

EVALUATION OF THE AMBASSADOR PROGRAMME

**Final Report to:
Scottish Enterprise Grampian**

EVALUATION OF THE AMBASSADOR PROGRAMME

**Final Report to:
Scottish Enterprise Grampian**

Quality Checked by:

Dr Stewart Brown
Associate Director

SQW Limited
economic & management consultants

19 Alva Street
EDINBURGH
EH2 4PH

Tel: 0131 225 4007
Fax: 0131 225 4077
Email: sbrown@sqw.co.uk
Website: www.sqw.co.uk

May 2006

CONTENTS

| | |
|---|----|
| Executive Summary | i |
| 1 Introduction | 1 |
| 2 Background..... | 3 |
| 3 Review of achievements..... | 6 |
| 4 Impact of the Programme – Ambassadors’ perspective..... | 12 |
| 5 Learning and development..... | 17 |
| 6 Conclusions and recommendations..... | 19 |

Annexes

A - Gross Economic Impact of the Ambassador Programme

B – Ambassador Programme Survey

Executive Summary

This is the report of an evaluation by SQW Limited on behalf of Scottish Enterprise Grampian (SEGr) of the Ambassador Programme run by the Aberdeen Convention Bureau (ACB). The study was carried out during December 2005 to April 2006. It is one of 12 evaluations commissioned as part of SEGr's Evaluation Plan 2005-6.

The main aim of the Programme is to work with and support prominent local individuals known as "Ambassadors" in order to bring conferences to Aberdeen.

The purpose of this study is to evaluate: how successful the Programme has been in achieving its objectives; what has been achieved in terms of outputs and how this compares with targets; what has been achieved in terms of economic impacts. The study also has the objective of drawing out any key learning and development issues. Beyond the objectives set for the Programme, it has sought to identify any positive legacy benefits for the local research- and business-base from hosting UK and international conferences in the area.

The Ambassador Programme has been successful in meeting or exceeding the activity and output targets set for it:

- from 2002 to date the Programme has exceeded its target of securing 38 conferences, with 35 conferences already having taken place and 10 future conferences confirmed
- over 14,700 delegates are expected to attend all conferences, with a total of 152 conference days secured for the area. The average number of delegates attending a conference is c.328 and conferences last an average of 3.4 days.
- the contribution to the local economy from conferences secured by the Programme over a three year period from 2002/03 is estimated to be £13.4m. This includes conferences already held and those confirmed to date. This figure exceeds the numerical target set for the Programme of just over £11m.

However, in terms of a return on SEGr's investment of public funds, this estimated contribution to the Grampian economy is a *gross* figure.

The ACB indicates that the conferences secured by the Programme have not displaced other conferences that could have been held in the area. We have no evidence to contradict the claim of "no displacement".

However, evidence from albeit a small sample of Ambassadors indicates a relatively low level of additionality, i.e. much of the conference business would have come anyway and thus expenditure by delegates would have occurred anyway. Therefore, the c. £13.4m gross economic contribution needs to be heavily discounted to give the net additional economic impact of the Programme.

Mindful of the small sample size and the potential for optimism bias among Ambassadors, we consider that a discount factor of 50% is reasonable, giving a net additional impact of c. £6.7m spread over the period 2002 to 2009 (the year the last secured conference is due to be held).

Recommendations

We recommend that the Ambassador Programme should not be supported in its present form until the apparently low levels of additionality are examined more deeply with current Ambassadors and a critical re-appraisal of the likely net additional value of the Programme for business tourism is obtained.

The Ambassador Programme should not be supported in its present form if there is any interest in achieving additional non-tourism benefits. A more explicit focus on achieving “global connection” objectives would need to be taken to gain significantly more value. The potential to use international conferences more strategically and effectively as vehicles to secure “global connections” exists and should be examined more closely.

1 Introduction

1.1 This is the report of an evaluation by SQW Limited on behalf of Scottish Enterprise Grampian (SEGr) of the Ambassador Programme run by the Aberdeen Convention Bureau (ACB). The study was carried out during December 2005 to April 2006. It is one of 12 evaluations commissioned as part of SEGr's Evaluation Plan 2005-6.

1.2 The main aim of the Programme is to work with and support prominent local individuals known as "Ambassadors" in order to bring conferences to Aberdeen.

Purpose of study

1.3 The purpose of this study is to evaluate:

- how successful the Programme has been in achieving its objectives
- what has been achieved in terms of outputs and how this compares with targets
- what has been achieved in terms of economic impacts.

Methodology

1.4 We agreed the following methodology with the client:

- **Stage 1 – Inception meeting:** with a representative from SEGr to obtain a briefing
- **Stage 2 – Desk research:** desk-based review of contextual documents, monitoring records, previous evaluation reports
- **Stage 3: Primary research:** face-to-face interview with an ACB representative and an online survey of "Ambassadors" to obtain views on the Programme and its legacy
- **Stage 4 – Analysis and conclusions:** based on all the evaluation evidence.

Report structure

1.5 The rest of this report is structured as follows:

- **Chapter 2** - background to the Ambassador Programme in terms of its rationale; fit with national and local strategies; nature of activities. Anticipated programme targets and outcomes are also described
- **Chapter 3** - achievements of the Programme against targets
- **Chapter 4** - impact the Programme has had, both in terms of business tourism and wider, non-tourism benefits (see para 1.6)
- **Chapter 5** – emerging issues relevant to learning and development
- **Chapter 6** - conclusions and recommendations.

1.6 It is important to note at the outset that the Programme was established with the objective of bringing conference delegates to the area, i.e. essentially to deliver business tourism benefits. The examination of possible non-tourism benefits in this study goes beyond what is strictly required to evaluate the Programme against its objectives and targets: the purpose of this additional dimension is to provide SEGr with insights into how the hosting of UK and international conferences in Aberdeen may contribute to wider economic development objectives for the local research and business base.

2 Background

2.1 The Ambassador Programme is run by the ACB, the business tourism division of the Aberdeen & Grampian Tourist Board. The main aim of the Programme is to liaise with the business and academic communities, and to encourage and support prominent individuals - known as “Ambassadors” - to influence those associations with which they are affiliated to bring their conferences to Aberdeen. These conferences tend to relate to strategically important sectors for the Grampian economy e.g. oil and gas, renewable energy, food research, environmental sciences etc.

2.2 To achieve its aim, the Programme provides:

- help in accessing the facilities provided by Aberdeen Exhibition and Conference Centre; the Aberdeen Hotels Association; Universities and local businesses
- promotional materials to enable the projection of a professional image of Aberdeen and its conference organising capabilities
- regular newsletters, a web-site and an annual reception
- a database of “potential Ambassadors” and associations and their conferences to permit matches to be made pro-actively between them.

2.3 In addition to Programme support financed by SEGr’s contribution, flight costs have been covered from funds secured from VisitScotland’s Business Tourism Unit for Ambassadors travelling overseas to present bids to their respective association committees

2.4 The Programme has a budget of £20K per year provided by SEGr and has been operating for three years since 2002-03, giving a total investment of £60K. We understand that SEGr has agreed to fund for a fourth year but stop its funding thereafter, with any further responsibility for financial support transferring to VisitScotland.

How Ambassadors are selected

2.5 The ACB is in contact with individuals in key local institutions who are active in referring colleagues to the Programme and act essentially as a clearing house for ideas. The ACB also

conducts its own research to identify international associations and their conferences, using the access it has to information on the activities of c.8000 international associations. Conference opportunities are matched with existing or prospective local Ambassadors.

- 2.6 However, it is recognised by the ACB that the most successful process for attracting conferences to Grampian is through the “Ambassador-led” approach. In this case, an individual identifies an opportunity and approaches the ACB for assistance. This proves even more successful if the individual is already a member of the key committee within the association wishing to organise the conference.
- 2.7 Once engaged with an Ambassador, the ACB provides presentational material for use by the Ambassador as well as access to conference organising support. It also provides the Ambassador with a briefcase with the Programme logo containing promotional material.
- 2.8 Links with UK-based associations are considered important because the latter can be responsible for selecting a UK location for their international sister organisation.

Rationale

- 2.9 The rationale of the Ambassador Programme has been to concentrate resources on attracting large conferences convened by UK and international association that would not have come to the area otherwise. This approach is designed to lead potentially to a higher economic impact.

Fit with strategy

- 2.10 It is possible to see a good “fit” between Programme objectives and those of the *Smart Successful Scotland* (SSS) Global Connections strategy. By bringing people to conferences in Aberdeen, there is the opportunity:

“to tell people outside Scotland about the opportunities here for generating their knowledge and we need to support those working in Scotland to generate value from their knowledge around the world...We also need integrated approaches to ensuring that we have globally attractive locations for work, study as living as well as for visiting¹”

¹ Scottish Executive “A Smart, Successful Scotland – Strategic Direction to the Enterprise Networks and an Enterprise Strategy for Scotland” 2004

- 2.11 At a local level, it is also possible to discern the “fit” with the priorities of the *Aberdeen and Grampian Tourism Strategy* which includes the business conference market². The Strategy plans to capitalise on the region’s expertise in oil, gas, health, food science and sustainability issues to make Aberdeen and Grampian the leading centre for UK and international association conferences in these fields.

Programme target outputs and impacts

- 2.12 The SEGr Approval Paper indicates that the Programme was set the output and impact targets summarised in Tables 2.1 and 2.2 below³. Achievements against these targets are assessed below.

Table 2.1. Activity and output targets for the Ambassador Programme

| | |
|------------------------------|----|
| Profiled Ambassadors | 70 |
| Presentations to Ambassadors | 4 |
| Reception | 1 |
| Ambassador led bids | 14 |

Table 2.2. Output and impact targets: conferences to be secured through the Ambassadors Programme and estimated gross economic impact

| Year | Confirmed conferences | Economic benefit |
|--------------|-----------------------|------------------|
| 2002/03 | 8 | £2.2m |
| 2003/04 | 12 | £3.3m |
| 2004/05 | 18 | £5.7m |
| Total | 38 | £11.2 |

² Aberdeen and Grampian Tourist Board *et al* “Aberdeen and Grampian Tourism Strategy” See: http://www.agtbexchange.net/agtbe_10054_agtb_strategy_doc.pdf

³ Scottish Enterprise Grampian *Agenda Item for Approval – Aberdeen and Grampian Convention Bureau Ambassadors Programme*, August 2002

3 Review of achievements

3.1 In this section we review the main achievements of the Programme against the intended activity, output and impact targets stated in the SEGr Approval Paper. Our evidence base for this involves a mix of desk-based research into relevant documents and monitoring records provided by ACB and our consultation with an ACB representative.

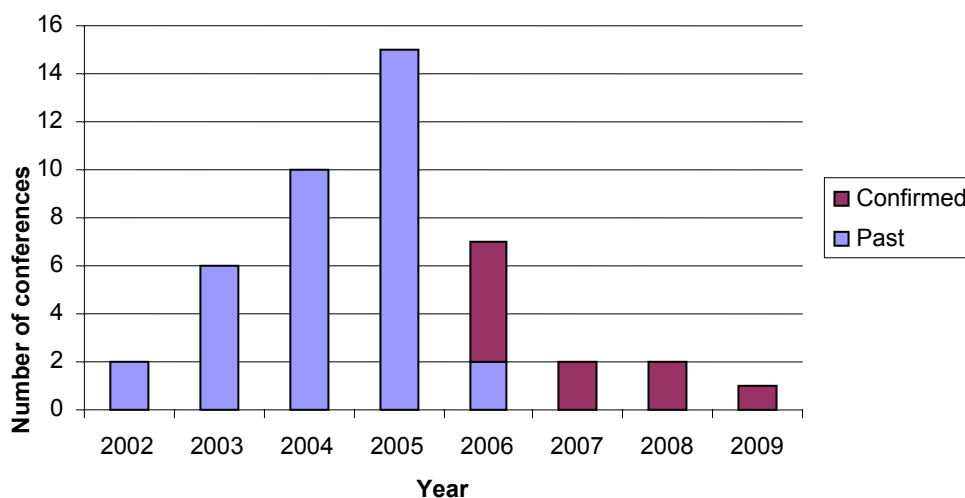
Conferences

3.2 Based on the monitoring data, the number of conferences secured by the Ambassador Programme is shown in Figure 3.1. This shows the number of conferences each year since 2002 categorised as:

- **Past** – conferences which have already taken place
- **Confirmed** – conferences which have been confirmed and are due to take place in the future.

3.3 From 2002 to date the Programme has secured 45 conferences in total: these have already taken place or will take place by 2009. This exceeds the numerical target of 38 set by SEGr.

Figure 3.1 Number of past and confirmed conferences by year



- 3.4 Figure 3.1 also shows there to be a positive trend in conference secured/ taken place from 2002 to a peak in 2005. In total, the Programme has supported 35 conferences that have taken place between 2002 and 2005/06 and 10 future conferences that have been confirmed.
- 3.5 The 45 conferences confirmed is our estimate from the available data and may underestimate eventual success as a number of conferences are currently in the process of being confirmed. We therefore suggest the figures presented above can be regarded as “conservative”.
- 3.6 However, it also needs to be recognised that these figures include some “locally-led” conferences i.e. ones that were led not by an “Ambassador” from the outset: lead individuals were accorded “Ambassador” status and support at a later stage in the organisation of a conference. We understand that if some form of support is received from the Programme at any stage in the organisation of a conference, then this conference is included in the total.
- 3.7 To get a sense of the scale of the conferences supported, we show in Table 3.1 the total and average number of delegates and lengths of time associated with all the conferences secured. These include forecast figures for the conferences yet to take place. The average number of delegates attending conferences is c.328, with each conference lasting on average c.3.4 days.

Table 3.1. Number of delegates and days for the 45 conferences secured (held to date and confirmed)

| | Estimates |
|--|------------------|
| Total number of delegates (to date and forecast for confirmed conferences) | 14,756 |
| Average number of delegates per conference | 328 |
| Total number of conference days secured | 152 |
| Average number of days per conference | 3.4 |

- 3.8 All other activity and output targets have been achieved or exceeded over the three year period from 2002/03 to 2004/05 (Table 3.2). The Programme has “profiled” 250 Ambassadors, i.e. individuals defined as those who have stated a wish to be part of the Programme and are “profiled” to varying degrees. At any one time there are c.25 “active” Ambassadors – people who are actively seeking to persuade an organiser to bring their conference to Aberdeen.

Table 3.2. Achievements against targets of the Programme

| | Target (2002/03 to 2004/05) | Achieved (2002/03 to 2004/05) |
|--|------------------------------------|--------------------------------------|
| Conferences confirmed/secured | 38 | 45 |
| Ambassadors profiled | 70 | 250 |
| Ambassador-led bids | 14 | 32 |
| Presentations/receptions for Ambassadors | 5 | 5 |

Other Achievements

3.9 In considering other achievements, it is important to appreciate that the Programme has been operated in both pro-active and responsive mode, directly contacting as well as receiving approaches from people in the Grampian area about conference opportunities and available support. We highlight below some other areas of achievement, including additional inputs that can be viewed as being leveraged by the SEGr support:

- an overseas trip for Ambassadors to market Aberdeen was arranged. This was financed in the last year by additional funds received from Business Tourism Unit of VisitScotland⁴
- additional Aberdeen City Council funding allowed the ACB to provide interest free loans to conference organisers, for example to help them place a deposit on a conference venue⁵
- the Ambassadors are motivated to participate in the Programme for various reasons including the fact that it provides them with an ideal opportunity to present their own work to a UK or international audience. During some conferences Ambassadors have organised study tours to local facilities, thus showcasing local capability to this international audience – a notable case was a recent renewable energy conference for c.600 people
- the Programme includes a Reception and Awards Dinner for Ambassadors. Invitees include “active Ambassadors” and representatives of conference venues in Aberdeen, from example from the Aberdeen Exhibition Centre and Ardoe House. Those Ambassadors who have secured a conference are recognised through the award of a certificate. There is also a quarterly reception for Ambassadors and there are plans to attract sponsorship from local hotels for these conferences
- some Ambassadors are acting as referral marketers for the Programme within their own institutions and certain Ambassadors are involved in securing more than one event.
- the Ambassador Programme has reduced the workload for the Ambassadors and allowed them to focus only on the tasks it is necessary for them to perform.

⁴ Out of the £15K provided by VisitScotland, £4K was spent on this activity.

⁵ This additional funding from Aberdeen City Council was a one off payment of £20K.

Contributions of the Programme

- 3.10 The significance of the Ambassador Programme can be captured in part by understanding what contributions it makes to the conference business secured by the ACB overall. Estimates given by ACB suggest that for 2004/05 the Ambassador Programme contributed c. £5.4m out of an income stream from conferences of £8.5m, or 55% of the total income. The ACB states that in previous years this contribution was greater. It is lower for this year because there has been no project executive in post and the merger of the ACB with VisitScotland has delayed recruitment to the post. A replacement Ambassador Programme Executive is currently being recruited.
- 3.11 The proportion of income that is attributed by the ACB to the Ambassador Programme appears therefore to be extremely important to the ACB's business model. Indeed, our consultee in the ACB is of the view that if only a fraction of its budget was available to spend, then priority would be given to spending it on the continuation of the Programme. This implies a high degree of additionality arising from the investment in the Ambassador Programme from the ACB's perspective.
- 3.12 According to ACB, a total of 70% of the conferences it has been associated with over the period have been secured with support from the Ambassador Programme. These conferences differentiate themselves from conferences secured through other means in that they tend to be academic orientated and involve international or UK associations. These types of conferences can come from "non-ambassador" routes, but much less frequently.
- 3.13 ACB is of the view that the conferences secured through the Ambassador Programme have not displaced other conferences that could have been held in the Grampian area.

Economic benefit

- 3.14 The evidence obtained from the ACB permits an assessment of the tourism impacts. These are the impacts of relevance to the evaluation of this Programme. In the following chapter, we examine evidence provided by Ambassadors to assess other forms of economic impact (for the reasons set out in para 1.6).
- 3.15 The number of conference delegates attracted to the area to date and forecast for confirmed future conferences translates into an economic benefit based on spend in local hotels, restaurants etc. On the basis of data provided by ACB (see Annex A) we present ACB's estimate of the economic benefit for each conference (Table A1).

- 3.16 To provide an assessment of the economic contribution of the Programme, we show in Annex A (Table A2) our own profiling of each secured conference in terms of the number of conference days and number of delegates attending⁶. We show the actuals (up to 2004/05) and forecasts (confirmed for 2005/06 onwards) separately. Using the number of delegate days we then apply standard economic impact estimates for business tourism to calculate the likely gross direct and indirect economic impact of these delegates visiting the Grampian area⁷. Given the nature of the conferences, we have assumed that 90% of delegates come from outside Grampian. We also include in our calculations the assumption that 10% of delegates will have a person accompanying them who will also be spending in the area.
- 3.17 Since the portfolio of the Ambassador Programme has a mixture of academic and association based conferences, we use the UK National Tourist Board's estimates of expenditure benefits of conferences to get a median expenditure value for delegates of £164 per day and for accompanying persons £52 per day.
- 3.18 Our estimate of the total gross economic contribution of the Ambassador Programme is just over £13m for conferences that have taken place since 2002 or are confirmed to take place up to 2009, this compares closely with the estimate provided by the ACB (Table A1). Both these figures exceed the target set by SEGr at the outset of 11.2m. The Table 3.3 below summarises the various estimates, including all conferences secured to date (i.e. those already held and those confirmed up to 2009).

Table 3.3. Estimates of gross economic impact of the Ambassador Programme against target

| ACB estimate of gross economic impact Secured to date since 2002/03 | SQW estimate of gross economic impact Secured to date since 2002/03 | SEGr target (2002 to 05) Conferences secured |
|--|--|---|
| £13.1m | £13.4m | £11.2m |

Programme achievements against targets

- 3.19 We conclude that the Ambassador Programme has met or exceeded its activity and output targets as set out in the relevant SEGr Approval Papers.

⁶ The available data includes Ambassador Programme Figures – Ambassador-led confirmed businesses and ACB electronic data supplied in March 2005. For 2002/03, the monitoring data show there are 2 conferences. However, for one conference there is no estimate of total number of delegates and number of conference days. For this case we have taken the average number of delegates and average number of days spent on a single conference for the Programme.

⁷ We use the UK National Tourist Boards (2001) figures - median expenditure by delegate per day £164 and for accompanying person £52 (median) as stated in "Estimating the Direct Expenditure Benefits of Conferences to a Local Area". We also use a multiplier of 1.48 from Scottish Tourism Multiplier Study 1992 Vol 1.

- 3.20 In terms of economic benefit, and based on the monitoring records provided by ACB, we conclude that the Ambassador Programme has exceeded its economic impact target in terms of business tourism, at least in *gross* terms (see later).

4 Impact of the Programme – Ambassadors perspective

- 4.1 In this section we present the results of an online survey of the views of Ambassadors, including in relation to any potential non-tourism benefits of the Programme. As noted in para 1.6, this evaluation includes an examination of benefits which are arguably beyond what the Ambassador Programme was set up to achieve – i.e. potential “spillover” benefits. We contend however these matters are of relevance to the wider economic development objectives of SEGr for Grampian’s research and business base.
- 4.2 In the survey, we wished to tease out any longer term legacy, for example the development of new international collaborations, enhanced profile of the Scottish research and business base, new opportunities for international commercialisation, enhanced collaborative links within Scotland or contributions to attracting new talent.
- 4.3 The survey results also provide an indication of the *net additional impact* of the Programme on business tourism.

Survey results

- 4.4 The survey questionnaire was sent by e-mail to 21 Ambassadors associated with conferences *that have already taken place* – i.e. Ambassadors that could make a judgement of the value of having an event hosted in the local area based on actual experience. A total of 7 out of 21 Ambassadors (33%) responded. The questionnaires were sent out by the ACB as the names of Ambassadors were held in confidence. As a result, SQW was unable to undertake the usual “chasing” for responses.
- 4.5 *Although 33% is a respectable response rate for a survey of this kind, the number of respondents (7) is a small. Therefore a “health warning” is appropriate here. We do not claim statistical robustness for our findings but do contend that they provide a useful indication of the views of Ambassadors on a range of important issues for the Programme, its direct and wider impact.*
- 4.6 Prior to arranging the survey, the ACB offered to set up a small number of interviews with Ambassadors of its choosing for SQW. As it was not possible for us to select candidates for interview ourselves, we preferred to use only the e-mail survey method.

4.7 From data provided by the ACB, Table 4.1 lists those conferences that have already taken place from 2003 to 2005, the majority of them being in 2005. The conferences are divided into two categories, those that were “Ambassador-led” and those that were “locally led”. As can be seen from the Table, there are 17 conferences in the “Ambassador-led” category and 6 conferences in the “locally-led” category. Note, this split is based on ACB information. It implies a high degree of pro-activity on behalf of the ACB.

4.8 Based on the ACB information, in our survey we contacted 15 out of the 17 representatives from the “Ambassador-led” conferences - one Ambassador had secured two conferences and for one other there were no contact details available as they no longer worked in Aberdeen. From the “locally-led” conferences, all Ambassadors were contacted. Thus the total available population for the survey was 21.

Table 4.1. Conferences for which individuals contacted in survey

| Ambassador-led conferences | |
|--|----------------------|
| Conference | Date of event |
| BSPD Endocrinology | Nov 2005 |
| International Council for the Exploration of the Sea | Sep 2005 |
| Annual Conference of the Feminist & Women's Studies Association | Sep 2005 |
| Coast GIS | Jul 2005 |
| WREC | Jul 2005 |
| Annual Meeting of the Scottish Society of Gastroenterology 2005 | Jun 2005 |
| 6th Annual One Day Symposium in Palliative Care | May 2005 |
| EPUAP (European Pressure Ulcer Advisory Panel) | May/ Sep 2005 |
| Commonwealth Local Government Forum | Mar 2005 |
| Ballroom Dance Event | Feb 2005 |
| British Society for Endocrinology | Nov 2004 |
| Littoral Society | Sep 2004 |
| Artificial Intelligence in Medicine (AIME) | Jul 2004 |
| Renal Association | Apr 2004 |
| Environmental Mutagen Society | Aug 2003 |
| Society for applied research in memory & cognition conference (SARMAC) | Jul 2003 |
| Locally-led conferences | |
| Dietary Approaches to Weight Control | Apr 2005 |
| 2005 Annual Conference of the Association of Social Anthropologists | Apr 2005 |
| Pre Seminar to International Geographical Congress | Aug 2004 |
| Biotic Interaction in the tropics | Jul 2003 |
| Fertility 2003 | Jul 2003 |
| Tau Therapeutics | Jun 2003 |

- 4.9 There was an almost equal split between respondents whose perception is that they were approached by ACB first to become an Ambassador (3 respondents) and those who became Ambassadors after beginning the organisation of their conference (four respondents).

Additional, non-tourism benefits

- 4.10 To test for potential longer term non-tourism, legacy impact, we asked a series of questions covering various possible benefits and asked respondents what effect the Ambassador Programme has had on each. The results are summarised below.

- *Enhancing your organisation's and/or your own professional profile internationally:* 3 out of 7 respondents indicate a major or minor positive effect; 4 indicated no effect
- *Enhancing the international profile of the wider Scottish research base:* 4 out of 7 respondents indicated a major or minor positive effect; 3 indicated no effect
 - in both the above cases only 1 respondent indicated a major positive effect
- *Enhancing the international profile of the wider Scottish business base:* 3 of 7 respondents indicated a minor positive effect; 3 no effect and for 1 it was not relevant
- *Development of significant new international collaboration(s) for you/your organisation:* 2 of 7 respondents indicated a major positive benefit and 2 a minor positive benefit. For the remainder there had been no effect
- *Development of significant new revenue generating opportunities for you/your organisation from international sources:* 1 respondent out of 7 indicated a major positive effect, 1 a minor effect and for the remainder either there was no effect or this was not relevant
- *Development of new opportunities internationally to commercialise your organisation's technology:* of 7 respondents, one each pointed to a major or minor positive effect; the remainder reported no effect
- *Helping to attract new international talent to your organisation:* 1 of 7 respondents indicated a major positive effect, 4 minor effects and the remainder no effect

- *Enhancing collaborative links for you/your organisation within Scotland:* 1 of 7 respondents reported a major positive effect, 4 a minor effect and the remainder no effect.

4.11 We also asked respondents to describe any other good examples of significant business/professional benefits for them, their organisation and/ or the Grampian area that have arisen from the conference(s). We received three responses which are presented in Table 4.2.

Table 4.2. Good examples of significant business/professional benefits that have arisen from the conference(s) that were supported by the Ambassador Programme.

1. None
2. *Perception of Aberdeen as a good conference venue greatly enhanced among >800 participants. A number of smaller meetings have come to Aberdeen as a result.*
3. *Very considerable benefit in enhancing the profile of our own programme of teaching and research in anthropology, both nationally and internationally, and of the University of Aberdeen more generally.*

4.12 In examining the findings above, it should be borne in mind that any benefits are essentially “spillover” benefits from the Ambassador Programme. The Programme and the ACB did not set out to deliver non tourism benefits.

Additionality achieved by the Programme

4.13 In order to obtain a sense of the level of additionality achieved by the public sector investment, we asked Ambassadors whether the conference which they hosted would have come to Grampian without the Programme. We asked how important they consider the support provided by the Programme to be. We also asked about alternative sources of support. The results are summarised below. Once again they should be taken as “indicative” only given the small number of respondents to the survey.

- *Would the conference(s) you secured have come to Grampian without the Ambassador Programme?* - of 7 respondents, 5 reported “certainly yes” and 2 “probably yes”
- *In terms of securing the conference(s), how do you consider the support provided by the Ambassador Programme?* - of 7 respondents, 1 reported it to have been very important, 1 important and 5 of minor importance
- *If the Ambassador Programme had not existed, would you have been able to find the necessary support from elsewhere?* - of 7 respondents, 4 indicated “yes”, 2 indicated “only in part” and 1 “no”

- If yes or in part, what source of support would you have used? - responses include: extra work by ourselves; from our other sources of conference funding (e.g. the University, the British Academy, the Royal Anthropological Institute, the Royal Society of Edinburgh); University bursary, various sponsorships with University.

4.14 In summary, the level of additionality associated with the conference support is at least “problematic”, based on this small sample.

4.15 One respondent noted the benefits of logistical assistance, for example the web-based hotel booking service and the general advice and support over two years prior to the conference.

4.16 We invited other comments about the Programme, on its significance or its operation. Only one respondent gave any additional views, namely:

“The conference I was involved with seemed to be too small to be of any interest to the Programme people. They provided a few leaflets, but did not want help with bookings of transport etc. But the conference was going to happen anyway and the Programme people became involved after the basic arrangements had been made.”

4.17 We caution against interpreting these survey findings as “set in stone” truths. This is not just because of the relatively small sample size of the study, but also the fact that the focus of part of our survey was on longer term sustainable impacts of the Programme which may take more time to materialise. Thus, for those questions which respondents attributed little or no effect, it may be the case it was too early for them and their organisations to experience the benefits just yet. There may also be an element of “optimism bias” in the responses to the “additionality” questions.

4.18 Nevertheless, our findings do capture the prevailing mood among some Ambassadors on the impact of the Programme on themselves and their organisations. Our “indicative” findings suggest that the Programme achieves only low additionality. Findings from SQW’s previous study (op. cit.) indicated that additionality of the ACB as a whole was relatively low as many of the conferences secured by the ACB would have been hosted in Grampian irrespective of the support provided by ACB^{8,9}.

⁸ SQW Report (1999) “Evaluation of the Aberdeen and Grampian Convention Bureau” A Final Report to Scottish Enterprise Grampian,

⁹ In the 1999 study, a telephone survey was conducted with 20 organisations that arranged conferences or meetings through the Bureau. Over 90% of respondents stated that they would “definitely or probably have hosted the event in the area anyway”. Also note, that the additionality in the 2000 study relates to the Bureau as a whole of which the Ambassador Programme is one part, whereas the current study is concerned with the Ambassador Programme on its own.

5 Learning and development

- 5.1 In this chapter we take a broad view of the Programme and consider the areas in which learning and developmental issues arise. We understand that SEGr no longer intends to support the Programme financially and therefore, from a narrow perspective, the comments that follow could be seen as “academic”. Nonetheless we feel there is some value in capturing the learning in order to provide a rounded report.
- 5.2 The findings open up important issues around the net additional impact on conference income and business tourism, but we do not believe that definitive lessons can be drawn from within the narrow scope and small scale of the present study. Rather, we would simply point up this area of concern.
- 5.3 However, as presently designed, the Ambassador Programme does not appear to offer much in the way of net additional economic development benefit. Before any further funding was committed to development, we would advise SEGr to seek to test our indicative findings on additionality with a larger sample of Ambassadors. If the findings from our small sample proved to be typical of the majority of the population, then we would strongly advise against providing support for “more of the same”.
- 5.4 The limited positive impact of the Programme in terms of non-tourism benefits to academic and business participants offers more scope for learning and development. Intuitively, having international academics and business people attend conferences in Grampian (and Scotland) has to be seen as offering opportunities to make productive “global connections”. However, this “agenda” extends beyond the roles and expertise of conference organisation and business tourism, important contributory elements as these are.
- 5.5 In the development of the Ambassador Programme for the future it would be appropriate to ask the following:
- what are the relevant non-tourism benefits that should be focussed on?
 - what can be done more pro-actively from an SEGr perspective to enable the maximum possible impact of these non-tourism benefits?
 - what measures or broad indicators can be used as the evidence to capture these benefits?

5.6 For each of the above questions we provide a “starting point” in Table 5.1 for some possible approaches that could be considered. The goal would be not just to secure the conference, but to see the conference explicitly as a vehicle through which to achieve other relevant, non-tourism economic benefits. We believe it would be feasible to develop a suite of appropriate activity, output and outcome metrics to appraise, monitor and evaluate such initiatives.

Table 5.1. Supporting activities at pre event, event and post event stage

| | |
|--------------|--|
| Pre-event | <ul style="list-style-type: none"> • establish an “economic opportunities” sub-group for major conferences alongside the local organising activity • identify overseas delegates that are attending the event and send them information on possible collaborative links or business opportunities available in the Aberdeen area. • with the authorisation of the conference organisers, prepare a marketing/ media strategy publicising the event to raise awareness among local knowledge based businesses and universities/ research institutions and enable them to make contacts with delegate attendees • see if it is possible for non-members of an association to attend a conference, if so, arrange for Aberdeen/ Scottish based academics and businesses to attend. If necessary, provide some form of incentives to conference organisers allowing a certain proportion of non-members from the local area to attend. |
| During event | <ul style="list-style-type: none"> • ensure that there are suitable opportunities for Scottish delegates to showcase and meet key attendees to explore collaborative opportunities • sponsor promotional session at some stage of the event towards postgraduate students and other potentially mobile “talent” |
| Post-event | <ul style="list-style-type: none"> • arrange demonstration trips to local institutions or businesses relevant to the interests of the conference delegates • host dinner with key overseas delegates known to have particular interest in Scotland • convene a debrief with local organisers to exchange news and opportunities. - design and implement a follow up contact action plan |

Next steps for the Programme

5.7 We understand from our consultation with ACB that Aberdeen City Council has quadrupled convention business funding. This funding will help in doubling ACB staff and there are plans are to incorporate the Ambassador Programme executive post into the overall convention budget. ACB has indicated that there may be potential to identify Ambassadors for the area on a more global scale. ACB have taken practical measures in pursuing this idea by contributing to the “Global Scot” newsletter, however the response has been low.

6 Conclusions and recommendations

Achievements of the Programme – activities and outputs

6.1 Overall, the Programme has been successful in meeting the activity and output targets set for it:

- from 2002 to date the Programme has exceeded its target of securing 38 conferences in total, with 35 conferences already having taken place and 10 future conferences confirmed
- over 14,700 delegates are expected to attend all conferences, with a total of 152 conference days across all conferences. The average number of delegates attending a single conference is c.328, and conferences last an average of 3.4 days in the area
- 70% of all conferences in the area in which the ACB is involved have been secured through the Programme. These conferences differ from conferences secured through other means in that they tend to be academic orientated and involve international or UK associations
- for the period 2002/03 to 2004/05, the Programme has been successful in meeting other targets:
 - 250 Ambassadors profiled against a target of 70
 - 32 Ambassador-led bids achieved against a target of 14
 - 5 presentations and receptions achieved against a target of 5.

6.2 Other achievements leveraged by the Programme have included organising overseas trips for Ambassadors to market Aberdeen, as well as providing interest free loans to conference organisers. These were achieved through additional funding from VisitScotland and Aberdeen City Council.

- 6.3 There is evidence of study tours to local facilities in Aberdeen, showcasing local capability to international delegates. However, we believe this to be the exception rather than the rule at conferences.
- 6.4 Some Ambassadors are now operating as referral marketers for the Programme within their institutions and certain Ambassadors have secured more than one event.

Achievements of the Programme - economic impact

- 6.5 The contribution to the local economy from conferences secured by the Programme over a three year period from 2002/03 is estimated by ACB to be £13.1m. Our estimate agrees closely with this, at £13.4m. This figure exceeds the numerical target set for the Programme of just over £11m.
- 6.6 However, it is important to note that in terms of a return on SEGr's investment of public funds these estimated contributions are gross figures in that they do not take account of additionality/deadweight factors. Assuming no displacement and applying standard business tourism multipliers, the estimates give a measure of the direct and indirect tourism contribution by the Programme to the Grampian economy.
- 6.7 The ACB indicates that the conferences secured by the Programme have not displaced other conferences that could have been held in the area. We have no evidence to contradict the claim of "no displacement". However, evidence from albeit a small sample of Ambassadors indicates a relatively low level additionality, i.e. much of the conference business would have come anyway and thus expenditure by delegates would have occurred anyway. Therefore, the c. £13m economic contribution needs to be heavily discounted to give the net additional economic impact of the Programme.
- 6.8 Mindful of the small sample size and the potential for optimism bias among Ambassadors, we consider that a discount factor of 50% is reasonable, rather than one much closer to 80-90% that a strict extrapolation of the survey figures would suggest. This gives a net additional impact of c. £6.7m spread over the period 2002 to 2009 (the latter being the date the final secured conference is due to be held).
- 6.9 This general conclusion that the Programme has had fairly low additionality and has had a relatively minor net additional impact on attracting conferences to the area corresponds with the findings in SQW's previous study (1999) that additionality of the ACB as a whole was

relatively low as many of the conferences secured would have been hosted in Grampian irrespective of the support provided by ACB^{10,11}.

Recommendations

- 6.10 The Ambassador Programme should not be supported in its present form until the apparently low levels of additionality are examined more deeply with current Ambassadors and a critical re-appraisal of the likely net additional value of the Programme for business tourism is obtained.
- 6.11 The Ambassador Programme should not be supported in its present form if there is any interest in achieving additional non-tourism benefits. A more explicit focus on achieving “global connection” objectives would need to be taken to gain significantly more value. The potential to use international conferences more strategically and effectively as vehicles to secure “global connections” exists and should be examined more closely.

¹⁰ *ibid*, 8.

¹¹ *ibid*, 9.

ANNEX A

**ESTIMATE OF GROSS ECONOMIC IMPACT OF THE
AMBASSADOR PROGRAMME**

Table A1. ACB estimated gross economic impact annually of conference delegates

| Year of conference taking place | Conference | Total Number of delegates | Total number of days | Economic benefit per delegate (SQW calculation) | Economic benefit |
|---------------------------------|---|---------------------------|----------------------|---|------------------|
| 2002 | ERSC Research | 50 | 1 | £130 | £6,500 |
| | International Association of Energy Economics | 321 | 3 | | Not available |
| 2003 | Society for Applied Research in Memory Cognition (SARMAC) | 250 | 5 | £243 | £303,600 |
| | British Port Association | 100 | 3 | £140 | £42,000 |
| | Tau Therapeutics | 15 | 6 | £128 | £11,500 |
| | Biotec Interaction in the Tropics | 450 | 4 | £253 | £456,030 |
| | Fertility 2003 | 650 | 5 | £192 | £624,780 |
| | Environmental Mutagen Society | 400 | 5 | £250 | £500,000 |
| 2004 | Littoral Society | 350 | 4 | £265 | £370,440 |
| | Royal College of Psychiatrists | 160 | 3 | £184 | £88,192 |
| | British Society for Endocrinology | 250 | 2 | £207 | £103,350 |
| | Remote Sensing | 150 | 5 | £203 | £152,000 |
| | British Association of Forensic Medicine | 100 | 2 | £217 | £43,350 |
| | Early Education Conference | 120 | 1 | £292 | £34,980 |
| | Challenging Craft Conference | 150 | 3 | £283 | £127,328 |
| | Artificial Intelligence in Medicine | 150 | 4 | £265 | £158,827 |
| | Renal Association | 300 | 2 | £333 | £200,000 |
| | Pre-Seminar to International Geographical Congress | 75 | 1 | £429 | £32,163 |
| 2005 | World Renewable Energy | 700 | 6 | £238 | £1,000,000 |
| | Commonwealth Local Govt Forum | 400 | 4 | £152 | £243,000 |
| | EPUAP | 500 | 3 | £271 | £406,200 |
| | International Council for the Exploration of the Sea | 550 | 6 | £236 | £778,470 |

Table A1. continued

| Year of conference taking place | Conference | Total Number of delegates | Total number of days | Economic benefit per delegate (SQW calculation) | Economic benefit |
|---------------------------------|--|---------------------------|----------------------|---|--------------------|
| 2005 | | | | | |
| (cont.) | Annual Conference of the Association of Social Anthropologists | 120 | 4 | £179 | £86,100 |
| | Annual Meeting of the Scottish Society of Gastroenterology | 150 | 2 | £217 | £64,980 |
| | Dietary Approaches to Weight Control | 150 | 2 | £319 | £95,827 |
| | Medical Conference | 150 | 2 | £217 | £65,025 |
| | Coast GIS | 200 | 3 | £283 | £169,770 |
| | AIME | 150 | 4 | £265 | £158,828 |
| | RRI-INRA Gut Microbiology | 300 | 3 | £283 | £254,655 |
| | Scotweb Dance Event | 400 | 3 | £134 | £160,800 |
| | Rheumatology Meeting | 100 | 1 | £292 | £29,150 |
| | Annual Conference of the Feminist & Womens Studies Association | 200 | 3 | £283 | £169,770 |
| | 6th Annual One Day Symposium in Palliative Care | 150 | 1 | £292 | £43,725 |
| 2006 | Association of Anaesthetists | 800 | 4 | £171 | £548,000 |
| | Medical Conference | 800 | 4 | £171 | £548,000 |
| | RRI-INRA Gut Microbiology | 300 | 3 | £283 | £254,655 |
| | Nutrition Society Meeting | 500 | 4 | £179 | £358,750 |
| | Society for new Testament Studies | 400 | 6 | £246 | £591,540 |
| | British Toxicology Society | 120 | 1.5 | £237 | £42,600 |
| | Association for the Study of Medical Education (ASME) | 275 | 3 | £209 | £172,650 |
| 2007 | Bone Research Society | 200 | 3 | £283 | £169,770 |
| | Oceans | 800 | 5 | £243 | £971,520 |
| 2008 | Food Microbiology | 500 | 4 | £265 | £529,425 |
| | HAAMAH | 800 | 3 | £283 | £679,080 |
| 2009 | European Group for Organisational Studies (EGOS) | 1000 | 5 | £254 | £1,268,850 |
| Total | | 14756 | 152 | £10,496 | £13,116,180 |

Table A2. SQW estimated gross economic impact annually of conference delegates

| Year | Conference | Total number of delegates | Number of conference days | Total number of delegates from outside Grampian (assume 90%) | Delegate spend | Spend of accompanying person (assume 10% of delegate) | Gross economic impact | Initial target impact from conferences secured in each year |
|------|---|---------------------------|---------------------------|--|----------------|---|-----------------------|---|
| 2002 | ERSC Research | 50 | 1 | 45 | £7,605 | £234 | £11,602 | £1.5m |
| | International Association of Energy Economics | 321 | 3 | 289 | £146,472 | £4,507 | £223,449 | |
| 2003 | SARMAC | 250 | 5 | 225 | £190,125 | £5,850 | £290,043 | £5.1m |
| | British Port Association | 100 | 3 | 90 | £45,630 | £1,404 | £69,610 | |
| | Tau Therapeutics | 15 | 6 | 14 | £13,689 | £421 | £20,883 | |
| | Biotec Interaction in the Tropics | 450 | 4 | 405 | £273,780 | £8,424 | £417,662 | |
| | Fertility 2003 | 650 | 5 | 585 | £494,325 | £15,210 | £754,112 | |
| | Environmental Mutagen Society | 400 | 5 | 360 | £304,200 | £9,360 | £464,069 | |
| 2004 | Littoral Society | 350 | 4 | 315 | £212,940 | £6,552 | £324,848 | £5.4m |
| | Royal College of Psychiatrists | 160 | 3 | 144 | £73,008 | £2,246 | £111,377 | |
| | British Society for Endocrinology | 250 | 2 | 225 | £76,050 | £2,340 | £116,017 | |
| | Remote Sensing | 150 | 5 | 135 | £114,075 | £3,510 | £174,026 | |
| | British Association of Forensic Medicine | 100 | 2 | 90 | £30,420 | £936 | £46,407 | |
| | Early Education Conference | 120 | 1 | 108 | £18,252 | £562 | £27,844 | |
| | Challenging Craft Conference | 150 | 3 | 135 | £68,445 | £2,106 | £104,415 | |
| | Artificial Intelligence in Medicine | 150 | 4 | 135 | £91,260 | £2,808 | £139,221 | |
| | Renal Association | 300 | 2 | 270 | £91,260 | £2,808 | £139,221 | |

Table A2. continued

| Year | Conference | Total number of delegates | Number of conference days | Total number of delegates from outside Grampian (assume 90%) | Delegate spend | Spend of accompanying person (assume 10% of delegate) | Gross economic impact | Initial target impact from conferences secured in each year |
|--------------|--|---------------------------|---------------------------|--|----------------|---|-----------------------|---|
| 2004 (cont.) | Pre-Seminar to International Geographical Congress | 75 | 1 | 68 | £11,408 | £351 | £17,403 | |
| 2005 | World Renewable Energy | 700 | 6 | 630 | £638,820 | £19,656 | £974,544 | |
| | Commonwealth Local Govt Forum | 400 | 4 | 360 | £243,360 | £7,488 | £371,255 | |
| | EPUAP | 500 | 3 | 450 | £228,150 | £7,020 | £348,052 | |
| | International Council for the Exploration of the Sea | 550 | 6 | 495 | £501,930 | £15,444 | £765,714 | |
| | Annual Conference of the Association of Social Anthropologists | 120 | 4 | 108 | £73,008 | £2,246 | £111,377 | |
| | Annual Meeting of the Scottish Society of Gastroenterology | 150 | 2 | 135 | £45,630 | £1,404 | £69,610 | |
| | Dietary Approaches to Weight Control | 150 | 2 | 135 | £45,630 | £1,404 | £69,610 | |
| | Medical Conference | 150 | 2 | 135 | £45,630 | £1,404 | £69,610 | |
| | Coast GIS | 200 | 3 | 180 | £91,260 | £2,808 | £139,221 | |
| | AIME | 150 | 4 | 135 | £91,260 | £2,808 | £139,221 | |
| | Scotweb Dance Event | 400 | 3 | 360 | £182,520 | £5,616 | £278,441 | |
| | Rheumatology Meeting | 100 | 1 | 90 | £15,210 | £468 | £23,203 | |
| | Annual Conference of the Feminist & Womens Studies Association | 200 | 3 | 180 | £91,260 | £2,808 | £139,221 | |
| | 6 th Annual One Day Symposium in Palliative Care | 150 | 1 | 135 | £22,815 | £702 | £34,805 | |

Table A2. continued

| Year | Conference | Total number of delegates | Number of conference days | Total number of delegates from outside Grampian (assume 90%) | Delegate spend | Spend of accompanying person (assume 10% of delegate) | Gross economic impact | Initial target impact from conferences secured in each year |
|--------------|---|---------------------------|---------------------------|--|-------------------|---|-----------------------|---|
| 2006 | RRI-INRA Gut Microbiology | 300 | 3 | 270 | £136,890 | £4,212 | £208,831 | |
| | Association of Anaesthetists | 800 | 4 | 720 | £486,720 | £14,976 | £742,510 | |
| | Medical Conference | 800 | 4 | 720 | £486,720 | £14,976 | £742,510 | |
| | RRI-INRA Gut Microbiology | 300 | 3 | 270 | £136,890 | £4,212 | £208,831 | |
| | Nutrition Society Meeting | 500 | 4 | 450 | £304,200 | £9,360 | £464,069 | |
| | Society for new Testament Studies | 400 | 6 | 360 | £365,040 | £11,232 | £556,883 | |
| | British Toxicology Society | 120 | 1.5 | 108 | £27,378 | £842 | £41,766 | |
| | Association for the Study of Medical Education (ASME) | 275 | 3 | 248 | £125,483 | £3,861 | £191,428 | |
| 2007 | Bone Research Society | 200 | 3 | 180 | £91,260 | £2,808 | £139,221 | |
| | Oceans | 800 | 5 | 720 | £608,400 | £18,720 | £928,138 | |
| 2008 | Food Microbiology | 500 | 4 | 450 | £304,200 | £9,360 | £464,069 | |
| | HAAMAH | 800 | 3 | 720 | £365,040 | £11,232 | £556,883 | |
| 2009 | European Group for Organisational Studies (EGOS) | 1000 | 5 | 900 | £760,500 | £23,400 | £1,160,172 | |
| Total | | 14756 | 152 | 13280 | £8,778,147 | £270,097 | £13,391,401 | 11.2m |

ANNEX B

AMBASSADOR PROGRAMME SURVEY

AMBASSADOR PROGRAMME: EVALUATION

Scottish Enterprise Grampian has commissioned SQW, an economic development consultancy, to evaluate the **Ambassador Programme** run by the Aberdeen and Grampian Convention Bureau. As an "Ambassador" who has been successful in attracting an event to the area, we would like to obtain your views on the Programme, including on any wider legacy benefits. It would be greatly appreciated if you could spare 5 minutes to complete this online questionnaire (nine short questions), preferably within the next few days. Responses will not be attributable to you.

1. Your job title

2. How did you become an Ambassador with the Aberdeen Convention Bureau?

- I was approached by the ACB first to become an Ambassador.
- I was not an Ambassador when I organised my conference, but became one later on.
- Other (*please specify*):

3. Overall, what effect do you think the Ambassador Programme has had on the following: (Please tick one box for each)

| | Major effect | Minor effect | No effect | Negative effect | Not relevant |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Enhancing your organisation's and/or your own professional profile internationally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Enhancing the international profile of the wider Scottish research base | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Enhancing the international profile of the wider Scottish business base | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Development of significant new international collaboration(s) for you/your organisation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Development of significant new revenue generating opportunities for you/your organisation from international sources | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Specifically, development of new opportunities internationally to commercialise your organisation's technology | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Helping to attract new international talent to your organisation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Enhancing collaborative links for you/your organisation within Scotland | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. Are there any other major effects not mentioned in the question above? Please specify.

5. Please describe briefly any good examples of significant business/professional benefits that have arisen from the conference(s) that were supported by the Ambassador Programme -- benefits for you, your organisation and/or for the Grampian area.

6. Would the conference(s) you secured have come to Grampian without the Ambassador Programme? (please tick one)

- Yes, definitely
- Probably yes
- Probably no
- No, definitely

7. In terms of securing the conference(s), do you consider the support provided by the Ambassador Programme to have been: (please tick one)

- Very important
- Important
- Of minor importance
- Of no importance

8. If the Ambassador Programme had not existed, would you have been able to find the necessary support from elsewhere? (please tick one)

- Yes
- Only in part
- No

If yes or in part, please indicate here the source(s) of support you would have used:

9. If there are any other comments you wish to make about the Programme -- on its significance or its operation - please add them here:

End of questionnaire