

# FINAL REPORT:

A Policy Evaluation of the  
PEI Department of Agriculture and  
Land Agri-Food Growth Program



Prince Edward Island  
Department of Agriculture and Land

## Executive Summary

The Department of Agriculture and Land (DAL) established the Agri-Food Growth Program (AFGP) to build and enhance local markets and increase the awareness, sales and consumption of Prince Edward Island agri-food products and enhance community food security by supporting the viability of local agri-food producers. This Program represents a \$100,000 annual investment in the province's agriculture industry. The Strategic Policy and Evaluation Division (SPED) of the PEI Department of Agriculture and Land (DAL) conducted an evaluation of the AFGP in order to understand:

1. How the Agri-Food Growth Program has contributed to the following outcomes:
  - a. Build and enhance local markets to increase the awareness, sale and consumption of Prince Edward Island produced agri-food products.
  - b. Enhance community food security by supporting the viability of local agri-food producers.
2. The general performance, relevance and impact of the Program.

## Policy

The DAL's evaluation of the Agri-Food Growth Program is responsive to PEI Treasury Board Policy and Government of PEI Public Policy on Performance Measurement and Financial Oversight, including the Department's Mandate Letter, the DAL Strategic Plan as well as the Government of PEI Evaluation Standard and Guidelines, and the Strategic Policy and Evaluation Division's (SPED) Mission, Vision and Values (2020).

## Methodology

The evaluation covered the period April 1, 2018 to March 31, 2021 and included three lines of evidence:

- An online survey (from August 5 to August 25, 2021) of Agri-Food Growth Clients (N=43, n=22);
- Key informant interviews with individuals involved in the administration of the AFGP and clients of the Program; and
- A document/file review of projects funded through the AFGP.

## Key Findings

- AFGP clients are satisfied with the administration of the Program, the assistance provided by DAL staff and the Program's documents.
- For AFGP, the preferred method of communication regarding Departmental programming is through DAL staff.
- The AFGP remains relevant.
- The AFGP may be enhancing community food security by supporting the viability of local agri-food producers however, there exists a discrepancy between what clients reported through the evaluation and what was reported in the projects' final reports. Final reports do not include enough information to understand if, or how, the project contributed to the stated outcome of the AFGP program.
- The AFGP is likely building and enhancing local markets and increasing the awareness and sale of PEI produced agri-food products.

- The AFGP may be supporting some program clients to improve the quality of a product or service or their production capacity.

## **Discussion**

### **Relevance**

The AFGP was found to be relevant to the agriculture industry. The evaluation's results showed that the Program is responding to the needs of the Program's clients. Client survey respondents and key informants indicated that the program is responsive to their needs and provides an adequate level of support. Additionally, the primary project issues that were identified in individual project proposals aligned with the Program's stated outcomes.

### **Performance**

In terms of the degree to which the AFGP is achieving results in accordance with the stated goals of the program, there is evidence to suggest that overall, the Program is making progress to achieving both of the stated outcomes. However, the records contained in the project files, specifically final reports, do not consistently contain information related to the Program's performance and as such, it is difficult to reach conclusions with certainty about the AFGP program's performance. There is an opportunity to adjust the administration of the program, specifically with respect to what is required of clients in their final reporting, in order to collect consistent data with respect to performance.

### **Impact**

The AFGP may be achieving outcomes in addition to building and enhancing local markets to increase the awareness, sale and consumption of PEI produced agri-food products and enhancing community food security by supporting the viability of local agri-food producers. Participation in the AFGP is likely supporting program participants to improve their products or services and to improve their production capacity. Additionally, as a result of temporary program changes in response to the COVID-19 pandemic, the Program made progress to support the agriculture industry to mitigate the impacts of the Chief Public Health Office's public health restrictions.

## **Recommendations**

1. A standard final reporting template, with clearly articulated metrics, should be developed and implemented in the administration of the AFGP. This would support the Department's future understanding of this Program's performance, relevance and impact, by ensuring that project files contain information related to standardized performance monitoring metrics. A suggested performance monitoring framework, that can be implemented by program administration, can be found in Appendix A of this Evaluation Report.
2. The AFGP should be evaluated again in April 2023. This will allow program administration time to administer the Program and collect consistent performance monitoring data which will support the Department's understanding of the performance, relevance and impact of the program.
3. Correspondence with those approved for funding through the AFGP should include a statement that notifies them that in the future the Program may be evaluated and in such an instance they are likely to be contacted.

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## 1.0 INTRODUCTION

### 1.1 Program Overview

The Department of Agriculture and Land (DAL) established the AFGP to build and enhance local markets and to increase the awareness, sales and consumption of Prince Edward Island agri-food products and enhance community food security by supporting the viability of local agri-food producers. This Program represents a \$100,000 annual investment in the province's agriculture industry.

The maximum financial contribution to projects funded through the Agri-Food Growth Program is \$10,000. Eligible expenses include costs associated with design, printing, construction and installation of signage, development and launch of social media items and online/e-commerce marketing options, food product demonstrations and trade show exhibitions. Additionally, costs associated with the design and development of packaging, labeling and product testing, nutrition labelling or health claim requirements are eligible.

### 1.2 Evaluation Policy Alignment

The DAL's evaluation of the AFGP is responsive to PEI Treasury Board Policy and Government of PEI policy on performance measurement and financial oversight.

#### **PEI Treasury Board Policy**

*TB Policy 13.08 Conditional Grants and Funding Agreements. Section 5: Financial Management Accountability*

The Deputy Minister of a department is accountable for: "Establishing Performance Criteria: Ensuring that measurable performance indicators and expectations for all conditional grant programs are established, and including such criteria and timing of evaluation work in Treasury Board program submissions or as otherwise requested by Treasury Board" (5.c).

*TB Policy 13.10 Contract Management and Reporting. Section 2: Policy*

"It is the responsibility of departments to establish administrative procedures to ensure efficient and effective contract management and the maintenance of meaningful reporting on contract activities."

#### **Government of PEI Public Policy on Performance Measurement and Financial Oversight**

*DAL Ministerial Mandate Letter (2019)*

Government will "ensur[e] our progress is measurable through transparent decision-making." "As the Minister of Agriculture and Land, your overarching goal is to lead our province's efforts to innovate our agriculture and agri-food sectors for success now and into the future."

*Government of Prince Edward Island Evaluation Standard and Guidelines (May 2021)*

The purpose of the GPEI Evaluation Standard and Guidelines is "to establish expectations for maintaining various dimensions of quality during the planning and implementation of evaluations conducted by the Government of PEI. The standard and the guidelines support common practices and characteristics for evaluation activities and their results, aimed at the achievement of an optimum level of quality" (p.7). Additionally, the Standard and Guidelines "applies to all

evaluations completed by the Government of PEI, including those completed by officials and external contractors/consultants hired to evaluate programs, policies, contracts, funding agreements, conditional grants, services, or other initiatives (the standards and guidelines should be provided to external contractors/consultants and integrated into contracts/funding agreements for evaluations)” (p. 7).

### **1.3 Evaluation Purpose**

The Program’s Guidelines indicate that “a complete evaluation of this Program is planned to ensure the performance, relevance and impact of the program is understood and to assess program renewal.” The Strategic Policy and Evaluation Division (SPED) of the PEI Department of Agriculture and Land (DAL) conducted an evaluation of the AFGP in order to understand:

1. How the Agri-Food Growth Program has contributed to the following outcomes:
  - a. Build and enhance local markets to increase the awareness, sale and consumption of Prince Edward Island produced agri-food products.
  - b. Enhance community food security by supporting the viability of local agri-food producers.
2. The general performance, relevance and impact of the Program.

## **2.0 EVALUATION METHODOLOGY**

### **2.1 Lines of Evidence**

There were three lines of evidence utilized for this evaluation: a survey of AFGP clients, key informant interviews with program administration and clients, and document/file review.

#### **2.1.1 Client Survey**

A survey for AFGP clients was developed through July 2021 and launched on August 5, 2021. The survey closed on August 25, 2021 at midnight. An invitation to complete the AFGP Evaluation Client Survey was emailed to all 45 AFGP clients. There were two bounce back emails, meaning that 43 AFGP clients received the invitation. There were four reminders to complete the survey that were sent to clients via email.

The survey asked questions about the program’s outcomes, as well as performance, relevance and impact. AFGP clients received a letter from the DAL advising them that they should expect to receive an email invitation to participate in the AFGP Evaluation Client Survey. As an incentive to participate in the survey, respondents were provided an opportunity to enter their name into a draw to win a \$50 visa gift card.

##### **2.1.1.1 Client Survey Pre-Testing**

The AFGP Evaluation Client Survey was pretested with six members of the Strategic Policy and Evaluation Division in July/August 2021. Modifications were made to the survey based on this pre-test before it was finalized and distributed via email using QuestionPro.

### 2.1.1.2 Client Survey Respondents

Since April 2018, there have been 45 individual AFGP clients<sup>1</sup>. In total, 22 clients attempted the survey and 17 fully completed the survey which represents a response rate of 50% for completed surveys and a 39% response rate for attempted.

### 2.1.1.3 Client Survey Demographic Profile

In order to understand the profile of AFGP Evaluation Client Survey respondents, several voluntary survey questions related to demographic information were included. The average response rate for these questions was 100% (n=17) for completed surveys.

The sample for the client survey can generally be described as female, between the ages of 30 and 39 years whose first language is English and who are not members of any Indigenous Group, the Acadian community or any other underrepresented groups.

Fifty-nine per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=10) indicated that they identify as a woman while 30% (n=5) indicated that they identify as a man. There were 12% of respondents (n=2) who indicated that they preferred not to say.

Twenty-nine per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=5) indicated that they were between 30 and 39 years of age. Twenty-four per cent of respondents (n=4) each indicated that they were between the age of 50 to 59 and over 60 years of age. Twelve per cent of respondents (n=2) that indicated that they were between the age of 40 and 49 and 12% indicated that they preferred not to say. There were no respondents that indicated that they were under 29 years of age.

Eighty-two per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=14) indicated that English is their first language, one respondent indicated that French

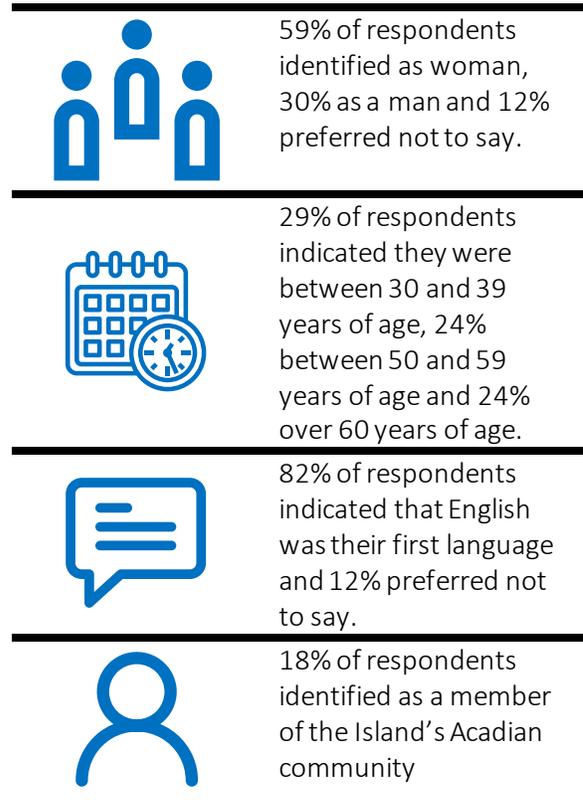


Figure 1. AFGP Evaluation Client Survey demographic information

<sup>1</sup> AFGP clients may have had more than one project funded.

was their first language and 12% of respondents (n=2) indicated that they preferred not to say.

Sixty-five per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=11) indicated that they are not proficient in languages other than English or French while 24% indicated that they were. Twelve per cent of respondents (n=2) indicated that they preferred not to say.

Eighteen per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=3) indicated that they identified as a member of the Island's Acadian community. Seventy-one per cent of respondents (n=12) indicated that they do not identify as a member of the Island's Acadian community. Twelve per cent of respondents (n=2) indicated that they prefer not to say.

One respondent indicated that they identified as a member of another under-represented group.

There were no Agri-Food Growth Program Evaluation Client Survey respondents that indicated that they identify as a person with a disability, a member of the 2SLGBTQIA+ community, a member of an Indigenous Group or a newcomer to Canada.

#### 2.1.1.4 Client Survey Business Profile

Forty-one per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=7) indicated that their business type was an incorporated company and the same amount indicated that their business type was a registered charitable organization/not-for-profit. Twelve per cent of respondents (n=2) indicated that their business type was a partnership and six per cent of respondents (n=1) indicated a sole proprietorship.

Thirty-five per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=6) indicated that they regularly employ more than 10 employees on a full-time basis. Twenty-

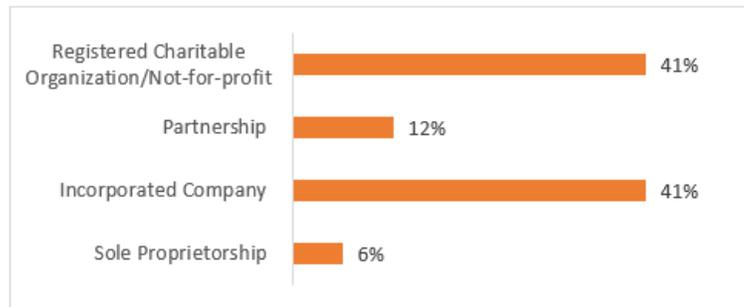


Figure 2. Business types of AFGP Evaluation Client Survey respondents

nine per cent of respondents (n=5) indicated that they regularly employ one employee on a full-time basis. Thirty-five per cent of respondents (n=6) indicated that they regularly employ one employee on a part-time basis.

Thirty-five per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=6) and 29% of respondents (n=5) indicated that their business/organization's gross

revenue in 2018 was \$50,000 to \$99,999 and over \$500,000, respectively. Twenty-nine per cent of respondents (n=5) and 24% of respondents (n=4) indicated that their business/organization's gross revenue in 2019 was over \$500,000 and \$100,000 to \$249,999, respectively.

Fifty-three per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=10) indicated that their farm/business/organization is located in Queens County, 35% of respondents (n=6) indicated Prince County and six per cent of respondents (n=1) indicated Kings County.

Eighty-eight per cent of Agri-Food Growth Program Evaluation Client Survey respondents (n=15) indicated that they prefer to use English when doing business. Six per cent of respondents (n=1) indicated that they prefer to use French when doing business and six per cent of respondents (n=1) indicated that they prefer not to say.

### **2.2.2 Key Informant Interviews**

Individuals involved in the administration of the AFGP (i.e., Program Lead, Manager, Director) and clients of the Program were identified to be interviewed. In total, there were three key informants interviewed.

#### **2.2.2.1 Key Informant Interviews: Development of Interview Guide**

An interview guide was developed based on the evaluation questions included in the project's evaluation matrix (see Appendix B). This guide was used to direct the interviews with program administration.

#### **2.2.3.2 Key Informant Interviews: Program Administration**

During August and September 2021, the evaluator met with 3 individuals involved in the administration of the AFGP to conduct key informant interviews. Program administrators were asked open-ended questions and their answers were manually recorded. Responses were then thematically analysed manually using Excel.

#### **2.2.2.3 Key Informant Interviews: AFGP Clients**

During August and September 2021, seven AFGP Clients were invited to participate in the Evaluation as a Key Informant. Two program clients agreed to participate as a Key Informant. Clients were asked open-ended questions over the telephone and their answers were manually recorded. Responses were then thematically analysed manually using Excel.

### **2.2.3 Document/File Review**

A document/file review rubric was developed based on the questions included in the project's evaluation matrix. This rubric was used to guide the document/file review process. From August to October 2021 files containing records related to funded

projects were reviewed. In total, 57 project files were reviewed, which represents 65% of the total projects funded through the AFGP since April 1, 2018.

#### 2.2.4 Analytical Framework

The purpose of the evaluation was to understand the extent of the AFGP program's performance, relevance and impact. Performance was considered to be the extent to which the AFGP achieved results in accordance with the Program's intended outcomes. Relevance was understood to be the extent to which the AFGP responded to a demonstrable need. "Assessments of relevance are almost always qualitative and rely substantially on the experience and judgment of the evaluators as well as stakeholders (e.g. clients, program administration, etc.)" (McDavid, J & Hawthord, L., 2004, p.20). And finally, impact considers the changes among individuals and businesses that were caused by the AFGP.

### 3.0 TIMELINE

Planning for this evaluation began in June 2021 and the Evaluation's matrix was approved by the Director of the Strategic Policy and Evaluation Division in July 2021. Through July, the Evaluator developed the Evaluation's Client Survey, a Key Informant Interview Guide as well as a document/file review rubric. In August 2021, the AFGP Client Survey was launched. Additionally, in August 2021, key informant interviews were conducted with program administration and in September 2021, key informant interviews were conducted with AFGP clients.

After the survey closed on August 25, 2021, data analysis occurred throughout September 2021 and a draft report was developed in October 2021. A draft version of the final report was circulated internally in November 2022. This Evaluation Report was assessed by one external Credentialed Evaluator in November 2022. Edits suggested by both the internal review and external assessment have been incorporated, where possible.

The Evaluation Report and its findings was approved on February 6, 2022. The evaluation is considered complete with the publication of this report.

### 4.0 LIMITATIONS

#### ***Using the perceptions of clients, industry and program leads may introduce bias***

Program evaluation literature states that bias may impact program administration staff's ability to remain objective, as in some cases they may maintain social, economic, emotional, or other bonds towards a particular program. This bias can negatively impact the validity of a program administrator's evaluative judgements and the external credibility of the evaluation.<sup>2</sup> Similarly, clients in receipt of funding that are asked evaluate a program may respond favorably due social desirability bias (i.e., fear that an unfavourable response may result in lack of access to future funding).<sup>3</sup> To mitigate these limitations, the evaluation relied on multiple lines of evidence so that results could be

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<sup>2</sup> Scriven, M. (2010). Evaluation bias and its control. *Journal of MultiDisciplinary Evaluation*, 7(15), p. 79-98).

<sup>3</sup> Clark, C., Scott, E. & Krupa, T. (1993). Involving clients in programme evaluation and research: A new methodology for occupational therapy. *Canadian Journal of Occupational Therapy*, 60 (4), 192-199

triangulated, all lines of evidence were equally weighted, and the evaluation was led by Department staff who do not deliver programs. Furthermore, clients were able to participate anonymously in the AFGP Evaluation Survey.

## 5.0 EVALUATION FINDINGS

### 5.1 Program Design and Delivery

**Key Finding:** Agri-Food Growth Program clients are satisfied with the administration of the program, the assistance provided by DAL staff and the program documents.

Ninety-four per cent of respondents (n=17) agreed, or strongly agreed, that the AFGP is administered effectively, that they were provided enough assistance with the application process and that they were provided enough assistance with the claim process (see Figure 3). Eighty-nine per cent of respondents (n=16) agreed, or strongly agreed, that the Program’s documents are concise and easy to understand (see Figure 4). Finally, 56% of respondents (n=10) indicated that they neither agreed, nor disagreed, that the Program requires too much paperwork and 33% of respondents (n=6) disagreed with the statement.

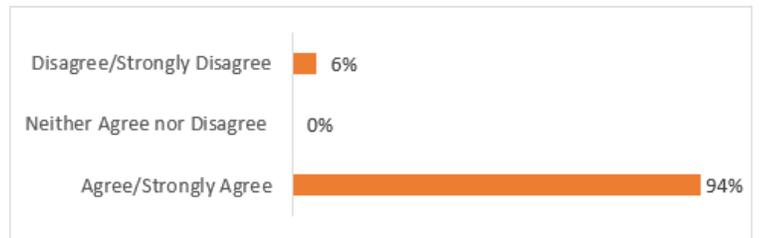


Figure 3. Agri-Food Growth Program Evaluation Client Survey respondents’ level of agreement with the statement, I was provided enough assistance with the claim process.

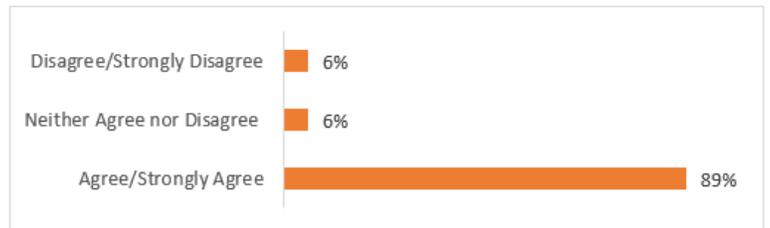


Figure 4. Agri-Food Growth Program Evaluation Client Survey respondents’ level of agreement with the statement, the Program’s documents (e.g., Guidelines, Application Form, Claim Form, etc.) were concise and easy to understand.

### 5.2 Program Communications

**Key Finding:** The preferred method of communication regarding Departmental programming is through DAL staff.

Sixty-five per cent of respondents (n=11) indicated that they first became aware that the Department offered the AFGP through DAL staff. Twelve per cent of respondents (2) indicated that they first became aware of the Program through word of mouth from other program clients while 12% of respondents (n=2) indicated that they did not remember. Eighty-two per cent of respondents (n=14) indicated that their preferred method of communication with respect to DAL programming is through Departmental staff.

### 5.3 Relevance

**Key Finding:** The Agri-Food Growth Program remains relevant.

Eighty-nine per cent (n=17) of respondents indicated that the AFGP responded to a need of their farm/business/organization and 11% (n=2) of respondents indicated that they were not sure if the Program responded to a need of their farm/business/organization. There were no respondents that indicated that the Program did not respond to a need of their farm/business/organization (see Figure 5). Eight-nine per cent (n=17) of respondents indicated that the AFGP provided an adequate level of financial support to implement their project. Eleven per cent (n=2) of respondents indicated that it did not (see Figure 6). Seventy-four per cent (n=14) of respondents indicated that the AFGP helped their farm/business/organization to achieve a strategic goal. Twenty-one per cent (n=4) of respondents indicated that they did not know, and one respondent indicated that the Program did not help their farm/business/organization to achieve a strategic goal.

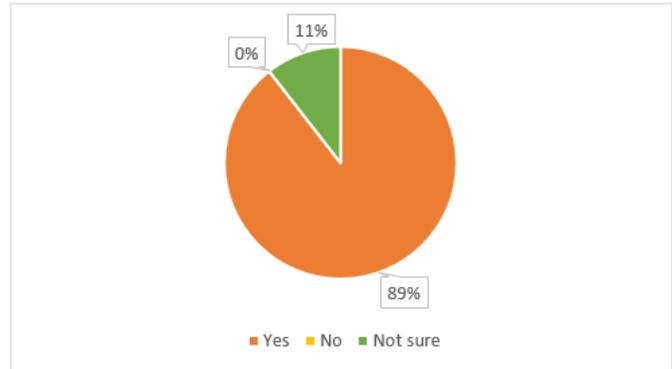


Figure 5. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did the Agri-Food Growth Program effectively respond to a need of your farm/business/organization?

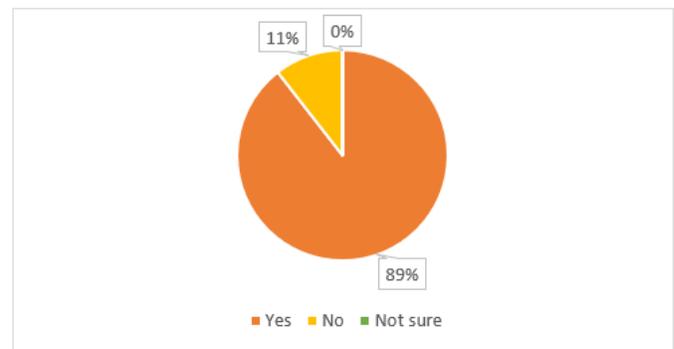


Figure 6. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did the Agri-Food Growth Program provide an adequate level of financial support for you to implement your project?

Project files, specifically project proposals, were reviewed to determine what issue the project was designed to address. The primary issues that were identified in project proposals was with respect to support for promotion/advertisement/awareness activities, market development activities and mitigation of the impacts of public health restrictions enacted in response to the pandemic. Further to this, key informants interviewed indicated that overall, the program is responsive to the needs of farms/businesses/organizations. Specifically, key informants indicated that the mitigation of the financial burden of the activities funded and access to capital through the Program is helping farms/businesses/organizations to achieve a goal.

## 5.4 Performance & Long-term Outcomes

**Key Finding:** The Agri-Food Growth Program may be enhancing community food security by supporting the viability of local agri-food producers, however, there exists a discrepancy between what clients reported through the evaluation and what was reported in the projects' final reports.

Eighty per cent (n=16) indicated that they either agreed, or strongly agreed, that their participation in the AFGP helped to support community food security. Twenty per cent (n=4) indicated that they neither agreed, nor disagreed with the statement. There were no respondents who indicated that they disagreed with the statement *my participation in the AFGP helped to support community food security* (see Figure 7). The primary community food security activities identified by survey respondents were linking farmers to consumers (26%, n=14) and supporting building the capacity for people to create change (11%, n=6).

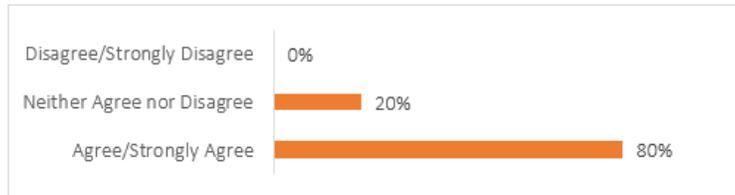


Figure 7. Agri-Food Growth Program Evaluation Client Survey respondents' level of agreement with the statement, *my participation in the Agri-Food Growth Program helped to support community food security*.

**Key Finding:** The Agri-Food Growth Program is likely building and enhancing local markets and increasing the awareness and sale of PEI produced agri-food products.

Eighty-six per cent (n=18) of respondents indicated that they agreed, or strongly agreed, that their participation in the AFGP supported the viability of their agricultural operation. Three per cent (n=3) of respondents indicated that they neither agreed nor disagreed. There were no respondents who indicated that they disagreed with the statement (see Figure 8). Many respondents indicated that the support provided through the AFGP for marketing activities has helped them to support the viability of their agricultural operation. Additionally, some clients mentioned that support for projects that resulted in a season extension has helped to support the viability of their operation.

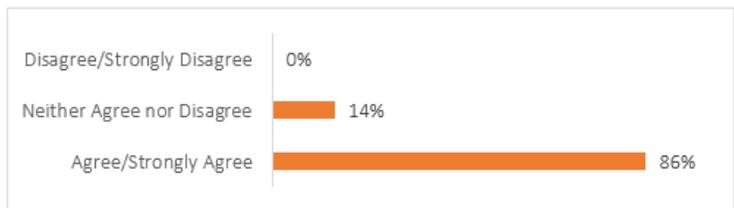


Figure 8. Agri-Food Growth Program Evaluation Client Survey respondents' level of agreement with the statement, *my participation in the Agri-Food Growth Program supported the viability of my agricultural operation*.

Key informants, both program administration and clients of the program, indicated that they believed that the program is supporting community food security, particularly with respect to activities that link farmers to consumers and build community self-reliance/collaboration. Further to this, all key informants interviewed for this evaluation indicated that they felt that the program has done a good job of supporting the viability of local agri-food producers. Key informants, both program administration and clients, indicated that support for advertising and promotional activities positively impacts viability.

*"[AFGP] provided funding for delivering promotions and educational activities . . . the promotions helped drive business to agricultural operations"* AFGP Client

There exists a discrepancy between data collected through the client survey and key informant interviews and the data collected through the document/file review. Less than ten files out of 57 that were reviewed for the purposes of this evaluation indicated that they had completed community food security activities or that their participation in the program has improved the viability of their agricultural operation. However, it must be noted that the final reports submitted by clients of this program do not follow a predetermined or standardized format. This may have impacted the data as clients are not consistently addressing the same topics in their final reports (e.g., enhancing community food security by supporting the viability of local food agri-food producers).

Eighty per cent (n=16) of respondents answered in the affirmative when asked if their participation in the AFGP allowed them to increase local market access. Fifteen per cent (n=3) indicated that it had not, and one respondent indicated that they weren't sure if their participation in the Program had increased their local market access (see Figure 9). Eighty per cent (n=16) of respondents indicated that their participation in the Program allowed them to increase awareness of PEI produced agri-food products. Fifteen

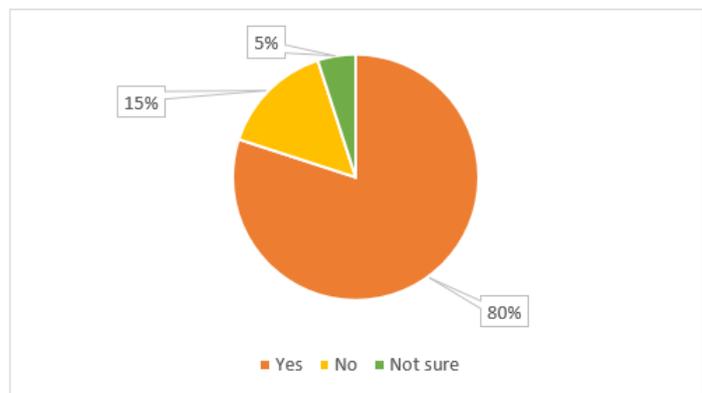


Figure 9. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did your participation in the Agri-Food Growth Program allow you to increase local market access?

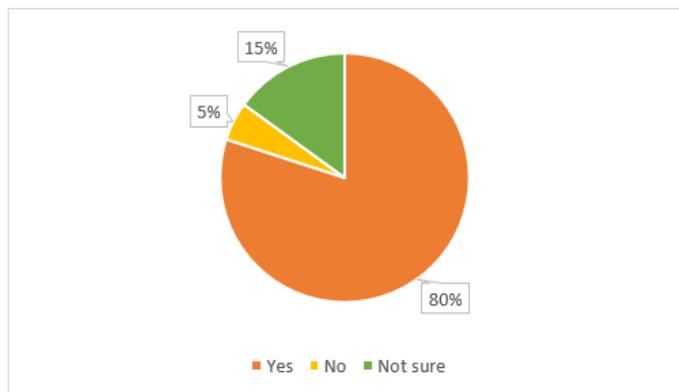


Figure 10. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did your participation in the Agri-Food Growth Program allow you increase awareness of PEI produced agri-food products?

per cent (n=3) indicated that they were not sure, and one respondent indicated that it did not (see Figure 10). Fifty-five per cent (n=11) of respondents indicated that their participation in this Program increased their sales of agri-food products. Thirty per cent (n=6) indicated that they did not know and 15% (n=3) indicated that their participation has not increased their sales of agri-food products. Sixty per cent (n=12) of respondents indicated that their participation in the Program resulted in increased consumption of PEI-produced agri-food products. Thirty-five per cent (n=7) of respondents indicated that they were not sure, and one respondent indicated that their participation in the Program had not resulted in increased consumption of PEI-produced agri-food products.

All key informants interviewed indicated that they believed the AFGP has had a positive impact on building and/or increasing access to local markets. Key informants indicated that they believed that this was achieved through activities that increase the public's awareness of where to get local food, activities that support social media advertisements and activities that allow producers to extend their traditional growing season.

*"The caterpillar tunnel enables us to extend our growing season and capacity for quantity and diversity of crops"* AFGP Client

As with the previous outcome, there exists a discrepancy between data collected through the Client survey and key informant interviews and the data collected through the document/file review. For instance, while many client survey respondents indicated in their project proposals that they believed their participation in the program would allow them to increase local markets and increase awareness of PEI produced agri-food products only 11 or 15, respectively, final reports indicated as such. Again, as final reports are not consistently addressing the same questions or providing information related to performance metrics, it is difficult to determine the extent to which the Program may have performed in relation to this outcome through this line of evidence.

## 5.5 Impact

**Key Finding:** The Agri-Food Growth Program may be supporting some program clients to improve the quality of a product or service or their production capacity. The Program likely supported clients to mitigate the impacts of COVID-19 public health restrictions.

Seventy-eight per cent (n=14) of respondents indicated that their participation in the AFGP helped them to improve the quality of a product or service. Seventeen per cent (n=3) of respondents indicated that it had not and 5% (n=1) indicated that they did not know (see Figure 11).

Sixty-seven per cent (n=12) of respondents indicated that their participation in the AFGP helped them to improve their production capacity. Twenty-two per cent (n=4) of respondents indicated it had not, and 11% (n=2) indicated that they did not know (see Figure 12).

Sixty-one per cent (n=11) indicated that their participation in the AFGP helped them to increase their farm/business/organization's annual gross revenue (see Figure 13). Six per cent (n=1) indicated that it had not and 33% (n=6) indicated that they did not know.

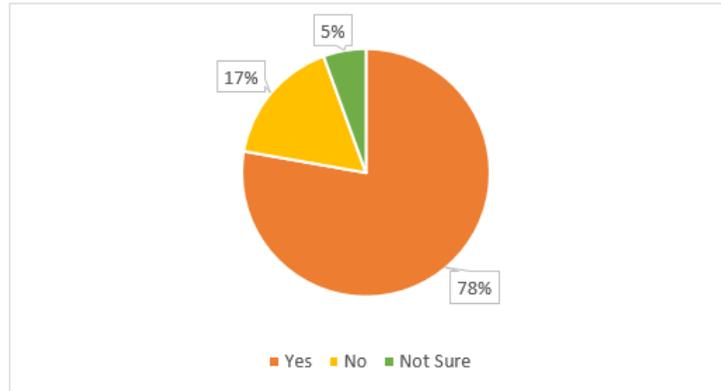


Figure 11. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did your participation in the Agri-Food Growth Program help you to improve the quality of a product or service?

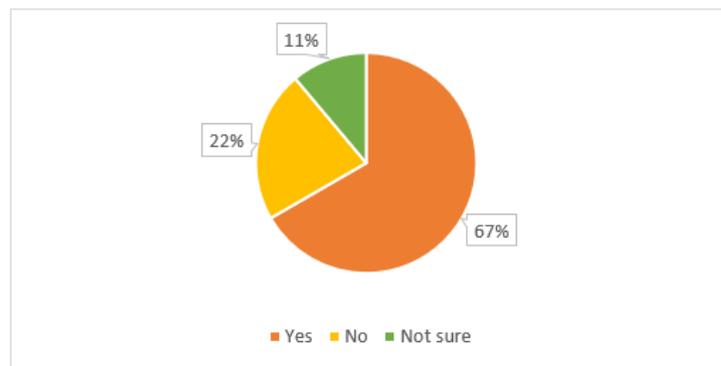


Figure 12. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did your participation in the Agri-Food Growth Program help you to improve your production capacity?

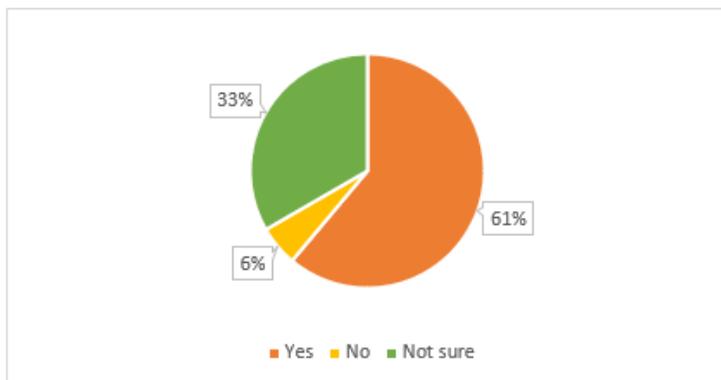


Figure 13. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did your participation in the Agri-Food Growth Program help to increase your farm/business/organization's annual gross revenue?

Sixty-three per cent (n=12) of respondents indicated that their participation in the AFGP did not allow them to hire any employees (either full time or part time). Twenty-six per cent (n=5) of respondents indicated that it had, and 11% (n=2) indicated that they did not know (see Figure 14). Sixty per cent (n=3) of respondents who indicated that they were able to hire an employ as a result of their participation in the program indicated that they were able to hire one part-time employee, and 40% (n=2) of respondents indicated that they were able to hire 2 part-time employees and 60% (n=3) of respondents indicated that they were able to hire one full-time employee.

During the 2020/21 fiscal year, the eligible activities of the AFGP were modified to allow for funding of projects that would support the agriculture industry to mitigate the impacts of the pandemic. During the document/file review process, there were six files reviewed that referenced impacts related to the mitigating the impacts of public health restrictions imposed by the Chief Public Health Office in response to the COVID-19 pandemic. Many final reports reviewed during the document/file review process made evaluative claims with respect to impact however, they provided no supporting evidence. Furthermore, final reports frequently contained a summary of actions undertaken as part of the funded project but did not address the impact that those actions may have had. As such, determining the impact of this program through this line of evidence is not possible.

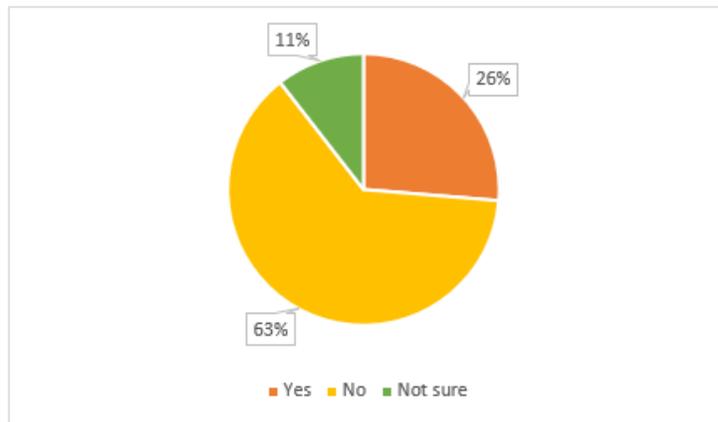


Figure 14. Agri-Food Growth Program Evaluation Client Survey respondents' responses to the question, did your participation in the Agri-Food Growth Program allow you to hire any employee(s) on a full-time or part-time basis?

## 6.0 CONCLUSION

This evaluation covered the period April 1, 2018 to March 31, 2021. Recommendations have been provided. The primary recommendation of this evaluation is to implement a standardized final report to support the Department's future understanding of this Program's performance, relevance and impact, by ensuring that project files contain information related to standardized performance monitoring metrics. Evaluation results have shown that the AFGP may have made progress with respect to building and enhancing local markets, increasing the awareness, sales and consumption of PEI agri-food products and enhancing community food security by supporting the viability of local agri-food producers. Additionally, it has demonstrated that there is a need for programming such as the AFGP as well as a need to coordinate reporting requirements for the Program to meet the Department's commitment to improve policies, programs and services.

## REFERENCES

Clark, C., Scott, E. & Krupa, T. (1993). Involving clients in programme evaluation and research: A new methodology for occupational therapy. *Canadian Journal of Occupational Therapy*, 60 (4), 192-199

Scriven, M. (2010). Evaluation bias and its control. *Journal of MultiDisciplinary Evaluation*, 7(15), p. 79-98).

## APPENDIX A: Agri-Food Growth Program Funding Recipient Reporting Form

(To be completed by Agri-Food Growth Program funding recipients)

Prepared by  
(Name): \_\_\_\_\_

Initial: \_\_\_\_\_

Date: \_\_\_\_\_

*\*Original signed copy to be placed in Central File*

<b>FOR DEPARTMENT</b>	
Date received by	_____
Dept:	_____
Dept. Initial (Rec'd):	_____
Date approved by	_____
Dept.:	_____
Dept. Initial (Approved):	_____

### 1.0 Performance Reporting

Performance Indicator	Results
<b>Metrics</b>	
No. of market development activities <sup>4</sup>	
No. of participants in market development activities	
Did your participation result in entering a new market or diversifying an existing market	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure <input type="checkbox"/> Not applicable
Did your participation result in increased sale of PEI produced agri-products	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure <input type="checkbox"/> Not applicable

### 2.0 Description of Impact

Please complete the summary table below of major project activities. Add extra rows if needed. Please include a title of the activity, a brief description (1 to 2 sentences), the community location where the activity was completed, the impact that is attributable to the activity (1 paragraph maximum), and, if applicable, select the Community Food Security<sup>5</sup> outcome that the activity contributed to. If the project did not contribute to any CFS outcome, please

<sup>4</sup> Market Development Activities are events, projects or initiatives designed to increase company, sector, or provincial capacity to capitalize on current and emerging domestic and/or international market opportunities. Activities under this area may include trade shows, outgoing missions and incoming buyer missions, media, retail and consumer promotions, e-commerce promotions, receptions and special events, buyer meetings, in-market representations (hired consultants or locally engaged staff) and related events and activities.

<sup>5</sup> By supporting PEI agri-food producers, and increasing sale and consumption of local food, it is anticipated that the Agri-Food Growth Program will also support community-food security.

indicate “none.” An example has been provided in the table below. Please remove this example before submitting the Reporting Form.

Activity Title	Description	Location	Impact	Community Food Security Outcomes
<i>Example:</i> Selling Food at Market	<i>Example:</i> Students from XYZ school participated in selling local food at the Farmer’s Market.	<i>Example:</i> Ch’town, PE	<i>Example:</i> Developed retail sales skills, practiced basic accountancy, and practiced marketing skills.	<input type="checkbox"/> Promoting good nutrition and healthy food choices <input type="checkbox"/> Promoting community collaboration <input type="checkbox"/> Linking farmers to consumers <input type="checkbox"/> Enhancing the pride and joy of growing, preparing and eating food <input type="checkbox"/> Enhancing the capacity for people to create change through education and empowerment <input type="checkbox"/> Creative multi-sector partnerships and networks that work toward community food security <input type="checkbox"/> None
				<input type="checkbox"/> Promoting good nutrition and healthy food choices <input type="checkbox"/> Promoting community collaboration <input type="checkbox"/> Linking farmers to consumers <input type="checkbox"/> Enhancing the pride and joy of growing, preparing and eating food <input type="checkbox"/> Enhancing the capacity for people to create change through education and empowerment <input type="checkbox"/> Creative multi-sector partnerships and networks that work toward community food security <input type="checkbox"/> None
				<input type="checkbox"/> Promoting good nutrition and healthy food choices <input type="checkbox"/> Promoting community collaboration <input type="checkbox"/> Linking farmers to consumers <input type="checkbox"/> Enhancing the pride and joy of growing, preparing and eating food <input type="checkbox"/> Enhancing the capacity for people to create change through education and empowerment <input type="checkbox"/> Creative multi-sector partnerships and networks that work toward community food security <input type="checkbox"/> None

## Appendix B – Evaluation Matrix

### EVALUATION MATRIX 1: OUTCOMES OF THE AGRIFOOD GROWTH PROGRAM

Notes:

- Long term outcome: Enhance community food security by supporting the viability of local agri-food producers.
- Immediate outcome: Build and enhance local markets to increase the awareness, sale and consumption of Prince Edward Island produced agri-food products.

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Client Interview
Did the Agri-Food Growth Program enhance community food security by supporting the viability of local agri-food producers?	<p>On a scale of 1 to 5 where 1 means ‘strongly disagree’ and 5 means ‘strongly agree’ please rate how much you agree or disagree with the following statement</p> <p><b>My participation in the Agri-Food Growth Program helped to support community food security.</b></p> <p><i>Note: Community food security “exists when all community residents obtain a safe, personally acceptable, nutritious diet</i></p>	<p>No. of projects that completed activities related to community food security, by type of CFS activities, by type of recipient, by type of industry</p> <p>Type of CFS activities<sup>8</sup>:</p> <ul style="list-style-type: none"> <li>- Promote good nutrition and healthy food choices;</li> <li>- Build community self-reliance and collaboration</li> <li>- Link farmers to consumers</li> </ul>	<p>Q1. What are your thoughts on the Agri-Food Growth Program’s performance with respect to supporting community food security?</p> <p>Q2. What are your thoughts on the Agri-Food Growth Program’s performance with respect to supporting the viability of local agri-food producers?</p>	<p>What are your thoughts on the Agri-Food Growth Program’s performance with respect to supporting community food security?</p> <p>What are your thoughts on the Agri-Food Growth Program’s performance with respect to supporting the viability of local agri-food producers?</p>

<sup>8</sup> CFS activities are taken from The Dietitians of Canada. (2007). *Community Food Security: Position of Dieticians of Canada*. Public Policy Statement.

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Client Interview
	<p><i>through a sustainable food system that maximizes healthy choices, community self-reliance and equal access for everyone.</i><sup>6</sup></p> <p>If '4' or '5' route to "Check all that Apply": In what ways did your participation in the Agri-Food Growth Program help to enhance community food security (CFS)? Please check all that apply from the list below:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Promoted good nutrition and healthy food choices</li> <li><input type="checkbox"/> Supported community self-reliance and collaboration</li> <li><input type="checkbox"/> Linked farmers to consumers</li> <li><input type="checkbox"/> Enhanced the pride of growing and preparing food</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance the pride of growing and preparing food</li> <li>- Build the capacity for people to create change</li> <li>- Create multi-sector partnerships and networks that work towards CFS</li> </ul> <p>No. of projects that have final reports that indicate that their participation in the program has improved the viability of their agricultural operation.</p>		

<sup>6</sup> Hamm, M. & Bellows, A. (2003)

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Client Interview
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supported building capacity for people to create change</li> <li><input type="checkbox"/> Created multi-sector partnerships and networks that work toward CFS</li> <li><input type="checkbox"/> Other               <ul style="list-style-type: none"> <li><input type="checkbox"/> Please describe</li> </ul> </li> <li><input type="checkbox"/> None</li> </ul> <p>On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree' please rate how much you agree or disagree with the following statement</p> <p><b>My participation in the Agri-Food Growth Program supported the viability of my agricultural operation.</b></p> <p><i>Note: Viability refers to the agricultural operation's capability to survive and</i></p>			

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Client Interview
	<p><i>develop using the resources available.</i><sup>7</sup></p> <p>↳ If '4' or '5' route to open ended: Please describe how your participation in the Agri-Food Growth Program helped to support the viability of your agricultural operation.</p>			
<p>Did the Agri-Food Growth Program build and enhance local markets to increase the awareness, sale and consumption of Prince Edward Island produced agri-food products?</p>	<p>Yes/No/Not Sure/Not Applicable</p> <p><b>Did your participation in the Agri-Food Growth Program allow you to increase local market access?</b></p> <p>↳ If 'yes', route to comment box: Please list which local markets the program helped you to access (e.g., community and province)</p> <p><b>Did your participation in the Agri-Food Growth Program allow you to increase</b></p>	<p>No. of project applications that indicated that the project was anticipated to build or increase local market access and/or increase the awareness and/or sale and/or consumption of Prince Edward Island produced agri-food products.</p> <p>How have clients described enhanced local markets and/or increased awareness and/or sale and/or consumption of Prince Edward Island produced agri-food products in their project applications.</p>	<p>Q3. What are your thoughts on the Agri-Food Growth Program's performance with respect to building and and/or increasing access to local markets?</p> <p>Q4. What are your thoughts on the Agri-Food Growth Program's performance with respect to increasing the awareness, sale and consumption of Prince Edward Island produced agri-food products?</p>	<p>What are your thoughts on the Agri-Food Growth Program's performance with respect to building and enhancing local markets?</p> <p>What are your thoughts on the Agri-Food Growth Program's performance with respect to increasing the awareness, sale and consumption of Prince Edward Island produced agri-food products?</p>

<sup>7</sup> Zbucnea & Pinzaru (2016)

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Client Interview
	<p><b>awareness of Prince Edward Island produced agri-food products.</b></p> <p>↳ If 'yes', route to comment box: Please describe how your project increased awareness of Prince Edward Island produced agri-food products</p> <p><b>Did your participation in the Agri-Food Growth Program increase your sales of agri-food products.</b></p> <p>↳ If 'yes', route to comment box: Please describe how your project increased your sales of agri-food products</p> <p><b>Did your participation in the Agri-Food Growth Program result in the increased consumption of Prince Edward Island produced agri-food products.</b></p>	<p>No. of project final reports that indicated that they experienced, or expect to experience, enhanced local markets and/or increased awareness and/or sale and/or consumption of Prince Edward Island produced agri-food products.</p> <p>How have clients described enhanced local markets and/or increased awareness and/or sale and/or consumption of Prince Edward Island produced agri-food products in their final reports.</p>		

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Client Interview
	<p>↳ If 'yes', route to comment box: Please describe how your project resulted in the increased consumption of Prince Edward Island produced agri-food products.</p>			

## EVALUATION MATRIX 2: PERFORMANCE, RELEVANCE AND IMPACT

**Performance:** The extent to which the Agri-Food Growth Program achieved results in accordance with the Program’s intended long-term outcome.

**Relevance:** The extent to which Agri-Food Growth Program responded to a demonstrable need. “Assessments of relevance are almost always qualitative and rely substantially on the experience and judgment of the evaluators as well as of stakeholders [e.g., clients, industry, and program leads]”.<sup>9</sup>

**Impact:** The changes among individuals and businesses that were caused by the Agri-Food Growth Program.

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
<b>Performance</b> To what extent did the Agri-Food Growth Program contribute to achieving the long term and immediate outcomes?	See Matrix #1	See Matrix #1	See Matrix #1	See Matrix #1
<b>Relevance</b> To what extent did the Agri-Food Growth Program respond to a demonstrable need?	Please answer the following questions based on your most recent participation in the Agri-Food Growth Program.  Yes/No/Not Sure	Document and file review: Review of program files, specifically project proposals and what issue the projects were designed to address.	Q5. How effectively do you think that the Agri-Food Growth Program responds to a need of farms/business/organizations?  Q6. How adequate do you think the levels of financial support provided through the	How effectively did the Agri-Food Growth Program responds to a need of your farm/business/organization?  How adequate was the level of financial

<sup>9</sup> McDavid, J. & Hawthorn, L. (2004). *Program evaluation & performance measurement: An introduction to practice*. Thousand Oaks: Sage Publications McDavid 2006 p. 20

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p><b>Did the Agri-Food Growth Program effectively respond to a need of your farm/business/organization?</b></p> <p>↳If 'No' Please describe why the program did not effectively respond to a need of your farm/business/organization.</p> <p><b>Did the Agri-Food Growth Program provide an adequate level of financial support for you to implement your project?</b></p> <p>↳If 'No' Please describe why the program did not provide an adequate level of financial support for you to implement your project.</p> <p><b>Did the Agri-Food Growth Program help your farm/business/organization to achieve a strategic goal?</b></p>		<p>Agri-Food Growth Program is with respect to implementing a project?</p> <p>Q7. How does the Agri-Food Growth Program help farms/businesses/organizations to achieve a goal?</p>	<p>support provided through the Agri-Food Growth Program is with respect to implementing your project?</p> <p>How did the Agri-Food Growth Program you're your farm/business/organization to achieve a goal?</p>

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p>↳ If 'No'</p> <p>Please describe why the program did not help your farm/business/organization to achieve a goal.</p>			
<p><b>Impact</b></p> <p>What changes among individuals and businesses were the result of participating in the Agri-Food Growth Program?</p>	<p>Y/N/NS/NA</p> <p><b>Did your participation in the Agri-Food Growth Program allow you to hire an employee(s) on a full-time or part-time basis?</b></p> <p>↳ If yes, route to two drop-down boxes:</p> <ul style="list-style-type: none"> <li>- How many <i>part-time employees</i> were you able to hire? (0, 1, 2, 3, 4, 5, 6+, Do not remember)</li> <li>- How many <i>full-time employees</i> were you able to hire? (0, 1, 2, 3, 4, 5, 6+, Do not remember)</li> </ul> <p>Y/N/NS/NA</p>	<p>Document and file review:</p> <p>Review of program files, specifically final reports to identify impacts identified.</p>	<p>Q8. What, if any unintended outcomes were produced as a result of the Agri-Food Growth Program?</p>	<p>What, if any, unintended outcomes were produced as a result of the Agri-Food Growth Program?</p>

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p>Did your participation in the Agri-Food Growth Program help you to improve the quality of a product or service?</p> <p>Y/N/NS/NA</p> <p>Did your participation in the Agri-Food Growth Program help you to improve production capacity?</p> <p>Y/N/NS/NA</p> <p>Did your participation in the Agri-Food Growth Program help to increase your farm/business/organization's annual gross revenue?</p>			

**MATRIX 3: ADDITIONAL QUESTIONS**

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
How important is gender, diversity and inclusion to	Agreement Rating (1 to 5): On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you	Not applicable	Not applicable	Not applicable

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
Agri-Food Growth clients?	<p>agree or disagree with the following statements:</p> <p>Diversity and inclusion in the agriculture industry is important to me.</p> <p>Groups that are traditionally underrepresented in the agriculture industry (e.g., Indigenous Peoples, women, youth, visible minorities, persons with disabilities, LGBTQ+, etc.) face unique barriers to participation in the agriculture industry.</p> <p>Diversity and inclusion in the agriculture industry should be improved in PEI.</p>			
How familiar are survey respondents with the Department's mental health initiatives?	<p><i>Note: Clients will be advised in the survey's introduction that these questions will be asked.</i></p> <p>Before today, were you aware that the Department had a Mental Health Promotion Policy? (Y/N/NS/NA)</p>	Not applicable	Not applicable	Not applicable

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p>Before today, had you heard of the #FarmersTalk communication campaign? (Y/N/NS/NA)</p> <p>Before today, had you heard of the Farmer Assistance Program? (Y/N/NS/NA)</p> <p>If yes, have you used the Farmer Assistance Program? (Y/N/NS/NA/PNTS)</p> <p>If yes, On a scale of 1 to 5 where 1 means 'extremely dissatisfied' and 5 means 'extremely satisfied,' please rate would you rate your level of satisfaction with the Farmer Assistance Program?</p>			
What is the demographic profile of survey respondents?	<p>Do you identify as a: Man, Woman, Gender not listed, Prefer not to say</p> <p>Are you a senior (age 65 or older)?</p> <p>Are you a youth (age 29 or younger)?</p> <p>Do you identify as a person with a disability?</p>	Not applicable	Not applicable	Not applicable

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p>What is your first language? English, French, Other, Prefer not to say</p> <p>Are you proficient in languages other than French?</p> <p>Do you identify as a member of the Island's Acadian community?</p> <p>Do you identify as a member of an Indigenous Group?</p> <p>Do you identify as a newcomer to Canada?</p> <p>Do you identify as part of another under-represented group?</p> <p>What language do you prefer to use when doing business? English, French, Other, Prefer not to say.</p> <p>Where is your farming operation located? Kings, Queens, Prince County</p>			
<p>What is the business profile of survey respondents?</p>	<p>Checkbox Please indicate the primary commodity you are involved with on a regular basis. There is an option to indicate if your commodity is certified organic as well.</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p>Do you consider yourself a beginning (i.e., “new”) or established farmer? For the purposes of this survey, “new” is defined as a farmer for <i>6 years or less</i>. (Checkbox – choose only one)</p> <p>What was your gross revenue in 2018 and 2019? (Checkbox of ranges)</p> <p>Drop-down boxes: (0, 1, 2, 3, 4, 5, 6+)</p> <ul style="list-style-type: none"> <li>- How many employees do you regularly employ on a full-time basis throughout the year (excluding yourself)?</li> <li>- How many employees do you regularly employ on a part-time basis throughout the year?</li> </ul> <p>What is your type of business or organization? You may choose only one (1) option from the list below.</p>			

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<ul style="list-style-type: none"> <li>○ Individual Proprietorship (if you file to Canada Revenue Agency as an individual)</li> <li>○ Incorporated Company (if you file to Canada Revenue Agency as a corporation)</li> <li>○ Partnership (if you file to Canada Revenue Agency as a partnership)</li> <li>○ Registered Charitable Organization/Not-for-profit</li> <li>○ Other, please specify</li> </ul>			
<p>How have Agri-Food Growth Program communication efforts performed? And, what has been their impact?</p>	<p>How did you first become aware that the Department offered the Agri-Food Growth Program? You may choose only one (1) option from the list below.</p> <ul style="list-style-type: none"> <li>- Department of Agriculture and Land staff</li> </ul>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<ul style="list-style-type: none"> <li>- Other Government of PEI staff</li> <li>- Agriculture and Agri-Food Canada staff</li> <li>- Other Government of Canada staff</li> <li>- Department of Agriculture and Land e-newsletter</li> <li>- Department of Agriculture and Land twitter</li> <li>- Radio</li> <li>- Newspaper</li> <li>- Television</li> <li>- Industry association newsletter or other communication from association</li> <li>- A company selling products or services</li> <li>- PEI Government website</li> <li>- Word of mouth from other program clients</li> <li>- Do not remember</li> </ul> <p>What is your preferred method of communication with respect to Department of Agriculture and Land Programming?</p>			

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<ul style="list-style-type: none"> <li>- Department of Agriculture and Land staff</li> <li>- Other Government of PEI staff</li> <li>- Agriculture and Agri-Food Canada staff</li> <li>- Other Government of Canada staff</li> <li>- Department of Agriculture and Land e-newsletter</li> <li>- Department of Agriculture and Land twitter</li> <li>- Radio</li> <li>- Newspaper</li> <li>- Television</li> <li>- Industry association newsletter or other communication from association</li> <li>- A company selling products or services</li> <li>- PEI Government website</li> <li>- Word of mouth from other program clients</li> </ul>			
How has Agri-Food Growth Program administration functions performed?	Please answer the following questions based on your most recent experience participating in the Agri-Food Growth Program.	Not applicable	Not applicable	Not applicable

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p>On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:</p> <p>The Agri-Food Growth Program was administered effectively</p> <p>I was provided enough assistance with the application process</p> <p>I was provided enough assistance with the claim process</p> <p>The Agri-Food Growth Program's documents (e.g., Guidelines, Application Form, Claim Form, etc.) were concise and easy to understand</p> <p>The Agri-Food Growth Program requires too much paperwork</p>			

Evaluation Question	Client Survey	Document/File Review	Program Administration Interview	Program Client Interview
	<p>Comment Box:            If you have recommendations for how the administration of the Agri-Food Growth Program could be improved, please describe below (e.g., application process, claim process, etc.)</p>			

## Appendix C: Key Informant Interview Guide

- Q1. What are your thoughts on the Agri-Food Growth Program's performance with respect to supporting community food security?
- Q2. What are your thoughts on the Agri-Food Growth Program's performance with respect to supporting the viability of local agri-food producers?
- Q3. What are your thoughts on the Agri-Food Growth Program's performance with respect to building and and/or increasing access to local markets?
- Q4. What are your thoughts on the Agri-Food Growth Program's performance with respect to increasing the awareness, sale and consumption of Prince Edward Island produced agri-food products?
- Q5. How effectively do you think that the Agri-Food Growth Program responds to a need of farms/business/organizations?
- Q6. How adequate do you think the levels of financial support provided through the Agri-Food Growth Program is with respect to implementing a project?
- Q7. How does the Agri-Food Growth Program help farms/businesses/organizations to achieve a goal?
- Q8. What, if any unintended outcomes were produced as a result of the Agri-Food Growth Program?