

WELCOME TO EVALUATING PROFITABLE AGRICULTURAL ENTERPRISES

A PROFESSIONAL DEVELOPMENT WEBINAR SERIES



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WEBINAR SCHEDULE

Date	Session Title
Wednesday December 1	Introduction to Economic Feasibility Assessment
Wednesday December 15	Market Feasibility Assessment
Wednesday January 12	Financial Feasibility Assessment – Budget and Profit Basics
Wednesday January 26	Financial Feasibility Assessment – Budgets and Financial Statements
Wednesday February 9	Financial Feasibility Assessment – Financial Analysis
Wednesday February 23	Enterprise Financing: Federal Grant and Loan Programs
Wednesday March 30	Enterprise Assessment Example – Analyzing Drought Management Strategies
Wednesday April 13	Conducting Client Needs Assessments
Wednesday April 27	Evaluating Client Programming
Wednesday May 11	Q&A Session

Program website: <https://extension.usu.edu/apec/extensionagentproject>



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TODAY

- Evaluating Client Programming – Lendel Narine, Ph.D., USU Extension
- Resources
- Guest speaker

- Thanks to WSARE for funding this webinar series - Western Sustainable Agriculture Research and Education



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EVALUATING CLIENT PROGRAMMING

A FOCUS ON ONE-ON-ONE CLIENTELE INTERACTIONS

LENDEL K. NARINE, PH.D.



This material is based upon work that is supported by the National Institute of Food and Agriculture, U.S. Department of Agriculture, under award number 2020-38640-31523 through the Western Sustainable Agriculture Research and Education program under project number WPDP21-012. USDA is an equal opportunity employer and service provider. Any opinions, findings, conclusions, or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the view of the U.S. Department of Agriculture.



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DISCUSSION POINTS

- Problems and needs
- Definition of impact
- Relationship between impacts and outcomes
- Nature of programs
- Activity-level evaluation
- Evaluation of one-on-one interactions
- Example



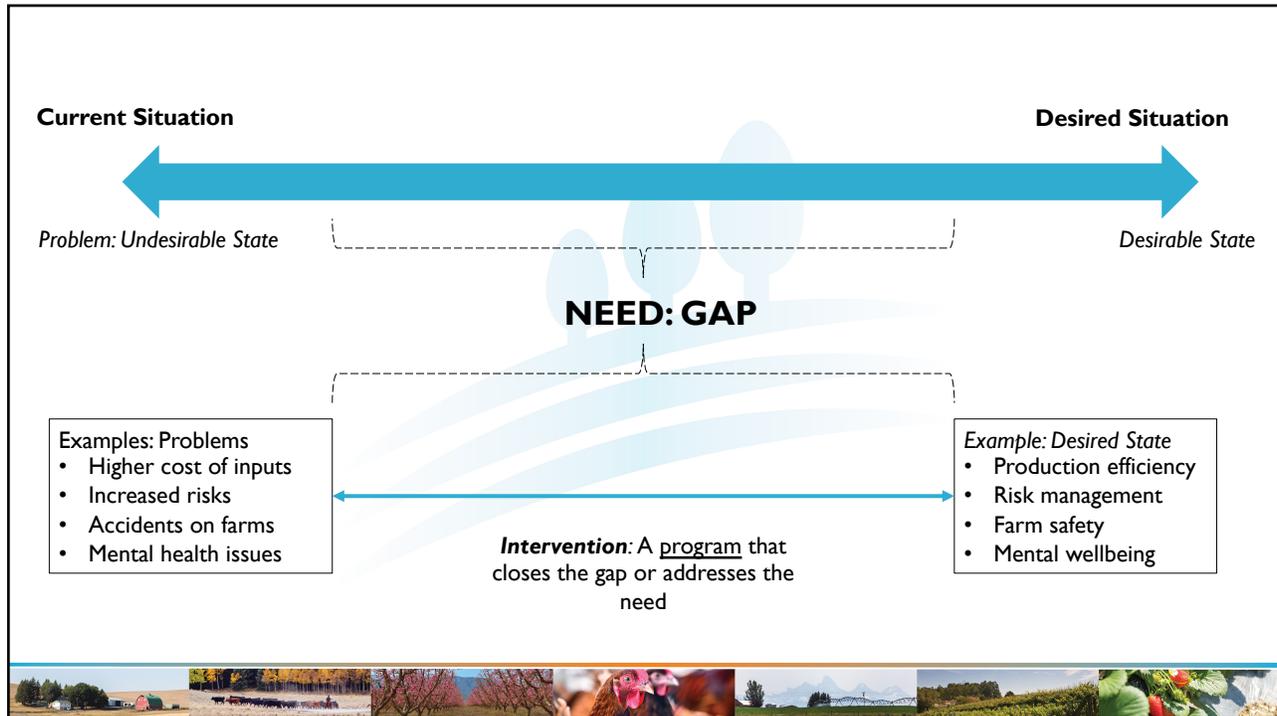
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PROBLEMS AND NEEDS

- Initial focus of programs: Problems affecting clientele and target audiences
 - Undesirable situations
 - Negatively affects productivity, profitability, livelihoods
- A Needs Assessment helps us understand the extent or magnitude of a problem within a given context
 - A problem only becomes a need when a gap exists and affects our target population
 - A need is contextual and changes between population



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HOW ARE **NEEDS** CONNECTED TO **IMPACTS**?

- Impact occurs when a program addresses a need
 - Or, a program is impactful when it closes a gap

- The *Desired State* is written in a program plan as the overarching goal
 - Examples:
 - To improve production efficiency and profitability
 - To decrease agricultural risk through risk management education
 - To improve on-farm safety
 - To improve farmers' mental wellbeing

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QUESTIONS SO FAR?



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LINKING *IMPACTS* TO *OUTCOMES*

- Impacts: Long-term, broad, need-driven
 - Difficult to measure
 - Issues with external validity
 - Hypothetical gap supported by assumptions (made via a needs assessment)
- Outcomes: Short and medium-term program effects
 - S.M.A.R.T.
 - Directly connected to the need (or desired impact)



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RELATIONSHIPS: WORKING BACKWARDS

Short-Term (Objectives)	← Medium-Term (Purpose)	← Long-Term (Impact/Goals)
[Specific to Problem] <ul style="list-style-type: none"> • Knowledge • Skills • Self-efficacy • Confidence • Attitudes • Motivation • Intentions 	Adopt efficient production practices	Production efficiency
	Implement risk management plan	Risk Management
	Implement farm safety protocols	Farm Safety
	Practice mental wellbeing routines	Farmers' Mental Wellbeing



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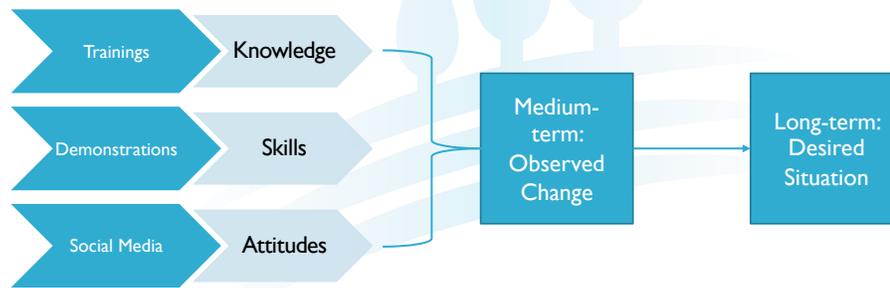
NATURE OF EXTENSION PROGRAMS

- Combination of activities working together to produce outcomes and address a need
 - Trainings and lectures
 - Demonstrations
 - Social media
 - One-on-One consultations
- Dosage – The intensity of activities, frequency of occurrence, level of interaction
- Dosage affects outcomes: Activities lead to specific outcomes; one activity is unlikely to affect *all* outcomes



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COMBINATION OF ACTIVITIES → OUTCOMES



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ACTIVITY-LEVEL EVALUATION

- All activities taken together (i.e., the program) targets short, medium, and long-term outcomes
 - *Program Impact, Program Evaluation*
- Outcomes vary by program activity; evaluation protocols vary by activity

Examples:

 - Trainings: Pre-post design focusing on knowledge outcomes
 - Social media: Cross-sectional design focusing on reactions
 - Demonstrations: Observations or surveys focusing on skills
- Clientele interaction is an intensive process (i.e., in terms of dosage) and is individual-specific



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CLIENTELE INTERACTION

- Clientele interactions must be contextualized within a problem area
 - How does it connect to the program *and* other activities?

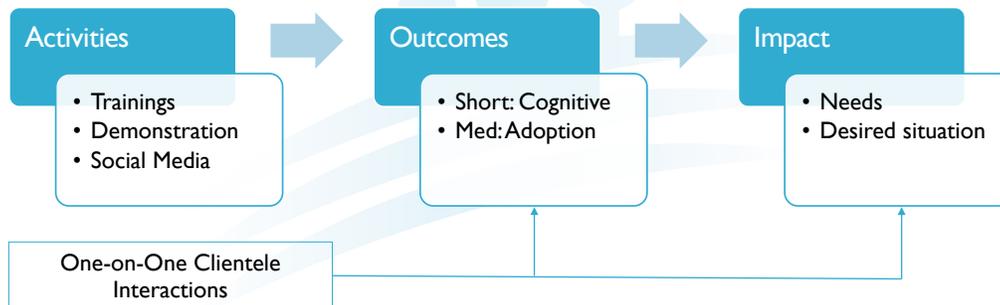
- What is primary aim of interactions?
 - What should occur during the interaction as it relates to need?
 - Affects evaluation protocol with respect to follow-ups

- If framed within a problem or focus, one-on-one clientele interactions can directly affect medium and long-term outcomes and address gaps/needs
 - Highly improbable for other activities



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FRAMING INTERACTIONS



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QUESTIONS SO FAR?



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EVALUATING INTERACTIONS

- Categorize and standardize:
 - Categorize into problem areas based on needs
 - Standardize indicators relating to broad short-and-medium-term outcomes
- Use qualitative methods to capture the complexity of long-term outcomes



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EVALUATION PROTOCOLS - INTERACTIONS

- **Short-term**

- Standardized exit survey at the end of consult
 - Problem area: Categorize the interaction into an existing program
 - Dosage: Record intensity of interaction (time, medium, resolutions)
 - Satisfaction: Client's satisfaction with the interaction
 - Understanding: Client's understanding of the issue and their ability to address the problem
 - Intentions: Time-bounded steps to addressing the issue



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EVALUATION PROTOCOLS - INTERACTIONS

- **Medium-term**

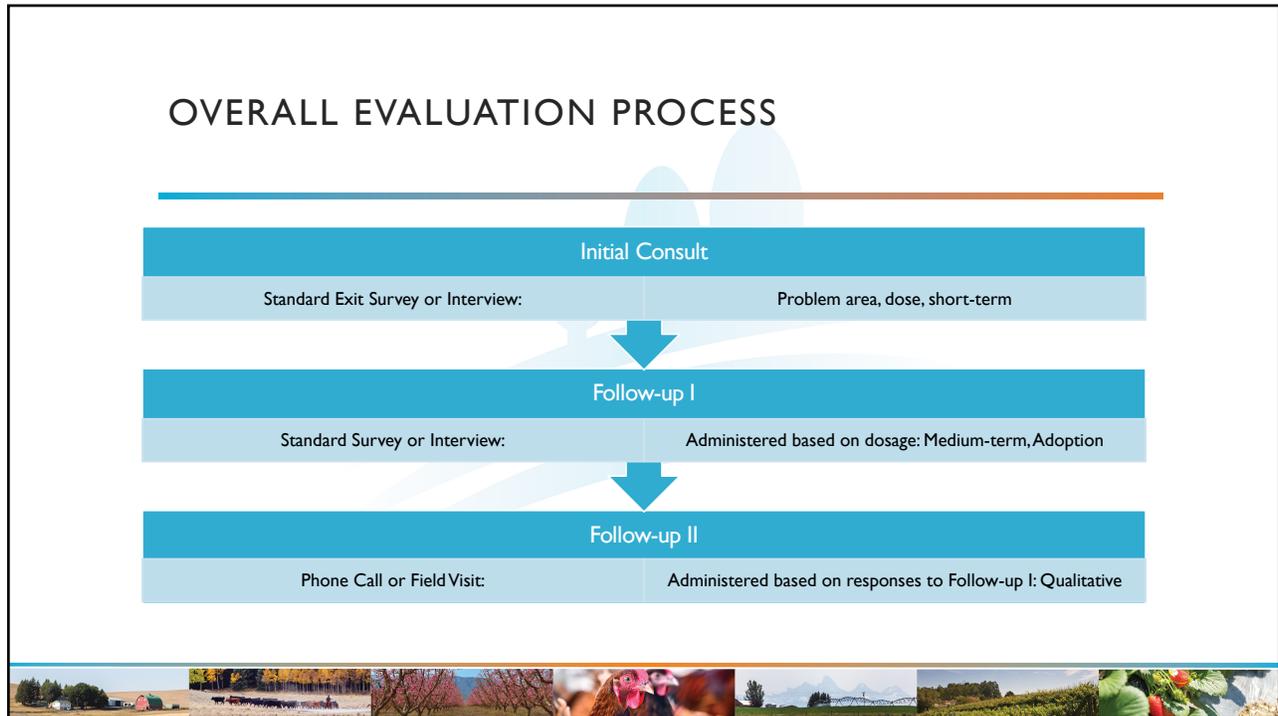
- Standardized follow-up protocol
 - *Dosage*: Only conduct when initial interaction had sufficient dosage
 - Categorize by program and problem area
 - Focus exclusively on adoption or implementation

- **Long-term**

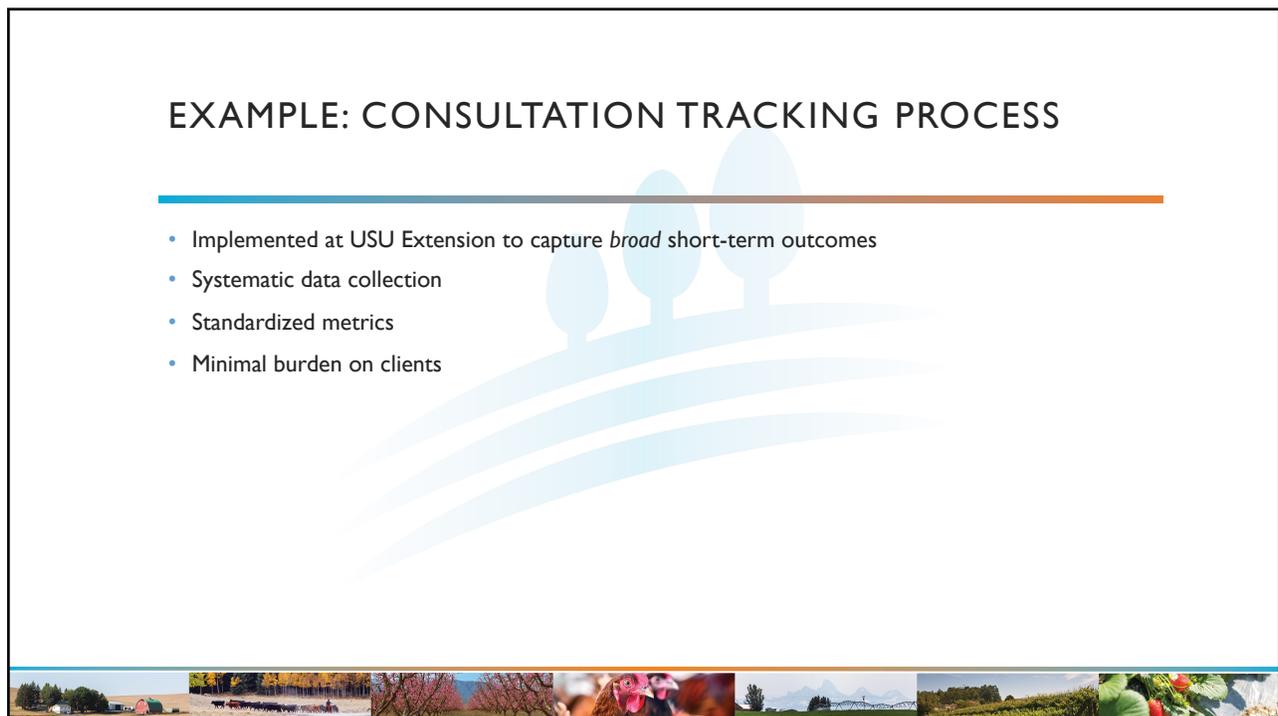
- Observed and/or perceived improvements *after* adoption
- Qualitative inquiry initiated based on responses to medium-term



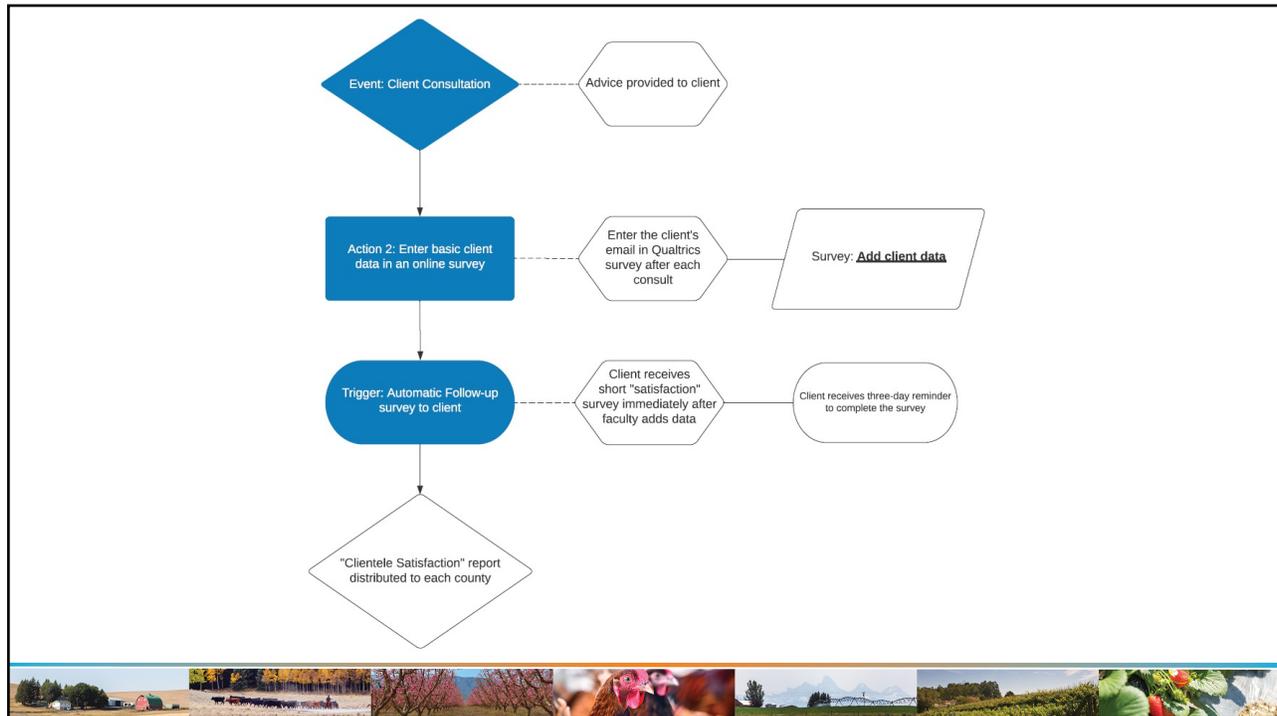
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UTAH STATE UNIVERSITY EXTENSION
DAVIS COUNTY IMPACT REPORT
 AGRICULTURE/HORTICULTURE/NATURAL
 RESOURCES CLIENTELE SATISFACTION

83% of clientele indicate they are satisfied or very satisfied with the service they receive from the Davis County USU Extension office.

81% of clientele state that the Davis County USU Extension faculty or staff helped them solve their problem

100% of clientele state that their knowledge about their problem increased.

90% of clientele state they are better prepared to address the problem again in the future.

91% state they made or will make changes based on the recommendations provided by the Davis County USU Extension Faculty or staff.

"Sheriden is an absolute life saver. Seriously, I am so grateful for her knowledge and willingness to help. She has solved many, many problems for me that I could not have figured out on my own. I cannot say enough good about her, or the USU Extension. I am just so grateful for the help and teaching I have received."

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RESOURCES

- USU Extension Program Evaluation:
<https://extension.usu.edu/employee/program-evaluation/>
- Univ. of Wisconsin Program Development and Evaluation:
<https://fyi.extension.wisc.edu/programdevelopment/evaluating-programs/>
- Univ. of Florida Extension Program Evaluation:
https://edis.ifas.ufl.edu/entity/topic/program_evaluation



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GUEST SPEAKER – MARTHA SULLINS, CSU EXTENSION

- Martha Sullins is an Ag Business Management Specialist with Colorado State University Extension, where her areas of emphasis in applied research and outreach include smaller-scale and specialty livestock and crop production businesses, agritourism, local foods, farm transition, on-farm food safety and risk management. She develops and teaches small business management classes, evaluates classroom and field-based educational programs targeted at beginning farmers and ranchers, and develops tools for ag and food producers navigating food safety and business regulations, as well as those starting value-added agricultural enterprises. In addition to international experience in crop production and post-harvest storage and processing, Martha has worked in agricultural land protection.



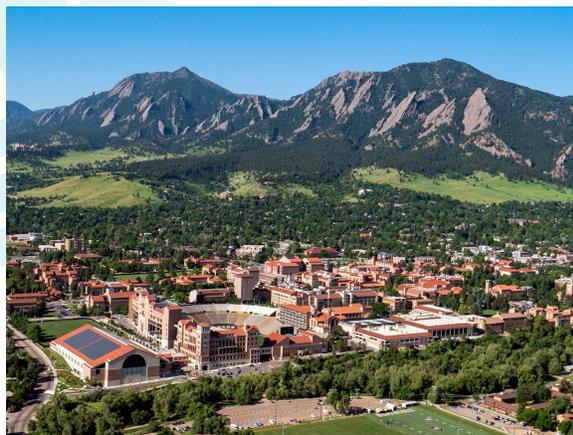
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MARTHA SULLINS, COLORADO STATE UNIVERSITY

- Food Systems and Business Management
- Colorado State University Extension



<https://extension.colostate.edu/>



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NEXT WEBINAR: WE ARE DONE!!

- Program website: <https://extension.usu.edu/apec/extensionagentproject>
 - Recordings and materials for all webinars



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THANK YOU!

QUESTIONS?



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