



Crossroads Addendum - Effectiveness Survey

The Crossroads report recognizes the limits of resources available to OSF and recommends an effectiveness survey to ensure that resources are directed to programs and initiatives that have a material impact on the sector and Ontario sheep producers.

As noted in the report, the sheep sector in Ontario includes a range of activities from the production of lamb and wool to the breeding of suitable animals. Choosing how to invest resources and direct staff efforts across the range of activities and scope of practice is an ongoing challenge the OSF.

Effectiveness is a measure of the effort required (amount of financial and human resources) and the outcome derived and the degree to which outcomes are aligned with purpose.

The first step in an effectiveness survey is identifying the intended purpose of a program and its alignment with the purpose of the organization.

OSF is a product of the Farm Products Marketing Act and its purpose is defined in regulation., specifically in R.R.O. 1990, regulation 429 and 430.

RRO 1990, Reg 429

11. The Commission vests in the local board the following powers:

1. To direct and control, by order or direction, either as principal or agent, the marketing of sheep and wool, including the times and places at which sheep and wool may be marketed.
2. To prohibit the marketing of any class, variety, grade or size of sheep and wool.
3. To determine from time to time the price or prices that shall be paid to producers or to the local board, as the case may be, for sheep and wool or any class, variety, grade or size of sheep and wool and to determine different prices for different parts of Ontario.
4. To fix and impose service charges from time to time for the marketing of sheep and wool.
5. To require the price or prices payable or owing to the producer for sheep and wool to be paid to or through the local board.
6. To collect from any person by suit in a court of competent jurisdiction the price or prices of any part thereof of sheep and wool.
7. To pay to the producers the price or prices for sheep and wool less service charges imposed under paragraph 4 and to fix the times at which or within which such payments shall be made. R.R.O. 1990, Reg. 429, s. 11.

The regulations also require OSF to utilize industry partners to assist in directing programs as follows.

(6) The Sheep Industry Advisory Committee is empowered to advise and make recommendations to any person or persons represented on the said Committee in respect of,

1. (a) the promotion of harmonious relationships between persons engaged in the production and marketing of sheep and wool;
2. (b) the promotion of greater efficiency in the production and marketing of sheep and wool;
3. (c) the prevention and correction of irregularities and inequities in the marketing of sheep and wool;
4. (d) the improvement of the quality and variety of sheep and wool;
5. (e) the improvement of the circulation of market information respecting sheep and wool; and
6. (f) without limiting the generality of any of the foregoing, any matter with respect to which the Commission or the local board may be empowered to make regulations under the Act. R.R.O. 1990, Reg. 429, s. 13 (6).

Generally, OSF is in the business of marketing sheep and wool. Crossroads has identified three basic streams of activities that impact sheep production and marketing.

- Professional development for sheep farmers (the Sheep Institute).
- Providing market information for sheep producers (Blue Pages).
- Expertise and intelligence relating to public policy/public trust.

To fulfill on the mandate, Crossroads recommends investing in the districts (staff and board support) and expanding the relationship with industry partners through increased investment in the Sheep Industry Advisory Board.

Given the pressures on available resources, existing programs and activities must be examined and considered for divestment as required or alternate service delivery (e.g. shared resources with other Ontario marketing boards).

Meeting funding pressures and ensuring that outcomes are aligned with purpose are challenging for all boards. This is particularly true during change periods when resources are directed to focus areas.

The OSF Board can be assisted in this difficult work by inventorying the current activities and measuring the investment (time and finances) and predictable outcomes.

This inventory should be weighed against the three focus areas (professional development, market information, public policy/public trust) and scored for immediate and mid-term effectiveness.

The OSF Board should seek an independent evaluation of effectiveness from the Sheep Industry Advisory Board. While the Advisory Board is not empowered to make investment decisions on behalf of OSF, the OSF Board is required to consider and act on the recommendations of the Advisory Board.

We recommend publicly releasing the results of the effectiveness survey and Advisory Board recommendations. Transparency into the process of evaluation will help Ontario sheep producers understand and appreciate the resulting investment choices.

We believe there are three keys to an effectiveness survey.

First, every program or initiative must be considered against the mandate and strategic plan. It is not sufficient to determine that a program or initiative is well intended, it must produce outcomes that are superior to alternative programs.

Second, the roll of the Advisory Board in evaluating programs and initiatives from a broad, industry perspective is a valuable asset in determining the degree of benefit derived.

Third, the Board should consider utilizing an external agency to prepare the program inventory and guide the evaluation. Here we yield to the old adage that it is best to have your neighbour cull your herd.