"> • Mid-Term and Final Evaluation
<p>Is there sufficient demand for the NDA? Are financial resources fully allocated? Has there been a capacity to allocate resources in all five of the priority areas?</p>	<ul style="list-style-type: none"> • Number of applications • Application in all priority areas. • Allocation of all financial resources available. 	<ul style="list-style-type: none"> • Application and project files • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • On-Going
<p>Do NDA investments fit into federal, provincial and Northern Development Board strategic plans for the development of northern Saskatchewan?</p>	<ul style="list-style-type: none"> • Environmental scan identifies the economic development areas of the northern Saskatchewan that need investment. • Review of Strategic Planning Documents 	<ul style="list-style-type: none"> • Environmental scan • Strategic planning documents • Management interviews • Project file reviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Mid-Term Final Evaluation

Success/Impact Issues

Evaluation Questions	Indicators	Data source / collection method	Responsibility	Timing/ Frequency
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<p>Is the NDA designed to meet the economic development needs of northern Saskatchewan? Have the investments selected been the most appropriate investments to advance the need for economic development in Northern Saskatchewan?</p>	<ul style="list-style-type: none"> • Infrastructure development, new business starts, business expansions, evidence of diversification, new jobs created, Aboriginal training and employment, rural community sustainability, etc. 	<ul style="list-style-type: none"> • Project apps. • Environmental scan/literature review • Statistics Can. • Provincial economic development research • 3rd Party Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Final Evaluation
<p>Has the NDA resulted in project funding that has promoted and supported sustainable economic development in Northern Saskatchewan?</p>	<ul style="list-style-type: none"> • Documented increases in economic development in northern Saskatchewan during the time of the NDA. 	<ul style="list-style-type: none"> • Provincial economic development research • Mgmt. and Key Informant Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Final Evaluation
<p>Are there spin-off benefits that have resulted from NDA implementation?</p>	<ul style="list-style-type: none"> • Additional positive/negative outcomes that were not planned for. 	<ul style="list-style-type: none"> • Key Informant Interviews 	<ul style="list-style-type: none"> • Management Committee 	<ul style="list-style-type: none"> • Mid-term and Final Eval.
<p>Has the NDA supported the development of economic infrastructure in northern Saskatchewan?</p>	<ul style="list-style-type: none"> • Documented advancements in funded projects that focus on the development of economic infrastructure. 	<ul style="list-style-type: none"> • File Reviews • Mgmt. and Key Informant Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Final Evaluation
<p>Evaluation Questions</p>	<p>Indicators</p>	<p>Data source / collection method</p>	<p>Responsibility</p>	<p>Timing/ Frequency</p>
<p>Has the NDA supported innovation in northern Saskatchewan? Has new technology been introduced? Is there greater access to new technology?</p>	<ul style="list-style-type: none"> • Documented advancements in funded projects that focus on innovation and technology. 	<ul style="list-style-type: none"> • File Reviews • Management and Key Informant Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Final Evaluation

Has the NDA produced employment opportunities in northern Saskatchewan? Have employment training investments resulted in sustainable employment?	<ul style="list-style-type: none"> • Documented job creation as a result of the NDA. 	<ul style="list-style-type: none"> • File Reviews • Management and Key Informant Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Final Evaluation
Has the NDA built capacity for future economic growth in northern Saskatchewan?	<ul style="list-style-type: none"> • Documented advancements in funded projects that focus on capacity building. 	<ul style="list-style-type: none"> • File Reviews • Management and Key Informant Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Final Evaluation
Has the NDA attracted investment to northern Saskatchewan?	<ul style="list-style-type: none"> • Documented increase in investment in northern Saskatchewan. 	<ul style="list-style-type: none"> • File Reviews • Management and Key Informant Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • Final Evaluation
Has communication and cooperation between levels of government and the Northern Development Board been enhanced as a result of the NDA initiative?	<ul style="list-style-type: none"> • Demonstrated cooperation through communication, meetings and joint funding of projects. 	<ul style="list-style-type: none"> • Meeting Minutes • Management and Implementation Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> • On-Going

Cost Effectiveness Issues

Evaluation Questions	Indicators	Data source / collection method	Responsibility	Timing/ Frequency
Are NDA administrative and operational costs reasonable and are funds being distributed at the lowest possible cost?	<ul style="list-style-type: none"> • NDA administration utilizes cost-effective administrative management procedures. 	<ul style="list-style-type: none"> • Internal auditing procedures • Administrative and Management Interviews 	<ul style="list-style-type: none"> • Management Committee &/or Sub-Committee(s) • Auditors 	<ul style="list-style-type: none"> • On-Going

Is there a mechanism for project proponents to contribute financially and in-kind to project activities?	<ul style="list-style-type: none"> Funding applicants provide a contribution to overall project costs. 	<ul style="list-style-type: none"> File Reviews 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> On-Going
Has due diligence been conducted on each of the applications to ensure that the application meets the NDA goals and objectives and that associated budgets are reasonable?	<ul style="list-style-type: none"> Each project has been submitted to a documented set of due-diligence criteria, the results of which have been documented within internal files. 	<ul style="list-style-type: none"> File Review 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> On-Going
Has the NDA funding structure allowed for quality investments in each of the five priority areas?	<ul style="list-style-type: none"> Investments have been made in each of the five priority areas. 	<ul style="list-style-type: none"> File Review Implementation and Management Interviews Key Informant Interviews 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> On-Going

Alternatives and Program Design Issues

Evaluation Questions	Indicators	Data source / collection method	Responsibility	Timing/ Frequency
Have changes been made throughout the implementation of the NDA to improve the design and delivery of NDA program?	<ul style="list-style-type: none"> An assessment of program design and delivery has been completed identifying areas for future improvements. 	<ul style="list-style-type: none"> Evaluation Reports Committee Interviews Mgmt. Interviews 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) Proponents 	<ul style="list-style-type: none"> Final Evaluation
Is there evidence that duplication and overlap with other government programs has been avoided? Does the NDA complement the activities of other programs?	<ul style="list-style-type: none"> A review of other programs and services offered in the province of Saskatchewan with like-minded goals and objectives results in no overlap or duplication. NDA provides a complimentary economic development role to other activities within the province. 	<ul style="list-style-type: none"> Review of alternative programs. Interviews with provincial and federal government representatives. Key Informants 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> On-Going Final Evaluation
Does the NDA encourage, facilitate or support partnerships where appropriate?	<ul style="list-style-type: none"> Evidence of projects that have been identified, funded and implemented in partnership with other agencies. 	<ul style="list-style-type: none"> File Reviews Key Informant Interviews 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> On-Going Final Evaluation
Is there evidence that the provincial funding formula (i.e. several departments contributing) has resulted in effective and timely project funding?	<ul style="list-style-type: none"> Evidence that projects have not been slowed or rejected due to provincial departmental budgeting considerations. 	<ul style="list-style-type: none"> File Reviews Management Interviews 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> Final Evaluation

Evaluation Questions	Indicators	Data source / collection method	Responsibility	Timing/ Frequency
<p>Has an operational structure been established that supports communication, management and cooperation between Provincial and Federal government and the Northern Development Board?</p>	<ul style="list-style-type: none"> Evidence of cooperation in administration and management of NDA 	<ul style="list-style-type: none"> Project Document Review Management Interviews 	<ul style="list-style-type: none"> Management Committee &/or Sub-Committee(s) 	<ul style="list-style-type: none"> On-Going Final Evaluation
<p>Is the NDA program delivery method effective within the following areas?</p> <ul style="list-style-type: none"> - Management Committee - Sub-Committees - Financial Tracking - Communications 	<ul style="list-style-type: none"> Identified procedures outlined for the function of all NDA Committees. Financial Tracking Systems in place. Communications Strategy defined and implemented. 	<ul style="list-style-type: none"> Project Document Review Management Interviews Meeting Minutes Internal Audit Reports Communication Plan 	<ul style="list-style-type: none"> WD, SNA and Northern Development Board 	<ul style="list-style-type: none"> On-Going
<p>Have effective project selection criteria been developed and adhered to?</p>	<ul style="list-style-type: none"> Project selection criteria developed and evidence that the criteria has been utilized during project selection process. 	<ul style="list-style-type: none"> File Reviews 	<ul style="list-style-type: none"> WD, SNA and Northern Development Board 	<ul style="list-style-type: none"> On-Going
<p>Has an effective evaluation plan been established for the NDA program?</p>	<ul style="list-style-type: none"> Evaluation plan designed and implemented. Framework completed October 2004. 	<ul style="list-style-type: none"> Evaluation Reports 	<ul style="list-style-type: none"> WD, SNA and Northern Development Board 	<ul style="list-style-type: none"> On-Going

Evaluation Questions	Indicators	Data source / collection method	Responsibility	Timing/ Frequency
Is there an effective project tracking system that requires reporting, financial management and evaluation to be completed by the proponents?	<ul style="list-style-type: none"> Files are maintained both by the province and the federal offices. Evidence that project reporting, accounting and evaluation are effectively completed. 	<ul style="list-style-type: none"> File Reviews 	<ul style="list-style-type: none"> WD, SNA and Northern Development Board 	<ul style="list-style-type: none"> On-Going
Has a funding formula and/or support initiative been established that provides for the on-going operation of the Northern Development Board as a partner in the NDA?	<ul style="list-style-type: none"> Sustainable funding and operation of the Northern Development Board 	<ul style="list-style-type: none"> File Reviews Funding Agreements 	<ul style="list-style-type: none"> WD, SNA and Northern Development Board 	<ul style="list-style-type: none"> On-Going
Are there unintended benefits and outcomes that have occurred as a result of the NDA program?	<ul style="list-style-type: none"> Unintended benefits, impacts and outcomes are documented and analyzed to determine if action should be taken to advance the results or discontinue the effects. 	<ul style="list-style-type: none"> File Reviews Meeting Minutes Implementation and Management Interviews 	<ul style="list-style-type: none"> WD, SNA and Northern Development Board & Proponents 	<ul style="list-style-type: none"> On-Going

5. REPORTING AND IMPLEMENTATION STRATEGY

5.1 Reporting Strategy

The Saskatchewan NDA management committee is responsible for reporting on NDA's performance to Western Economic Diversification, the province of Saskatchewan, (Saskatchewan Industry and Resources, Highways, Learning, etc.) and to the Northern Development Board. The mechanisms for reporting include the development of an evaluation framework, a mid-term evaluation and assessment of operational/management issues and a summative/final evaluation report.

5.2 Implementation Strategy

The TMC Committee and Sub-Committee are responsible for the implementation of the NDA. To this end, these two groups will oversee the implementation of this evaluation framework.

The implementation process includes the collection of data, as needed, and the responsibility of ensuring that data is being collected by the various funded projects and their management proponents.