



Agriculture and
Fisheries

Policy Evaluation of the
PEI Department of Agriculture and Fisheries'

NON-BUSINESS RISK MANAGEMENT GROWING FORWARD 2 PROGRAMS

**POLICY EVALUATION OF THE PEI
DEPARTMENT OF AGRICULTURE
AND FISHERIES'**

**NON-BUSINESS
RISK MANAGEMENT
GROWING FORWARD
2 PROGRAMS**



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List of Acronyms

AAFC

Agriculture and Agri-Food Canada

BRM

Business Risk Management

DAF

Department of Agriculture and Fisheries

FPT

Federal-provincial-territorial

GF2

Growing Forward 2

PEI

Prince Edward Island

SAS

Saint Andrew's Statement

Definitions

(GF2) Bilateral Agreement: Sets out the responsibilities between the Government of Canada (represented by the Minister of Agriculture and Agri-Food Canada) and Prince Edward Island (represented by the PEI Minister of Agriculture and Fisheries) so as to enable them to give effect to commitments undertaken pursuant to the GF2 Agreement (Canada & PEI, 2013).

Competitiveness and Market Development: Parties of the GF2 multilateral agreement have committed to the prioritization of investment in competitiveness and market-related activities with the aim of maintaining and creating market-based opportunities for individual farms and firms and providing industry with the knowledge and tools to compete at home and abroad (Canada, 2013). A primary agriculture and processing sector that is competitive in domestic and international markets by: being competitive; meeting customer requirements for attributes; taking advantage of new market opportunities; and gaining and maintaining market access (Canada, Agriculture and Agri-Food Canada, 2011).

Evaluation: The systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future programming (Horton & Mackay, 2003: 130).

Impact: Refers to the changes in income and/or other program objectives that are attributable to a defined intervention (e.g., the program being evaluated) (Farley, Lucas, Molyneaux, et al, 2012).

Industry Adaptability and Sustainability: A sector is adaptable and sustainable in that it: maintains and improves its productive capacity by making effective use of appropriate skills and knowledge, by managing human, natural, and financial resources, and by attracting young farmers and new investors to the sector (Canada, Agriculture and Agri-Food Canada, 2011). Aim is to increase farms' and firms' market-based profitability and to effectively anticipate and manage challenges and risks. Activities that enhance the capacity of businesses and organizations in the sector to adapt will support the sector to be adaptable and resilient (Canada, 2013).



Innovation: Aim is to encourage a sector that continuously develops and adopts new products and practices to remain competitive. Activities lead to tangible benefits for producers and processors (Canada, Agriculture and Agri-Food Canada, 2011; Canada, 2013).

(GF2) Multilateral Agreement: Sets out an integrated, comprehensive and outcome based framework between Canada and the provincial and territorial jurisdictions to support a profitable, adaptable, sustainable, competitive and innovative agriculture, agri-food, and agri-based products industry (Canada, 2013).

Performance: Refers to program accomplishments, particularly progress towards preestablished goals (United States, General Accounting Office, 1998). Evaluations should be based on policy priorities as well as performance evidence (Canada, Treasury Board of Canada, 2005).

Policy Objective: Sets out the overall results intended to be achieved (Canada, Treasury Board Policies, 2008).

Recommendations: Conclusions that follow from supporting evidence (e.g., client survey, stakeholder survey, program lead key informant interviews, etc.) (Canada, Treasury Board of Canada Secretariat, 1998)

Relevance: Refers to the degree to which programs are important to users (e.g. clients and the sector) (Radhakrishna, Tobin, Brennan, et al, 2012).

Saint Andrews Statement (SAS): Details the intent, vision, principles, and objectives of the agriculture policy framework. The SAS also identifies policy directions to respond to future opportunities and challenges, and enable the sector to create the conditions for long-term competitiveness, sustainability and adaptability, while recognizing that innovation and regulatory and institutional frameworks are essential to the sector's success (Canada, Parliament, 2012).

Stakeholder: An individual or groups who may affect or be affected by the program processes, contents, or outcomes (Eslerod, Huemann, & Savage, 2016, p.6).

EXECUTIVE SUMMARY

This evaluation was conducted by the Policy Section of the Policy and Agriculture Resource Division at the Department of Agriculture and Fisheries (DAF). The purpose of this report is to evaluate how programs have collectively worked towards the three Growing Forward 2 (GF2) Policy Objectives Competitiveness and Market Development; Industry Adaptability and Sustainability; and Innovation. This report does not evaluate programs individually.

The evaluation process began in November, 2015 and was completed with the publishing of this report. In order to ensure that the evaluation process met minimum requirements for quality and rigour, a scan of the agriculture program evaluation literature was completed

and the *Joint Committee on Standards for Evaluation* were followed (Yarbrough, Shulha, Hopson et al, 2011).

The evaluation examines collectively the performance, relevance, and impact of ten of the DAF's Non-Business Risk Management (BRM) *Growing Forward 2* (GF2) programs, particularly with respect to their progress towards the three GF2 Policy Objectives and the DAF Departmental Goals. The following table organizes these 10 programs by the respective GF2 Policy Objective.

Competitiveness & Market Development <i>Aim is to maintain and create market-based opportunities for individual farms and firms and provide industry with the knowledge and tools to compete at home and abroad.</i>	Industry adaptability and sustainability <i>Aim is to increase market-based profitability and to effectively anticipate and manage challenges and risks. Activities that enhance the capacity of businesses and organizations in the sector to adapt will support the sector to be adaptable and resilient.</i>	Innovation <i>Aim is to encourage a sector that continuously develops and adopts new products and practices to remain competitive. Activities lead to tangible benefits for producers and processors.</i>
Strategic Industry Growth Initiative Product and Market Development Assurance Systems Program <ul style="list-style-type: none"> On-Farm Program Post-Farm Program Organic Industry Development Program <ul style="list-style-type: none"> Increasing Market Competitiveness Certified Organic Land Conversion Specialized Equipment Development and Implementation of Organic Sector Strategic Initiatives Agriculture Livestock Enhancement Program	Business Development Program Future Farmer Program	Agriculture Research and Innovation Program <ul style="list-style-type: none"> Innovative Technologies Applied Research Technology and Science Adoption Supporting On-Farm Sustainable Agriculture Practices <ul style="list-style-type: none"> Environmental Farm Plan (EFP) Agriculture Stewardship Program Nutrient Management Initiative Integrated Pest Management Initiative Alternative Land Use Services (ALUS)

Background and Profile

The DAF and Agriculture and Agri-Food Canada (AAFC) support the agriculture sector on PEI through the *Growing Forward 2* (GF2) initiative (2013-2018), a federal-provincial-territorial (FPT) policy framework. GF2 was officially announced in the province of Prince Edward Island (PEI) on April 19, 2013. The GF2 framework is established in a Multilateral Agreement between Canada and the 13 provincial/territorial jurisdictions, and a Bilateral Agreement between Canada and Prince Edward Island. The *Saint Andrews Statement* (SAS) was endorsed in 2011 by FPT Ministers of Agriculture and it details the intent, vision, principles, and policy objectives of GF2: encouraging competitiveness in domestic and international markets; industry adaptability and sustainability; and innovation. These Policy Objectives are manifested in the suite of programs delivered by the PEI DAF. The Non-BRM programs at the DAF are supported by a \$22.2 million investment from AAFC and a \$14.8 million investment from the DAF (Appendix A). GF2 was preceded by *Growing Forward* (2009-2013).

Evaluation Methodology

The evaluation encompasses 10 programs: Alternative Land Use Services (ALUS) Program; Agriculture Livestock Enhancement Program; Agriculture Research and Innovation Program; Assurance Systems Program; Business Development Program; Future Farmer Program; Organic Industry Development Program; Product and Market Development Program; Strategic Industry Growth Initiative (SIGI) Program; and Supporting On-Farm Sustainable Agriculture Practices Program. The Agriculture Awareness Initiative Program was not included in this evaluation as this program strategically supports projects under other GF2 programs.

The evaluation is based on multiple lines of evidence including: surveys with program clients; surveys with agriculture stakeholders; a program file and literature review; and key informant consultations with Program Leads at the DAF. The evaluation results were also presented and discussed with the PEI Federation of Agriculture Board of Directors in September, 2016, and with industry stakeholders in December, 2016. The evaluation was guided by an internal Advisory Committee with approval from the Deputy Head of the Department. The evaluation was also informed by literature on best practices when conducting evaluations in agriculture as well as literature on the opportunities and challenges facing the agriculture sector on PEI. This literature can be found in the references section.

Key Findings

Relevance

The DAF's programs are working most towards the GF2 policy objectives of encouraging innovation in the sector, and industry adaptability and sustainability. Programs are making progress towards supporting the sector's ability to be competitive in domestic

and international markets. Innovation programs are supporting two policy objectives: Competitiveness and Market Development in addition to the Innovation Policy Objective.

Performance

DAF staff are administering programs with a high level of professional client service. Communication activities are succeeding in informing members of the agriculture sector on PEI with respect to the GF2 Policy Objectives. In particular, the Innovation Policy Objective is most known. Programs are helping to develop positive working relationships between industry and the Department.

Impact

The majority of clients reported that programs have a positive financial impact on the agriculture sector on PEI, with some stakeholders indicating that programs support the sectors efforts to be more profitable. Programs have also positively contributed to job creation on PEI.

Other

Clients and stakeholders reported positively with respect to the design and administration of the surveys.



Key Recommendations

Recommendation #1: Program Administration

Clients and stakeholders identified challenges with respect to program administration. To address these challenges, this report recommends that the PEI DAF:

- Streamline administrative processes so that there is a reduction in paperwork for applicants.
- Review the scope of similar programs in other jurisdictions to see if DAF's programs are comparable with respect to eligible projects, initiatives, and activities.

Recommendation #2: Communications

The evaluation found that there are areas of improvement with respect to Communications. The report recommends that the PEI DAF:

- Develop more concise descriptions of program eligibility requirements which explicitly state the linkages to the Policy Objectives.
- Enhance communication to clients, staff, and stakeholders with respect to how individual programs contribute to the GF2 Policy Objectives (this information should also be included in program application packages).
- Provide more individual and group consultation with clients.
- Enhance communication to stakeholder groups with respect to projects which have been funded through GF2.

Recommendation #3: Program Alignment with Policy Objectives

The evaluation found that although overall the programs were contributing to the GF2 Policy Objectives, there are opportunities for further alignment to the Policy Objectives.

- The SAS Policy Objectives should be clearly replicated in the Bilateral Agreement to ensure that DAF programs are working towards the larger Policy Objectives. Currently, the SAS lists 'Adaptability and Sustainability for the Sector' as a Policy Objective, whereas DAF's Bilateral Agreement states 'Adaptability and Industry Capacity'.
- All program descriptions in the GF2 Bilateral Agreement (Schedule 1) should contain explicit reference to how the program is intended to contribute to the larger GF2 Policy Objectives; supported by Program Logic Models.
- Program applicants should be provided a definition of the Policy Objectives, and asked to identify how the proposed project intends to contribute to the Policy Objective.
- Program administrators should be regularly provided information on the GF2 Policy Objectives, and how programs are aligned with the Objectives.

- The programs aligned with the Competitiveness and Market Development Policy Objective should be reviewed to determine how this Policy Objective can be better supported. Stakeholders should be engaged to further identify opportunities for promoting this Policy Objective.

Recommendation #4: Program Evaluations

The evaluation process identified areas for improvement with respect to conducting future evaluations at the DAF. This report recommends:

- Enhance coordination - with the use of technology between the policy and program administration sections for the purposes of collecting baseline program data such as commodity-related information.
- To support continuous program improvement, require clients to complete a DAF-administered performance, relevance, and/or impact evaluation upon completion of the program.
- Ensure that client e-mail addresses are validated for correctness.



1.0 Introduction

The DAF's Policy Section in the Policy and Agriculture Resource Division evaluated the Department's GF2 Non-BRM programs in line with the Joint Committee on Standards for Evaluation (Yarbrough, Shulha, Hopson et al, 2011). The evaluation was carried out at the discretion of the DAF as per section 7.3.2 of the Bilateral Agreement between PEI and Canada. The evaluation results are intended to:

1. Inform decision-making with respect to program administration under the current bilateral agreement;
2. Inform policy planning for the next FPT cost-sharing initiative;
3. Inform program planning for the next FPT cost-sharing initiative; and
4. Inform Departmental strategic planning with respect to DAF's previous and current Departmental goals.

The evaluation objectives were to examine the relevance, performance, and impact of the 10 Non-BRM GF2 programs with respect to:

1. Alignment with the three GF2 Policy Objectives;
2. Alignment with the DAF's current and previous departmental goals; and
3. Program administration.

The 10 Non-BRM GF2 programs were evaluated together to identify clients' and stakeholders' perspectives on the impacts to the PEI agriculture sector with respect to the GF2 Policy Objectives: Competitiveness and Market Development; Industry Adaptability and Sustainability; and Innovation. The programs were then evaluated within the context of their respective GF2 Policy Objective.

1.1 Limitations of the evaluation


The evaluation of the extent to which GF2 programs are aligned with DAF's strategic goals is limited in that there are GF2 programs which were not designed to specifically work towards the DAF goals, but rather the GF2 Policy Objective. Furthermore, there are goals which are too broad to be able to be assessed using the evaluation methods used in this project (e.g., "Responsible Governance"). The evaluation of the programs' impact on the DAF's goals must therefore be considered as a general snapshot of current status as opposed to a performance indicator.

Clients and stakeholders may not always be aware of how a program either directly or indirectly contributes to a Policy Objective for reasons beyond their control. Therefore, in addition to asking clients and stakeholders directly if a certain Policy Objective was being achieved by a program, research questions which were *indirectly* related to assessing policy outcomes were also asked.


Although there are three separate Policy Objectives, there may be cases where a program under one Policy Objective indirectly supports another Policy Objective. More analysis of the data is required to identify these types of synergies.

Those who responded to the client survey were often in receipt of program funding, therefore, there is the potential that these clients would evaluate programs more favourably (Clark, Scott, & Krupa, 1993; Paulhus, 2002). To limit potential bias, the results of the client survey were analyzed alongside stakeholder survey responses and other lines of evidence.

Furthermore, clients who were denied funding were not surveyed, as the purpose of the project was to collect information from those who participated in the program.



The impacts of agriculture programs are sometimes not realized until years after a project has been implemented.



The impacts of agriculture programs are sometimes not realized until years after a project has been implemented (Maredia, Shankar, Kelley, et al., 2014). Public investments in agriculture will have implications for agricultural productivity and production for decades following program implementation (Pardey, Alston, & Chan-Kang, 2013). The evaluation results must therefore be reviewed as an assessment of immediate impacts as opposed to real or potential long-term impacts.

1.2 Programs Context

Agriculture has been an important aspect of Canadian society since prior to confederation (Fowke, 1946: 3). Section 95 of the *Constitution Act* provides that provincial and federal governments both have jurisdiction in relation to agriculture. As such, agriculture in Canada is a shared public policy jurisdiction between federal, provincial, and territorial governments (Carr, 1962: 158). Present day agriculture administration continues to involve high levels of cooperation with federal, provincial and territorial governments and stakeholders as demonstrated in the GF2 initiative.

1.2.1. Federal Context

In July 2008, the federal, provincial and territorial (FPT) governments announced the signing of a five-year agreement on agriculture called *Growing Forward*, a strategic framework encompassing the policies and programs put in place to support the Canadian agriculture and agri-food sector (2009-2013). *Growing Forward* replaced Canada's original agriculture policy, the Agricultural Policy Framework (APF). GF2 is an extension of *Growing Forward*, and the GF2 Policy Objectives are based on a range of social and economic research, stakeholder engagement and other FPT discussions. The development of these Policy Objectives involved public hearings between October

2011 and February 2012 and consultations with producers, industry representatives, universities, interest groups, and FPT governments (Canada, House of Commons, 2012).

The FPT ministers signed the *Saint Andrews Statement* at their annual meeting in July 2011. The statement established a roadmap for the development of GF2. It also further refined the Policy Objectives: Competitiveness and Market Development; Industry Adaptability and Sustainability; and Innovation.

In summary, GF2 programs on PEI are a result of collective efforts among producers, clients, stakeholders, researchers, and provincial, territorial, and federal partners to support the agriculture sector; all of which transpired through public consultations (PEI, Department of Agriculture, 2011), discussions at all levels of FPT governments and decisions-making based on previous frameworks, lessons learned (PEI, Agriculture and Forestry, 2012), and an analysis of historical and contemporary challenges facing the sector.

1.2.2 Provincial Context

The agricultural context on PEI within which DAF's programs are situated is a complex environment of demographic changes, new consumer expectations, and expanding competition from international markets. The sector faces a number of challenges including attracting and maintaining skilled labour, diversifying into specialty markets, acquiring capital and adapting to climate change. Farm cash receipts were valued \$497.0 million in 2013 and 3,800 people were employed in the agriculture industry (Government of PEI, Department of Agriculture & Forestry, 2015).

Additionally, DAF's Departmental Goals for the period of 2009-2013 (the period during which GF2 programs were planned) and 2015-2018 (the current period in which GF2 programs are operating) impact how programs are developed and administered:

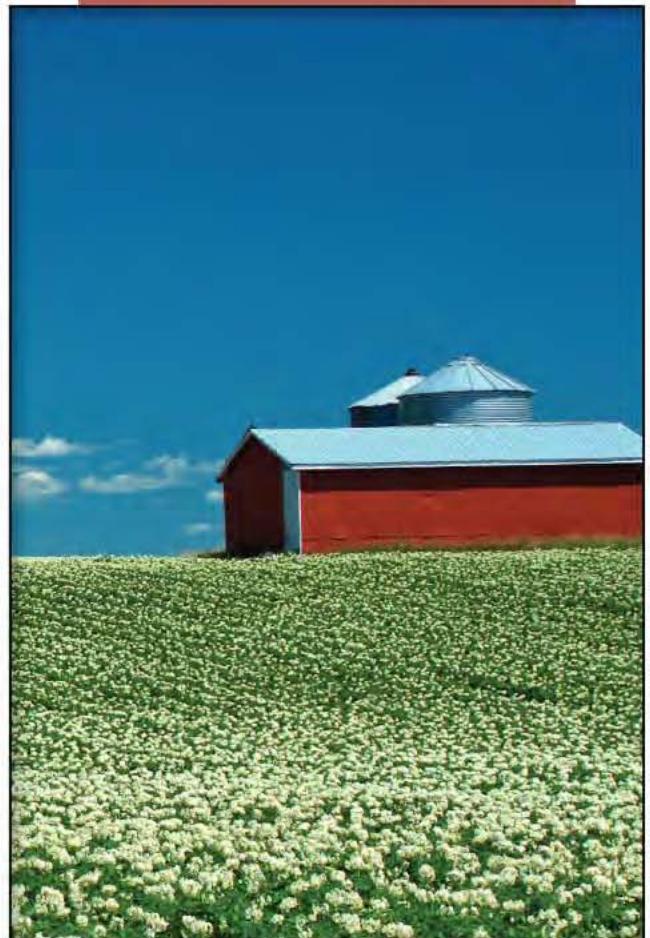
The sector faces a number of challenges including attracting and maintaining skilled labour, diversifying into specialty markets, acquiring capital and adapting to climate change.

2015-2018 Departmental Agriculture Goals

- Support industry efforts to increase provincial GDP
- Explore new markets for PEI products
- Promote the positive image of farming
- Plan for and respond to needs of the sector
- Efficient delivery of programs and services

2009-2013 Departmental Agriculture Goals

- Support sustainable growth of agriculture and food business
- Proactive in managing business risk
- Support the adoption of environmental stewardship practices
- Enhance the safety and security of PEI's agricultural system
- Responsible governance (not directly evaluated)



1.2 Program Description by Policy Objective

1.2.1 Policy Objective: Competitiveness and Market Development

1.2.1.1 Strategic Industry Growth Initiative

The Strategic Industry Growth Initiative aims to provide market driven contribution support for projects that will encourage new, and expansion of, market share, and foster economic growth and job creation in the PEI agriculture and agri-food sector. The program is focused on increasing the competitiveness of Prince Edward Island's agriculture and agri-food sector by assisting with projects that identify, create or maintain market and innovation based opportunities, facilitate value chain development and encourage the formation of strategic relationships.

1.2.1.2 Product and Market Development

The Product and Market Development Program is designed to assist agricultural producers, agri-businesses and agri-processors to expand their product base or markets. The program is focused on increasing competitiveness of Prince Edward Island's agriculture and agri-food sector by assisting with those costs associated with market intelligence, market exploratory activities, market delivery logistics, new product development and market readiness.

1.2.1.3 Assurance Systems Program

1.2.1.3.1 On-Farm Assurance Sub-Program

The On-Farm Assurance Sub-Program aims to provide assistance for the implementation of nationally developed and/or recognized assurance systems, including systems related to food safety, traceability, biosecurity and animal welfare.

1.2.1.3.2 Post-Farm Assurance Sub-Program

The Post-Farm Assurance Sub-Program aims to provide assistance for the implementation of recognized assurance systems in food processing enterprises, and/or post-farm agri-food enterprises, including systems related to food safety, traceability, biosecurity and animal welfare.

1.2.1.4 Organic Industry Development Program

The Organic Industry Development Program was established to provide assistance with projects that encourage growth in the organic sector and yield positive economic benefits to the Prince Edward Island agriculture industry. This program is intended to accelerate the adoption of certified organic production and processing technology to facilitate growth in the industry and contribute to on-farm profitability and competitiveness.

1.2.1.5 Agriculture Livestock Enhancement Program

The Agriculture Livestock Enhancement Program aims to improve the competitiveness of livestock sectors within the Prince Edward Island agricultural industry. Activities are designed to further develop and enhance quality of product and/or efficiency of production for the sector.

1.2.2 Policy Objective: Industry Adaptability and Sustainability

1.2.2.1 Business Development Program

The Business Development Program aims to provide skills training, business practices assessment and implementation and business planning assistance. The program aims to enhance the capacity of producers, agri-processors and agri-businesses to better understand and manage their financial performance. The initiatives aim to enhance the ability of producers, agri-processors and agri-businesses to respond to change and maximize the use of comprehensive risk management options for their operations. The objective of the Business Development Program initiatives is to facilitate the development of sound business practices.

1.2.2.2 Future Farmer Program

The Future Farmer Program aims to promote the entry of new agricultural producers to the industry and improve the probability of new entrants establishing profitable and sustainable commercial farm businesses. The program aims to help new entrants identify and prioritize their business goals and identify the planning, management and technical skills that are needed to reach their goals.

1.2.3 Policy Objective: Innovation


1.2.3.1 Agriculture Research and Innovation Program

The Agriculture Research and Innovation Program aims to provide assistance for farm-level research, innovation and adoption projects that will yield positive economic benefits within the Prince Edward Island agricultural industry.


1.4.2 Supporting On-Farm Sustainable Agriculture Practices

1.4.2.1 Environmental Farm Plan (EFP)

The Environmental Farm Plan Program (EFP) provides a voluntary, confidential self-assessment process for agricultural producers to evaluate the environmental risks and strengths of their operations and develop a plan



The objective of the Business Development Program initiatives is to facilitate the development of sound business practices.



to address those risks and strengths. The aim of the EFP process is to help producers understand how agricultural practices can affect the environment; and to learn about management options that protect soil, air, and habitat quality. Emphasis of program will be on self-assessment and priority setting as determined through aggregate data collection using EFP's.

1.4.2.2 Agriculture Stewardship Program

The Agriculture Stewardship Program aims to assist producers with the adoption of Beneficial Management Practices (BMPs) pertaining to on-farm projects that reduce environmental risk and enhance the diversity of soil, water and air. The focus of the Agriculture Stewardship Program is to provide assistance to producers, who have completed an EFP within the last five years, for the implementation of practices that will improve the environment and make their operations more sustainable and environmentally sound.

1.4.2.3 Nutrient Management Initiative

The Nutrient Management Initiative aims to provide expertise and technical support for Island producers and private sector nutrient management planners to manage the amount, placement, timing and application of nutrients to the soil to achieve high crop yields while maintaining or improving both the quality of soil and water. The aim of the Nutrient Management Initiative is to minimize nutrient losses and maintain crop productivity while protecting water resources on PEI through the development and implementation of nutrient management planning.

1.4.2.4 Integrated Pest Management Initiative

The IPM Initiative aims to provide expert advice to agricultural producers to promote the implementation of IPM practices.

1.4.3 Alternative Land Use Services (ALUS)

The aim of the ALUS Program is to reduce levels of soil erosion/stream siltation, improve water quality and enhance wildlife habitat in targeted areas beyond those covered by PEI's strong regulations on agricultural practices. The program is a voluntary environmental program for Prince Edward Island's agricultural landscape. The program focuses on ecological goods and services – the benefits society derives from healthy ecosystems. The program recognizes the value of wetlands in purifying water; the value of riparian buffer zones in filtering soil and other contaminants from run-off entering watercourses; and the value of natural areas in providing fish and wildlife habitat.

2.0 Methodology

2.1 Evaluation Approach

The evaluation was completed by the Policy Section of the Policy and Agriculture Resource Division at the Department of Agriculture and Fisheries. The evaluation collected primary and secondary data from multiple lines of evidence including: program files and literature, key informant interviews with Program Leads at the DAF, and surveys with program clients

and stakeholders in the agriculture sector.

The evaluation plan was reviewed and approved by the Deputy Head of the DAF. An internal Advisory Committee was then established which developed the original parameters and scope for the evaluation, and identified key evaluation questions. The advisory committee was consulted throughout all stages of the evaluation.

2.2 Evaluation Scope

The evaluation sought to identify program relevance, performance, and impact.

The evaluation sought to identify program relevance, performance, and impact. Specifically, the evaluation examined:

- The degree to which programs were operating according to specific criteria (e.g. performance);
- The extent to which the objectives and design of programs were consistent with current challenges and concerns of the agriculture sector on PEI (e.g., relevance);
- Impact (e.g., the changes which are attributable to the program and which would not have occurred without the program) - although more difficult to measure (Ekboir, 2003) – was also examined through the course of the evaluation;
- And the degree to which GF2 Programs were aligned with the DAF's departmental goals.

The evaluation examined the activities of programs from fiscal years 2013-2015. The evaluation was provincial in scope. The evaluation began in November, 2015 and was finalized with the publication of this report.

2.3 Data Collection Methods

Program Lead Consultations (key informant interviews)

Engaging in dialogue with program administrators allows an evaluation to better capture the meaning and purpose of programs (Abma, 2006; Cousins, 2001, p.115). Data collected from the key informant interviews and survey with Program Leads are thus considered valuable sources of data because these individuals are familiar with the design and implementation challenges of programs.

During December, 2015 the evaluator met with 11 program administrators to discuss the evaluation process and to collect general information about the programs. The Program Leads were provided a survey which was returned to the evaluator in January, 2016. The survey asked Program Leads questions

about the relevance, performance, and impact of the respective program which they administered. A Program Logic Model for each program was created with each Program Lead; this assisted in the development of relevant questions for the client and stakeholder survey.

Program Client Survey

Based on the agriculture evaluation literature, Program Lead Consultations, and feedback from the Advisory Committee, a survey for program clients was developed and administered in February, 2016. The client survey asked questions about program relevance, performance, and impact. Before administering the survey, agriculture associations and commodity boards were provided a notice and were asked to circulate it through their networks to inform the agriculture community that DAF GF2 clients would be receiving an invitation to complete a survey (Appendix B). Four gift cards to a local restaurant were used as an incentive for clients to complete the survey.

The client survey was pre-tested with five clients who provided feedback on the design and questions. Modifications were made to the survey based on this pretest before it was finalized and administered via e-mail using SurveyMonkey. In order to ensure that the sample was as random as possible and that a client only received one invitation to complete a survey, duplicate emails addresses were removed if they were associated with more than one program. An invitation to complete the survey was e-mailed to 575 clients (see Appendix C for invitation). In total there were 145 bouncebacks, meaning that 430 clients received the

invitation. Two reminders to complete the survey were e-mailed to clients.

Client Survey Respondents

In total 160 clients attempted the survey; 119 fully completed the survey. This represents a 27% response rate for completed survey, and a 37% response rate for attempted. 42.67% (64) of total respondents identified as a new farmer, 49.33% (74) identified as an established farmer, and 8% (12) identified as neither. The majority of respondents 31% (38) identified potatoes as being the primary commodity they are involved with. This was followed by Dairy 26% (32), Beef 22% (27); Fruit 19% (23), Grains and Oilseeds 15% (18). 98.44% respondents prefer to use English when doing business. 1% (2) identified as having immigrated to Canada in the past 5 years or less.

Stakeholder Survey

Stakeholders are important in the evaluation process because they can provide unique information with respect to understanding a program's operations and impacts (Stake, 1976). Stakeholders often have diverse interests and priorities and as such provide a

Based on the agriculture evaluation literature, Program Lead Consultations, and feedback from the Advisory Committee, a survey for program clients was developed and administered in February, 2016.

Program	E-Mail Invitations	Surveys Completed
Future Farmer	195	34
Supporting On-Farm Sustainable Agriculture Practices	98	18
Business Development	86	21
Agriculture Research & Innovation	81	13
Agriculture Livestock and Enhancement Program	40	9
Alternative Land Use Services	27	9
Organic Industry Development	21	8
Product and Market Development	11	4
Assurance Systems	10	2
Strategic Industry Growth Initiative	6	1
E-Mail Bouncebacks	-145	
TOTAL	430	119
OVERALL RESPONSE RATE (COMPLETED SURVEY): 27%		
SURVEY ATTEMPTED RESPONSE RATE: 37%		

diverse range of perspectives (LaChance, Hunter, & Finney, 2015) The stakeholder groups, associations and boards who were involved in this evaluation through telephone conversation as well as the administration of a survey include those which represent PEI producers, farmers, agri-business, and specialists. The survey asked stakeholders to evaluate GF2 programs at the DAF from the perspective of the sector to which they belong to and/or represent. Questions asked stakeholders to evaluate all programs, irrespective of whether or not the stakeholder had received funding. The information these groups provide is therefore critical information for the evaluation of the GF2 programs.

Based on feedback from the Program Lead consultations and the Advisory Committee, the survey was developed for stakeholders that asked questions primarily about program relevance, performance, and impact. The hard copy survey was mailed to agriculture stakeholders with a postage-paid return envelope during the months of February-March, 2016. In most cases it was the head of the organization (e.g., Director, President, or Chair) that completed and returned the survey. Follow-up phone

Stakeholders who were mailed a survey	Returned to DAF
Agriculture in the Classroom – PEI	✓
Atlantic Beef Products	✓
Amalgamated Dairies Ltd.	✓
Bio Food Tech	✓
Egg Producers of Prince Edward Island	✓
Fitzpatrick & Co.	✓
Grant Thornton	✓
Nabuurs Gardens, Garden Centre & Farm Market	✓
PEI Agriculture Sector Council	✓
PEI Apple Growers Association	✓
PEI Beekeepers Association	✓
PEI Blueberry Marketing Coop	✓
PEI Cattle Producers	✓
PEI Christmas Tree Association	✓
PEI Cranberry Growers Association	✓
PEI Federation of Agriculture	✓
PEI Hog Commodity Marketing Board	✓
PEI Sheep Breeders' Association	✓
PEI Soil & Crop Improvement Association	✓
PEI Vegetable Growers Coop	✓
PEI Veterinary Medical Association	✓
PEI Watershed Alliance	✓
PEI Wild Blueberry Growers' Assn.	✓
PEI Women in Agriculture Inc.	✓
ACORN (Atlantic Canadian Organic Regional Network)	X
Atlantic Grains Council	X
Canadian Federation of Independent Business	X
Chicken Farmers of PEI	X
Dairy Farmers of Prince Edward Island	X
East Prince Agri-Environment Association	X
Island Grain & Protein Council Incorporated	X
Jasper Wyman & Son Canada Inc.	X
McCain's Fertilizer	X
PEI 4-H Council	X
PEI Agromart Ltd.	X
PEI Certified Organic Producers Cooperative	X
PEI Commercial Apple Growers Association	X
PEI Fur Breeders' Association	X
PEI National Farmers Union	X
PEI Potato Board	X
PEI Potato Quality Institute	X
PEI Strawberry Growers' Association	X
PEI Young Farmers' Association	X
Toombs Howard MacDougall Inc.	X
United Landowner's Association	X
TOTAL: 45	24

*Stakeholders
who were mailed
a survey - 45.*

calls were made to stakeholders who did not complete a survey by the prescribed deadline. Stakeholders were first contacted by the Policy Section before the survey was administered to notify them of the evaluation process, to answer questions, and to verify the stakeholder's mailing address. The chart above shows the stakeholders who were mailed a survey and those who returned a survey.

Stakeholder Survey Respondents

45 stakeholders were mailed a hard copy survey. 24 completed surveys were returned to the DAF. These stakeholders are generally self-mandated to act in the best interests of their membership or the particular sector to which they represent.

Program File and Literature Review

The evaluation approach based the analysis of data on policy objectives and statements included in the SAS; Multilateral Agreement; Bilateral Agreement; GF2 FPT Performance Measurements Strategy for Cost-Shared Programming; individual program descriptions; Treasury Board of Canada Secretariat's Standard on Evaluation; the DAF's Ministerial Mandate Letter from the Premier of PEI; as well as the advice of clients who pretested the survey and the evaluation's internal Advisory Committee.

3.0 Evaluation Findings

3.1 Key Findings

Section 3.1 describes the evaluation responses from all 10 GF2 Non-BRM programs.

RELEVANCE

78.42% of client respondents (109) indicated that the program responded to their needs as a member of the Agriculture sector and/or community. 54.16% of stakeholder respondents (13) indicated that overall, the effectiveness of the GF2 programs for the sector to which they belong and/or represent was "good-excellent".

The DAF's GF2 programs are contributing most to encouraging innovation in the sector, and industry adaptability and sustainability.

82.02% of client respondents (114) agreed that GF2 programs encourage innovation. 66.67% of stakeholder respondents (16) agreed that programs support developing innovative products, processes, and/or services. 79.13% of client respondents (110) agreed that programs encourage industry adaptability and sustainability. 70.84% of stakeholder respondents (17), indicated that programs support industry to be more adaptable and sustainable.

Programs are making progress towards supporting the sector's ability to be competitive in domestic and international markets.

55.4% of client respondents (77) indicated that programs support developing competitiveness. The key informant interviews with program leads found that some clients have reached a scale and market that they would not have been able to without assistance from the programs. 42.83% of stakeholder respondents (11) indicated that programs support domestic and international competitiveness.

PERFORMANCE

80.56% of client respondents (116) indicated that the program was administered efficiently. 54.17% of stakeholder respondents (13) indicated that programs are delivered timely and effectively. Key informant interviews with program leads indicated that programs are being delivered efficiently.

DAF staff are administering programs with a high level of professional client service.

Comments with respect to professional client service were mentioned throughout the evaluation results:

- "Farming Mentor has been excellent"
- "Staff are very professional and informative"
- "The Agriculture Info Officer I worked with was very approachable and answered questions I had about available program."
- "The staff were great to work with, helpful and flexible"
- "The people were very accommodating"
- "Grateful for all the help available from the Department of Agriculture for getting the farm going, and for the accessible, knowledgeable and sympathetic staff."
- "Being able to contact a variety of experts via my farming mentor who has been very supportive throughout this new venture"
- "The support I get from my mentor"
- "The assistance offered from government staff"
- "Staff working with farmers"
- "The support"
- "Help in establishing new goals . . ."
- "The department staff were very helpful and informative of the process from start to finish"
- "Staff advice"
- "The support and willingness to work well with us"
- "... staff help . . ."
- "Personal interaction with [DAF staff member]"
- "[Name of DAF staff member] is fantastic with checking in and keeping me updated. . ."
- "[Name of DAF staff member] is great to work with"
- "PEI D of Ag team are efficient, receptive and willing to work with the entrepreneur to "make things move forward".
- "Your staff are very good at their job."

Programs are helping to develop positive working relationships between industry and the Department.

70.83% of stakeholder respondents (17) indicated that programs help to develop positive working relationships between industry and the DAF. All key informant interviews with the program leads indicated that programs contribute to partnership building with government and industry stakeholders.



Communication activities are succeeding in informing members of the agriculture sector on PEI with respect to the GF2 Policy Objectives. The Innovation Policy Objective is most known. 66.67% of client respondents (100) indicated that they were aware of the GF2 Policy Objectives. Of the 66.67%, 84.85% indicated that they were most aware of the Innovation Policy Objective.

95.83% of stakeholder respondents (23) indicated that they knew about GF2. In particular, 82.61% of stakeholder respondents (19) indicated that they were most aware of the Innovation Policy Objective.

IMPACT

The majority of clients and stakeholders reported that programs are having a positive financial impact on the agriculture sector on PEI.

64.85% of client respondents (83) indicated that the overall financial impact from participating in the program was "good-excellent". 62.5% of stakeholder responses (15) indicated that programs support the sector's efforts to be more profitable.

Programs have indirectly contributed to job creation on PEI.

8.59% of client respondents (11) indicated that funding from the program allowed them to hire someone on a full-time or part-time basis.

- "1 employee (labour) part-time, 2 weeks"
- "[one] full time started September 2014"
- "5 [employees]; 1 [employee]; and 3 [employees]"
- "1 farm labourer, part-time, 12 weeks"
- "2 full-time, 8 part-time"
- "1 farm worker, part-time, 6 months"
- "1 full-time technician"
- "1 full-time, 2 seasonal"
- "1 person part-time, 20 weeks"
- "1 operator, full time, seasonal"
- "1 full time (employee)"

3.2 Departmental Goals

Overall, GF2 programs at the DAF are aligning with the current (2013-2018) and past (2009-2013) Departmental goals.

2015-2018 Departmental Goals

Goal: Support industry efforts to increase provincial GDP

62.5% of stakeholder responses (15) indicated that programs support the sector's efforts to be more profitable.

8.59% of client respondents (11) indicated that the GF2 program enabled them to hire someone on a full-time or part-time basis, 30 employees in total. 68.84% of client respondents (83) indicated that the overall financial impact of the GF2 program was "good-excellent". Five Program Leads indicated that supporting industry to increase provincial GDP was the Departmental Goal which their respective program aligned with the most.

Goal: Explore new markets for PEI products

46.6% of client respondents (65) indicated that the GF2 program encouraged exploring new markets for products, 33.09% (43) neither agreed nor disagreed, and 20.15% (28) indicated that the program did not support exploring new markets for PEI products. 73.91% of stakeholder respondents (17) indicated that GF2 programs support the sector in exploring new markets for PEI products. Two Program Leads indicated that exploring new markets for PEI products was the Departmental Goal which their respective program aligned with the most.

Goal: Promote the positive image of farming

81.95% of client respondents (116) indicated that the program promoted a positive image of farming. 65.21% of stakeholder respondents (15) indicated that programs support a positive image of farming. Two Program Leads indicated that promoting a positive image of farming was the Departmental Goal which their respective program aligned with the most.

Goal: Plan for and respond to needs of the sector

78.42% of client respondents (109) indicated that the GF2 program responded to their needs as a member of the agriculture sector or agriculture community. 54.16% of stakeholder respondents (13) indicated that programs respond to the needs of their respective sector. Four Program Leads indicated that planning for and responding to the needs of the sector was the Departmental Goal which their respective program aligned with the most.

Goal: Efficient delivery of programs and services

80.56% of client respondents (116) indicated that the program was administered efficiently. 54.17% of stakeholder respondents (13) indicated that programs are administered timely and effectively. One Program Lead indicated that the efficient delivery of programs and services was the Departmental Goal which their respective program aligned with the most.

2009-2013 Departmental Goals

Goal: Support sustainable growth of agriculture and food business

79.13% (110) of client respondents indicated that the GF2 program encourages adaptability and sustainability. Furthermore, 82.02% of client respondents (114) indicated that the program encourages innovation. 70.84% of stakeholder respondents (17) indicated that programs support industry to be more adaptable and sustainable, and 66.67% (16) indicated that programs support developing innovative products, processes, and/or services.

Goal: Proactive in managing business risk

65.58% of client respondents (93) indicated that the GF2 program helped to manage business risk. 41.66% of stakeholder respondents (10) indicated that programs help the sector to manage business risk. One Program Lead indicated that managing business risk was the Departmental Goal which their respective program aligned with the most.

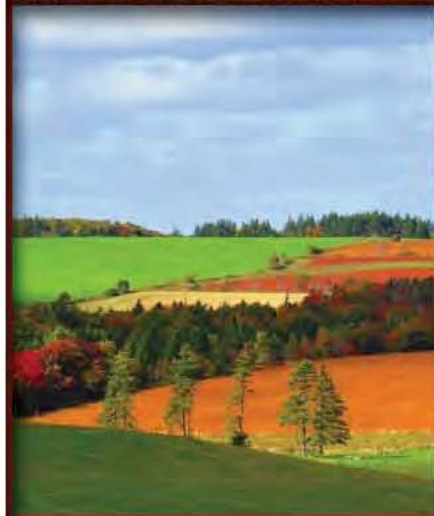
Goal: Support the adoption of environmental stewardship practices

70.14% of client respondents (101) indicated that

the GF2 program encouraged the adoption of good environmental practices. 75% of stakeholder respondents (18) indicated that programs encourage the adoption of good environmental practices. One Program Lead indicated that supporting the adoption of environmental stewardship practices was the Departmental Goal which their respective program aligned with the most.

Goal: Enhance the safety and security of PEI's agricultural system

48.2% of client respondents (67) indicated that the GF2 program helped to develop safer practices. 66.67% of stakeholder respondents (16) indicated that programs encourage the adoption of safer practices.



Relevance, Performance and Impact: Policy Objectives

Given that describing individual program evaluations is not a primary purpose of this report, the following section organizes the evaluation findings by the GF2 Policy Objectives:

- *Innovation* (Agriculture Research and Innovation Program; Supporting On-Farm Sustainable Practices Program; and Alternative Land Use Services (ALUS) Program);
- *Industry Adaptability and Sustainability* (Future Farmer Program and Business Development Program); and
- *Competitiveness and Market Development* (Strategic Industry Growth Initiative; Product and Market Development Program; Assurance Systems Program; Organic Industry Development Program; and Agriculture Livestock Enhancement Program).

3.3 Relevance

The relevance of a program refers to the degree to which the program is important to users (e.g., clients and the sector).

Innovation Programs

Agriculture Research and Innovation Program;
Supporting On-Farm Sustainable Practices Program;
and Alternative Land Use Services (ALUS) Program

Innovation programs are responding to the needs of the agriculture sector.

80% of Innovation client respondents (36) indicated that the Innovation programs responded to the needs of the agriculture sector and/or community. 97.78% of Innovation client respondents (45) recommended that the Department continue to offer programs under this Policy Objective.

Comments about the relevance of the Department's Innovation programs included:

- "This program has allowed me to undertake small projects with significant savings on money and labour. If I am to stay competitive as a small producer, this type of program gives me a chance to make changes and improvements in the way I do and manage my operation"
- "[the program] helps new farmers to enhance a lesser grade purchase to evolve into a more efficient business"
- "... The entire program encourages growth, sustainability, and responsible farming practices. ... [The program] encourages farmers to look at their farms as a viable business and see the potential for growing and improving that business."
- "... [O]ur non-farming neighbours have commented about improvements we have made. They have said that the improvements are not only for us as farmers but also for them too."



"This program has allowed me to undertake small projects with significant savings on money and labour. If I am to stay competitive as a small producer, this type of program gives me a chance to make changes and improvements in the way I do and manage my operation"

- program client



Client respondents were satisfied overall with the administration of the Innovation programs.

75.56% (34) Innovation client respondents indicated that they were very satisfied with the program. Comments about what clients liked about the program the most included:

-Support from staff

- "The staff were great to work with, helpful and flexible"
- "The assistance offered by government staff"
- "Staff working with farmers"
- "The Department staff were very helpful and informative of the process from start to finish"
- "Staff advice"
- "The support and willingness [of staff] to work with us"

In addition, 93.33% of Innovation client respondents (42) indicated that the Department provided enough assistance with the application and/or claim process. 86.67% of Innovation client respondents (39) indicated that the program was administered efficiently. 91.11% of client respondents (41) that they are likely to extremely likely to recommend the program to others.

Industry Adaptability and Sustainability Programs

Future Farmer Program and Business Development Program

Industry Adaptability and Sustainability Programs are responding to the needs of the agriculture sector.

77.58% of Industry Adaptability and Sustainability client respondents (45) indicated that the program responded to the needs of the agriculture sector and/or community. 91.38% (53) recommended that the Department continue to offer programs under this Policy Objective. Comments about the relevance of the Department's Industry Adaptability and Sustainability Programs include:

- "The program offers various financial benefits to farmers in the period before they have the gross sales required to qualify for some of the benefits available to 'bona fide farmers' and thus helps farmers when they need it the most. It also helps get a would-be farmer on the right track from the beginning"
- "Most people I talk to, all agree that this is one [of] the best programs offered by the Province"
- "Programs like this are very beneficial to everyone entering into the industry and others who are experienced within the industry. Its informative and helpful and essential to growing your business and moving forward in the industry"

Client Respondents were satisfied overall with the administration of the Industry Adaptability and Sustainability Programs.

89.66% of Industry Adaptability and Sustainability client respondents (52) indicated that they were satisfied with the program. Responses about what clients liked most about the program included:

Support from Staff

- "[The] farming mentor has been excellent"
- "Staff are all very professional and informative"
- "The Agriculture Information officer I worked with was very approachable and answered questions I had . . ."
- "[I am] grateful for all the help available from the Department of Agriculture for getting the farm going, and for the accessible, knowledgeable and sympathetic staff."
- "The extension staff are excellent"

74.14% of Industry Adaptability and Sustainability client respondents (43) indicated that the program was administered efficiently. 86.21% (50) indicated that the Department provided enough assistance with the application and/or claim process. 79.31% (46) indicated that they are likely to extremely likely to recommend the program to others.

Competitiveness and Market Development Programs

Strategic Industry Growth Initiative; Product and Market Development Program; Assurance Systems Program; Organic Industry Development Program; and Agriculture Livestock Enhancement Program

Competitiveness and Market Development programs are responding to the needs of the agriculture sector.

76% of Competitiveness and Market Development client respondents (19) indicated that Competitiveness and Market Development programs responded to the needs of the agriculture sector and/or community. 96% of Competitiveness and Market Development client respondents (24) indicated that the DAF should continue to offer the programs under this Policy Objective.

Comments about the relevance of the Department's Competitiveness and Market Development Programs included:

- "We are very grateful for the organic industry programs. We have used the funding to enhance our business and grow our markets. Very grateful!!!"
- "Every dollar gets put toward growing export market opportunities for our company"
- "It fits the needs of our project very well"

Client Respondents were satisfied overall with the administration of the Competitiveness and Market Development programs.

92% of Competitiveness and Market Development client respondents (23) indicated that they were satisfied with the program. Comments about what clients liked about the program the most included:

- “Good level of funding”
- “Administrative procedures were smooth”
- “Encourages producers to try new ideas”
- “The people were very accommodating”

80% (20) Competitiveness and Market Development client respondents indicated that the program was administered efficiently. 92% of Competitiveness and Market Development client respondents (23) indicated that the Department provided enough assistance with the application and/or claim process. 92% (23) Competitiveness and Market Development indicated that they are likely to extremely likely to recommend the program to others.



3.4 Performance

The performance of a program refers to its accomplishments, particularly towards preestablished goals.

Innovation Programs

Agriculture Research and Innovation Program;
Supporting On-Farm Sustainable Practices Program;
and Alternative Land Use Services (ALUS) Program

Innovation programs are encouraging innovation.

Many Innovation client respondents indicated that the Innovation program helped them to be more innovative with their operation (55%, 22 respondents). 86.66% (39) Innovation client respondents indicated that overall Innovation programs encourage innovation. 65% of stakeholders (13), indicated that the Department's GF2 programs support developing innovative products, processes, and/or services.

Innovation programs support clients in adopting tangible technologies, practices, processes, and/or products.

75% of Innovation client respondents (33) indicated that the program helped them to permanently adopt a new technology, practice, process, and/or product. The new adoption led to a direct increase in annual gross revenue for most respondents (53.33%, 16 respondents). These new adoptions included:

- | | |
|------------------------|--|
| • Furrow dammer | • GPS |
| • Scales (x2) | • More efficient harvesting techniques |
| • Cattle oiler | • New land clearing processes |
| • Square bale handler | • Improved agronomic practices |
| • Robotics | • Feeding practices |
| • Automated feeding | • Soil conservation practices |
| • Ventilation | • New environmental sustainability practices |
| • Bird control product | • Improved animal care practices |
| • Steerable axle | • New business planning practices |
| • New equipment | • Disease testing |

Innovation programs are supporting clients in discovery.

57.5% of Innovation program client respondents (23), indicated that the Innovation program helped them to put their ideas into action. Comments which support this included:

- “The support is huge, we can do more research, learn more and continue to grow”

- “[What I liked most about the program was the] help in establishing new goals . . .”
- “[What I liked most about the program was the] learning development to help better understand our business”
- “[The program is important because it provides] a better understanding how to grow better crops, maintain soil health, [and] protect [the] environment.”
- “[The program] provides funding to keep them (clients) on top of the latest technology and innovative products available to the industry.”
- “I will be working on solving an ongoing problem on my farm. If idea proves out it will have very positive impact on the industry as a whole”.

Innovation programs are supporting the Competitiveness & Market Development Policy Objectives

60% (27) of Innovation program clients indicated that the program supports developing competitiveness and 33.33% (15) indicated that the program encouraged exploring new markets or products.



Industry Adaptability and Sustainability Programs

Future Farmer Program and Business Development Program

Industry Adaptability and Sustainability programs support new entrants to the agriculture sector.

78.8% of Industry and Adaptability client respondents (43) indicated that the program helps to attract new entrants to the agriculture sector.

Industry Adaptability and Sustainability programs are providing the skills to be successful in the agriculture sector.

81.82% of Industry and Adaptability client respondents (45) indicated that overall, the program helped them to develop appropriate skills to be successful. In particular, assessing business structure needs (56.36%, 31 respondents); increasing understanding of the business' financial situation (65.46%, 36 respondents); and clarifying business goals (67.27%, 37 respondents) were reported as skills or knowledge that were most developed as a result of participating in the program.

Competitiveness and Market Development Programs

Strategic Industry Growth Initiative; Product and Market Development Program; Assurance Systems Program; Organic Industry Development Program; and Agriculture Livestock Enhancement Program

Competitiveness and Market Development programs are making some progress towards encouraging competitiveness.

52% of Competitiveness and Market Development client respondents (13) indicated that the program supports developing competitiveness (e.g., for products, commodities, services, etc.). 28% (7) neither agreed nor disagreed, 1 respondent disagreed, 1 respondent was not sure, and 3 respondents indicated 'not applicable'. 52% of Competitiveness and Market Development client respondents (13) indicated that the program helped them to take better advantage of market opportunities.

More specifically with respect to markets, 36% of Competitiveness and Market Development client respondents (9) indicated that the program enabled their product to break into (capture) a new domestic or international market. These new markets range from local markets on PEI, to international markets including South America, France, Spain, Finland, China and Taiwan.

In addition, 72% of Competitiveness and Market Development client respondents (18) indicated that their participation in the program increased their awareness of their customer's requirements.

3.4 Impact

The impact of a program refers to changes in income and/or other program objectives that are attributable to the program.

Innovation Programs

Agriculture Research and Innovation Program;
Supporting On-Farm Sustainable Practices Program;
and Alternative Land Use Services (ALUS) Program

Innovation programs are having a positive financial impact.

74.34% of Innovation client respondents (33) indicated that the overall financial impact to their operation was good to excellent. Comments with respect to the actual financial impact included:

- "\$1500/year"
- "\$25,000.00"
- "\$1500.00 at least"
- "\$20,000"
- "\$2,000"
- "Over \$100,000 in capital saving and operating efficiency"
- "The new technology I put in my barn is having a very positive effect on production, how far that goes will take 2 or more years."

Innovation programs are leading to some job creation.

13.33% of Innovation client respondents (6) indicated that funding allowed them to hire someone on a full-time or part-time basis. Respondents indicated that 8 employees had been hired.

Knowledge gained from Innovation programs is being disseminated throughout the agriculture sector.

50% of Innovation client respondents (22) indicated that they demonstrated what they learned from the Innovation program to others and 31.82% (14) indicated that they collaborated with others (e.g., similar businesses, industry associations, other stakeholders, etc.). Other activities which respondents were involved in which contributed to the Innovation Policy Objective are included in the chart below.

QUESTION: As a result of this program have you (please select all that apply):

Answer Choices	Responses
Demonstrated what you learned to others	50.00% (22)
Invested in new technologies such as machinery, equipment, or software	47.73% (21)
Increased your awareness of environmental risk	47.73% (21)
Introduced environmental planning into your business strategy	36.36% (16)
Collaborated with others (stakeholders, industry associations, similar businesses)	31.82% (14)
Conducted an analysis of significant investments	6.82% (3)
None of the above	4.55% (2)

Industry Adaptability and Sustainability Programs

Future Farmer Program and Business Development Program

Industry Adaptability and Sustainability programs are having some positive financial impacts.

56.89% of Industry Adaptability and Sustainability client respondents (33) indicated that overall the financial impact from participating in the program was good to excellent. Comments with respect to actual financial impact included:

- -"roughly \$2000"
- -"\$20,000"
- "\$200,000"
- "\$9,000 so far"
- "\$5,000"
- "About \$5,000"
- "\$10,000"

Industry Adaptability and Sustainability programs are leading to some job creation.

6.90% of Industry Adaptability and Sustainability client respondents (4) indicated that funding from the program allowed them to hire someone on a full-time or part-time basis. Respondents indicated that 21 employees had been hired.



Competitiveness and Market Development Programs

Strategic Industry Growth Initiative; Product and Market Development Program; Assurance Systems Program; Organic Industry Development Program; and Agriculture Livestock Enhancement Program

Competitiveness and Market Development programs are having a positive financial impact.

68% of Competitiveness and Market Development client respondents (17) indicated that the overall financial impact to their operation was good to excellent. 48% of Competitiveness and Market Development client respondents (12) indicated that the program helped to reduce cost of production. Of those client respondents who indicated that the program helped them to break into a new market, 5 indicated that there was a financial positive impact.

Competitiveness and Market Development programs are improving production capacity.

84% of Competitiveness and Market Development respondents (21) indicated that the program helped to improve production capacity. Comments with respect to improving production capacity included:

- "better quality animals should produce more milk per cow"
- "technology speeds up handling animals accurately..."
- "we were able to put up a [removed to protect client privacy] that has improved our production capacity a lot!"

Competitiveness and Market Development programs are increasing client's understanding of domestic and foreign markets.

84% of Competitiveness and Market Development client respondents (21) indicated that the program increased their knowledge of how to be competitive in domestic markets, and 72% (18) indicated that the program increased their knowledge of how to be competitive in international markets.

4.0 Evaluation Findings: Client's and Stakeholder's Recommendations

Innovation Programs

Agriculture Research and Innovation Program; Supporting On-Farm Sustainable Practices Program; and Alternative Land Use Services (ALUS) Program

Innovation programs should be reviewed to determine if current levels of program funding are matching client and stakeholder expectations, as well as current funding in other

jurisdictions in line with GF2 policy priorities and constraints.

A number of respondents commented that an increase in funding would increase their satisfaction level.

The scope of Innovation programs should be reviewed to see if there are opportunities for new innovations to be supported.

Some client respondents indicated that the scope of the Innovation programs should be reviewed to see if there are additional eligible items which could be included. Examples of such comments include (but are not limited to):

- "Higher levels of funding for untried ventures and equipment"
- "... A broader spectrum of eligible innovations"
- "...More funds available for a wider range of programs"



Innovation programs should be reviewed to see if there are opportunities for a reduction in administrative paperwork.

13.33% of Innovation client respondents (6) indicated that they would change the application process, including reducing the amount of paperwork required. Comments provided to questions related to increasing client satisfaction level, and what clients liked least about the program also pointed to a reduction in paper work.

The Alternative Land Use Services (ALUS) program should be reviewed to see how its short-term and long-term outcomes can be further aligned with one of the GF2 Policy Objectives.

As per the bilateral agreement, The ALUS program is currently strategically aligned with the Innovation policy objective. Although 54% of ALUS client respondents (6) indicated that the ALUS program encourages innovation, the key informant interviews indicated that the connection

between the ALUS program's short and long-term impacts on the Innovation Policy Objective were not obvious. Additionally, the program file review did not identify program policy information which clearly articulated the ALUS program's alignment with the Innovation Policy Objective.

Industry Adaptability and Sustainability Programs

Future Farmer Program and Business Development Program

The Industry and Adaptability programs should be reviewed to determine if there are additional opportunities for one-on-one support for clients.

Qualitative responses indicated that clients would like additional one-on-one mentorship and support. Comments included:

- "... more mentorship"
- "More meetings throughout the year to get young farmers together to network."
- "There should be follow-up meetings"
- "More one-on-one contact"
- "More help with application."

The skills development components of the Future Farmer and Business Development programs related to enhancing the capacity of clients to be adaptable and resilient should be reviewed to see if there opportunities for strengthening core curriculums.

While overall clients indicated that the programs helped them to develop appropriate skills to be successful (81.82%, 45 respondents), these were not explicitly in the areas of human resource management; marketing of products or services; farm successions; or developing better production processes. These core areas of the curriculums should be reviewed to ensure that instruction and activities are explicitly linked to these objectives.

Competitiveness and Market Development Programs

Strategic Industry Growth Initiative; Product and Market Development Program; Assurance Systems Program; Organic Industry Development Program; and Agriculture Livestock Enhancement Program

Competitiveness programs should be reviewed to determine if the scope of inclusion/exclusion criteria for funding is similar to that in other jurisdictions.

Some client respondents indicated that the scope of eligible items should be expanded. Examples of such

comments include:

- "More focus on 'subsidy equity' with competing jurisdictions i.e. Ontario and Quebec"
- "More focus on crops other than soy and potatoes"

Competitiveness and Market Development programs should be reviewed to see if there are opportunities for a reduction in administrative paperwork.

Although 88% of Competitiveness and Market Development client respondents (22) indicated that they would not change anything about the application process and 80% (20) indicated that they would not change anything about the claim process, some clients still commented that their ought to be a reduction in paperwork. Examples of such comments include:

- "For some applications everything seemed very efficient, other proposals seemed to take up a lot more time and be administered less efficiently"
- "The application and claim process are very lengthy"
- "[The application process is] lengthy"

Other Evaluation Findings

Many client respondents 48.13% (77) first heard about the GF2 program through Department staff, followed by the PEI Government website (31.25%, 50), and Word of Mouth (27.50%, 44). Social media, radio, newspaper, and television were all less than 3% (10). Other ways which clients heard about the GF2 program include an MLA (1 response); Innovation PEI (2); and an accountant (3).



*"The application and claim process are very lengthy"
-program client*



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Schedule 1: Canada-Prince Edward Island Activities and Expenditures Plan

Part B: Planned Expenditures for Designated Programs

Program #	CANADA FUNDED PROGRAMS										PRINCE EDWARD ISLAND FUNDED PROGRAMS										Program Name	
	Program Name		2013-14	2014-15	2015-16	2016-17	2017-18	Innovation		Total	2017-18	2016-17	2015-16	2014-15	2013-14							
1.1	Agriculture Research and Innovation Program		919,000	433,500	333,500	424,500	424,500	2,535,000	3,639,500	815,500	815,500	719,500	669,500	619,500	Agriculture Research and Innovation Program							
1.2	Supporting On-Farm Sustainable Agriculture		847,000	797,000	722,000	767,000	765,000	3,898,000	2,040,000	408,000	408,000	408,000	408,000	408,000	Supporting On-Farm Sustainable Agriculture							
1.3	Alternative Land Use Services (ALUS)		0	0	0	0	0	0	3,900,000	780,000	780,000	780,000	780,000	780,000	Alternative Land Use Services (ALUS)							
	Sub-Total		1,766,000	1,230,500	1,055,500	1,191,500	1,189,500	6,433,000	9,579,500	2,003,500	2,003,500	1,907,500	1,857,500	1,807,500	Sub-Total							
Competitiveness and Markets																						
2.1	Strategic Industry Growth Initiative		674,500	1,400,000	1,700,000	1,600,000	1,600,000	6,974,500	0	0	0	0	0	0	Strategic Industry Growth Initiative							
2.2	Product and Market Development Program		150,000	100,000	100,000	123,000	125,000	598,000	100,000	20,000	20,000	20,000	20,000	20,000	Product and Market Development Program							
2.3	Assurance Systems Program		225,000	225,000	100,000	225,000	225,000	1,000,000	525,000	105,000	105,000	105,000	105,000	105,000	Assurance Systems Program							
2.4	Organic Industry Development Program		0	0	0	0	0	0	950,000	130,000	130,000	180,000	230,000	280,000	Organic Industry Development Program							
2.5	Agriculture Livestock Enhancement Program		294,000	294,000	294,000	0	0	882,000	138,000	0	0	46,000	46,000	46,000	Agriculture Livestock Enhancement Program							
	Sub-Total		1,343,500	2,019,000	2,194,000	1,948,000	1,950,000	9,454,500	1,713,000	255,000	255,000	351,000	401,000	451,000	Sub-Total							
Adaptability and Industry Capacity																						
3.1	Business Development Program		720,000	580,000	580,000	690,000	690,000	3,260,000	675,000	135,000	135,000	135,000	135,000	135,000	Business Development Program							
3.2	Future Farmer Program		0	0	0	0	0	0	832,500	166,500	166,500	166,500	166,500	166,500	Future Farmer Program							
3.3	Agriculture Awareness Initiative		0	0	0	0	0	0	2,000,000	400,000	400,000	400,000	400,000	400,000	Agriculture Awareness Initiative							
	Sub-Total		720,000	580,000	580,000	690,000	690,000	3,260,000	3,507,500	701,500	701,500	701,500	701,500	701,500	Sub-Total							
	Federal Attributed Programs		610,500	610,500	610,500	610,500	610,500	3,052,500														
	GRAND TOTAL		4,440,000	4,440,000	4,440,000	4,440,000	4,440,000	22,200,000	14,800,000	2,960,000	2,960,000	2,960,000	2,960,000	2,960,000	GRAND TOTAL	37,000,000						

*Designated Program allocations are estimates. Annual totals of Designated Program allocations are to be regarded as maximums except as amended or as adjusted pursuant to clause 5.1.1 of this Bilateral Agreement.

Appendix B

Evaluation Notice

Public Notice, GF2 Evaluation

Seeking Feedback, GF2 Programs

Clients who complete a survey have a chance to win 1 of 4 gift cards to a local restaurant

February 01, 2016

The Department of Agriculture and Fisheries is completing an evaluation of its Growing Forward 2 (GF2) Programs. The goal of the evaluation is to engage clients and industry stakeholders to determine how GF2 programs are impacting clients and the larger agriculture sector. Clients who complete the survey can choose to be entered to win a gift card to a local restaurant.

Clients - February, 2016

If you are a client who provided an e-mail address to the Department, and who received funding through a GF2 program between 2013-2015, you may receive an e-mail invitation to complete a survey in February, 2016. Those who complete the survey can choose to be entered into a draw to win 1 of 4 gift cards to a local restaurant. Clients who provide their personal information for the prize draw will not be matched to their survey responses.

Stakeholders - February, 2016

Agriculture organizations will be mailed a survey to complete along with a postage-paid return envelope (stakeholders will be phoned beforehand to verify the correct mailing address). This survey will ask stakeholders to provide their opinion of how GF2 programs have impacted the sector. The survey will be mailed to stakeholders in February, 2016.

Other Information

Agriculture and Agri-Food Canada recently administered a national survey on GF2 programs across Canada. The upcoming survey from the Department of Agriculture & Fisheries is separate from this, and aims to evaluate programs specific to PEI.

Contact

If you should have any questions about the evaluation process, please e-mail Bobby Thomas Cameron, Policy Coordinator at the Department of Agriculture & Fisheries, agr-feedback@gov.pe.ca

APPENDICES

Appendix C

Evaluation Invitation

Hello,

Our records indicate that you participated in the <NAME OF PROGRAM> between 2013-2015. We are seeking your feedback on the impacts the <Name of Program> has had on producers, businesses, and the sector on PEI. This feedback is important to the Department of Agriculture and Fisheries. Through this type of engagement the Department is able to improve policies and programs, and also learn more about our clients' needs.

As a thank you for completing the survey, you can choose to be entered to win **1 of 4 \$50 gift cards** to a local restaurant. Your responses will remain anonymous even if you enter the prize draw at the end of the survey. Winners will be notified before the end of March, 2016. Please complete the survey by **March 02, 2016**.

The survey is voluntary and will take about 8-10 minutes to complete. We appreciated your time and willingness to participate in this survey. If you have any questions or have any problems accessing the survey, please e-mail agr-feedback@gov.pe.ca.

To begin, please click on the link below (or copy and paste it into your browser). You are being asked questions about the *Product and Market Development Program*. Question No. 26 will ask you to identify this program.

Survey: <http://www.link.com>

Thank you and regards,

Bobby Thomas Cameron
Policy Coordinator

Department of Agriculture and Fisheries
Prince Edward Island, Canada

Personal information from this survey is collected under section 31(c) of Prince Edward Island's *Freedom of Information & Protection of Privacy Act* as it relates directly to, and is necessary for program and policy evaluation and development. If you have questions please e-mail the Policy Coordinator at agri-feedback@gov.pe.ca.

