An economic and social impact assessment and review of investment in AgriFutures Australia Arena 1 – People and Leadership

by Talia Hardaker and Peter Chudleigh
Agtrans Research
February 2021
An economic and social impact assessment and review of investment in AgriFutures Australia Arena 1 – People and Leadership

by Talia Hardaker and Peter Chudleigh
Agtrans Research

February 2021
AgriFutures Australia Publication No. 21-086
Foreword

The Australian Rural Research and Development Corporations (RDCs) invest significant funding, singularly and jointly, in building leadership skills and research capacity and capability for industry. Capacity building for the RDCs is mostly concerned with addressing constraints that may be limiting the performance of their other investment, currently or in the future. Constraints may be associated with such issues as leadership resources, shortages of research and other skills, poor knowledge management and poor understanding and communication between groups.

Over the past three to five years, AgriFutures Australia has invested approximately $5.87 million (nominal $s) within the organisation’s “Arena 1: People and Leadership”. Arena 1 encompasses capability and capacity building investments with a goal to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences. Through Arena 1, AgriFutures works to ensure that rural industries are equipped with skilled people and the leadership to grow and prosper.

This report provides an economic and social impact assessment and review of AgriFutures investment in Arena 1. The purpose is to demonstrate accountability and responsible management of AgriFutures Arena 1 investments to the AgriFutures Board and stakeholders, demonstrate that the programs have met the needs and delivered benefits to AgriFutures stakeholders and rural communities, and provide information to AgriFutures management that may guide future decision making with respect to strategic direction and/or resource allocation for the People and Leadership Arena.

This report is an addition to AgriFutures Australia’s diverse range of over 2000 research publications and it forms part of our Arena 1 R&D program, which aims to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences.

Most of AgriFutures Australia’s publications are available for viewing, free downloading or purchasing online at www.agrifutures.com.au. Purchases can also be made by phoning 1300 634 313.

John Harvey
Managing Director
AgriFutures Australia
About the Author

Agtrans Research and Consulting (Agtrans) is a research and consultancy organisation situated in Brisbane. The company operates with a small staff from Benson House in Toowong. Agtrans was established in 1984 by Dr. Peter Chudleigh to provide economic research and consulting services to both public and private sector clients associated with primary production, processing and marketing.

Acknowledgments

Agtrans would like to thank all those that provided information and feedback throughout the review and impact assessment process. Particular thanks go to the participants of the AgriFutures Arena 1 programs that contributed responses to the surveys undertaken as part of the review.

Agtrans also would like to acknowledge the valuable contributions of AgriFutures personnel. In particular:

- Georgie Macneil, Manager, Stakeholder, Agrifood Engagement and Events
- Angela Wakeman, Manager, Capacity Building
- Brooke Croft, former Manager, Capacity Building
- Belinda Allitt, General Manager, Communications and Capacity Building
- John Harvey, Managing Director
# Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABARES</td>
<td>Australian Bureau of Agricultural and Resource Economics and Sciences</td>
</tr>
<tr>
<td>ABC</td>
<td>Australian Broadcasting Corporation</td>
</tr>
<tr>
<td>ACT</td>
<td>Australian Capital Territory</td>
</tr>
<tr>
<td>Agtrans</td>
<td>Agtrans Pty Ltd T/As Agtrans Research and Consulting</td>
</tr>
<tr>
<td>AICD</td>
<td>Australian Institute of Company Directors</td>
</tr>
<tr>
<td>AOP</td>
<td>Annual Operating Plan</td>
</tr>
<tr>
<td>ARLF</td>
<td>Australian Rural Leadership Foundation</td>
</tr>
<tr>
<td>ARLP</td>
<td>Australian Rural Leadership Program</td>
</tr>
<tr>
<td>ATAC</td>
<td>Australian Technology and Agricultural College</td>
</tr>
<tr>
<td>BCA</td>
<td>Benefit-Cost Analysis</td>
</tr>
<tr>
<td>C2C</td>
<td>Country to Canberra</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CRRDC</td>
<td>Council of Rural Research and Development Corporations</td>
</tr>
<tr>
<td>CSS</td>
<td>Chirp Spread Spectrum</td>
</tr>
<tr>
<td>DiALP</td>
<td>Diversity in Agriculture Leadership Program</td>
</tr>
<tr>
<td>FAN</td>
<td>Food and Agribusiness Network</td>
</tr>
<tr>
<td>FRRR</td>
<td>Foundation for Rural and Regional Renewal</td>
</tr>
<tr>
<td>GST</td>
<td>Goods and Services Tax</td>
</tr>
<tr>
<td>IOT</td>
<td>Internet of Things</td>
</tr>
<tr>
<td>LoRa</td>
<td>Long Range</td>
</tr>
<tr>
<td>NFF</td>
<td>National Farmers' Federation</td>
</tr>
<tr>
<td>NSW</td>
<td>New South Wales</td>
</tr>
<tr>
<td>NT</td>
<td>Northern Territory</td>
</tr>
<tr>
<td>PRR</td>
<td>Pointer Remote Roles</td>
</tr>
<tr>
<td>QLD</td>
<td>Queensland</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>RD&amp;E</td>
<td>Research, Development and Extension</td>
</tr>
<tr>
<td>RDANT</td>
<td>Regional Development Australia Northern Territory</td>
</tr>
<tr>
<td>RIRDC</td>
<td>Rural Industries Research and Development Corporation</td>
</tr>
<tr>
<td>RWA</td>
<td>Rural Women's Award</td>
</tr>
<tr>
<td>SA</td>
<td>South Australia</td>
</tr>
<tr>
<td>TAS</td>
<td>Tasmania</td>
</tr>
<tr>
<td>TFNAF</td>
<td>This Farm Needs A Farmer</td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>VIC</td>
<td>Victoria</td>
</tr>
<tr>
<td>WA</td>
<td>Western Australia</td>
</tr>
<tr>
<td>WHS</td>
<td>Workplace Health and Safety</td>
</tr>
</tbody>
</table>
Contents

Foreword .................................................................................................................................. iii
About the Author ...................................................................................................................... iv
Acknowledgments .................................................................................................................... iv
Abbreviations and Acronyms ............................................................................................... v
Executive Summary ............................................................................................................... ix
Introduction ............................................................................................................................. 1
Objectives ............................................................................................................................... 3
Method ................................................................................................................................... 5
Arena 1 Program: Overview ................................................................................................. 7
Arena 1 Outcomes ................................................................................................................... 12
Arena 1 Impacts ...................................................................................................................... 15
Nominal Investment .............................................................................................................. 23
Valuation of Impacts ............................................................................................................. 24
Alignment with Arena 1 Objectives ...................................................................................... 44
Effectiveness of Arena 1 Funding ........................................................................................ 48
Other Comments ................................................................................................................... 49
Lessons Learnt ....................................................................................................................... 50
Conclusions ............................................................................................................................ 53
Appendices ........................................................................................................................... 54
  Appendix 1: A Review of AgriFutures Investment in the Rural Women’s Award .......... 54
  Appendix 2: A Review of AgriFutures Investment in the Horizon Scholarship .......... 74
  Appendix 3: A Review of AgriFutures Investment in the Ignite Network and Ignite
  Network Advisory Panel ................................................................................................... 87
  Appendix 4: A Review of AgriFutures Investment in startup.business ...................... 100
  Appendix 5: A Review of AgriFutures Investment in Country to Canberra ............... 114
  Appendix 6: A Review of AgriFutures Investment in the Gary Sansom Scholarship ... 122
  Appendix 7: A Review of AgriFutures Investment in the Australian Rural Leadership Program ................................................................. 132
  Appendix 8: A Review of AgriFutures Investment in the National Farmers’ Federation Diversity in Agriculture Leadership Program ................................................................. 142
  Appendix 9: A Review of AgriFutures Investment in the Nuffield Australia Scholarship Program .................................................................................................................. 155
  Appendix 10: A Review of AgriFutures Investment in Heywire .................................. 162
Glossary ................................................................................................................................ 181
References ............................................................................................................................. 182
Tables

Table 1: Key Impact Types from the AgriFutures Arena 1 Investment ........................................22
Table 2: Total Annual AgriFutures Investment in the Ten Arena 1 Component Programs over the Relevant Evaluation Periods (nominal $) .............................................................23
Table 3: AgriFutures Funding as a Proportion (Estimated) of Total Program Funding over the Program Evaluation Periods ..................................................................................................31
Table 4: Summary of Assumptions for the Valuation of Impact 1 ........................................32
Table 5: Summary of Assumptions for the Valuation of Impact 2 ........................................33
Table 6: Summary of Assumptions for the Valuation of Impact 3 ........................................34
Table 7: Summary of Assumptions for the Valuation of Impact 4 ........................................36
Table 8: Summary of Assumptions for the Valuation of Impact 5 ........................................37
Table 9: Summary of Assumptions for the Valuation of Impact 6 ........................................39
Table 10: Investment Criteria for Total AgriFutures Investment in Arena 1: People & Leadership (10-programs, funded between 2015/16 and 2019/20) .................................................................40
Table 11: Contribution of Source of Benefits to Present Value of Benefits (PVB) ..................41
Table 12: Sensitivity to Discount Rate (Lower Bound Analysis) (Total investment, 30 years) ..............................................................................................................................................42
Table 13: Sensitivity to Increase in Net Farm Cash Income (Impact 4) (Total investment, 30 years, 5% discount rate) ...........................................................................................................42
Table 14: Sensitivity to Proportion of the Rural Population Benefitting from Improved Wellbeing (Impact 5) (Total investment, 30 years, 5% discount rate) ...........................................43
Table 15: Alignment of Program Outcomes and Impacts with Arena 1 Priorities ...................45
Table 16: Alignment of Program Outcomes and Impacts with Arena 1 KPIs ...........................46
Table 17: Assessment of Effectiveness of AgriFutures Arena 1 Funding Arrangements .......48

Table A1: Investment in the RWA by AgriFutures (2015/16 to 2019/20, nominal $) ...............54
Table A2: Investment in the Horizon Scholarship Program by AgriFutures (2015/16 to 2019/20, nominal $) ..............................................................................................................................74
Table A3: Investment by AgriFutures for the Ignite Network and the Ignite Network Advisory Panel (years ending June 2018 to 2020, nominal $) .................................................................88
Table A4: Investment Estimated for the startup.business Program by AgriFutures (years ended June 2018 to 2020, nominal $) ................................................................................................................101
Table A5: Investment in the C2C by AgriFutures (2017/18 to 2019/20, nominal $) ...............115
Table A6: Details of Gary Sansom Scholarships (2017/18 to 2019/20) ..................................123
Table A7: Investment Estimated for the Gays Sansom Scholarships by AgriFutures (year ended June 2018 to 2020, nominal $) ..........................................................123
Table A8: Reasons for Applying for the Scholarship ............................................................124
Table A9: Alternative Scenarios if not Awarded the Scholarship .........................................125
Table A10: Personal Benefits from Being Awarded the Scholarship ....................................125
Table A11: Reasons for Applying for the Scholarship ...........................................................126
Table A12: Alternative Scenarios if not Awarded the Scholarship .........................................126
Table A13: Personal Benefits from Being Awarded the Scholarship ....................................127
Table A14: Reasons for Applying for the Scholarship ...........................................................127
Table A15: Alternative Scenarios if not Awarded the Scholarship .........................................128
Table A16: Personal Benefits from Being Awarded the Scholarship ....................................128
Table A17: Summary of Outcomes and Impacts of Investment...........................................130
Table A18: Investment in the ARLP by AgriFutures (2015/16 to 2019/20, nominal $).......133
Table A19: Investment in the NFF DiALP by AgriFutures (2017/18 to 2019/20, nominal $) 142
Table A20: Investment in the Nuffield Scholarship Program by AgriFutures (2017/18 to 2019/20, nominal $).............................................................................................................155
Table A21: Investment Estimated for the Heywire by AgriFutures and Others (Years ended June 2016 to 2020; nominal $) ...........................................................................................................163
Table A22: Example of Ideas Generated from Regional Winners in 2020.........................163
Table A23: Examples of Ideas Generated from Regional Winners in 2019 .........................164
Table A24: Examples of Ideas Generated from Regional Winners in 2018 .........................164
Table A25: Examples of Ideas Generated from Regional Winners in 2017 .........................164
Table A26: Examples of Ideas Generated from Regional Winners in 2016 .........................164

Figures

Figure 1: Pathways to Impacts for the AgriFutures Arena 1 Investment (AgriFutures Funded/Led Programs).......................................................................................................................20
Figure 2: Pathways to Impacts for the AgriFutures Arena 1 Investment (AgriFutures Supported Programs).........................................................................................................................21
Figure 3: Undiscounted Total Benefit and Total AgriFutures Cost Cash Flows ..................41

Figure A1: Generation Influence on Australian Chicken Meat............................................129
Figure A2: Pathway to Impact of Investment in Heywire ..................................................166
Executive Summary

What the report is about
This report presents the process and findings of a review and impact assessment of investment in AgriFutures Australia (AgriFutures) Arena 1: People and Leadership. AgriFutures Arena 1: People and Leadership encompasses capability and capacity building investments. The goal of Arena 1 is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences.

Who is the report targeted at?
The report is targeted at AgriFutures management personnel, the AgriFutures Board of Directors, and AgriFutures funding partners including industry and government.

Background
AgriFutures is committed to evaluating its portfolio of RD&E investments. The organisation achieves this through an Evaluation Framework that outlines how investment decisions are made and how performance impacts of program investments are evaluated. Under this Evaluation Framework, AgriFutures required an economic and social impact assessment and review of investment in Arena 1: People and Leadership.

Aims/objectives
The Arena 1 assessment and review was required to:

- Demonstrate accountability and responsible management of AgriFutures Arena 1 investments to the AgriFutures Board and stakeholders,
- Demonstrate that the programs have met the needs and delivered benefits to AgriFutures stakeholders and rural communities, and
- Provide information to AgriFutures management that may guide future decision making with respect to strategic direction and/or resource allocation for the People and Leadership Arena.

Methods used
Ten component capability and capacity building programs were identified by AgriFutures for inclusion in the Arena 1 review and impact assessment. The programs were either wholly funded and/or led by AgriFutures or where AgriFutures was a partner/co-funder. The ten programs were:

**AgriFutures Led Programs**

1. Rural Women’s Award (and Alumni)
2. Horizon Scholarship program
3. Ignite network
4. startup.business
5. Country to Canberra
6. Gary Sansom Scholarship
Other Programs

7. Australian Rural Leadership Program
8. National Farmers’ Federation Diversity in Agriculture Leadership Program
9. Nuffield Australia Scholarship Program
10. Heywire

A desktop literature review was undertaken for each of the ten relevant programs. For each designated Program, the review identified and briefly described the objectives, AgriFutures total investment, and key program outputs. Outputs and actual and potential outcomes from the investments were reviewed against the core objectives of the individual program and against the goals and priorities of Arena 1.

Following the desktop literature review of each of the Arena 1 component programs a survey questionnaire for each program was developed. The questionnaires then were sent via email to a sample of program participants for each program. Feedback from the surveys was used to support and validate the identified actual and potential outcomes for each program and support the identification of economic and social impacts for Arena 1.

After the review and qualitative assessment of the personal and community impacts of each program was completed, the impacts delivered by each program were described and aggregated, and then assessed against the Arena 1 goals and priorities. Further, the review and qualitative impact assessment then was used to assess the effectiveness of individual program funding arrangements.

Some of the aggregated Arena 1 impacts then were selected for quantitative valuation. Where quantitative analyses were effected, benefit-cost analysis was used as the primary tool. The analyses were undertaken in accordance with the current Council of Rural Research and Development Corporations impact assessment guidelines. Aggregate investment criteria then were reported for the total investment in Arena 1 and the AgriFutures investment alone.

After completion of the qualitative and quantitative assessment, the information was synthesised and compiled into the current report.

Results/key findings

The impact assessment and review of investment in AgriFutures Arena 1 (People and Leadership) found that the Arena 1 investment, across the ten component programs, has contributed to attracting capable people into careers in agriculture and building the capability of future rural leaders. The investment also contributed to a number of positive economic and social impacts including:

- Increased wellbeing for individuals,
- Increased knowledge and research capacity,
- Maintained, or enhanced, long-term capability and capacity in agriculture and agriculture-related industries and research,
- Increased long-term productivity and/or resilience for rural/regional businesses/industries, and
- Improved wider community perceptions of rural/regional businesses and industries.

Estimated total funding for AgriFutures Arena 1 over the relevant program periods (2015/16 to 2019/20) was $9.93m (present value terms). Based on the conservative assumptions made, the Arena 1 investment was estimated to have produced total expected benefits of $23.09m (present value terms). This gave a net present value of $13.16m, a benefit-cost ratio of 2.32 to 1, an internal rate of return (IRR) of 10.21% and a modified IRR of 8.16% at...
30 years after the last year of investment at a 5% discount rate and 5% reinvestment rate. However, the nature of the Arena 1 investment in funding capability and capacity building programs, necessitated the formation of some broad and somewhat uncertain assumptions to place monetary values on some of the impacts. Further, baseline data for the capability and capacity building impacts identified for valuation were often scarce, not directly applicable, and/or outdated. Thus, a high degree of conservatism was used when finalising assumptions. Thus, given the conservative assumptions made and because a number of impacts identified were not valued in monetary terms in the current assessment, the investment criteria reported are likely to be an underestimate of the performance of the Arena 1 investment over the evaluation period. Though based on highly conservative assumptions, and therefore likely an underestimate, the investment criteria were consistent with other evaluations of similar capability and capacity building investments.

Also, AgriFutures funding arrangements for the Arena 1 component programs have been assessed as effective to highly effective. Based on the qualitative review, there were no distinct differences in the effectiveness of funding arrangements between AgriFutures funded/led programs and other programs that AgriFutures supported.

**Implications for relevant stakeholders**

The positive findings from the review and impact assessment of AgriFutures Arena 1 investment demonstrate that the component capability and capacity building programs have met the needs of, and delivered benefits to, AgriFutures stakeholders and rural communities.

The information provided in the review may be used by AgriFutures management and the Board to guide future decision making with respect to strategic direction and/or resource allocation for the People and Leadership Arena (Arena 1) and/or to enhance the impact of existing/ ongoing program funding.

**Recommendations**

The review identified a number of ‘lessons learned’ at the individual program level that, if addressed in the future, may contribute to further enhancements of the performance of the overall Arena 1 investment.
Introduction

AgriFutures Arena 1: People and Leadership

AgriFutures Australia (hereafter referred to as AgriFutures) distributes research, development and extension (RD&E) investment across four key areas known as ‘arenas’. The AgriFutures investment arenas are:

1. People and Leadership
2. National Challenges and Opportunities
3. Growing Profitability
4. Emerging Industries

AgriFutures Arena 1: People and Leadership encompasses capability and capacity building investments. The goal of Arena 1 is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences. Through Arena 1, AgriFutures works to ensure that rural industries are equipped with skilled people and the leadership to grow and prosper (AgriFutures, 2019).

The Arena 1 investment area encompasses six AgriFutures led capability and capacity building Programs and four external Programs where AgriFutures is a partner and co-contributor (AgriFutures, 2019):

AgriFutures Led Programs

1. Rural Women’s Award (and Alumni)
2. Horizon Scholarship program
3. Ignite network
4. startup.business
5. Country to Canberra
6. Gary Sansom Scholarship

Other Programs

7. Australian Rural Leadership Program
8. National Farmers’ Federation Diversity in Agriculture Leadership Program
9. Nuffield Australia Scholarship Program
10. Heywire

Background and Rationale

AgriFutures is committed to evaluating its portfolio of RD&E investments. The organisation achieves this through an Evaluation Framework that outlines how investment decisions are made and how performance impacts of program investments are evaluated (AgriFutures Australia, n.d.).

Under this Evaluation Framework, AgriFutures required an economic and social impact assessment and review of investment in Arena 1: People and Leadership. The Arena 1 assessment and review was required to:
a) Demonstrate accountability and responsible management of AgriFutures Arena 1 investments to the AgriFutures Board and stakeholders,

b) Demonstrate that the programs have met the needs of, and delivered benefits to, AgriFutures stakeholders and rural communities, and

c) Provide information to AgriFutures management that may guide future decision making with respect to strategic direction and/or resource allocation for the People and Leadership Arena.

In August 2020, Agtrans was contracted to undertake the assessment and review of AgriFutures Arena 1 investment.
Objectives

The Terms of Reference (ToR) for the economic and social impact assessment and review of investment in Arena 1 outlined the following objectives:

- The work is to include assessment and review of AgriFutures investment in the following Programs:
  1. Rural Women’s Award (5-year period of investment, 2015/16 to 2019/20)
  2. Horizon Scholarship program (5-year period of investment, 2015/16 to 2019/20)
  3. Ignite network (3-year period of investment, 2017/18 to 2019/20)
  4. startup.business (3-year period of investment, 2017/18 to 2019/20)
  5. Nuffield Australia Scholarship Program (3-year period of investment, 2017/18 to 2019/20)
  6. Heywire (5-year period of investment, 2015/16 to 2019/20)
  7. Australian Rural Leadership Foundation (5-year period of investment, 2015/16 to 2019/20)
  8. Country to Canberra (3-year period of investment, 2017/18 to 2019/20)
  9. Gary Sansom Scholarship (3-year period of investment, 2017/18 to 2019/20)


- Assessment to include:
  1. A desktop literature review of documentation from the various Arena 1 Programs (e.g. funding proposals, final reports, published works, etc.) to inform the assessment.
  2. Each program will be described using a logical framework approach to identify and describe program objectives, outputs and activities, outcomes, and actual and potential impacts.
  3. Outcome information will be sought through consultation with program participants, AgriFutures program management, and other relevant stakeholders. Impacts then will be categorised using a triple bottom line framework.
  4. Some, but not all, impacts identified will be valued in monetary terms using benefit-cost analysis (BCA). The analysis will produce investment criteria for AgriFutures investment in Arena 1 including net present value, benefit cost ratio, internal rate of return, and modified internal rate of return. All assumptions made in the valuation will be documented and some sensitivity analyses will be carried out on key variables where they are considered most uncertain and/or are major drivers of the investment criteria.

- Four distinct Arenas define AgriFutures Strategic Research and Development (R&D) Plan and represent the organisation’s broad commitments to deliver the priorities of the Australian Government, its stakeholders and its ultimate goal to create thriving rural industries and vibrant regional communities.
The impact assessment and review is to measure the impacts of each selected program against Arena 1 – People and Leadership goals and priorities. These include:

**Goal:**

To support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences.

**Priorities:**

1. Attracting capable people into careers in agriculture.
2. Building the capability of future rural leaders.

**Outcome:**
Rural industries are equipped with skilled people and the leadership to grow and prosper.

For further detail, see the AgriFutures Annual Operating Plan (AOP), in particular page 6 (Goals & Priorities) and page 10 (KPI’s), found at https://www.agrifutures.com.au/wp-content/uploads/2019/06/AgriFutures-Australia-AOP_2019-20.pdf

- The review component will be largely qualitative. The review is to include:

  1. An assessment of the outputs and impacts of each program against their objectives and Arena 1 – People and Leadership goals and priorities as outlined above.
  2. An assessment of the effectiveness of the funding arrangements across the spectrum of programs within Arena 1 (e.g. programs funded through direct AgriFutures funding versus programs where AgriFutures participates through sponsorship).
  3. Lessons learnt from the investment and activities carried out to date (e.g. what has worked well, what has not worked, what could be improved in the future to achieve greater impact and/or benefits).
  4. An assessment to find strong marketing ammunition for one or more of the programs e.g. ‘The Rural Women’s Award is the best women’s capacity building program of the decade’ that can be used for marketing purposes but also to validate sponsors’ investment and to entice new sponsors.

- Prepare a draft report for AgriFutures including both the qualitative and quantitative components of the assessment and review.
- Pending feedback from AgriFutures personnel, prepare a final report.
- Present the final report and assessment findings in Canberra to the AgriFutures Managing Director, Chair, Arena 1 management and stakeholders.
Method

An initial telephone meeting was held involving the AgriFutures Arena 1 Manager and Agtrans personnel in order to discuss any changes to the ToR and the tasks specified in the original Agtrans proposal. A range of information associated with the ten Arena 1 Programs was supplied to the assessment team by AgriFutures. Other key documentation associated with Arena 1 and the relevant Programs also was discussed and subsequently assembled by the Arena Manager. Such additional documentation was then supplied to the Agtrans team in a digital format (e.g. by email or via Dropbox™). Where possible, AgriFutures also provided the names and contact details of key contacts for the individual Programs to be assessed/reviewed to Agtrans and identified, and where known, any sensitivities and desired protocols that Agtrans needed to be aware of when contacting Program participants.

Following receipt of the Arena 1 Program information, documentation and key contact details, a desktop literature review was undertaken for each of the ten relevant Programs. For each designated Program the review identified and briefly described the objectives, AgriFutures total investment over the three- or five- year period relevant to the assessment (see ToR under the Objectives section above), and key Program outputs.

Where written information was already available for individual investments within a Program, outputs and actual and potential outcomes from the investments were reviewed against the core objectives of the individual Program and against the goal and priorities of Arena 1. The purpose of this logical framework approach was to determine if the investments funded in the past have contributed to achieving the goals of each of the respective Programs and addressed the priorities set for Arena 1. This information was then used later in the Arena 1 evaluation process to assess the achievements in each of the component Programs and to identify gaps and any priority issues to address in the future. Further, the qualitative review of each of the ten Arena 1 Programs also provided important background to, and improve understanding of, Arena 1 as a whole.

Following the desktop literature review of each of the Arena 1 component Programs a survey questionnaire for each Program was developed. The questionnaires were developed to be sent via email to a sample of Program participants for each Program. Feedback from the surveys was expected to support and validate the identified actual and potential outcomes for each Program and support the identification of economic and social impacts for Arena 1.

Contact was made with respective Program participants via email and/or telephone to explain the review and impact assessment and elicit further information on their experiences through the survey questionnaire. This included how the respective Program had benefited their individual personal and professional capacity, increased their community involvement, assisted their career direction and advancement, as well as if, and how, the appropriate Program could be improved in the future.

After the review and qualitative assessment of the individual and community impacts of each Program was completed, the impacts delivered by each Program were described and aggregated, and then assessed against the Arena 1 goals and priorities. Further, the review and qualitative impact assessment then was used to assess the effectiveness of individual Program funding arrangements including lessons learnt and improvements to be considered to achieve greater impact (both generic and within specific Programs).

Some of the aggregated Arena 1 impacts then were selected for quantitative valuation. However, the difficulties of monetary valuation of the impacts of leadership and capacity building are well established and should be recognised in association with making realistic assumptions concerning the causal linkages between the Arena 1 investment and the
impacts valued. It was acknowledged that such linkages may often be indirect and confounded with a range of other factors. Also, evaluation of impacts associated with capability and capacity building investments tends to be data poor. For example, longitudinal data on the activities and achievements of undergraduate students (supported by particular industry scholarships/ bursaries) after they complete their formal education/ qualification are scarce. Thus, the magnitude of impacts associated with such capability and capacity building investments are necessarily uncertain. Additionally, development of an appropriate counterfactual (what would have occurred without the AgriFutures investment) also was challenging in some cases.

Where quantitative assessments were made, conservative assumptions have been used and the analysis and results have been necessarily qualified. The degree of confidence held in some of the assumptions was illustrated by the use of sensitivity analyses. Further, where quantitative analyses were effected, BCA was used as the primary tool. The analyses were undertaken in accordance with the current CRRDC impact assessment guidelines. Aggregate investment criteria then were reported for the total investment in Arena 1 and the AgriFutures investment alone.

After completion of the qualitative and quantitative assessment, the information was synthesised and compiled into the current report. The report addresses the issues identified in the terms of reference with respect to:

- A desktop literature review of each Program in a logical framework format and a summary of actual and prospective outputs, outcomes and impacts of each Program.
- Estimated return on investment in Arena 1.
- Whether the objectives of each Program have been addressed and satisfactorily met.
- An assessment of the effectiveness of the funding arrangements that have been applied.
- Lessons learnt and whether, and how, improvements may be delivered in each Program as well as potential stronger marketing strategies for further strengthening external financial support and partnerships for investment in Arena 1.

---

Arena 1 Program: Overview

The following section provides a brief overview of each of the ten component capability and capacity building Programs included in the AgriFutures Arena 1 review and impact assessment.

1) The Rural Women’s Award

The AgriFutures Rural Women’s Award (RWA) is Australia’s leading award acknowledging and supporting the essential role women play in rural industries, businesses and communities. The Award provides a platform to inspire and support Australian women to use and develop their skills to benefit their industries and communities. Each state and territory has its own Award coordinator (AgriFutures, 2020).

The Award is open to all women involved in rural industries (meaning agriculture, forestry and fisheries), rural and regional businesses and rural and regional communities. The RWA identifies and supports women’s contribution to primary industries and rural communities by providing financial assistance, mentoring, resources and support via its nation-wide network of business and community leaders for selected state winners.

All state and territory winners receive a $10,000 bursary to bring to life an idea benefiting rural Australia. Winners also participate in leadership development and gain access to a nation-wide network of Award alumni. The national winner and runner-up, selected from the state winners, receive a further $10,000 and $5,000 respectively (NSW Government, 2020).

The qualitative review of AgriFutures investment in the RWA can be found in Appendix 1: A Review of AgriFutures Investment in the Rural Women’s Award.

2) The Horizon Scholarship Program

In partnership with industry sponsors, the current AgriFutures Horizon Scholarship initiative supports students enrolled in full-time study at an Australian university by providing:

1) A bursary of $5,000 for the final two years of their degree,
2) Professional development workshops,
3) Annual industry work placements aligned with the scholar's areas of interest and their sponsor's industry, and
4) Opportunities to network and gain knowledge at a range of industry events.

To be eligible, students must be enrolled full-time in an agriculture-related undergraduate degree at an Australian university. Scholarship recipients are selected on the basis of their commitment to a career in agriculture, as well as their leadership potential and tertiary academic record to date.

The qualitative review of AgriFutures investment in the Horizon Scholarship Program can be found in Appendix 2: A Review of AgriFutures Investment in the Horizon Scholarship.

3) The Ignite Network

The AgriFutures Ignite Network is a program to connect passionate rural leaders. Participants in the Network have a strong interest in shaping the future of Australian rural industries and are responsible for igniting the passion, revitalising the industry and introducing and encouraging the changes to make it happen. Membership of the Ignite Network enables participants to access industry relevant events and opportunities, share
information and knowledge, engage in peer support and networking, unlock professional
development and leadership skills, and uncover emerging industry initiatives. In 2020 the
AgriFutures Ignite Network offered 25 Ignite Network members the opportunity to attend the
Australian Institute of Company Director’s (AICD) Foundations of Directorship program. The
day course was to be held in Sydney but, due to the impact of COVID-19, the timing
was re-scheduled and the course was held online later in calendar 2020.

The qualitative review of AgriFutures investment in the Ignite Network and Advisory Panel
can be found in Appendix 3: A Review of AgriFutures Investment in the Ignite Network and
Ignite Network Advisory Panel.

4) startup.business

AgriFutures has invested in schools across Australia to participate in the startup.business
Entrepreneurial Learning in Action Program. The program provides career development,
innovation, networking opportunities and technical/industry skills. startup.business has
created in-curriculum Entrepreneurial Learning in Action programs that prepare students for a
working life of innovation, disruption, creative problem-solving, collaboration and strategic
thinking. No matter which path they choose, students will take with them the mindset of an
entrepreneur and face the future prepared.

In 2018, AgriFutures signed a contract with Phronesis Academy (Co-Founder Jo Burston) for
it to sponsor a pilot program entitled the ‘AgriFutures startup.business: Entrepreneurial
learning in action for students in rural and regional Australia’. The program was designed to
provide entrepreneurial thinking to address problems in agriculture and helps to facilitate
interactions with local businesses to provide a learning context.

Phronesis was to develop and deliver the initial pilot program in 2018, and drive publicity for
the program supported by AgriFutures. Jointly with AgriFutures, the program was promoted
to the target market, successful schools approved, and a teacher from each school was
trained. The pilot program was delivered to seven schools in 2018, followed by a further
seven schools in 2019 and five schools in 2020.

The programs provided for mentoring, workplace visits and industry and school collaboration,
creating long-term connection and alignment between educators, industry and community
(especially agriculture). The programs also provided a meaningful context for student
learning with a clear vision of the opportunities available for life after school. The
startup.business Entrepreneurial Learning in Action programs were delivered by teachers in-
curriculum and are designed for secondary students.

The program consists of six core modules, the delivery of which is flexible: from 2 days a
week over a term, 1 day over 2 terms, or even as an after school extra-curricular activity. The
modules guide students through the entrepreneurial journey as they identify local, global, or
industry problems and then build a business idea to deliver a sustainable solution. They then
pitch their ideas to a panel of judges from the local community during a ‘Shark Tank’ style
competition. Winning teams from each school are then invited to compete in a national pitch
competition that takes place during the National Brilliant Business Kids Festival in Sydney
each November.

The qualitative review of AgriFutures investment in startup.business can be found in
Appendix 4: A Review of AgriFutures Investment in startup.business.
5) Country to Canberra

Originally founded in 2014, Country to Canberra (C2C) is a not-for-profit organisation that runs programs that provide education, leadership and mentorship opportunities to regional, rural and remote teenage girls. Strategies include:

(1) Empowering future leaders - to empower young rural women (between 13 – 18 years) living in regional, rural and remote Australia to pursue leadership opportunities at school and within their community, by providing skill-building, networking and education opportunities, and by inspiring self-belief,
(2) Gender equality - to actively work to achieve gender equality, by increasing youth discourse and awareness about gender equality issues in rural Australia, and by targeting programs to improve gender equality outcomes,
(3) Mentorship - to facilitate and offer mentorship and sponsorship opportunities to young rural women to build their skills, networks and capabilities, and
(4) Increasing participation in decision-making - to encourage more young rural women to participate in leadership and decision-making in their chosen field, whether it be politics, primary industries, business, education or any other avenue.

Each year, C2C runs an Australia-wide leadership competition that engages hundreds of high-school students and their communities. C2C winners are sponsored by C2C funding partners and are awarded a five-day 'Power Trip' to Canberra where they meet politicians and Chief Executive Officers (CEOs), receive leadership and public speaking training, tour Parliament and have the opportunity to have their leadership competition entry published. Winners also receive access to a mentor and to the C2C alumni network to ensure they are supported in the longer-term. The program specifically aims to empower young rural women to reach their leadership potential.

As part of the sponsorship agreement, AgriFutures representatives/executives received invitations to the C2C Power Trip events including the Powerful Women’s Breakfast and the Power Panel. Further, AgriFutures was entitled to promote its activities, have a representative speaker at the one-hour Power Panel to highlight AgriFutures impact, and speak at, or contribute to, C2C leadership day workshops.

The qualitative review of AgriFutures investment in C2C can be found in Appendix 5: A Review of AgriFutures Investment in Country to Canberra.

6) The Gary Sansom Scholarship

The Gary Sansom Scholarship is a postgraduate scholarship designed to support the pursuit of the AgriFutures Chicken Meat Program industry priorities. The scholarship was established in honour of former AgriFutures Chicken Meat Advisory Panel Chair and Australian Chicken Meat Federation President, Gary Sansom.

The scholarship aims to uncover future chicken meat industry leaders, providing funding and support to enable them to make their future mark on the industry. The scholarship identifies high quality students and, with the support of a generous bursary, allows one successful candidate each year to foster a career pathway in the chicken meat industry and support industry-relevant research. The Gary Sansom Scholarship is open to Australian citizens and permanent residents undertaking a PhD, Masters, Honours degree or equivalent in an appropriate discipline.

Each successful scholar receives a bursary of up to $35,000 for living expenses and undertakes a research project that contributes applied outcomes to the production of chicken
meat in Australia. As part of the scholarship, the successful student each year has access to an industry supervisor to support their study and career pathway.

Also, scholarship holders have access to PoultryGrad. PoultryGrad is a networking initiative that provides students with the opportunity to meet people from the chicken meat industry and students from other universities. The event enables them to discuss their future careers, build peer networks and focus on how their research can benefit the poultry industry.

The scholarship program was launched in 2016 and three rounds of scholarships have been completed to date.

The qualitative review of AgriFutures investment in the Gary Sansom Scholarship can be found in Appendix 6: A Review of AgriFutures Investment in the Gary Sansom Scholarship.

7) The Australian Rural Leadership Program

The Australian Rural Leadership Program (ARLP) was conceptualised by the Rural Industries Research and Development Corporation (RIRDC, now AgriFutures Australia) in 1991 and 1992. RIRDC wanted to encourage the development of new rural industries and regional communities. The RIRDC board wanted to create an organisation that could influence a change across Australian rural industries as a whole, and rural communities in general. The board concluded that a key difference between successful rural communities and those perceived as failing was not due to inherent natural resources or strategic position, but to an individual or group of individuals. Such individuals/groups were coming forward and taking on leadership roles (Australian Rural Leadership Foundation (ARLF), n.d.).

From this idea, the Australian Rural Leadership Foundation (ARLF) was formed and registered with the Australian Securities and Investments Commission in September of 1992. The ARLF is a not-for-profit organisation that aims to develop leaders for rural, regional, and remote Australia.

The ARLP is the foundational program coordinated by the ARLF. The 15-month program involves participants undertaking a series of five face-to-face leadership sessions across Australia and Asia and engaging with peers and the program Alumni network in-between sessions to apply their learning. Successful ARLP applicants receive a $50,000 (ex. GST) scholarship and have to contribute $5,000 themselves (ex. GST) toward program costs and for lifetime membership of the ARLP network (ARLF, 2020).

Activities of the Program aim to develop participants’:

(1) Personal effectiveness,
(2) Understanding of ethics, values and social responsibility,
(3) Leadership thinking,
(4) Industry, community and regional engagement, and
(5) Ongoing diverse relationships for peer support across sectors and regions.

The qualitative review of AgriFutures investment in the ARLP can be found in Appendix 7: A Review of AgriFutures Investment in the Australian Rural Leadership Program.

8) The National Farmers’ Federation Diversity in Agriculture Leadership Program

The National Farmers’ Federation (NFF) Diversity in Agriculture Leadership Program (DiALP) is a mentoring program that aims to develop the leadership skills and confidence of women (25 years of age and over) with a passion for agriculture who aspire to be leaders within the agricultural sector.
Mentees are women from across the country with different areas of interest and different career and leadership journeys to date. The program matches 'aspiring female leaders' with mentors (men and women) who are already accomplished leaders, have demonstrated a high level of achievement in their industry and would like to share some of their experiences.

The DiALP is supported by leading agriculture-focused organisations, including AgriFutures Australia, who have made a commitment with the NFF to make meaningful change towards gender diversity within the leadership ranks of their industry (NFF, 2020).

The qualitative review of AgriFutures investment in the NFF DiALP can be found in Appendix 8: A Review of AgriFutures Investment in the National Farmers’ Federation Diversity in Agriculture Leadership Program.

9) The Nuffield Australia Scholarship Program

The Nuffield Australia Farming Scholarship Program is a unique program that awards primary producers with a scholarship to travel and study an agricultural topic of choice. Scholars are selected annually on merit as people who are committed and passionate about farming or fishing, are at the leading edge of technology uptake and potential future leaders in the industry.

Each scholarship is worth approximately $30,000 and the scholarships enable participants in the program to:

1) Research a topic they believe will add value to the Australian agricultural industry,
2) Become a member of Nuffield to promote agriculture and related issues, and
3) Become a member of a worldwide network of more than 1,800 scholars (alumni).

The qualitative review of AgriFutures investment in the Nuffield Australia Scholarship Program can be found in Appendix 9: A Review of AgriFutures Investment in the Nuffield Australia Scholarship Program.

10) Heywire

Heywire is an online platform developed by the ABC for creative young leaders from rural Australia to share their stories. Heywire was initiated in 1997 and is now in its 23rd year. The Forum gives rural youth a voice in their communities and promotes concerns and ideas that are important to youth in rural, regional and remote Australia.

Heywire runs a yearly competition “calling out” for stories from regional and rural Australia. The best stories are selected by ABC stations around the country and are professionally produced alongside ABC staff. The stories air on ABC Local Radio, Radio National and Triple J.

A key finding of an earlier review was that the Heywire program provided an opportunity for young rural people to develop leadership skills and knowledge that was used to drive community, social and economic development.

The current assessment provides information on Heywire activities covering the 5 years 2015 to 2019. The qualitative review of AgriFutures investment in Heywire can be found in Appendix 10: A Review of AgriFutures Investment in Heywire.
Arena 1 Outcomes

The following section summarises the key outcomes of the ten relevant Arena 1 Programs based on the individual Program reviews. For further detail please refer to the Program reviews in Appendices 1 to 10.

1) RWA Outcomes:

- RWA winners used the Award to undertake a range of activities that have contributed to:
  - The promotion of women in rural business, particularly as leaders.
  - The development of innovative concepts, models and tools driven by, and focused on, rural and regional women, businesses and communities.
  - International networking and learning.
- RWA winners are contributing to positive change in their own professional organisations and in their local communities. They also continue to contribute to the positive reputation of rural women and of AgriFutures.
- RWA winners are leaders in their fields and continue to pursue personal and professional development.

2) Horizon Scholarship Outcomes:

- Horizon Scholarship holders are likely to have continued involvement and/or careers in Australian agriculture or agriculture-related fields.
- Horizon Scholarship holders that pursue academic/research based careers are likely to contribute to future agricultural science and research capacity.

3) Ignite Network Outcomes:

AgriFutures investment in Ignite Network, the Advisory Panel and the AICD Program over the past three years is likely to have contributed to the following outcomes/potential outcomes:

- An additional effective communication channel for AgriFutures and its clientele, leading to increased participation in programs and events.
- Facilitation of increased contact between those working within the agricultural sector.
- Potential for delivery of policy advice to AgriFutures.
- Potential for an increase in effective leadership and problem solving ability in agricultural businesses and associated industry organisations.
- Improved governance contribution by those currently in management and representative positions.
- Contribution to an increased capability to effectively fill future governance positions on Statutory, NGO, community organisations, and Private Sector Boards.

4) startup.business Outcomes:

- Increased exposure of mid-term high school students to agribusiness and agricultural industry issues.
- Potential influence in later high school years regarding subject choice in business and economic orientated subjects.
- Potential for exposing the challenges of agriculture to high school students.
• Encouragement of increased interest in the challenges faced by agricultural production and processing businesses.
• Student encouragement of a more entrepreneurial approach to solving future issues faced by agricultural businesses and agricultural industries.

5) C2C Outcomes:
• C2C sponsored students are likely to have gone on to further study (e.g. undergraduate university degrees) and/or pursued careers with a focus on rural industries such as agriculture.
• C2C events also are likely to have increased the profile of young women in rural and regional Australia within Australian organisations including Government.

6) Gary Sansom Scholarship Outcomes:
• Potential for future productivity gains in the chicken meat industry if specific amino acid production from natural resource material were exploited commercially.
• Future potential for reduced poultry industry skill and labour constraints.
• Identification of increased knowledge and pathways by which the layer hen environment can impact on the eggs produced and affect chicken broiler growth performance, so driving the potential for future net profitability gains for the industry.
• Overall, the investment in the two PhD scholarships has resulted in an increased research capacity as well as potential future potential productivity gains in the chicken meat industry. The support for the Honours thesis has addressed the important issue of labour shortages in the Australian poultry industry.
• The scholarships have provided the likelihood of an increase in future income earning capacity of scholarship holders.

7) ARLP Outcomes:
• ARLP scholarship holders have improved their leadership skills and decision-making.
• Scholarship recipients have taken a more active leadership role within their local regional/rural communities.
• ARLP participants now are contributing to positive change in their own professional organisations and in their local communities.
• ARLP participants continue to pursue personal and professional development (including leadership development) as well as encourage others within their influence.

8) NFF DiALP Outcomes:
• NFF DiALP participants holders have improved their leadership skills, professional confidence, and decision-making abilities.
• NFF DiALP participants have taken a more active and more effective leadership role within their local regional/rural communities.
• NFF DiALP participants are contributing to positive change in their own professional organisations and in their local communities.
• NFF DiALP participants continue to pursue personal and professional development, including through their appointment to additional leadership roles in Australian agriculture such as representation on the Board of Directors of various organisations.
• Annual audits of AgriFutures’ inclusion of female leaders in their own senior team have showed an overall reduction in the representation of women in AgriFutures
leadership since the initial audit in 2018. However, in 2020, AgriFutures renewed NFF DiALP pledge stated that the organisation plans:

“…to continue to support women in agriculture to develop their leadership skills, experience and confidence and to work with our industry partners to facilitate their smooth transition into leadership roles including membership on our AgriFutures Advisory Panels.”

9) Nuffield Scholarship Outcomes:

- 2018 Nuffield Scholarship recipient Emma O’Flaherty implemented the findings of her research in her role as laying area manager of a poultry business in England in 2019. Emma was able to be a mentor for the farm managers and improve laying strategies and practices.
- In England, all farms that implemented changes because of Miss O’Flaherty’s research saw at least a small drop in floor eggs and some saw as much as a 7% drop.
- To date, no poultry businesses in Australia are known to have adopted new and/or improved laying strategies and practices as a result of Emma O’Flaherty’s research.

10) Heywire Outcomes

The broadcasting by the ABC of the example ideas of young regional and rural people, together with the winners’ participation in the annual Heywire Regional Youth Summit, are likely to provide a number of outcomes, including:

- Increased confidence and a sense of purpose to the individual telling their stories, resulting in confirmation of their intended pathway in life or confirmation of changes required,
- Sharing of ideas with other rural youth and sponsor organisations at the youth summit also have contributed to opportunities for further development,
- Making sure the voices of young people across Australia and their ideas are heard by other Australians including those in decision-making and/or leadership positions,
- Giving prominence to ideas and life pathway changes and behaviour that may be inspirational to other young people,
- Identification of potential opportunities for further development by individuals, communities, the private sector, not-for profit organisations, and governments.
Arena 1 Impacts

The following section has two components:

1. A summary of the potential economic and social impacts from the AgriFutures investment in each of the ten component Arena 1 Programs.
2. Synthesis of the impacts across the ten Program areas into key impact types for the overall Arena 1 investment.

Please refer to Appendix 1 to 10 for detailed information regarding the review and impact assessment for each Arena 1 Program.

Summary of Arena 1 Program Level Impacts

1) RWA Potential Impacts:

AgriFutures investment in the RWA from 2015/16 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

- Increased productivity and resilience for rural and regional businesses through:
  - Increased knowledge and personal capacity from networking and access to learning and development opportunities,
  - The development of innovative concepts, models and tools, and
  - Implementation of novel and/or improved practices discovered through networks and international learning.
- Potentially, increased incomes for RWA recipients driven by enhanced career potential through the positive reputation of the RWA, prestige of being a recipient of the RWA, increased skills and knowledge, and improved leadership skills.

Indirect/Secondary Impacts

- Increased wellbeing and resilience for rural and regional communities.
- Increased capacity of individuals influenced by the RWA recipients.
- Increased gender diversity in rural and regional business.
- Increased interest in the RWA by both potential applicants and potential funding partners through enhanced reputation of the RWA.

2) Horizon Scholarship Potential Impacts:

AgriFutures investment in the Horizon Scholarship program from 2015/16 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

- An increased number of educated young people pursuing careers and/or research in agriculture and/or agriculture-related fields.
- Increased income potential for Horizon Scholars through increased personal and professional capacity.
Indirect/Secondary Impacts

- Increased science and research capacity in Australian agriculture and/or agriculture-related sectors.
- Increased long-term productivity and resilience for the Australian agriculture sector through increased or maintained capability and capacity in the sector.

3) Ignite Network Potential Impacts:

AgriFutures investment in the Ignite Network and Advisory Panel from 2017/18 to 2019/20 is likely to have contributed to the following impacts:

Direct Impacts:

- Improved prioritisation of agricultural productivity constraints and associated research investment in agricultural industries and management of natural resources.

Indirect Impacts:

- Increased facilitation and exchange of ideas leading to improved management of agricultural businesses leading to increased business profits.
- An improvement in regional/community, industry governance and government policies that better address future agricultural issues.

4) startup.business Potential Impacts:

AgriFutures investment in startup.business from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

- Increased capacity of students to frame and address agribusiness and agricultural industry issues and challenges through an innovative and entrepreneurial approach.
- A higher interest in agriculture and agricultural businesses by high school students subjected to the course. This is supported by the answers to the following teacher survey question: “What is the likelihood that the program may have advanced agriculture as an industry of future interest to some of the participating students?” Five of the eight teacher respondents answered “likely or very likely” with two responding unlikely.

Indirect/Secondary Impacts

- An increase in pursuit of tertiary education in business and agricultural industries.
- An increased number of high school students later pursuing potential solutions to technical innovation to advance agricultural productivity based on careful definition and description of the issue faced.
- Increased interest and later involvement in entrepreneurship associated with agricultural business and agricultural industry.
- Potential for more effective leadership and problem solving ability of those students who later join the agricultural business and industry workforce in various capacities.
5) C2C Potential Impacts:

AgriFutures investment in the C2C Program from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

- Increased personal and professional capacity for young women through mentorship and participation in other C2C Power Trip events.
- An increased number of young women pursing study and/or careers in agriculture and/or agriculture-related fields.

Indirect Impacts

- Increased long-term productivity and resilience for the Australian agriculture sector through increased or maintained capability and capacity in the sector.
- Increased science and research capacity in Australian agriculture and/or agriculture-related sectors.

6) Gary Sansom Scholarship Potential Impacts

The investment in the three Gary Samson scholarships awarded in 2017, 2018 and 2019 has provided impacts and potential impacts to the Australian chicken meat industry, and in one case the overall poultry industry (the B Sc Honours thesis investment).

Direct Impacts

- The scholarships have attracted the three successful applicants to enter, or remain in, the agricultural sector.
- Future personal income earning ability of scholarship holders has been increased.
- Potential for reduced labour shortages in poultry industry via increased understanding of reasons why entry to the poultry industry is not a high priority among youths and school leavers and a set of strategies to address the issues.

Indirect impacts

- The scholarships have built research capability in the area of chicken meat nutrition and increased the research capacity in the poultry industry more generally.
- Some of the potential impacts (e.g. the productivity gains) may only be evident in the longer term. However, this is the nature of investment in PhD degrees, as they are basically a training degree to enhance future research capacity. Immediate applications of knowledge produced by such research is rare.
- Also, in the longer term, the scholarships potentially have contributed to enhanced leadership capability in the agricultural sector.
7) ARLP Potential Impacts:
AgriFutures investment in the ARLP from 2015/16 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts
- Increased leadership capacity for the five ARLP scholarship recipients.
- Potentially, increased incomes for ARLP scholarship recipients through enhanced career potential.

Indirect Impacts
- Increased leadership capacity of individuals within the influence of the five original ARLP scholarship recipients.
- More productive and resilient rural/regional Australian businesses and, therefore, communities.
- Increased interest in the ARLP by both potential applicants and potential sponsors through enhanced reputation of the ARLP.

8) NFF DiALP Potential Impacts:
AgriFutures investment in the NFF DiALP from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts
- Increased leadership capacity for the five NFF DiALP participants.
- Potentially, increased incomes for NFF DiALP participants through enhanced career potential, increased capability, and improved professional networks.

Indirect Impacts
- More productive and resilient rural/regional Australian businesses and, therefore, communities.

9) Nuffield Scholarship Potential Impacts:
AgriFutures investment in the Nuffield Scholarship Program from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts
- Potentially, increased future income for Nuffield Scholars (in this case, Emma O’Flaherty) through enhanced career potential and increased capability.
- Increased productivity and/or profitability for some poultry farms in England through reduced incidence of floor eggs and therefore reduced production losses.

Indirect Impacts
- Potentially, increased productivity and/or profitability for some Australian poultry farms through future adoption of the research findings to reduce incidence of floor eggs.
10) Heywire Potential Impacts:

Direct Impacts

Direct impacts include impacts on individuals and communities (includes both regional winners and other young people who they may have influenced), for example:

- Increase in wellbeing of a range of young people in rural and regional Australia.
- Greater confidence in their selected life pathway choices.
- Likelihood of undertaking further study and gaining tertiary qualifications.
- Likelihood of developing leadership roles later in life.

Indirect Impacts

- Earlier and increased investment in ideas and opportunities that will benefit rural and regional Australia.

Synthesis of Arena 1 Key Impact Types

The range of individual impacts identified in the reviews of each individual Arena 1 component program were integrated to describe the key impact types of the overarching Arena 1 investment. Figure 1 and Figure 2 show the likely pathways to impacts for the AgriFutures funded/led capability and capacity building programs and the AgriFutures supported programs respectively.

Pathways to Impact

Following the pathways to impact diagrams, Table 1 summarises the impact types identified for the AgriFutures Arena 1 investment aggregated over the period 2015/16 to 2019/20. Table 1 also shows which of the ten component Programs reviewed are likely to have contributed to each impact type.
Figure 1: Pathways to Impacts for the AgriFutures Arena 1 Investment (AgriFutures Funded/Led Programs)

**Rural Women’s Award**
- ROSA alumnus: Their role is to undertake a range of activities that have contributed to:
  - Increased wellbeing for individuals, including increased earning capacity because of enhanced personal and professional capability
  - Increased social equity and reduced conflict
  - Increased knowledge and research capacity
  - More efficient and/or effective use of government and/or industry resources
  - Maintained or enhanced long-term capability and capacity in agricultural and agriculture-related industries and research
  - Increased long-term productivity and/or resilience for rural/ regional businesses and industries
  - Improved community capacity and capability
  - Increased wellbeing and resilience for rural/ regional communities
  - Improved wider community perceptions of rural/ regional businesses and industries
  - Other/ un-categorised

**AgriFutures Arena 1 – People & Leadership**
- AgriFutures Funded/Led Capability & Capacity Building Programs

**Ignite Network**
- An additional effective communication channel for AgriFutures and its clientele, leading to increased participation in programmes and events.
- Facilitation of increased contact between those working within the agricultural sector.
- Potential for delivery of policy advice to AgriFutures.
- Potential for role as an increasing effective leadership and problem-solving ability in agricultural businesses and associated industry organisations.
- Improved governance contribution by these entities in management and representative positions.
- Contribution to an increased capability to effectively fill governance positions on statutory, NPO, community organisations, and Private Sector Boards.

**Country to Canberra**
- COC sponsored students are likely to have gone on to further study (e.g. undergraduate university degrees), and/or pursued careers with a focus on rural industries such as agriculture.
- COC events also help to increase the profile of young women in rural and regional Australia with Australian organisations including Government.

**Horizon Scholarship Program**
- Horizon Scholarship holders are likely to have continued involvement and/or careers in Australian agriculture or agriculture-related fields.
- Horizon Scholarship holders that pursue academic/research-based careers are more likely to agricultural science and research capacity.

**startups.business**
- Increased eagerness of modern high school students to agriculture and agricultural industry topics.
- Potential influence in later high school years regarding subject choice in business and economic-related subjects.
- Potential for exposing the challenges of agriculture to high school students.
- Encouragement of increased interest in the challenges faced by agricultural production and processing businesses.
- Student encouragement of a more entrepreneurial approach to solving issues faced by agricultural businesses and agricultural industries.

**Gary Sansom Scholarship Program**
- Potential for future productivity gains in the chicken meat industry if specific amino acid production from natural resource material were exploited commercially.
- Future potential for reduced poultry industry skill and labour constraints.
- Identification of increased knowledge and pathways by which the layer hen environment can impact on the eggs produced and effect chicken broiler growth performance, so driving the potential for future net protein gains for the industry.
- Overall, the investment in the two PhD scholarships has resulted in increased research capacity as well as potential future potential productivity gains in the chicken meat industry. The support for the Honours scheme has addressed the important issue of labour shortages in the Australian poultry industry.
Figure 2: Pathways to Impacts for the AgriFutures Arena 1 Investment (AgriFutures Supported Programs)

**Australian Rural Leadership Program**
- ARLP scholarship holders have improved their leadership skills and decision making.
- Scholarship recipients have taken a more active leadership role within their local/regional communities.
- ARLP participants now are contributing to positive change in their own professional organisations and in their local communities.
- ARLP participants continue to pursue personal and professional development (including leadership development) and encourage others within their influence.

**Nuffield Australia Scholarship Program**
- 2018 Nuffield Scholarship recipient Emma O’Flaherty implemented the findings of her research in her role as a regional manager of a poultry business in England in 2019. Emma was able to be a mentor for the team managers and improve their laying strategies and practices.
- In England, all farms that implemented changes because of Mike O’Flaherty’s research saw at least a small drop in floor eggs and some saw as much as 7% drop.
- To date, no poultry businesses in Australia are known to have adopted any of the improved laying strategies and practices as a result of Emma O’Flaherty’s research.

**Increased wellbeing for individuals, including increased earning capacity because of enhanced personal and professional capability**

**Increased social equity and reduced conflict**

**Increased knowledge and research capacity**

**More efficient and/or effective use of government and/or industry resources**

**Maintained or enhanced long-term capability and capacity in agricultural and agriculture-related industries and research**

**Increased long-term productivity and/or resilience for rural/ regional businesses/ industries**

**Improved community capacity and capability**

**Increased wellbeing and resilience for rural/ regional communities**

**Improved wider community perceptions of rural/ regional businesses and industries**

**Other/un-categorised**

---

**National Farmers’ Federation Diversity in Agriculture Leadership Program**
- NFF D&LP participants holders have improved their leadership skills, professional confidence, and decision-making abilities.
- NFF D&LP participants have taken a more active and more effective leadership role within their local/regional communities.
- NFF D&LP participants continue to contribute to positive change in their own professional organisations and in their local communities.
- NFF D&LP participants continue to pursue personal and professional development, including through their appointment to additional leadership roles in Australian agriculture such as representation on organisations’ board of directors.
- Annual audits of AgriFutures’ inclusion of female leaders in their own senior team have shown an overall reduction in the representation of women in AgriFutures’ leadership since the initial audit in 2018. However, in 2020, AgriFutures renewed its D&LP pledge stating that the organisation plans:
  1. To continue to support women in agriculture to develop their leadership skills, experience, and confidence and to work with our industry partners to facilitate their smooth transition into leadership roles including membership on our AgriFutures’ Advisory Panel.

---

**Heywire**
- Increased confidence and a sense of purpose for the individual telling their stories, resulting in confirmation of their intended pathway in life or confirmation of changes required.
- Making sure the voices of young people across Australia and their ideas are heard by other Australians including those in decision-making and/or leadership positions.
- Giving prominence to ideas and life pathway changes and behaviour that may be unprecedented to other young people.
- Identification of potential opportunities for further development by individuals, communities, the private sector, not-for-profit organisations, and governments.
### Program Contribution to Key Impact Types

**Table 1: Key Impact Types from the AgriFutures Arena 1 Investment**

<table>
<thead>
<tr>
<th>Impact Type</th>
<th>Arena 1 Program</th>
<th>AgriFutures Funded/Led Programs</th>
<th>Programs Supported by AgriFutures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RWA</td>
<td>Horizon</td>
<td>Ignite Network</td>
</tr>
<tr>
<td>Increased wellbeing for individuals, including increased earning capacity</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>because of enhanced personal and professional capacity and capability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased social equity and reduced conflict</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Increased knowledge and research capacity</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>More efficient and/or effective government policy and use of resources</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Maintained or enhanced long-term capability and capacity in agricultural</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>and agriculture-related industries and research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased long-term productivity and/or resilience for rural/ regional</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>businesses/industries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved community capacity and capability (e.g. community leadership,</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>communication, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased wellbeing and resilience for rural/ regional communities</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved wider community perceptions of rural/ regional businesses and</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>industries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other/un-categorised(^a)</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) This includes improved regional/community, industry, and governance and government policies that better address future agricultural issues (Ignite Network), and increased productivity and/or profitability for some poultry farms in England through reduced incidence of floor eggs and therefore reduced production losses (Nuffield Scholarship).
Nominal Investment

Table 2 shows the total annual investment made by AgriFutures across the ten component Arena 1 programs for the relevant evaluation periods.

Table 2: Total Annual AgriFutures Investment in the Ten Arena 1 Component Programs over the Relevant Evaluation Periods (nominal $)

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>Total AgriFutures Investment ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>862,560</td>
</tr>
<tr>
<td>2017</td>
<td>809,193</td>
</tr>
<tr>
<td>2018</td>
<td>1,653,186</td>
</tr>
<tr>
<td>2019</td>
<td>1,635,539</td>
</tr>
<tr>
<td>2020</td>
<td>914,354</td>
</tr>
<tr>
<td>Total</td>
<td>5,874,833</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department

Program Management Costs

For the AgriFutures investment, the cost of managing the AgriFutures Arena 1 funding was added to the AgriFutures contribution for the project via a management cost multiplier (x1.40). This multiplier was estimated based on the ratio of total AgriFutures cash expenditure to research project expenditure reported in the AgriFutures Cash Flow Statement (AgriFutures Australia, Annual Report, 2019 & 2020). This multiplier then was applied to the nominal investment by AgriFutures shown in Table 2.

Real Investment and Extension Costs

For purposes of the investment analysis, the investment costs of all parties were expressed in 2019/20 dollar terms using the Implicit Price Deflator for Gross Domestic Product (Australian Bureau of Statistics, 2020). No additional costs of extension were included as the program costs that make up the total AgriFutures costs in Table 2, along with costs associated with broader program activities and extension, were already included or were accommodated via specific assumptions used in the valuation of the respective impacts.
Valuation of Impacts

Impacts Valued

Analyses were undertaken for total benefits that included future expected benefits.

Ten impact types were identified for the overall Arena 1 investment (see Table 1). Of these ten impacts, six were valued in monetary terms. The six impacts valued were:

1) Increased wellbeing for individuals, including increased earning capacity because of enhanced personal and professional capacity and capability
2) Increased knowledge and research capacity
3) More efficient and/or effective government policy and use of resources
4) Increased long-term productivity and/or resilience for rural/regional businesses/industries
5) Increased wellbeing and resilience for rural/regional communities
6) Improved wider community perceptions of rural/regional businesses and industries

The nature of the Arena 1 investment in funding capability and capacity building programs, necessitated the formation of some broad and somewhat uncertain assumptions to place monetary values on some of the impacts. Further, baseline data for the capability and capacity building impacts identified for valuation were often scarce, not directly applicable, and/or outdated. Thus, a high degree of conservatism was used when finalising assumptions.

Valuation of Impact 1: Increased wellbeing for individuals including increased earning capacity

A number of AgriFutures Arena 1 programs have contributed to increased wellbeing for individual participants. This impact was driven by factors such as increased knowledge, increased professional capacity, enhanced leadership skills, professional networking, and access to learning and development opportunities including support for tertiary and postgraduate study, as well as industry-based research and development opportunities.

Key benefits of such investments include upskilling individuals and enhancing industry capacity to exploit opportunities as they arise. While these benefits are apparent, measuring them in monetary terms is challenging. Previous research on return on investment in education indicates that there are several benefits from research training and education. Benefits for individuals can be measured through higher salaries (Holbrook, Wixted, Chee, Klingbeil, & Shaw-Garlock, 2009). While there is a scarcity of studies on the return to tertiary education such as masters or doctoral degrees, Mariotti and Meinecke (2011) estimated that the return to education in Australia was 8.1% for Australian school graduates.

From the international literature, in the UK, Blundell et al. (1999) found that the average annual return to a first degree ranged from 5-8% for men and 10-13% for women compared to an A-level qualification. Trostel (2007) estimated that compared to a high school qualification there were premiums of US$51,781 for a Bachelor’s degree, US$10,323 for a master’s degree and $70,714 for professional and doctorate degrees in 2005 in the US. However, these premiums are sensitive to the supply of post-graduate degree holders in the market and the specific subject areas/ professions. Additionally, the returns to individuals working in the private sector are higher than those in the public/government sector (Psacharopoulos, 1993). The concept of rate of return on investment in further education is
similar to any other investments and it requires an assessment of costs (expenditure on educational training) and benefits (additional salary).

A 2019 Australian graduate outcomes survey reported that the median salary in 2019 for employed, full-time individuals with an undergraduate degree was $62,600, $85,300 for postgraduate research degree, and $90,000 for a postgraduate research degree (Quality Indicators for Learning and Teaching (QILT), 2019). The median full-time salary for an Australian with an undergraduate degree in agriculture and environmental studies was approximately $60,000 in 2019 (QILT, 2019). Further, the Australian agriculture, forestry and fisheries industry employs approximately 363,100 persons and median weekly earnings\(^2\) for the sector were estimated at $1,038 per week (Australian Government, 2020).

Based on the outcomes and impacts identified through the Arena 1 review and impact assessment, nine of the ten AgriFutures Arena 1 component programs are likely to have contributed, either directly or indirectly, to increased wellbeing for program participants (see Table 1, Figure 1, and Figure 2). The contributing programs include:

- Rural Women’s Award (and Alumni)
- Horizon Scholarship program
- startup.business
- Country to Canberra
- Gary Sansom Scholarship
- Australian Rural Leadership Program
- National Farmers’ Federation Diversity in Agriculture Leadership Program
- Nuffield Australia Scholarship Program
- Heywire

Two of nine Arena 1 programs contributed directly to tertiary or postgraduate study (Horizon Scholarship Program, Gary Sansom Scholarship), other programs enabled participants to undertake projects and/or research for their areas or industries of interest and/or enhanced participants’ skills, leadership capacity, and professional networks/ opportunities. Over the investment period evaluated, 333 individuals participated, were awarded scholarships/ bursaries, or received other support through the nine listed AgriFutures Arena 1 programs.

As an estimate of the increased wellbeing derived by the program participants, it was assumed that, each participant/ winner/ scholarship holder would benefit through an increase in average salary over what they would have received had they not participated in the AgriFutures supported capability and capacity building programs.

Specific assumptions for the valuation of Impact 1 are reported in Table 4.

**Valuation of Impact 2: Increased knowledge and research capacity**

Four of the AgriFutures Arena 1 component programs were identified as having contributed, either directly or indirectly, to increased knowledge and research capacity particularly for agriculture or agriculture-related industries. For example, two of the three postgraduate scholars awarded the Gary Sansom Scholarship have undertaken research that has created new scientific knowledge and research capacity for the Australian poultry/ chicken meat industry. On the other hand, AgriFutures support for the Country to Canberra Program is likely to encourage young women to undertake additional tertiary study in areas related to

---

\(^2\) The Australian Bureau of Statistics defines weekly earnings in this case as the amount of ‘last total pay’ (i.e. before taxation, salary sacrifice and other deductions had been made) from wage and salary jobs (see: https://www.abs.gov.au/methodologies/characteristics-employment-australia-methodology/aug-2020).
rural industries and issues. The four programs that are likely to have contributed to this impact are:

- Horizon Scholarship program
- Country to Canberra
- Gary Sansom Scholarship
- Nuffield Australia Scholarship Program

Such increases to scientific knowledge and research capacity are likely to underpin maintained or increased returns to future research. The total average annual investment in rural RD&E funded through the 15 Australian rural research and development corporations (RDCs) was estimated at $593.24 million (five-year average, 2013/14 to 2017/18, nominal dollar terms) (Agtrans Research, 2019). However, other rural industries RD&E is funded by state and territory governments and privately by industry. Thus, a figure of $593.24 million for Australia expenditure on rural RD&E is an underestimate of total expenditure on rural RD&E.

Aggregate analyses of the performance of Australian RD&E investments funded by the 15 rural research and development corporations found that the weighted average benefit-cost ratio (BCR) for rural research was approximately 4.5 to 5.5 to 1 (Agtrans Research; AgEconPlus; EconSearch, 2016; Agtrans Research, 2019). It was assumed that the AgriFutures investment in the Arena 1 programs contributed to the maintenance of the return on investment to rural research.

Specific assumptions for the valuation of Impact 2 are reported in Table 5.

**Valuation of Impact 3: More efficient/ effective government policy and use of resources**

Australian farmers are some of the least subsidised in the world. As measured by the Organisation for Economic Cooperation and Development (OECD), just over 2% of Australian farmer revenues in 2016 to 2018 were derived from government support. Australia has reformed its approach to agricultural support over time, in line with national competition policy and other pro-competitive reforms and consistent with World Trade Organisation (WTO) obligations. Government support is now dominated by investments in sector capacity, such as R&D. Where direct farm support is provided, it is concentrated on risk management tools to help manage Australia’s uniquely variable climate (Greenville, 2020).

Two AgriFutures Arena 1 programs were expected to contribute, either directly or indirectly, to more efficient and/ or effective government policy and use of resources. The two programs likely to contribute to this impact were:

- The Ignite Network (and Advisory Panel)
- Heywire

The gross value of Australian agricultural production (GVP) was approximately $62.208 billion in 2018/19 (National Farmers’ Federation, 2018). Based on this total, government assistance to agriculture was estimated to be $1.244 billion for the same year (2% of GVP). It was assumed that the programs would result in a reduction in future government assistance for agriculture through improved prioritisation of agricultural productivity constraints and associated research investment in agricultural industries and management of natural resources, and earlier and increased investment in ideas and opportunities that will benefit rural and regional Australia.

Specific assumptions for the valuation of Impact 3 are reported in Table 6.
Valuation of Impact 4: Increased long-term productivity/ resilience for rural industries

Six of the ten Arena 1 component programs were identified as having potentially contributed, either directly or indirectly, to future increases in productivity for rural industries and enhanced industry resilience, that is, the ability to ‘bounce back’ after periods of difficulty. For example, the RWA contributed to increased productivity and resilience for rural and regional businesses through:

- Increased knowledge and personal capacity from networking and access to learning and development opportunities,
- The development of innovative concepts, models and tools, and
- Implementation of novel and/or improved practices discovered through networks and international learning.

The six contributing Arena 1 programs included:

- Rural Women’s Award (and Alumni)
- The Ignite Network (and Advisory Panel)
- Gary Sansom Scholarship
- Australian Rural Leadership Program
- National Farmers’ Federation Diversity in Agriculture Leadership Program
- Nuffield Australia Scholarship Program

For the Arena 1 impact assessment, net farm income was selected as a conservative measure of wider total farm to consumer profits that would include transport, processing, marketing, etc. Across all broadacre industries in Australia the long-term average (10-year) farm cash income\(^3\) was estimated at $158,000 per farm per year (Martin & Topp, 2020) and there are approximately 85,483 agricultural businesses in Australia (National Farmers’ Federation, 2018). It was assumed that the AgriFutures Arena 1 investment has contributed to an increase in the average net farm income for the Australian agricultural sector.

It is worth noting that the estimated average farm cash income does not include any return to capital or owners’ labour. Further, based on information produced by the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), the farming sector contributes some 20 to 50% of retail prices of food in Australia depending on the degree of processing and the extent of competition along the supply chain (Nguyen, Mobsby, & Goesch, 2016). Over the longer-term, changes to net farm income are likely to reflect up-stream (input) productivity and/or profitability changes, however, because of the potential contributions of other, down-stream agricultural sectors, the benefits estimated based on net farm income are likely to be an underestimate of the increased long-term productivity and resilience of Australian rural industries.

Specific assumptions for the valuation of Impact 4 are reported in Table 7.

Valuation of Impact 5: Increased regional community wellbeing

Three of the ten Arena 1 component programs were identified as having a direct or indirect contribution to increased community wellbeing. For example, improved leadership may lead to longer-term productivity and/or profitability improvements that spillover to rural and regional communities. Also, improved leadership, both in business and in the broader community, may reduce conflict and stress. The three contributing programs were:

\(^3\) Farm cash income is derived as the difference between total cash receipts and total cash costs (https://www.agriculture.gov.au/abares/research-topics/surveys/farm-definitions-methods#definitions-of-items)
• Rural Women’s Award (and Alumni)
• Australian Rural Leadership Program
• Heywire

The Australian Government considers $4.9 million (2019 dollar terms) to be the value of a statistical life (VOSL), and it can be converted to a constant value of a life year. Allowing a life expectancy of 40 years (from middle age) and a consumer discount rate of 5%, the constant VOSL would be approximately $213,000 (2019 dollar terms). This is referred to as the value of a statistical life year (VOSLY) (Australian Government, 2019). A Quality Adjusted Statistical Life Year (QASLY) is one year of perfect health. Quality of Life indices can be used to capture the multiple dimensions of health in a single index number and measure health status on a scale of 1 to 0 where 1 represents a healthy life year and 0 represents death.

Valuation of improved wellbeing because of investment in AgriFutures Arena 1 is underpinned by the concept of the Disability Adjusted Statistical Life Years (DASLY) The logic is that any state of poor health and/or wellbeing (including mental health and wellbeing) for an individual results in the loss of some years of ‘healthy’ life. If the state of health improves, it is assumed that the years of healthy life will increase.

14% of Australia’s population lives outside of the urban centres (based on an urban population of 86% of Australia’s total population in 2019) (The World Bank, 2020) and Australia’s population was approximately 25.7 million in June 2020 (Australian Bureau of Statistics, 2020). It was assumed that the Arena 1 investment contributed to an increase in the years of healthy life for a proportion of the Australian population in rural and regional Australia.

Specific assumptions for the valuation of Impact 4 are reported in Table 8.

Valuation of Impact 6: Improved community perceptions of rural industries

The AgriFutures investment in Arena 1 has produced a number of outputs and outcomes that have contributed to maintaining or enhancing the social licence to operate for Australian rural industries. For example, activities undertaken through the ARLP are likely to have enhanced the reputation of Australian agriculture and of the various rural industry organisations that supported the program. Two Arena 1 programs contributed to this impact:

• Rural Women’s Award (and Alumni)
• Australian Rural Leadership Program

The GVP of Australian agriculture was approximately $62.208 billion in 2018/19 (National Farmers’ Federation, 2018). The pathway defined to lead to this impact is via a decrease in the probability that increased regulation could be imposed on some agricultural sectors or a decrease in demand/consumption of Australian agricultural goods and services by consumers may occur.

Given current scrutiny of rural industries across issues such as environmental sustainability, corporate governance, animal welfare, and social equity, it was assumed that 2.5% of the total GVP was at risk of some form of loss of social licence. The risk was assessed as a 10% reduction in total net profitability of agricultural enterprises where the social licence was withdrawn/lost. It was assumed that the Arena 1 investment would have contributed to a reduction of the risk of a loss of social licence for Australian agricultural enterprises. That is, the risk may fall marginally, from 10% to a 9.5% reduction in the profitability of the applicable sectors.

Specific assumptions for the valuation of Impact 6 are reported in Table 9.
Impacts Not Valued

Some, but not all, of the Arena 1 impacts identified were valued in monetary terms. Some impacts are difficult to value and may involve the application of non-market valuation techniques that were beyond the scope of the current assessment. Impacts were not valued due primarily to:

- A lack of evidence and/or data on which to base credible assumptions,
- The complexity of assigning monetary values to the impact (e.g. capacity built),
- Uncertainty regarding the pathways to impact, and
- The relative importance of the impact compared to the primary impact(s) valued.

The impacts not specifically valued in the Arena 1 assessment included:

- Increased social equity and reduced conflict. Though not valued as a separate impact, increased social equity and reduced conflict may be partially captured in the valuation of increased community wellbeing and resilience and/or maintained social licence to operate for Australian rural industries.
- Maintained or enhanced long-term capability and capacity in agricultural and agriculture-related industries and research. Defining the overall current level of capability and capacity in the Australian agricultural sector was beyond the scope of the current assessment. However, though not valued separately, maintained or enhanced long-term capability and capacity may be partially captured by the valuation of increased long-term productivity/resilience and/or increased efficiency/effectiveness of government resources.
- Improved community capacity and capability (e.g. community leadership, communication, etc.). Though not valued in monetary terms, improved community capacity and capability may be partially captured through the valuation of increased community wellbeing and increased long-term productivity and industry resilience.
- Other/ un-categorised. Other/ un-categorised impacts included impacts to overseas industries and improvement in regional/community, industry governance and government policies that better address future agricultural issues. However, some of these impacts may be captured through the valuation of other impacts such as increased effectiveness/efficiency of government policy and use of resources.

Other Considerations

Counterfactual

Defining the counterfactual, that is, what would most likely have happened in the absence of the Arena 1 program investments over the relevant evaluation periods, is often one of the more difficult assumptions to make in BCAs. The ‘without’ scenario usually lies somewhere between the status quo or business as usual case, and the more extreme position that the investment would have happened anyway (but at a later time), or the benefit would have been delivered anyway through another mechanism.

It is likely that the ‘without’ AgriFutures investment scenario would differ depending on the Arena 1 program considered. For example, without the AgriFutures investment it was considered likely that the following programs would not have occurred/continued, or that only part of their impacts would have been delivered through other pathways. For example, regarding startup.business, some schools were already starting to use real-world problem based learning protocols into their teaching processes. Such Arena 1 programs included:

- The Rural Women’s Award (and Alumni)
- Ignite network
- startup.business
• Gary Sansom Scholarship

On the other hand, a number of programs, particularly those programs that were led/supported by other organisations, would likely have continued and produced similar outputs and outcomes without the AgriFutures investment. For example, it was considered likely that the five ARLP participants included in the evaluation would have received support through an alternative ARLF partner/sponsor organisation.

To accommodate the counterfactuals across the Arena 1 component programs and given that multiple Arena 1 programs contributed to each impact valued, it was assumed that without the AgriFutures investment over the evaluation period, on average 60% of the estimated benefits would have occurred anyway. That is, 40% of the total estimated net benefits may be ascribed to the specific AgriFutures investment.

Attribution

Two key issues warranted consideration when estimating the attribution of benefits to the AgriFutures investment in Arena 1. First, across the ten component programs evaluated, a number of programs had been running for some years prior to the period of investment assessed as part of the review. For example, though the current assessment covered AgriFutures investment in the Heywire program for the five-year period from 2015/16 to 2019/20, the program itself commenced in 1997. Prior years of activity in the programs are likely to have contributed to the reputation of the program, the type and number of applicants, the current level of funding, and the mechanisms through which program outputs are extended or disseminated to stakeholders.

The second issue was that a number of the Arena 1 programs, particularly the four programs where AgriFutures was a funding partner only and not the lead organisation, included funding for program activities in addition to the AgriFutures funding reported in the current assessment. For example, the NFF DiALP included workshops in Canberra, one-on-one mentoring with partnered mentors, and a graduation event at the completion of the program. Costs associated with these activities, including the time of the partnered mentors, was provided by a range of NFF DiALP partners in addition to AgriFutures. Hence overall, the relative importance of AgriFutures investment varied by program.

The first issue was accounted for through the use of conservative assumptions associated with the level of impact for each impact valued. For example, valuation of Impact 1 (increased wellbeing for individuals) focused only on the individuals that participated in the relevant programs over the investment period evaluated.

The second issue required the application of a dilution factor. The dilution factor was estimated based on an average of the approximate relative funding contribution by AgriFutures in each of the ten component programs. Table 3 shows the review team’s estimate of AgriFutures funding contribution as a proportion of total program funding over the relevant program evaluation periods.
<table>
<thead>
<tr>
<th>Arena 1 Program</th>
<th>AgriFutures Total Funding over the Evaluation Period (nominal dollars) ($)</th>
<th>AgriFutures Investment as a Proportion (Estimated) of Total Program Funding for the Relevant Period (all Contributors) (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Women’s Award (and Alumni)(^{(a)})</td>
<td>1,959,240</td>
<td>80%</td>
</tr>
<tr>
<td>Horizon Scholarship Program(^{(b)})</td>
<td>1,761,515</td>
<td>10%</td>
</tr>
<tr>
<td>Ignite network</td>
<td>1,150,223</td>
<td>100%</td>
</tr>
<tr>
<td>startup.business(^{(c)})</td>
<td>162,385</td>
<td>50%</td>
</tr>
<tr>
<td>Country to Canberra(^{(d)})</td>
<td>49,182</td>
<td>45%</td>
</tr>
<tr>
<td>Gary Sansom Scholarship(^{(e)})</td>
<td>81,537</td>
<td>80%</td>
</tr>
<tr>
<td>Australian Rural Leadership Program(^{(f)})</td>
<td>200,000</td>
<td>90%</td>
</tr>
<tr>
<td>National Farmers’ Federation Diversity in Agriculture Leadership Program(^{(g)})</td>
<td>45,000</td>
<td>10%</td>
</tr>
<tr>
<td>Nuffield Australia Scholarship Program(^{(h)})</td>
<td>78,000</td>
<td>95%</td>
</tr>
<tr>
<td>Heywire(^{(i)})</td>
<td>250,000</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,737,083</strong></td>
<td><strong>57.0% (Arena 1 average)</strong></td>
</tr>
</tbody>
</table>

\(^{(a)}\) RWA partners/sponsors include: Westpac Banking Corporation, R.M. Williams Outback, Australian Community Media, ABC Rural, the NSW State Government, the Victoria State Government, the Queensland State Government, the Northern Territory Government, the Tasmanian Government, the Government of South Australia, and the Government of Western Australia.

\(^{(b)}\) Horizon Scholarship sponsors include: Dairy Australia, the Grains Research and Development Corporation, the Cooperative Research Centre for Developing Northern Australia, Australian Wool Innovation, Australian Eggs, Meat & Livestock Australia, and the Cotton Research and Development Corporation.

\(^{(c)}\) startup.business also supported/ funded by the NSW Government.

\(^{(d)}\) C2C sponsors/partners include: University of Canberra, PwC Australia, the Commonwealth Bank, the Merilyn Myer Foundation, the Layne Beachley Foundation, the Future2 Foundation, and the various mentor partners.

\(^{(e)}\) Other parties included: University of Adelaide scholarship; one of the Gary Sansom scholarship holders also held another scholarship at the same time.

\(^{(f)}\) The Australian Rural Leadership Foundation and leads the ARLP is supported by over 50 Australian organisations. However, for the five ARLP participants in the period of evaluation, AgriFutures contributed approximately 90% of the program funding.

\(^{(g)}\) The NFF DiALP partners in 2020 included: AgForce, AACo, AgriFutures, BASF, Bayer & Bayer, CaneGrowers, Coles, Cotton Australia, CPC, the Australian Government, FMC, GRDC, NBN, NSW Farmers, Nufarm, Nutrien, primesuper, Rabobank, Rimfire Resources, Rural Bank, syngenta, wfi, and Wine Australia.

\(^{(h)}\) The Nuffield Australia Scholarship Program is supported by over 35 investors. However, for the single Nuffield scholarship recipient included in the current assessment, AgriFutures provided 100% of the specific scholarship funding.

\(^{(i)}\) The ABC contributes 50 per cent of the annual cost for the Heywire Regional Youth Initiative, including launch, selection of winners and the annual Heywire Regional Youth Summit. Heywire receives the other 50 per cent funding from Government Departments, along with AgriFutures Australia. AgriFutures contributes approximately 20 per cent of the Government sponsorship portion and 10 percent of the overall Heywire annual budget. This varies very slightly from year to year. From a total annual cost of $500,000, AgriFutures contributes approximately $50,000.
Summary of Assumptions

The following tables present the specific assumptions used in the valuation of Impacts 1 to 6. Note: the valuations for each of the six impacts for the AgriFutures Arena 1 investment assume that no further investment will be made after the evaluation periods. That is, AgriFutures funding for each of the ten component programs would cease.

Table 4: Summary of Assumptions for the Valuation of Impact 1

<table>
<thead>
<tr>
<th>Impact 1: Increased wellbeing for individuals including increased earning capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contributing Arena 1 Programs:</strong></td>
</tr>
<tr>
<td>• Rural Women's Award (and Alumni)</td>
</tr>
<tr>
<td>• Horizon Scholarship program</td>
</tr>
<tr>
<td>• startup.business</td>
</tr>
<tr>
<td>• Country to Canberra</td>
</tr>
<tr>
<td>• Gary Sansom Scholarship</td>
</tr>
<tr>
<td>• Australian Rural Leadership Program</td>
</tr>
<tr>
<td>• National Farmers' Federation Diversity in Agriculture Leadership Program</td>
</tr>
<tr>
<td>• Nuffield Australia Scholarship Program</td>
</tr>
<tr>
<td>• Heywire</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variable</th>
<th>Assumption</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of individuals that participated in the relevant Arena 1 programs over the evaluation period</td>
<td>333</td>
<td>AgriFutures Arena 1 Program documentation (see Appendix 1 to 10)</td>
</tr>
<tr>
<td>Proportion of program participants benefiting from increased earnings as a result of increased personal/professional capability and capacity</td>
<td>80%</td>
<td>Analyst assumption</td>
</tr>
<tr>
<td>Median weekly earnings for individuals involved in the Australian agriculture, forestry and fishing sector</td>
<td>$1,038 per week</td>
<td>Australian Government (2020)</td>
</tr>
<tr>
<td>Increase in net income for Arena 1 program participants (e.g. through attainment of a postgraduate degree, enhanced career opportunities through improved leadership, etc.)</td>
<td>10% increase over the median income</td>
<td>Based on estimated returns to education and training in Australian and international literature (see ‘Valuation of Impact 1… above)</td>
</tr>
<tr>
<td>First year of impact</td>
<td>2016/17</td>
<td>Based on the 2015/16 being the first year of aggregate Arena 1 funding evaluated</td>
</tr>
<tr>
<td>Year of maximum impact</td>
<td>2025/26</td>
<td>Analyst assumption: 10-years after the first year of impact. Allows for the fact that realisation of the maximum potential increase in earnings may occur over multiple years for a given individual</td>
</tr>
</tbody>
</table>

**Risk Factors**
### Probability of output

<table>
<thead>
<tr>
<th>Probability of output</th>
<th>100%</th>
<th>Based on successful delivery of the Arena 1 program investments to date</th>
</tr>
</thead>
</table>

### Probability of outcome

<table>
<thead>
<tr>
<th>Probability of outcome</th>
<th>90%</th>
<th>The probability of outcome refers to the likelihood that the Arena 1 program participants utilise their learnings to enhance their earning capacity</th>
</tr>
</thead>
</table>

### Probability of impact

<table>
<thead>
<tr>
<th>Probability of impact</th>
<th>90%</th>
<th>Allows for exogenous factors that may affect the estimated future benefits being achieved (e.g. recession)</th>
</tr>
</thead>
</table>

### Other Factors

<table>
<thead>
<tr>
<th>Attribution of benefits to the Arena 1 investment</th>
<th>52.2%</th>
<th>Based on the simple average of the approximated relative funding contribution by AgriFutures in each of the nine component programs (see Table 2)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Counterfactual</th>
<th>40%</th>
<th>Estimated proportion of total Arena 1 net benefits that would not have occurred without the AgriFutures investment</th>
</tr>
</thead>
</table>

---

**Table 5: Summary of Assumptions for the Valuation of Impact 2**

### Impact 2: Increased knowledge and research capacity

**Contributing Arena 1 Programs:**
- Horizon Scholarship program
- Country to Canberra
- Gary Sansom Scholarship
- Nuffield Australia Scholarship Program

<table>
<thead>
<tr>
<th>Variable</th>
<th>Assumption</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated total annual expenditure on Australian rural RD&amp;E</td>
<td>$593.24 million</td>
<td>Conservative estimated based on average annual RD&amp;E expenditure by the 15 Australian RDCs (Agtrans Research, 2019)</td>
</tr>
<tr>
<td>BCR for Australian rural RD&amp;E with the AgriFutures Arena 1 investment</td>
<td>5.0 to 1 (over 30 years, 5% discount rate)</td>
<td>Average return based on estimated average BCR of 4.5 to 5.5 to 1 for the aggregate investment in the rural RDCs (Agtrans Research; AgEconPlus; EconSearch, 2016; Agtrans Research, 2019)</td>
</tr>
<tr>
<td>BCR for Australian rural RD&amp;E without the AgriFutures Arena 1 investment</td>
<td>4.8 to 1 (over 30 years, 5% discount rate)</td>
<td>Analyst assumption: reflects that investment in Arena 1 has contributed to the maintenance of returns on RD&amp;E investments</td>
</tr>
<tr>
<td>Proportion of total annual RD&amp;E investment benefiting</td>
<td>1.0%</td>
<td>Analyst assumption: conservative estimate</td>
</tr>
</tbody>
</table>
from enhanced knowledge and research capacity

| First year of affected RD&E expenditure that will benefit from enhanced capacity | 2020/21 | Year after the last year of investment in the component Arena 1 programs |
| Period of impact – that is the number of years of new RD&E investment benefiting from enhanced capacity | 10 years (to 2029/30) | Analyst assumption |
| First year of maintained benefits from research investment conducted with enhanced capacity | 2021/22 | Analyst assumption: one year after the first year of RD&E investment benefitting from enhanced capacity from the Arena 1 investment |

**Risk Factors**

| Probability of output | 100% | Based on successful delivery of the Arena 1 program investments to date |
| Probability of outcome | 90% | The probability of outcome refers to the likelihood that the individuals that have participated in the Arena 1 programs have utilised their learnings etc. to enhance scientific knowledge and research capacity |
| Probability of impact | 90% | Allows for exogenous factors that may affect the estimated future benefits being achieved (e.g. reduced government support for RD&E) |

**Other Factors**

| Attribution of benefits to the Arena 1 investment | 57.5% | Based on the average of the approximated relative funding contribution by AgriFutures in each of the four component programs (see Table 2) |
| Counterfactual | 40% | Estimated proportion of total Arena 1 net benefits that would not have occurred without the AgriFutures investment |

Table 6: Summary of Assumptions for the Valuation of Impact 3

**Impact 3: More efficient/ effective government policy and use of resources**

Contribution Arena 1 Programs:
- The Ignite Network (and Advisory Panel)
- Heywire

<table>
<thead>
<tr>
<th>Variable</th>
<th>Assumption</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated annual GVP of Australian agriculture</td>
<td>$62.208 billion</td>
<td>National Farmers' Federation (2018)</td>
</tr>
<tr>
<td>Proportion of GVP derived from government support</td>
<td>2.0%</td>
<td>Based on research by ABARES (Greenville, 2020)</td>
</tr>
<tr>
<td><strong>without</strong> AgriFutures Arena 1 investment</td>
<td><strong>with</strong> AgriFutures Arena 1 investment</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Estimated average annual government assistance to rural industries (agriculture)</td>
<td>~$1.244 billion</td>
<td></td>
</tr>
<tr>
<td>~2% x $62.208 billion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proportion of GVP derived from government support</td>
<td>1.99%</td>
<td></td>
</tr>
<tr>
<td>Based on research by ABARES (Greenville, 2020)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated average annual government assistance to rural industries (agriculture)</td>
<td>~$1.238 billion</td>
<td></td>
</tr>
<tr>
<td>1.99% x $62.208 billion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in government expenditure on agricultural assistance</td>
<td>$6.2 million p.a.</td>
<td></td>
</tr>
<tr>
<td>(2% x $62.208 billion) – (1.99% x $62.208 billion)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First year of impact (first year of reduced assistance)</td>
<td>2024/25</td>
<td></td>
</tr>
<tr>
<td>Analyst assumption: 5-years after the last year of investment in the component programs. Allows for some early longer-term improvements in rural industry productivity to commence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year of maximum impact</td>
<td>2038/39</td>
<td></td>
</tr>
<tr>
<td>Analyst assumption: 15-years after the first year of impact. Allows for the fact that it is likely to take some time for longer-term productivity increases attributable to enhanced capability and capacity to prompt changes to government assistance policies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Risk Factors**

| Probability of output | 100% |
| Based on successful delivery of the Arena 1 program investments to date |
| Probability of outcome | 50% |
| The probability of outcome refers to the likelihood that the individuals that have participated in the Arena 1 programs have utilised their learnings to increase long-term productivity for rural industries and that such improvements are used by government to justify policy changes |
| Probability of impact | 90% |
| Allows for exogenous factors that may affect the estimated future benefits being achieved (e.g. climate change creating circumstances that require increased government assistance) |

**Other Factors**
### Attribution of benefits to the Arena 1 investment

<table>
<thead>
<tr>
<th></th>
<th>55.0%</th>
<th>Based on the average of the approximated relative funding contribution by AgriFutures in each of the four component programs (see Table 2)</th>
</tr>
</thead>
</table>
### Counterfactual

|                          | 40%   | Estimated proportion of total Arena 1 net benefits that would not have occurred without the AgriFutures investment |

Table 7: Summary of Assumptions for the Valuation of Impact 4

**Impact 4: Increased long-term productivity/ resilience for rural industries**

**Contributing Arena 1 Programs:**
- Rural Women’s Award (and Alumni)
- The Ignite Network (and Advisory Panel)
- Gary Sansom Scholarship
- Australian Rural Leadership Program
- National Farmers’ Federation Diversity in Agriculture Leadership Program
- Nuffield Australia Scholarship Program

<table>
<thead>
<tr>
<th>Variable</th>
<th>Assumption</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term average farm cash income</td>
<td>$158,000 per farm per year</td>
<td>Based on research by ABARES (Martin &amp; Topp, 2020)</td>
</tr>
<tr>
<td>Estimated total number of Australian agricultural enterprises</td>
<td>85,483</td>
<td>National Farmers’ Federation (2018)</td>
</tr>
<tr>
<td>Proportion of agricultural enterprises benefiting from enhanced capability and capacity leading to long-term productivity and profitability increases</td>
<td>1.0%</td>
<td>Analyst assumption: conservative estimate</td>
</tr>
<tr>
<td>Increase to average farm cash income for those enterprises benefiting from increased capability and capacity in the longer-term</td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>First year of impact (first year of reduced assistance)</td>
<td>2024/25</td>
<td>Analyst assumption: 5-years after the last year of investment in the component programs. Allows for some early longer-term improvements in rural industry productivity to commence</td>
</tr>
<tr>
<td>Year of maximum impact</td>
<td>2033/34</td>
<td>Analyst assumption: 10-years after the first year of impact. Allows for the fact that it is likely to take some time for longer-term productivity increases attributable to enhanced capability and capacity affect farm incomes</td>
</tr>
</tbody>
</table>

**Risk Factors**
Probability of output 100% Based on successful delivery of the Arena 1 program investments to date

Probability of outcome 50% The probability of outcome refers to the likelihood that the individuals that have participated in the Arena 1 programs have utilised their learnings increase long-term productivity for rural industries

Probability of impact 90% Allows for exogenous factors that may affect the estimated future benefits being achieved (e.g. climate change)

Other Factors

| Attribution of benefits to the Arena 1 investment | 75.8% | Based on the average of the approximated relative funding contribution by AgriFutures in each of the six component programs (see Table 2) |
| Counterfactual | 40% | Estimated proportion of total Arena 1 net benefits that would not have occurred without the AgriFutures investment |

Table 8: Summary of Assumptions for the Valuation of Impact 5

**Impact 5: Increased regional community wellbeing**

**Contributing Arena 1 Programs:**
- Rural Women’s Award (and Alumni)
- Australian Rural Leadership Program
- Heywire

<table>
<thead>
<tr>
<th>Variable</th>
<th>Assumption</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated total Australian population</td>
<td>25.7 million</td>
<td>Australian Bureau of Statistics (2020)</td>
</tr>
<tr>
<td>Proportion of the total Australian population in rural and/or regional areas</td>
<td>14%</td>
<td>Based on an estimated 86% urban population (The World Bank, 2020)</td>
</tr>
<tr>
<td>Proportion of the Australian rural/ regional population benefiting from enhanced wellbeing because of, for example, improved productivity of rural industries or reduced community conflict</td>
<td>0.1%</td>
<td>Analyst assumption: conservative estimate based on each participant in the component programs (192 individuals) going on to affect the wellbeing of up to 20 other individuals</td>
</tr>
<tr>
<td>Disability weight without Arena 1 investment</td>
<td>0.22 (22% of a VOSLY)</td>
<td>Based on a disability weight range of 0.22 to 0.23 for</td>
</tr>
<tr>
<td><strong>Disability weight with Arena 1 investment</strong></td>
<td>0.21 (21% of a VOSLY)</td>
<td>Analyst assumption based on a marginal improvement in wellbeing</td>
</tr>
<tr>
<td><strong>First year of impact (first year of reduced assistance)</strong></td>
<td>2024/25</td>
<td>Analyst assumption: 5-years after the last year of investment in the component programs. Allows for some early longer-term improvements in rural industry productivity and community wellbeing to become manifest</td>
</tr>
<tr>
<td><strong>Year of maximum impact</strong></td>
<td>2033/34</td>
<td>Analyst assumption: 10-years after the first year of impact. Allows for the fact that it is likely to take some time for longer-term productivity increases attributable to enhanced capability and capacity to effect community wellbeing</td>
</tr>
</tbody>
</table>

### Risk Factors

| **Probability of output** | 100% | Based on successful delivery of the Arena 1 program investments to date |
| **Probability of outcome** | 50% | The probability of outcome refers to the likelihood that the individuals that have participated in the Arena 1 programs have utilised their learnings and that the broader community has subsequently adopted/embraced changes that affect their wellbeing |
| **Probability of impact** | 90% | Allows for exogenous factors that may affect the estimated benefits being achieved (e.g. global pandemic) |

### Other Factors

| **Attribution of benefits to the Arena 1 investment** | 60.0% | Based on the average of the approximated relative funding contribution by AgriFutures in each of the three component programs (see Table 2) |
| **Counterfactual** | 40% | Estimated proportion of total Arena 1 net benefits that would not have occurred without the AgriFutures investment |
Table 9: Summary of Assumptions for the Valuation of Impact 6

**Impact 6: Improved community perceptions of rural industries**

**Contributing Arena 1 Programs:**
- Rural Women’s Award (and Alumni)
- Australian Rural Leadership Program

<table>
<thead>
<tr>
<th>Variable</th>
<th>Assumption</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated total GVP of Australian agriculture</td>
<td>$62.208 billion</td>
<td>National Farmers’ Federation (2018)</td>
</tr>
<tr>
<td>Proportion of annual value assumed at risk of loss of social licence</td>
<td>2.5%</td>
<td>Analyst assumption</td>
</tr>
<tr>
<td>Total gross value at risk of loss of social licence</td>
<td>$622.08 million per annum</td>
<td>1.0% x $62.208 billion</td>
</tr>
<tr>
<td>Reduction in probability of a loss of social licence</td>
<td>0.5% (10% to 9.5%)</td>
<td>Analyst assumption</td>
</tr>
<tr>
<td>Expected gain in gross value due to increased security of social licence</td>
<td>$3.11 million per annum</td>
<td>0.5% of $622.08 million</td>
</tr>
<tr>
<td>Profit as proportion of gross value</td>
<td>10%</td>
<td>Analyst assumption</td>
</tr>
<tr>
<td>Expected profit gained due to maintained social licence through the Arena 1 investment</td>
<td>$311,040 per annum</td>
<td>10% x $3.11 million</td>
</tr>
<tr>
<td>First year of impact</td>
<td>2017/18</td>
<td>Third year of Arena 1 investment evaluated</td>
</tr>
<tr>
<td>Year of maximum impact</td>
<td>2021/22</td>
<td>Five years after first year of impact</td>
</tr>
<tr>
<td>Last year of impact</td>
<td>2026/27</td>
<td>Total period of benefit of 10 years from first year of impact</td>
</tr>
</tbody>
</table>

**Risk Factors**

<table>
<thead>
<tr>
<th>Probability of output</th>
<th>100%</th>
<th>Based on successful delivery of the Arena 1 program investments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probability of outcome</td>
<td>90%</td>
<td>The probability of outcome refers to the likelihood that the improved community perceptions of Australian rural industries occurs</td>
</tr>
<tr>
<td>Probability of impact</td>
<td>90%</td>
<td>Improved social licence impacts occur given successful outcomes</td>
</tr>
</tbody>
</table>

**Other Factors**

| Attribution of benefits to the Arena 1 investment | 85.0% | Based on the average of the approximated relative funding contribution by AgriFutures in each of the two component programs (see Table 2) |
| Counterfactual | 40%  | Estimated proportion of total Arena 1 net benefits that would not have occurred without the AgriFutures investment |
Results

All benefits were expressed in 2019/20 dollar terms. All costs and benefits were discounted to 2020/21 (year of analysis) using a discount rate of 5%. A reinvestment rate of 5% was used for estimating the Modified Internal Rate of Return (MIRR). The base analysis used the best available estimates for each variable, notwithstanding a high level of uncertainty for many of the estimates. All analyses ran for the length of the investment period plus 30 years from the last year of investment (2019/20) to the final year of benefits assumed.

Investment Criteria

Table 10 presents the investment criteria estimated for different periods of benefits for the total AgriFutures investment.

Table 10: Investment Criteria for Total AgriFutures Investment in Arena 1: People & Leadership (10-programs, funded between 2015/16 and 2019/20)

<table>
<thead>
<tr>
<th>Investment criteria</th>
<th>Number of years from year of last investment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Present value of benefits ($m)</td>
<td>0.28</td>
</tr>
<tr>
<td>Present value of costs ($m)</td>
<td>9.93</td>
</tr>
<tr>
<td>Net present value ($m)</td>
<td>-9.65</td>
</tr>
<tr>
<td>Benefit-cost ratio</td>
<td>0.03</td>
</tr>
<tr>
<td>Internal rate of return (%)</td>
<td>negative</td>
</tr>
<tr>
<td>MIRR (%)</td>
<td>negative</td>
</tr>
</tbody>
</table>

Estimated total funding for AgriFutures Arena 1 was $9.93m (present value terms). Based on the conservative assumptions made, the Arena 1 investment was estimated to have produced total expected benefits of $23.09m (present value terms). This gave a net present value of $13.16m, a benefit-cost ratio of 2.32 to 1, an internal rate of return (IRR) of 10.21% and a modified IRR of 8.16% at 30 years after the last year of investment at a 5% discount rate and 5% reinvestment rate. However, the nature of the Arena 1 investment in funding capability and capacity building programs, necessitated the formation of some broad and somewhat uncertain assumptions to place monetary values on some of the impacts. Further, baseline data for the capability and capacity building impacts identified for valuation were often scarce, not directly applicable, and/or outdated. Thus, a high degree of conservatism was used when finalising assumptions. Thus, given the conservative assumptions made and because a number of impacts identified were not valued in monetary terms in the current assessment, the investment criteria reported are likely to be an underestimate of the performance of the Arena 1 investment over the evaluation period.

Though based on highly conservative assumptions and therefore likely an underestimate, the investment criteria (see Table 10) were consistent with other evaluations of similar capability and capacity building investments. Previous analyses of agricultural capability and capacity building investments, conducted by Agtrans between 2008 and 2016, reported BCRs of between 1.5 and 3.3 to 1.

The annual undiscounted benefit and cost cash flows for the total AgriFutures investment for the duration of the investment period plus 30 years from the last year of investment are shown in Figure 3.
Source of Benefits

The respective contributions to total benefits from the six sources of benefits are provided in Table 11.

Table 11: Contribution of Source of Benefits to Present Value of Benefits (PVB)
(Total investment, 30 years)

<table>
<thead>
<tr>
<th>Source of Benefit</th>
<th>%</th>
<th>PVB (m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact 1: Increased wellbeing for individuals including increased earning capacity</td>
<td>0.3</td>
<td>0.07</td>
</tr>
<tr>
<td>Impact 2: Increased knowledge and research capacity</td>
<td>4.0</td>
<td>0.94</td>
</tr>
<tr>
<td>Impact 3: More efficient/ effective government policy and use of resources</td>
<td>20.5</td>
<td>4.74</td>
</tr>
<tr>
<td>Impact 4: Increased long-term productivity/resilience for rural industries</td>
<td>36.5</td>
<td>8.43</td>
</tr>
<tr>
<td>Impact 5: Increased regional community wellbeing</td>
<td>33.4</td>
<td>7.71</td>
</tr>
<tr>
<td>Impact 6: Improved community perceptions of rural industries</td>
<td>5.2</td>
<td>1.20</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>23.09</td>
</tr>
</tbody>
</table>
Sensitivity Analysis

Sensitivity analyses were undertaken for the total AgriFutures Arena 1 investment with benefits taken over the life of the investment plus 30 years from the last year of investment. All other variables were kept constant at base values. In general, the sensitivity analyses show how results change with changes to the assumptions tested. A high sensitivity would indicate that the assumption variable has a significant influence on the estimated investment criteria.

A sensitivity analysis was carried out on the discount rate as shown in Table 12. The results showed a moderate sensitivity to the discount rate. The impact of the discount rate is largely due to the significant proportion of benefits, particularly impacts 3, 4 and 5, that occur well into the future and are therefore more heavily influenced by discounting.

Table 12: Sensitivity to Discount Rate (Lower Bound Analysis)  
(Total investment, 30 years)

<table>
<thead>
<tr>
<th>Investment Criteria</th>
<th>Discount rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Present value of benefits ($m)</td>
<td>52.85</td>
</tr>
<tr>
<td>Present value of costs ($m)</td>
<td>8.61</td>
</tr>
<tr>
<td>Net present value ($m)</td>
<td>44.24</td>
</tr>
<tr>
<td>Benefit-cost ratio</td>
<td>6.14</td>
</tr>
</tbody>
</table>

The benefits estimated for Impact 4 (increased long-term productivity and profitability for Australian rural industries) contributed approximately 36.5% of the total PVB. Thus, a sensitivity analysis was carried out on the assumed increase to net farm cash incomes. The results, presented in Table 13, showed a moderate to low sensitivity to the assumed increase in net farm cash incomes. Given that, over the longer-term, an assumed increase to net farm income is likely to be an underestimate of the increased long-term productivity and resilience of Australian rural industries, these results lend confidence to the overall positive investment criteria for the Arena 1 investment.

Table 13: Sensitivity to Increase in Net Farm Cash Income (Impact 4)  
(Total investment, 30 years, 5% discount rate)

<table>
<thead>
<tr>
<th>Investment Criteria</th>
<th>Increase in Net Farm Cash Income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.0%</td>
</tr>
<tr>
<td>Present value of benefits ($m)</td>
<td>16.35</td>
</tr>
<tr>
<td>Present value of costs ($m)</td>
<td>9.93</td>
</tr>
<tr>
<td>Net present value ($m)</td>
<td>6.41</td>
</tr>
<tr>
<td>Benefit-cost ratio</td>
<td>1.65</td>
</tr>
</tbody>
</table>

Finally, because the benefits estimated for Impact 5 (increased community wellbeing) contributed approximately one-third (33.4%) of the total PVB, a sensitivity analysis was carried out on the assumed proportion of the rural population benefitting from increased wellbeing. Table 14 presents the results. The results showed a moderate sensitivity to the assumed proportion of the rural population affected by increased wellbeing driven by the Arena 1 investment. This, in turn, indicates the importance of wellbeing to the broader Australian community and how improving the wellbeing of a small number of individuals may have significant flow on benefits.
Table 14: Sensitivity to Proportion of the Rural Population Benefitting from Improved Wellbeing (Impact 5)
(Total investment, 30 years, 5% discount rate)

<table>
<thead>
<tr>
<th>Investment Criteria</th>
<th>Proportion of Rural Population Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.05%</td>
</tr>
<tr>
<td>Present value of benefits ($m)</td>
<td>19.24</td>
</tr>
<tr>
<td>Present value of costs ($m)</td>
<td>9.93</td>
</tr>
<tr>
<td>Net present value ($m)</td>
<td>9.30</td>
</tr>
<tr>
<td>Benefit-cost ratio</td>
<td>1.94</td>
</tr>
</tbody>
</table>
Alignment with Arena 1 Objectives

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Based on the review findings for each of the ten component Programs, Table 15 shows the alignment of the Program level outcomes and impacts with the Arena 1 Priorities as described in AgriFutures AOP 2019-2020. Two ‘tick’ symbols (✔) indicate where a Program is likely to have directly contributed to the relevant Arena 1 Priority; one ‘tick’ indicates a partial or indirect contribution.

For further details, please refer to the individual Program reviews in Appendices 1 to 10.
Table 15: Alignment of Program Outcomes and Impacts with Arena 1 Priorities

<table>
<thead>
<tr>
<th>Arena 1 Program</th>
<th>Arena 1 Priority</th>
<th>1. Attracting capable people into careers in agriculture</th>
<th>2. Building the capability of future rural leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1. Attracting capable people into careers in agriculture</td>
<td>2. Building the capability of future rural leaders</td>
</tr>
<tr>
<td><strong>AgriFutures led and/or funded programs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural Women’s Award</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Horizon Scholarship Program</td>
<td>✓✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>The Ignite Network</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>startup.business</td>
<td>✓✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country to Canberra</td>
<td>✓✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gary Sansom Scholarship</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Programs where AgriFutures is a partner and/or co-funder</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian Rural Leadership Program</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>National Farmers’ Federation Diversity in Agriculture Leadership Program</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Nuffield Australia Scholarship Program</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Heywire</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Please refer to Appendix 1 to 10 for detailed information regarding the review of each Arena 1 Program.

Table 16 shows the contribution of the Program level outcomes and impacts to the Arena 1 KPIs as described in AgriFutures AOP 2019-2020. Two ‘tick’ symbols (✓) indicate where a Program is likely to have directly contributed to the relevant Arena 1 KPI; one ‘tick’ indicates a partial or indirect contribution.

For further details, please refer to the individual Program reviews in Appendices 1 to 10.
Table 16: Alignment of Program Outcomes and Impacts with Arena 1 KPIs

<table>
<thead>
<tr>
<th>Arena 1 Program</th>
<th>Arena 1 KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,800 graduates per annum of an agriculture or agricultural science course at Australian universities</td>
<td>80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program</td>
</tr>
<tr>
<td>Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”</td>
<td>Deliver one major capacity building program for AgriFutures Ignite Network members</td>
</tr>
<tr>
<td>Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel</td>
<td>80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating</td>
</tr>
</tbody>
</table>

**AgriFutures led and/or funded programs**

<table>
<thead>
<tr>
<th>Program</th>
<th>1,800 graduates per annum of an agriculture or agricultural science course at Australian universities</th>
<th>80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program</th>
<th>Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”</th>
<th>Deliver one major capacity building program for AgriFutures Ignite Network members</th>
<th>Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel</th>
<th>80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural Women’s Award</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>✓✓</td>
<td>n/a</td>
</tr>
<tr>
<td>Horizon Scholarship Program</td>
<td>✓✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>✓✓</td>
</tr>
<tr>
<td>The Ignite Network</td>
<td>n/a</td>
<td>✓</td>
<td>✓✓</td>
<td>✓✓</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>startup.business</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Country to Canberra</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Gary Sansom Scholarship</td>
<td>✓</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Programs where AgriFutures is a partner and/or co-funder**

<table>
<thead>
<tr>
<th>Program</th>
<th>1,800 graduates per annum of an agriculture or agricultural science course at Australian universities</th>
<th>80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program</th>
<th>Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”</th>
<th>Deliver one major capacity building program for AgriFutures Ignite Network members</th>
<th>Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel</th>
<th>80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Rural Leadership Program</td>
<td>n/a</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>National Farmers’ Federation Diversity in Agriculture Leadership Program</td>
<td>n/a</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Nuffield Australia Scholarship Program&lt;sup&gt;(a)&lt;/sup&gt;</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Heywire</td>
<td>✓</td>
<td>✓</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<sup>(a)</sup> Based on the current review, the AgriFutures investment in the Nuffield Australia Scholarship Program had not contributed to any of the AgriFutures Arena 1 objectives. For further information see Appendix 9.

n/a: Not applicable
Effectiveness of Arena 1 Funding

The effectiveness of the funding arrangement for each Arena 1 component Program was assessed as part of the review. The objective of the assessment was to identify differences, if any, between Program investments due to funding arrangement. Programs were either AgriFutures led/funded or jointly funded with other organisations.

Effectiveness was assessed as ‘highly effective’, ‘effective’, or ‘not effective’ based on whether, and how, the activities, outputs, outcomes and impacts of each Program delivered with respect to the relevant Program’s objectives.

Table 17 summarises the assessment of the funding arrangement for each of the ten Arena 1 component Programs. For more information, please refer to the individual Program reviews in Appendix 1 to 10.

Table 17: Assessment of Effectiveness of AgriFutures Arena 1 Funding Arrangements

<table>
<thead>
<tr>
<th>Arena 1 Program</th>
<th>Assessment of Effectiveness of Arena 1 Funding Arrangement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Highly Effective</td>
</tr>
<tr>
<td><strong>AgriFutures led and/or funded programs</strong></td>
<td></td>
</tr>
<tr>
<td>Rural Women’s Award</td>
<td>✓</td>
</tr>
<tr>
<td>Horizon Scholarship Program</td>
<td></td>
</tr>
<tr>
<td>The Ignite Network</td>
<td></td>
</tr>
<tr>
<td>startup.business</td>
<td></td>
</tr>
<tr>
<td>Country to Canberra</td>
<td></td>
</tr>
<tr>
<td>Gary Sansom Scholarship</td>
<td></td>
</tr>
<tr>
<td><strong>Programs where AgriFutures is a partner and/or co-funder</strong></td>
<td></td>
</tr>
<tr>
<td>Australian Rural Leadership Program</td>
<td>✓</td>
</tr>
<tr>
<td>National Farmers’ Federation Diversity in Agriculture Leadership Program</td>
<td>✓</td>
</tr>
<tr>
<td>Nuffield Australia Scholarship Program</td>
<td></td>
</tr>
<tr>
<td>Heywire</td>
<td></td>
</tr>
</tbody>
</table>

Note: Please refer to Appendix 1 to 10 for detailed information regarding the review of each Arena 1 Program.

Overall, AgriFutures funding arrangements for the Arena 1 component programs have been effective to highly effective. Based on the qualitative review, there were no distinct differences in the effectiveness of funding arrangements between AgriFutures funded/led programs and other programs that AgriFutures supported.
Other Comments

The Arena 1 review and impact assessment also collated feedback on each Arena 1 Program that may serve to market AgriFutures role in rural capacity building in order to maintain existing sponsors and partners, as well as attract new sponsors and partners across Arena 1. Please refer to Appendix 1 to 10 for detailed information regarding the review of each Arena 1 Program.

Key positive comments at the program level included:

The Horizon Scholarship Program

“The presentation and public speaking skills learnt were invaluable.” – Horizon Participant

The Ignite Network and Advisory Panel

“It was an extremely informative three days of well delivered information over Zoom from facilitators / presenters who clearly knew their areas of expertise and were adept at imparting that knowledge” - AICD Program participant

startup.business

“Aspects of this program can be applied to any subject area/across faculties. Could be a great opportunity to cross-faculty projects”.

The Australian Rural Leadership Program

“...that it [the ARLP] was absolutely a life changing experience…” – ARLP participant

“The investment by AgriFutures in the course is the single best investment of taxpayers’ money I have encountered – by a significant degree.” – ARLP participant

The National Farmers’ Federation Diversity in Agriculture Leadership Program

“This is an excellent leadership course/opportunity with a lasting legacy of ongoing engagement. I rate the DiALP opportunity amongst the best I have participated in. Partly because the culture is excellent (inclusive, responsive with practical benefits – invitation and funding to attend to subsequent NFF events). The ask was not too onerous and it was flexible and easy to manage expectations.” – NFF DiALP participant

“Programs like [the] DiALP are critical to ensuring there is a critical mass of skilled, confident and capable women who can come together to accelerate meaningful change.” – NFF DiALP participant
Lessons Learnt

The review of each individual Arena 1 Program investment identified a number of lessons that may help AgriFutures management understand what has worked well, elements of the Programs that may not have worked, and areas that could be improved in the future to achieve greater impact.

Lessons learnt from the investment and activities carried out to date (e.g. what has worked well, what has not worked, what could be improved in the future to achieve greater impact and/or benefits). Key learnings for each Program are described below. For further detail, please refer to the individual Program reviews in Appendix 1 to 10.

1) Rural Women's Award: Lessons Learnt

The review found that AgriFutures support for rural women and communities in the form of the RWA (and associated bursary) was successful and that the success was driven by the Award’s ability to provide recognition for women as leaders in their chosen field and the opportunity to progress a project of interest and/or implement positive change in their industry and/or community.

Recognising and raising the profile of rural women leaders, and providing funding that may be a catalyst for such leaders to undertake projects to implement positive change, is likely also to enhance the wellbeing and profile of rural and regional businesses and/or communities.

2) The Horizon Scholarship Program: Lessons Learnt

The work placements and professional networking opportunities were particularly beneficial to the scholarship recipients and enabled them to build relationships with peers and successful people and organisations in the agriculture and agriculture-related industries.

It would be worth AgriFutures considering whether to return to a scholarship funding model that includes funding of bursaries and/or professional development activities for the first year of students’ studies as this model is more likely to encourage increased enrolment in agriculture/agriculture-related undergraduate degrees and would have greater influence over students future choice of study focus and, potentially, future career direction.

3) The Ignite Network: Lessons Learnt

The most important finding from the survey was that the Ignite Network has provided an additional effective communication channel for AgriFutures and its clientele, leading to increased participation in programs and events. However, the Network has only moderately contributed to exchange of ideas between Network members.

While the Advisory Panel has been effective, its effectiveness could be increased if it was more outcome oriented and had more strategic direction and interaction with AgriFutures management and Board.

In order to increase the involvement of members of the network including the Advisory Panel, it may be worthwhile for AgriFutures to consider eliciting comments from a sample of Network members (e.g. State or regional) on particular issues or tentative ideas and alternatives being contemplated by AgriFutures.

The support given to Network members attending the AICD Program has been the highlight of the Ignite Network investment. Hence, consideration could be given to further investment
in this capability building support in future years as a means of strengthening the capability and expertise of future potential leaders across a wide range of rural and regional organisations.

4) startup.business: Lessons Learnt

In order to report against AgriFutures Arena 1 KPIs it could be beneficial for AgriFutures to carry out a longitudinal study of students that have undertaken the course in 2018 to identify their educational and career progress since that year, compared with a control group from the same school who were not exposed to the course (e.g. either the year before or the year after the year funded by AgriFutures).

Regarding cost, it would appear that not many schools involved may have secured funding other than from AgriFutures but this is uncertain and was not pursued in the initial school survey. This issue became apparent only when a number of schools surveyed identified cost of travel as an issue. As the Program is continuing in the 2021 calendar year, the securement of other funding could be considered as a potential criterion for school selection by AgriFutures.

5) Country to Canberra

In order to report against AgriFutures Arena 1 KPIs it would be beneficial for AgriFutures to encourage the C2C students that they sponsor to provide an annual update of their personal and professional progress since their Power Trip. For example, students could submit a brief update that notes whether they have gone on to tertiary study in agriculture or agriculture-related fields, whether they have pursued other capability and capacity building opportunities such as the Horizon Scholarship, and/or whether they are living and/or working in rural/regional Australia.

This also would facilitate longer-term relationships between students and AgriFutures and/or other C2C sponsor organisations.

6) The Gary Sansom Scholarship: Lessons Learnt

The impacts provided by the three scholarships demonstrate that funding PhD degrees and an Honours Science thesis both can play a significant role in attracting people into agricultural industries, building research capacity, and addressing priorities in the chicken meat industry.

To ensure some of the benefits from the scholarship funding are captured in the future, AgriFutures could ensure that follow-up research to the two PhD scholarship outputs are considered for future funding by the chicken meat industry.

7) The Australian Rural Leadership Program: Lessons Learnt

Feedback from respondents to the AgriFutures Arena 1 ARLP review survey was very positive. However, it would be beneficial for future reviews/assessments (and for future promotion of the ARLP and AgriFutures Arena 1) if AgriFutures sponsored ARLP participants were encouraged to provide a brief report summarising the types of activities/changes they have implemented since completing the ARLP course and how such activities/changes are likely to benefit their organisation and/or regional/rural community.
8) The National Farmers’ Federation Diversity in Agriculture Leadership Program: Lessons Learnt

Feedback from respondents to the NFF DiALP review survey indicated that the one-on-one style of the DiALP mentoring program was effective at increasing participants’ leadership capability and capacity and contributed significantly to participants’ individual confidence.

On the other hand, one participant noted that, even after completing the NFF DiALP, it was difficult to pick up paid board positions, even when you have the requisite experience and qualifications. It would be useful if AgriFutures and the NFF included opportunities for DiALP participants to learn and/or work on skills to improve their conversion of applications for leadership positions into actual paid positions.

9) The Nuffield Australia Scholarship Program: Lessons Learnt

Despite the potential benefits stemming from Nuffield Scholarship-enabled, industry-relevant research it was apparent that increased industry participation and/or support may be required to encourage adoption of research findings to achieve positive impacts in Australia.

10) Heywire: Lessons Learnt

Future evaluation of investment in Heywire could focus more on the impact of the stories in rural and regional Australia, as the current review has attempted to address, rather than being limited to the future development and accomplishments of the winners themselves.

Furthermore, any further evaluation of these programs should include the linkage to Trailblazers and other supporting initiatives and how ideas have been further developed by these other programs including their actual and/or potential impacts.

Heywire continues to provide an avenue for the airing of the inspirational stories of young people and their issues in rural and regional Australia. The investment contributes to the development of leadership skills and knowledge of young rural and regional Australians. Also, and perhaps more importantly, the program contributes to an increase in community wellbeing.

It is suggested that any future evaluation of investment in Heywire could focus more on the impact of the stories in rural and regional Australia, rather than being limited to the future development and accomplishments of the winners themselves. Furthermore, any further evaluation of Heywire should include the linkage to Trailblazers and other supporting initiatives and how ideas have been further developed by these other programs.
Conclusions

The impact assessment and review of investment in AgriFutures Arena 1 (People and Leadership) found that the Arena 1 investment, across the ten component programs, has contributed to attracting capable people into careers in agriculture and building the capability of future rural leaders. The investment also contributed to a number of positive economic and social impacts including:

- Increased wellbeing for individuals,
- Increased knowledge and research capacity,
- Maintained, or enhanced, long-term capability and capacity in agriculture and agriculture-related industries and research,
- Increased long-term productivity and/or resilience for rural/ regional businesses/ industries, and
- Improved wider community perceptions of rural/ regional businesses and industries.

Estimated total funding for AgriFutures Arena 1 over the relevant program periods (2015/16 to 2019/20) was $9.93m (present value terms). Based on the conservative assumptions made, the Arena 1 investment was estimated to have produced total expected benefits of $23.09m (present value terms). This gave a net present value of $13.16m, a benefit-cost ratio of 2.32 to 1, an internal rate of return (IRR) of 10.21% and a modified IRR of 8.16% at 30 years after the last year of investment at a 5% discount rate and 5% reinvestment rate. However, the nature of the Arena 1 investment in funding capability and capacity building programs, necessitated the formation of some broad and somewhat uncertain assumptions to place monetary values on some of the impacts. Further, baseline data for the capability and capacity building impacts identified for valuation were often scarce, not directly applicable, and/or outdated. Thus, a high degree of conservatism was used when finalising assumptions. Given the conservative assumptions made and because a number of impacts identified were not valued in monetary terms in the current assessment, the investment criteria reported are likely to be an underestimate of the performance of the Arena 1 investment over the evaluation period. Though based on highly conservative assumptions, and therefore likely an underestimate, the investment criteria were consistent with other evaluations of similar capability and capacity building investments.

Also, AgriFutures funding arrangements for the Arena 1 component programs have been effective to highly effective. Based on the qualitative review, there were no distinct differences in the effectiveness of funding arrangements between AgriFutures funded/led programs and other programs that AgriFutures supported.

The positive findings from the review and impact assessment of AgriFutures Arena 1 investment demonstrate that the component capability and capacity building programs have met the needs of, and delivered benefits to, AgriFutures stakeholders and rural communities. The information provided in the review may be used by AgriFutures management and the Board to guide future decision making with respect to strategic direction and/or resource allocation for the People and Leadership Arena (Arena 1) and/or to enhance the impact of existing/ ongoing program funding.

The review identified a number of ‘lessons learned’ at the individual program level that, if addressed in the future, may contribute to further enhancements of the performance of the overall Arena 1 investment.
Appendices

Appendix 1: A Review of AgriFutures Investment in the Rural Women’s Award

Introduction

The AgriFutures Rural Women’s Award (RWA) is Australia’s leading award acknowledging and supporting the essential role women play in rural industries, businesses and communities. The Award provides a platform to inspire and support Australian women to use and develop their skills to benefit their industries and communities. Each state and territory has its own Award coordinator (AgriFutures Australia, 2020).

The Award is open to all women involved in rural industries (meaning agriculture, forestry and fisheries), rural and regional businesses and rural and regional communities. The RWA identifies and supports women’s contribution to primary industries and rural communities by providing financial assistance, mentoring, resources and support via its nation-wide network of business and community leaders for selected state winners.

All state and territory winners receive a $10,000 bursary to bring to life an idea benefiting rural Australia. They also participate in leadership development and gain access to a nation-wide network of Award alumni. The national winner and runner-up, selected from the state winners, receive a further $10,000 and $5,000 respectively (NSW Government, 2020).

Scope of this Review

This assessment provides information on the RWA investment by AgriFutures Australia (hereafter referred to as AgriFutures) for the five-year period from 2015/16 to 2019/20. The review includes a survey of a sample of RWA winners and describes the actual and potential outcomes and expected impacts of the program for this five-year period.

Based on the review of the RWA, an overview and assessment of the AgriFutures investment in the scholarship initiative is provided from the perspectives of the scholarship winners, AgriFutures, and the broader rural Australian community.

The RWA assessment forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1).

AgriFutures Investment in the RWA 2015/16 to 2019/20

Table A1 shows the annual investment by AgriFutures from 2015/16 to 2019/20.

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia(a) ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>369,723</td>
</tr>
<tr>
<td>2017</td>
<td>308,033</td>
</tr>
<tr>
<td>2018</td>
<td>539,819</td>
</tr>
<tr>
<td>2019</td>
<td>409,361</td>
</tr>
<tr>
<td>2020</td>
<td>332,361</td>
</tr>
<tr>
<td>Total</td>
<td>1,959,240</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department
Summary of RWA Activities

2016 Winners:

(1) Sophie Hansen: NSW-ACT RWA winner and National RWA winner 2016

As a RWA winner, Sophie Hansen developed and delivered the ‘My Open Kitchen’ course. ‘My Open Kitchen’ is a e-course, podcast and calendar of events designed to give farmers and producers the skills and inspiration to use social media to build supportive communities around their farms/produce and to turn customers into advocates (www.my-open-kitchen.com).

The six-week e-course was designed to help farmers, value-adders, cooks and producers get started with social media to celebrate their produce and tell their stories through recipes, words, and photos. The course was made up of five modules and was successfully delivered to four groups totalling 145 students. Eight social media workshops were held in 2017, the My Open Kitchen podcast had over 120,000 downloads and a My Open Kitchen Gathering event was launched in May 2018 that included a weekend of panel discussions, workshops and events for 80 people.

The RWA bursary of $10,000 was used as follows:

- Laptop: $1,499
- Microphones: $380
- Tripod: $110
- Graphic design, logo/branding and website development: $3,500
- Studio hire and production costs: $4,000
- Brochure and workshop handout printing: $580

Following the success of the My Open Kitchen course developed using the RWA bursary, Sophie undertook the Australian Institute of Company Directors course. Sophie reported the following as personal highlights and key learnings from winning the RWA bursary:

- Offered a board position as an independent director for the Royal Agricultural Society Foundation.
- Gained experience in public speaking and running workshops and has grown in confidence and competence in these areas.
- Has a much clearer idea of what she has to offer and how to make an ongoing and sustainable contribution to rural and regional Australia.

(2) Kalyn Fletcher: WA RWA winner and National runner up 2016

Kalyn Fletcher used her $10,000 bursary to undertake a study tour visit and learn from agriculturalists in the Cerrado region of Brazil to explore wet season cropping options. The goal of the tour was to learn from South America’s highly successful tropical agriculture industry and bring new ideas and practices home to the Kimberley’s Ord River region.

(3) Robbie Davis: SA RWA winner 2016

RWA winner Robbie Davis used the Award bursary to conduct a study tour to investigate ways to increase productivity through decreasing food waste and loss in the value-chain, particularly pre-farm gate for Australian horticulture. The study focused on the potato industry.
The study tour included visits to the United Arab Emirates, the Netherlands, Belgium, France, the United Kingdom, Northern Ireland, Denmark and Finland. The tour was conducted from 28 October to 26 November 2016. The tour enabled the discovery of mainly European practices in the value-add of graded-out (waste) horticulture products pre-farm gate. In particular, the study noted that the processing sector in Europe was taking responsibility for waste reduction by adopting a total chain approach to reducing food waste and was working transparently with its supply chains in a non-competitive way to reduce food losses starting on-farm. Findings from the study tour resulted in the following recommendations:

- Use of clever packaging to extend shelf-life,
- Value-adding of out-grades/off-cuts for ‘ready-meals’ and potato products of high net worth,
- Starch, high value protein and cellulose fibre production,
- Biogas and fertiliser production as by-products,
- Extension of value chains in the fresh sector to include processing facilities in a collaborative model, and
- Establishment of ‘Resource Efficient Food and dRink for the Entire Supply cHain’ (REFRESH) Australia through a Government initiative and partnership.

**(4) Martina Matzner: NT RWA winner 2016**

As the Northern Territory RWA, Martina Matzner aimed to encourage young people to take up positions in agriculture/horticulture/food production as a career path. Martina liaised with Stephanie Alexander schools4 in her local region to investigate the existing concept of small farm plots in schools. Martina visited participating schools and prepared students for a visit to a farm during the peak season.

Students from participating schools then undertook a farm tour of the Acacia Hills farm during harvest season to observe and record the harvest, packing, and transport of mangoes. Students then visited a local supermarket to see mangoes on display and observe consumers making their selection.

As a second activity, Martina Matzner worked with Charles Darwin University Horticulture Facility to develop an Efficient Water Use unit, focusing on soil moisture probes and computer monitoring along with new water telemetry programs and bore water draw down level monitoring devices used on-farm.

Over the 12-month period after being awarded the RWA bursary, Martina also participated in a number of surveys related to education and employment, facilitated work experience for students, held discussions with overseas investors regarding education and labour, gave a number of talks at public forums, set up and participated in a pilot program to employ low security prisoners (especially women) on-farm, and advised on expansion of the existing prisoner education program.

***(5) Emma Robinson: QLD RWA winner 2016***

Emma Robinson used the QLD RWA bursary to create the ‘Steak Your Place’ industry insight day initiative for beef producers. The ‘Steak Your Place’ insight day forums:

---

4 For further information see: https://www.kitchengardenfoundation.org.au/content/about-us
• Promoted new thinking around beef supply chain opportunities,
• Built industry momentum around The Beef Co-op Project\(^5\), and
• Created a network of industry experts supporting The Beef Co-op Project.

Over 130 industry stakeholders participated in the ‘Steak Your Place’ initiative which was held on 25 May 2017.

Following winning the 2016 RWA, Emma undertook the Meat Executive Program at the Institute of Food and Grocery Management as well as a five-day intensive program promoting new knowledge and networks across the meat supply chain. Emma reported the following personal highlights and learnings:

• Opportunity to network with industry people from across the beef supply chain.
• Developed new skills in project collaboration, negotiation and project management.
• Developed understanding of global food trends, consumer opportunities and latest brand development trends.

Emma also spoke at the Australian Bureau of Agriculture and Resource Economics and Sciences (ABARES) Regional Outlook Conference, the Meat & Livestock Australia Beef Up forum, the Young Beef Producers Conference, and the ABARES Outlook Conference 2017 (among other speaking engagements related to the RWA).

(6) Rebecca Duffy: TAS RWA winner 2016

Rebecca Duffy undertook a national and international cellar door study tour to better understand how different regions deliver wine tourism experiences. Rebecca visited the following locations:

USA:

• Chimney Rock, Napa Valley, USA
• Clos Du Val, Napa Valley, USA
• Robert Mondavi, Oakville, USA
• Cakebread Cellars, Rutherford, USA
• Duckhorn, St. Helena, USA
• Opus One, Napa Valley, USA
• Raymond Vineyards, St. Helena, USA
• Merryvale, St. Helena, USA
• Chateau Krug, St. Helena, USA
• Tank Garage, Calistoga, USA
• Vermeil Wines, Napa Valley, USA
• St Supery, Rutherford, USA
• Brasswood, St. Helena, USA

---

\(^5\) The Beef Co-op Project is a model and digital platform that aims to enable beef producers to leverage new value pre- and post-farm gate through collaboration. It promotes a shift to a more optimised approach whereby producers are part of the beef supply chain rather than simply selling to it, sharing the risks but also the reward. The Beef Co-op Project is developing a network of producers committed to the pilot phase development of a Queensland beef cooperative. It is envisaged that this cooperative will ultimately provide a unique combination of marketing, knowledge and farm supply services. The longer-term view is that the model and platform developed will have significant scalability, with potential for application across a broad geographical area.
• Chateau Montelena, Napa Valley, USA
• Jordan, Alexander Valley, USA
• Macrostie, Healdsburg, USA
• Kendall Jackson, Santa Rosa, USA
• Three Sticks, Sonoma, USA
• Walt, Napa Valley, USA
• Buena Vista, Sonoma, USA
• Gunlach Bundshue, Sonoma, USA
• Patz and Hall, Sonoma, USA
• Cline wines, Sonoma, USA
• Cliffe Lede, Yountville, USA
• Goose Cross, Yountville, USA

Australia

• Crittenden Wines, Dromana, VIC
• Foxey’s Hangout, Red Hill, VIC

Based on the cellar door study tour, Rebecca reported that the level of customer service and attention to detail at the USA cellar doors was impeccable. Further, as most USA tasting rooms are not allowed to have restaurants, they have come up with other ways to attract customers including:

• Architecture
• Gardens
• Additional experiences
• Customer service

(7) Jessica Lye: VIC RWA winner 2016

Jessica’s RWA project focused on enhancing biosecurity preparedness for the vegetable and potato industries. Jessica undertook a study tour to visit research institutions and growing operations in New Zealand, the USA, and South America. The study was used to gain information on key high priority pests and emerging pest threats and to gain knowledge about pest management, eradication strategies and biosecurity practices in other countries.

2017 Winners:

(1) Rebecca Lynd: TAS RWA winner 2017

Rebecca has used the Award bursary to undertake a study tour to the USA to research a selection of best practice small-scale, on-farm cattle slaughter facilities to gain an understanding of the contemporary issues and practices associated with small-scale, independently owned and/or community-supported slaughter facilities with a major focus on:

• Animal welfare,
• Workplace health and safety (WHS) risk management,
• Compliance with regulations,
• Energy use,
• Waste management, and
• Consumer needs.
Simone Kain is the co-creator of the characters ‘George the Farmer’ and his partner ‘Ruby’. The characters are an educational tool designed to teach children about agriculture. The ‘George the Farmer’ initiative produces fun picture storybooks, music, free paddock-to-plate videos, and nationally touring performances that both educate and inspire children and help them learn about where food comes from and how important agriculture is (George the Farmer Pty Ltd, 2020).

Simone used the Award bursary to develop George and his partner Ruby into two free educational children's curriculums, one for preschool and one for primary school. The guides look at women's roles in agriculture retrospectively and help to promote the contribution that women have played in Australian agriculture over the years. The guides also look at the innovative careers that are available in agriculture and ask kids to inspire or dream up what careers might be available in their futures. The character Ruby is the spokesperson for the guides and the role model teaching kids about careers, and especially women’s roles in agriculture (Hough, 2017).

Kirsten Abernethy employed her RWA bursary to encourage women in the seafood sector to seek out positions of responsibility. Women have not had a very loud voice in the seafood industry, 55% of the people who work in the seafood industry are women, yet less than 5% are in executive positions. Kirsten noted that women typically don’t like to spend the time away from their families, they have responsibilities they feel they can’t leave, they don’t like spending money on themselves and there’s also are confidence issues. Thus, Kirsten engaged with women in the fishing industry to build that confidence (Sullivan, 2017).

Kirsten worked with women in the fishing industry to determine what information and training would help them better engage with the community and take on greater leadership opportunities. Working with women in fishing has both informed what was needed, and how it should be delivered. She developed and piloted a needs-based platform, co-designed with women in fishing, that focused on ways and tools needed to build social acceptability of fishing in communities and engage with decision makers.

Sandra Ireson and other local landholders in her local region of Hay in NSW had developed and established the Hay Inc. Rural Education Program in 2014. The Program was a three-week course, run over a five-month period aligned with farming seasons, designed to provide hands-on training modules covering all the necessary skills of stockmanship in sheep, cattle and farming skills.

In 2017, the Program had been successfully completed for the third time with 37 participants graduating from the course. The Program provided mentoring, knowledge, support, skills and opportunities to engage and retain young local people in primary industries.

Sandra used the RWA bursary to develop an adaptable model of the Hay Inc. Rural Education Program, called Engage Ag, for implementation in other rural communities across Australia. Her goal was to encourage younger generations to remain in regional communities and primary industries.

Jacqui chose to channel her RWA bursary into the not-for-profit organisation Food & Agribusiness Network (FAN) that she co-funded with Andrew Eves-Brown in early 2015.
Jacqui used the RWA to partner with educators, government and industry to create an online training platform to connect rural food and agribusiness. The platform was designed to deliver practical and engaging content to provide time-poor companies with the skills and tools to make more informed decisions around innovation, resulting in fewer failures, higher sales, and increased exports.

Work conducted using the RWA bursary funds included the creation of a 20 minute video documentary about innovation best practice for AgriFood, a free online e-learning for ‘Design Thinking Methods’ specifically tailored for the AgriFood industry hosted on the FAN website, and a range of public speaking engagements to inspire AgriFood Businesses to adopt consumer centric and collaborative ways to innovate.

(6) Tanya Dupagne: WA RWA winner and National RWA winner 2017

Tanya Dupagne was the creator of the Camp Kulin program in WA’s wheatbelt. The Camp Kulin program includes general camps open to any child in WA, scholarship camps for children affected by childhood trauma, corporate programming, school excursions and school camps. While at camp, campers and camp counsellors learn essential life skills, such as leadership, respect, trust, self-confidence, emotional regulation, perseverance, persistence, respect, anger management and communication skills (Camp Kulin, n.d.).

Tanya utilised the RWA bursary to create and run a subsidised ladies’ camp program to support women from regional WA. The program was designed to help women develop skills such as leadership, trust, self-confidence, self-esteem, perseverance and ambition that women can use in their daily lives. The program involved a three-day intensive camp where ladies experience all the activities the Camp Kulin program offers. Support groups were created using social media so that participants could keep in touch and alumni events are held every year.

(7) Kate Peake: NT RWA winner 2017

Kate Peake was CEO of Regional Development Australia Northern Territory (RDANT), on the board of NT Farmers’, and a member of two water advisory committees. Kate’s RWA project focused on the promotion of local water stewardship and the development of stakeholder-endorsed communications and strategies to foster sustainable water use across the Darwin region.

Kate used her RWA funding to undertake a survey and increase water stewardship within the rural Darwin community. The results of the survey were analysed and compiled into a report with the hopes of raising awareness about the need for effective groundwater management.

2018 Winners:

(1) Allison Clark: TAS RWA winner 2018

Allison Clark was Lead Innovator at Optimum Standard and worked across a number of industries focusing on the things that create innovation and change in product and service delivery. Allison observed that many businesses have a great idea but do not have the necessary skills or experience to design, develop and commercialise a product while limiting its risk of failure. Other businesses have the commitment, drive and financial resources necessary to diversify, but do not know in which area to innovate.

Allison used her Award to address adult literacy and learning challenges, diversity issues, disability and other disadvantages that may prevent people in rural, regional and remote communities from pursuing their ideas. She developed the Ideas2Enterprise Pathway Model for use by individuals and industry stakeholders.
Allison explored examples of partnerships, clusters, knowledge sharing, technology uptake, and different forms of collaboration through face-to-face conversations and interviews and a study tour to the United Kingdom. Key outputs of Allison’s work were:

- Survey findings were made available to Tasmanian Women in Agriculture and highlighted the information sources used by women in rural, regional and remote communities.
- Allison was involved in a one-on-one interview with Business.gov.au and provided feedback to the online platform and its usability for individuals with diversity, disadvantage and disability.
- Allison presented project insights at Tasmania’s Parliament House.
- A 5-minute cartoon was developed on Creating for Human Difference (released through social media and personal/professional networks).
- Release of ‘the Green Paper – Entrepreneurship and R&D: A perspective on change’ that was circulated to the Federal Minister for Agriculture, Horticulture Innovation Australia Ltd, Tasmanian Department of State Growth, and AgriFutures.

(2) Alexandra Thomas: SA RWA winner 2018

Alexandra (Alex) Thomas was a fierce advocate for the prevention of work-related serious injuries and fatalities in primary industries. She was a part-time carer for her father who received permanent injuries resulting from his life’s work in the agricultural industry.

Alex used the RWA bursary to launch the #PlantASeedForSafety social media campaign. She had observed that over 90% of work-related injuries and fatalities could be attributed to a choice or a decision made by a person. She believed that a person would not invest energy in changing their attitudes or beliefs (and therefore actions) unless (a) they have a clear and compelling reason to do so, and (b) it makes sense in the context of their socio-ecological environment. The purpose of #PlantASeedForSafety project was:

1. A re-calibration of the message about health and safety from one of compliance (the big stick), paperwork and ‘box-ticking’, to one of care, relevance and alignment with ‘the why’ (to prevent people from getting hurt), and
2. The social influence of those around them.

The #PlantASeedForSafety project identified and empowered key influencers within the rural ecosystem (rural women in particular) and aimed to equip them with the confidence and the narrative to inspire a change in habits, from ‘the way we’ve always done it’ to safer, healthier and potentially more productive choices.

(3) Melissa Connors: VIC RWA winner 2018

In 2012, Melissa Connors and her family moved onto a 10-acre property in regional Victoria. She quickly realised that they did not have the knowledge or skills to manage the property and make use of its full potential, nor did they know where to start or where to go for help. In 2015, Melissa realised the need for ‘tree changers’ to have a source of advice and information and developed the ‘This Farm Needs a Farmer’ (TFNAF) program (This Farm Needs A Farmer Pty Ltd, 2019). TFNAF aims to build stronger community relations in the Macedon Rangers region by connecting experienced established and/or retired farmers with ‘tree changers’.
Melissa used to Award to:

- Enhance TFNAF communication, consultation and professional services,
- Host networking and information sessions, and
- Meet ad hoc meeting and out-of-pocket travel expenses.

(4) Jillian Kilby: NSW RWA winner 2018

Jillian Kilby was the founder and CEO of The Infrastructure Collaborative. The organisation serves infrastructure projects in NSW, regional Australia and the USA and uses Design Thinking\(^6\) to solve problems and shift infrastructure projects from Government planning shelves to be ‘shovel ready’ (NSW Government, n.d.)

Jillian used the RWA bursary to deliver an Expert in Residence trained expert from Stanford University to Dubbo, Armidale and Sydney (NSW) to hold workshops with regional NSW business owners to understand their needs and ideate solutions. The workshops were designed to empower women to start and scale regional businesses.

Since the RWA, Jillian has used the learnings from the project to create a regional social movement called The Exchange that offers learning, education and community engagement. It provides both free and paid services including free co-working for people seeking off farm revenue streams, and free educational and networking opportunities.

(5) Krista Watkins: QLD RWA winner and National RWA winner 2018

Krista Watkins was the co-creator of Natural Evolution. The company developed a range of innovative solutions to banana industry issues and created a range of value-add products from banana waste such as banana flour, banana ointment, organic vegan protein powder, and baking pre-mixes (Natural Evolution, 2019).

Extending her passion for improving management of food waste, Krista channelled the Award funding into a research and development project for waste sweet potatoes. The project trialled commercial production capability for waste sweet potatoes and researched the nutritional benefits of four commercially grown sweet potato varieties. The project successfully:

- Produced golden sweet potato flour and isolated sweet potato juice (a processing by-product) that was then developed into sweet potato vodka under a new brand ‘Plantation Brew Co.’.
- Launched sweet potato flour into the Macro Woolworths brand and into the Natural Evolution brand for national distribution and direct bulk sales to national and international customers.
- Saved over 100 tonnes of Beauregard sweet potatoes from being wasted and create alternative market opportunities for Australian sweet potato farmers.

\(^6\) Design Thinking is a non-linear, iterative process that teams use to understand users, challenge assumptions, redefine problems, and create innovative solutions to prototype and test. It involved five phases: (1) Empathise, (2) Define, (3) Ideate, (4) Prototype, and (5) Test. It is most useful to tackle problems that are ill-defined or unknown.
(6) Darrylin Gordon: WA RWA winner and National runner up RWA winner 2018

A Jaru woman, Darrylin Gordon has worked as an Indigenous Community Alcohol and Drugs Officer for Kimberly Mental Health and as a Community Engagement Officer with the Shire of Halls Creek. Darrylin saw potential for an employment program that offers wrap-around counselling and support services as a way to sustainably increase the employability of participants.

Darrylin utilised the Award to develop a localised training program to enable residents to learn the skills they need to get local jobs, particularly in farming, mining and tourism industries. Darrylin also ran a three-month camp on her family’s pastoral station to develop life skills for participants (Government of Western Australia, n.d.).

(7) Linda Blackwood: NT RWA winner

Linda Blackwood, who lives in Katherine, identified risk management of contractors and associated administrative costs as a key issue affecting NT stations. She proposed a Station Site Access project which would allow contractors to lodge their accreditations online, and for station managers and employers to easily view them (Northern Territory Government of Australia, 2018).

Linda utilised the RWA bursary to develop her proposed site access accreditation program designed specifically for the northern Australia pastoral industry. The project resulted in development of ACCESS: Australian Country Contractors & Essential Station Services, including a clear vision of how the accreditation program should function and a list of potential add-ons and opportunities for future development.

2019 Winners:

(1) Anh Nguyen: TAS RWA winner 2019

Anh Nguyen contended that filling a void with advanced technology was the key to a new movement in Australian agriculture. Technology deficiency, labour intensive farm work was the current state of the majority of farms in rural Australia. Owners were the main labour source as well as managers of the farm businesses. All decisions regarding farm operation were based on farmer experience and feelings, not on collective data and quantitative measures. Most farms did not have any automatic monitoring and controlling system.

Anh felt that, with recent advances in technology, automatic control and management could be easily retrofitted to current farming irrigation and controlling system to free labour, optimise resources, and maximises productivity.

Dr Nguyen’s RWA funded project developed a monitoring and irrigation controlling system using the internet of things and LoRa network. The project successfully completed the following activities:

- A set of prototypes of soil moisture and temperature sensors were deployed at ‘ese Vineyard (Tasmania), and field tested.
- The LoRa gateway was developed, tested, and optimized. LoRa nodes were developed and field tested.
- The data collected were successfully uploaded and processed.

LoRa (short for long range) is a spread spectrum modulation technique derived from chirp spread spectrum (CSS) technology.
Web based live data of the farm was successfully displayed.

E-valve was developed and tested onsite.

Data were successfully connected to the cloud and could be controlled via web.

Future work includes the optimization of the sensors, field testing the whole controlling system and application development for more friendly data display and control.

(2) Deanna Lush: SA RWA winner 2019

Deanna Lush was an award-winning journalist and was previously recognised as the South Australian Rural Journalist of the Year and the Australian Young Leader in Rural Journalism, a national award recognising leadership potential in agricultural journalists.

Deanna used the Award to establish a network of ‘trust in ag’ champions across South Australia. This was a group who had the skills, knowledge and confidence to engage with people outside of the agricultural industry, and in particular those with no connection to, or understanding of, agriculture.

Deanna worked with Grain Producers SA, Livestock SA and SA Dairyfarmers Association to run a series of pilot workshops. The pilot participants formed the start of the trust in ag network.

Deanna also used the RWA bursary to travel to the USA to complete a ‘train the trainer’ course in shared values communication principles to roll out in Australia. The training was the starting point for the network to start to change the way the Australian agricultural industry understands the community and engages with them (Primary Industries and Regions South Australia, 2020).

(3) Claire Moore: VIC RWA winner and National RWA runner up 2019

Claire Moore was concerned about the challenges facing bee populations across the world and had been studying bee keeping in her spare time for the twelve years prior to receiving the RWA in 2019. Claire wanted to inspire Australian bee keepers to increase their hive numbers and expand their commercial bee keeping operations while also exporting Australia’s healthy and clean bees to the world.

The goal of Claire’s RWA funded project was to breed genetically diverse queen bees that were adapted to the changing climate. In February 2019, Claire commenced a Certificate III in Commercial Beekeeping at Tocal College in NSW. The course covered all aspects of Commercial Beekeeping, but most importantly for the RWA project Claire learnt queen breeding and how to breed and package queen bees for world-wide commercial sale. She also learned the basics of queen bee genetic selection, by using in field tests such as hygiene, temperament and honey production.

Upon finishing the Certificate III, Claire applied and was selected for the highly competitive artificial insemination cohort. However, training was delayed until December 2020 because of the Australian bushfires and COVID 19. Therefore, while Claire waited for the artificial insemination course to commence, she worked on her business in Kyneton (VIC).

Claire purchased queen bees with different genetics and, within the limited breeding season experienced because of the smoke of the Victorian bushfires, she started grafting queen bees. She has tested those queens for genetic traits learnt at Tocal such as hygiene, honey production and temperament.
Further, Claire commenced the Hiveshare Bee school and in September 2019 on her farm in Kyneton and, to increase the scientific basis of the research, approached Melbourne University Vet Science department to see if they would partner in queen bee genetics research. Claire was subsequently named as a Research Assistant/ Industry Liaison by Melbourne University on a large grant proposal to Agriculture Victoria and has worked with the University’s Vet Science research team to form the premise of the research and to help write the grant application and budget for a honey bee genome project to identify Varroa resistance.

(4) Natasha Roebig: QLD RWA winner 2019

Natasha Roebig was a beekeeper and owner of Bee All Natural. Natasha saw a need to promote ethical apiary practices and disease prevention and management. She wanted to encourage a new generation of beekeepers into the industry, especially women and youth and had dedicated much of her time to mentoring and up-skilling industry newcomers.

Natasha’s goal was to develop an Inclusive Beekeepers Training Facility. The interactive training facility will align with the agricultural educational provider Australian Technology and Agricultural College (ATAC) who will assist with developing relevant educational programs in conjunction with industry affiliates such as the Australian Honey Industry Council using cutting edge information provided by regarded institutes such as AgriFutures and Biosecurity Queensland.

Using the platform of her business “Bee All Natural”, Natasha used the RWA bursary to develop a new website to incorporate an Education booking system and information package, making it easier for students to engage and book their beekeeping experiences.

(5) Belinda Lay: WA RWA winner 2019

Belinda Lay was a Esperance-based grain and sheep farmer. As a farmer, she constantly battled to reduce the mortality rates, particularly in lambing ewes and weaners. Adopting best practice management tools to prevent mortality helped improve these rates, however there was room for further improvement. Belinda believed that the industry was facing a number of challenges as society’s attitudes and perceptions evolve with regard to animal farming and accepted a certain level of responsibility to change with it. Belinda saw opportunities for sensors and movement technologies to be the next management tool to take animal welfare and lamb survival to the next level.

Through implementation of Internet of Things (IOT) technologies, in particular a GPS tracking device for sheep, Belinda’s RWA funded project aimed to:

- Assist in improving the farming bottom line through reduced mortality and increased productivity, and
- Attempt to address mounting pressure from the general public demanding transparency with regard to animal welfare

During the course of the project, Belinda established that IOT GPS tracking collars worked in a remote location utilizing Sigfox connectivity and that the devices did have the capability to carry out the functions claimed by the manufacturer which included GPS tracking, activity monitoring, geo fencing, and high and low activity alerting.

The project revealed that wider issues with Agtech such as connectivity, device reliability, data ownership, storage and integration as well as access in a timely fashion, need to be better understood and addressed to gain full future benefits from the project.
(6) Zoe Malone: NT RWA winner 2019

Zoe Malone recognised that many grassroots community groups struggled to keep up with increasing governance and accountability demands (Northern Territory Government of Australia, 2019).

Zoe used the RWA bursary to seek feedback from a diverse range of community groups and volunteers to understand the current needs and range of circumstances and engaged with governance experts to explore solutions, test different ideas and start developing resources (a ‘toolkit’).

The toolkit involved a checklist, prompt questions, support tools, templates and guides to help identify governance priorities and support in becoming a stronger organisation. The tools were then tested with a broader range of community groups to investigate whether they could be applied across different contexts and offer real value to volunteers in addressing their challenges. The materials were then refined and made available online and for volunteers and organisations to share through their networks.

(7) Jo Palmer: NSW RWA winner and National RWA winner 2019

Jo Palmer was a remote work advocate and founder of Pointer Remote Roles (PRR). PRR supports business to leverage distributed teams and empowers people to access the career they want from wherever they live (Pointer Remote Roles, 2020).

Jo used the Award funding to create a portal within Pointer’s platform that will help to alleviate road blocks that hold many rurally based professionals back from engaging with remote work. The portal was built and launched in November 2019. Learnings from development of the portal subsequently led to the complete restructuring of PRR. The initial portal was taken down in March 2020, but the business has changed its core focus from being a recruitment platform to that of a capacity-building organisation. PRR’s core products and services now include:

- Bespoke training for businesses, organisations and Government agencies via webinar (and in-person post-COVID-19).
- Online e-Learning courses for business leaders and individuals.
- Affiliate sales of legal and compliance documents, templates and WHS audits from a remote specialist lawyer.
- Recruitment job board.

2020 Winners:

Activities for the 2020 winners have been hampered by the global COVID-19 pandemic. Also, due to COVID-19 restrictions, the selection and announcement of the Australian National RWA winner and runner up has been delayed to September 2021.

However, the 2020 state winners were:

- Cara Peek: WA RWA winner
- Stephanie Schmidt: SA RWA winner
- Kelly Barnes: VIC RWA winner
- Amy Kirke, NT RWA winner
- Karen Brock: TAS RWA winner
- Elisha Parker: QLD RWA winner
- Cressida Cains: NSW-ACT RWA winner
Survey of RWA Scholarship Recipients

The RWA survey was sent to 21 of the 35 RWA winners from 2015/16 to 2019/20. Surveys were sent by email where contact details could be found.

Question 1:
What were the key factors in your decision to apply for the RWA?
   a) The opportunity to progress a project of interest
   b) The opportunity to implement change in your industry and/or community
   c) The chance to be recognised as a leader in your chosen field
   d) If ‘Other’ factors, please specify

Please rank the driving factors (1 being most important):

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The opportunity to progress a project of interest</td>
<td></td>
</tr>
<tr>
<td>b) The opportunity to implement change in your industry and/or community</td>
<td></td>
</tr>
<tr>
<td>c) The chance to be recognised as a leader in your chosen field</td>
<td></td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>

Question 2:
What would have been your most likely action if you had not won the Award? For example:
   a) Pursue your career path/project of interest using alternative funding
   b) Not undertaken the project
   c) Pursued other different professional and/or personal development activities
   d) Other (please specify)

Question 3: Please provide a brief description of the number one, most important finding/outcome/output from your Award project:
Question 4:
What personal benefits have you gained from receiving the Award?
   a) Opportunity for increased income and career advancement
   b) Opportunity to create change (e.g. increased productivity) within your regional/rural community or industry
   c) Recognition as a leader in your chosen field
   d) If ‘Other’ benefits – please specify

Please rank the benefits (1 being most important):

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Opportunity for increased income and career advancement</td>
<td></td>
</tr>
<tr>
<td>b) Opportunity to create change (e.g. increased productivity) within your regional/rural community or industry</td>
<td></td>
</tr>
<tr>
<td>c) Recognition as a leader in your chosen field</td>
<td></td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>

Question 5:
Please indicate your response to the following statement:

   The AgriFutures Rural Women’s Award has created positive change in the Australian agriculture sector.

   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree
   e) Strongly disagree

Question 6:
Please indicate your response to the following statement:

   The AgriFutures Rural Women’s Award, through the State and National bursary funded projects, has contributed to improved productivity and/or profitability for Australian agricultural businesses.

   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree
   e) Strongly disagree

Question 7:
Please indicate your response to the following statement:

   The AgriFutures Rural Women’s Award has contributed to enhanced leadership and empowerment of women in the Australian agricultural sector.
Question 8:
How likely are you to recommend/support others to apply for the Award?
- a) Highly likely
- b) Likely
- c) Neutral
- d) Unlikely
- e) Highly unlikely

Survey Responses: Summary

As of 11 December 2020, two responses had been received by the Agtrans team (two of 21 potential responses, response rate of 9.5%). The following presents a summary of the responses from RWA recipients to the survey. To ensure confidentiality of responses, where applicable, respondents were identified using only a number.

Question 1: What were the key factors in your decision to apply for the RWA?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 3)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The opportunity to progress a project of interest</td>
<td>1, 2</td>
<td>1.5</td>
</tr>
<tr>
<td>b) The opportunity to implement change in your industry and/or community</td>
<td>2, 1</td>
<td>1.5</td>
</tr>
<tr>
<td>c) The chance to be recognised as a leader in your chosen field</td>
<td>3, 3</td>
<td>3</td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Question 2: What would have been your most likely action if you had not won the Award?

Respondent (1): a) s

Question 3: Please provide a brief description of the number one, most important finding/outcome/output from your Award project:

(1) That the GPS tracking collars do work and give great insights into sheep behaviour and how they interact with the land. They will be important to the future of farming and managing farm resources such as soil and water. They also give opportunity to improve production through feed management, lambing and flystrike

(2) No response
**Question 4:** What personal benefits have you gained from receiving the Award?

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Opportunity for increased income and career advancement</td>
<td>4, 3</td>
<td>3.5</td>
</tr>
<tr>
<td>b) Opportunity to create change (e.g. increased productivity) within your regional/rural community or industry</td>
<td>3, 1</td>
<td>2</td>
</tr>
<tr>
<td>c) Recognition as a leader in your chosen field</td>
<td>2, 2</td>
<td>2</td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
<td>0.5</td>
</tr>
</tbody>
</table>

(1) Rank 1: Platform in which to network with innovators from other fields that can be adopted across to agriculture that I wouldn’t otherwise be able to reach.

**Question 5:** Please indicate your response to the following statement:

*The AgriFutures Rural Women’s Award has created positive change in the Australian agriculture sector.*

(1) Neutral
(2) Strongly Agree

**Question 6:** Please indicate your response to the following statement:

*The AgriFutures Rural Women’s Award, through the State and National bursary funded projects, has contributed to improved productivity and/or profitability for Australian agricultural businesses.*

(1) Neutral
(2) Strongly Agree

**Question 7:** Please indicate your response to the following statement:

*The AgriFutures Rural Women’s Award has contributed to enhanced leadership and empowerment of women in the Australian agricultural sector.*

(1) Agree
(2) Strongly Agree

**Question 8:** How likely are you to recommend/support others to apply for the Award?

(1) Highly Likely
(2) Highly Likely

**Survey Findings**

Overall, the RWA response indicated that:

- The opportunity to progress a project of interest and/or the opportunity to implement change in their industry and/or community were key factors in the participants’ decision to apply for the RWA.
• If the participants had not been awarded the RWA, it was likely that they would have either pursued a career path/project of interest using alternative funding and/or pursued other, different professional and/or personal development activities.

• Key personal benefits that the participants experienced from being awarded the RWA included the opportunity to create change (e.g. increased productivity) within their regional/rural community or industry and/or recognition as a leader in your chosen field.

• On average, the respondents agreed that the AgriFutures Rural Women’s Award has:
  a) Created positive change in the Australian agriculture sector.
  b) Contributed to improved productivity and/or profitability for Australian agricultural businesses.
  c) Contributed to enhanced leadership and empowerment of women in the Australian agricultural sector.

• All respondents stated that they were highly likely to recommend/support others to apply for the Award.

RWA Outputs: Summary

• AgriFutures has supported a total of 35 RWA state winners (seven each year) over the 2015/16 to 2019/20 period. Each received a $10,000 bursary.

• Of those 35 state winners, seven were also awarded the National Award and an additional $10,000 bursary. A further seven were awarded the National runner up Award and received an additional $5,000 bursary.

Key RWA Outcomes:

• RWA winners used the Award to undertake a range of activities that have contributed to:
  o The promotion of women in rural business, particularly as leaders.
  o The development of innovative concepts, models and tools driven by, and focused on rural and regional women, businesses and communities.
  o International networking and learning.

• RWA winners are contributing to positive change in their own professional organisations and in their local communities. They also continue to contribute to the positive reputation of rural women and of AgriFutures.

• RWA winners are leaders in their fields and continue to pursue personal and professional development.

Potential Impacts:

AgriFutures investment in the RWA from 2015/16 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

• Increased productivity and resilience for rural and regional businesses through:
  o The development of innovative concepts, models and tools, and
  o Implementation of novel and/or improved practices discovered through networks and international learning.
• Potentially, increased incomes for RWA recipients driven by enhanced career potential through the positive reputation of the RWA, prestige of being a recipient of the RWA, increased skills and knowledge, and improved leadership skills.
• Increased knowledge and personal capacity from networking and access to learning and development opportunities.

**Indirect/Secondary Impacts**

• Increased wellbeing and resilience for rural and regional communities.
• Increased capacity of individuals influenced by the RWA recipients.
• Increased gender diversity in rural and regional business.
• Increased interest in the RWA by both potential applicants and potential funding partners through enhanced reputation of the AWR

**Alignment with AgriFutures Arena 1 Priorities and Performance Indicators**

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the RWA addresses both Arena 1 priorities through the recognition and further advancement of driven and innovative women in rural and regional Australia and support for personal and professional development and capacity building.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Investment in the RWA has contributed to Arena 1 KPI 5 through the addition of 35 RWA winners to the RWA Alumni group over the 2015/16 to 2019/20 period.
Effectiveness of the AgriFutures RWA Funding Arrangement

The Award aims to provide a platform to inspire and support Australian women to use and develop their skills to benefit their industries and communities. The AgriFutures investment in the RWA has directly enabled the recognition of 35 exceptional rural women and provided each with the opportunity to enhance their capability and capacity. This, in turn, has contributed to increased productivity and resilience for rural and regional businesses and communities and to the promotion and recognition of the role of women in rural and regional Australia.

Based on the successful delivery of the RWA, the qualitative assessment of the outputs, outcomes and impacts of AgriFutures investment in the RWA, and the expected benefits to individual Award winners, the review found that the funding arrangement for the RWA (that is, annual state and national awards including bursaries totalling $85,000 for the five-year period ended 30 June 2020) was highly effective.

Lessons Learnt

The review found that AgriFutures support for rural women and communities in the form of the RWA (and associated bursary) was successful and that the success was driven by the Award's ability to provide recognition for women as leaders in their chosen field and the opportunity to progress a project of interest and/or implement positive change in their industry and/or community.

Recognising and raising the profile of rural women leaders, and providing funding that may be a catalyst for such leaders to undertake projects to implement positive change, is likely also to enhance the wellbeing and profile of rural and regional businesses and/or communities.

Conclusions

AgriFutures total investment in the RWA for the five-year period ended 30 June 2020 was $425,000 (nominal dollars). The funding arrangement for the RWA has been effective and the investment has supported the recognition, advancement and increased capacity and capability of at least 35 exceptional rural women. This, in turn, is likely to have contributed to more productive and resilient rural and regional communities in Australia.

The investment in the RWA is directly aligned with both Priorities associated with AgriFutures Arena 1 ([1] Attracting capable people into careers in agriculture and [2] Building the capability of future rural leaders) and has contributed toward KPI 5 (Continue the development of the AgriFutures Rural Women’s Award Alumni…) as per the AgriFutures Annual Operating Plan 2019-20.
Appendix 2: A Review of AgriFutures Investment in the Horizon Scholarship

Introduction

In partnership with industry sponsors, the current AgriFutures Horizon Scholarship initiative supports students enrolled in full-time study at an Australian university by providing:

1) A bursary of $5,000 for the final two years of their degree,
2) Professional development workshops,
3) Annual industry work placements aligned with the scholar's areas of interest and their sponsor's industry; and
4) Opportunities to network and gain knowledge at a range of industry events.

To be eligible, students must be enrolled full-time in an agriculture-related undergraduate degree at an Australian university. Scholarship recipients are selected on the basis of their commitment to a career in agriculture, as well as their leadership potential and tertiary academic record to date.

Scope of this Review

This assessment provides a summary of the AgriFutures investment in the Horizon Scholarship program over a five-year period from 2015/16 to 2019/20. The review provides a brief description of the Horizon Scholars' activities and includes results of a survey of a sample of scholarship winners. The review then describes the actual and potential outcomes and expected impacts of the program for the five-year period.

Based on the review of the AgriFutures investment in the Horizon Scholarship program, an overview and assessment of the investment in the program is presented from the perspectives of the scholarship holders, AgriFutures, and the broader rural Australian community.

The Horizon Scholarship assessment forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1). Table A2 shows the annual investment by AgriFutures from 2015/16 to 2019/20.

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>442,837</td>
</tr>
<tr>
<td>2017</td>
<td>317,410</td>
</tr>
<tr>
<td>2018</td>
<td>478,133</td>
</tr>
<tr>
<td>2019</td>
<td>391,924</td>
</tr>
<tr>
<td>2020</td>
<td>131,212</td>
</tr>
<tr>
<td>Total</td>
<td>1,761,515</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department
Summary of Horizon Scholar Activities:

In addition to their regular university studies, Horizon Scholarship recipients received:

- Opportunities for mentoring partnerships with university faculty members and industry leaders,
- Invitations to annual professional development workshops,
- Access to annual industry work placements,
- Opportunities to network and gain knowledge at a range of industry events, and
- Exposure to employment opportunities during and after undergraduate study.

Horizon Scholars 2015/16 to 2019/20:

2015/16:

- GRDC sponsored 6 scholarships in the 2015/16 intake and 2016/17 intake
- Caitlyn Daffey, Bachelor of Veterinary Science (James Cook University) - Sponsored by Meat & Livestock Australia ($10,000 p.a. for 5 years)
- Jasmine Whitten, Bachelor of Rural Science (University of New England) - Sponsored by AECL ($10,000 p.a. for 4 years)
- Laura Bruce, Bachelor of Agricultural Science (Charles Sturt University) - Sponsored by AECL ($10,000 p.a. for 4 years)
- Scott Nevison, Bachelor of Food and Agribusiness (University of Sydney) - Sponsored by the Cotton Research and Development Corporation ($10,000 p.a. for 4 years)
- Camilla a’Beckett, Bachelor of Agriculture (University of Melbourne) - Sponsored by the Cotton Research and Development Corporation ($10,000 p.a. for 3 years)
- Royce Pitchford, Bachelor of Agricultural Science (University of Adelaide) - Sponsored by Australian Wool Innovation Ltd ($10,000 p.a. for 3 years)
- Horticulture Innovation Australia Ltd contributed $30,000 over 4 years
- Alison Gill, Bachelor of Science (Advanced) (University of Adelaide)
- Amy Munro, Bachelor of Veterinary Biology / Bachelor of Veterinary Science (Charles Sturt University)
- Nicholas Grant, Bachelor of Agricultural Science (Charles Sturt University)
- Matthew Champness, Bachelor of Agricultural Science (Charles Sturt University)
- Eliza Seymour, Bachelor of Commerce / Bachelor of Science (University of Queensland)
- Roxanne Mostert, Bachelor of Science (Murdoch University)
- Elicia Jitming Lim, Bachelor of Food and Agribusiness (University of Sydney)
- Jack McIntosh, Bachelor of Agricultural Science (Integrated Honours) (Charles Sturt University)
- Luke Vella, Bachelor of Science in Agriculture (University of Sydney) - Sponsored by Horticulture Innovation Australia Ltd

2016/17:

- Katherine Bain, Bachelor of Agribusiness (Marcus Oldham College) - Sponsored by Australian Wool Innovation Ltd ($10,000 p.a. for 3 years)
- Wave Camp, Bachelor of Veterinary Biology / Bachelor of Veterinary Science (Charles Sturt University) - Sponsored by Meat & Livestock Australia ($10,000 p.a. for 5 years and $5,000 for the final, 6th year)
- Sam Knight, Bachelor of Business / Bachelor of Agriculture (University of New England) - Sponsored by the Cotton Research and Development Corporation ($10,000 p.a. for 4 years)
- Jana Dixon, Bachelor of Agricultural Science (University of Adelaide)
- Peta Stockwell, Bachelor of Agricultural Science (University of Queensland)
- Jonathon Moore, Bachelor of Science in Agriculture (University of Sydney)
- Peter Coles, Bachelor of Agricultural Science (Charles Sturt University)
- Jessica Capps, Bachelor of Rural Science (The University of New England)
- Isaac Jones, Bachelor of Sustainable Agriculture and Food Security (The University of Western Sydney)
- Xavier Burton, Bachelor of Agriculture (University of Melbourne)

2017/18:

- Annika Spork, Bachelor of Agriculture / Bachelor of Business (University of New England) - Sponsored by the Australian Egg Corporation Ltd ($10,000 p.a. for 4 years)
- Jessica Zieltjes, Bachelor of Rural Science (University of New England) - Sponsored by the McCaughey Memorial Institute ($5,000 p.a. for 3 years)
- Holly Chandler, Bachelor of Business (Curtin University) - Sponsored by the Cotton Research and Development Corporation ($10,000 p.a. for 3 years)
- Jonathan Reid, Bachelor of Agricultural Science (The University of Queensland) - Sponsored by Meat & Livestock Australia ($10,000 p.a. for 4 years)
- Amelia Gibson, Bachelor of Veterinary Bioscience (University of Adelaide) - Sponsored by Australian Wool Innovation Ltd ($10,000 p.a. for 6 years)
- Alice Mitchell, Bachelor of Veterinary Biology / Bachelor of Veterinary Science (Charles Sturt University) - Sponsored by Dairy Australia ($10,000 p.a. for 6 years)
- Renae Bice, Bachelor of Agricultural Business Management (Charles Sturt University) - Sponsored by Dairy Australia ($10,000 p.a. for 3 years)
- Claire Nock, Bachelor of Sustainable Agriculture (University of Queensland)
- Zachary Gallagher, Bachelor of Agribusiness & Sustainable Agriculture (University of Queensland)
- Emily Sinderberry, Bachelor of Agricultural Business Management (Charles Sturt University)
- Emily Walker, Bachelor of Agricultural Business Management (Charles Sturt University)
- Lauren Adler, Bachelor of Rural Science (University of New England)
- Matthew Hyde, Bachelor of Agribusiness (Curtin University of Technology)
- Tahlia Noonan, Bachelor of Agriculture (University of Melbourne)
- Matthew Burge, Bachelor of Engineering (Honours Agricultural) (University of Southern Queensland)
2018/19:

- Sarah Ludington, Bachelor of Rural Science (University of New England) - Sponsored by Dairy Australia
- Andrew Gray, Bachelor of Agriculture / Bachelor of Business (University of New England – Sponsored by Dairy Australia
- Anna Horton, Bachelor of Agriculture (University of New England) – Sponsored by Australian Wool Innovation Ltd
- Emma Moss, Bachelor of Sustainable Agriculture (University of Queensland) – Sponsored by Meat & Livestock Australia
- James Peacock, Bachelor of Agricultural Science (University of Queensland) – Sponsored by Meat & Livestock Australia
- Ashley Smith, Bachelor of Science (Advanced) (The Australian National University)
- Lochlan Jepson, Bachelor of Agriculture Science (Central Queensland University)
- Joe Gibson, Bachelor of Commerce / Bachelor of Agricultural Science (La Trobe University)
- Aaron James, Bachelor of Agriculture (University of Melbourne)
- Charles Bergmeier, Bachelor of Agriculture / Bachelor of Business (University of New England)
- Jack Lane, Bachelor of Agriculture and Bachelor of Business (University of New England)
- Indiana Rhind, Bachelor of Engineering (Honours), majoring in Agricultural Engineering (University of Southern Queensland)
- Thomas Taylor, Bachelor of Commerce and Liberal Studies (University of Sydney)
- William Scott, Bachelor of Business and Bachelor of Economics (University of Tasmania)

2019/20:

- Anna Drake, Bachelor of Food and Agribusiness (Sydney University)
- Emma Rice, Bachelor of Agriculture (University of New England)
- Harrison Goy, Bachelor of Agriculture (University of Melbourne)
- Kellie Maybery-Reupert, Bachelor of Science Advance – Global Challenges (Honours) (Monash University)
- Matthew Nevison, Bachelor of Food and Agribusiness (University of Sydney)
- Mikaela Tilse, Bachelor of Science in Agriculture (University of Sydney)
- Montana de Meillon, Bachelor of Environment and Sustainability and Bachelor of Development Studies (Australian National University)
- Natasha Reading, Bachelor of Agriculture (University of Melbourne)
- Sacha Pulsford, Bachelor of Science/ Bachelor of Philosophy (Honours) (The Australian National University)
- Tom Grills, Bachelor of Agriculture (University of Melbourne)
- William Foster, Bachelor of Agriculture (University of Melbourne)

Survey of Horizon Scholarship Recipients

A brief survey of the Horizon Scholarship recipients was conducted. Surveys were sent by email to 38 of the 65 scholarship holders (where contact details could be found). Participants were asked the following 10 questions:
**Question 1:**
What were the key factors in your decision to apply for the Horizon Scholarship?

- a) Improve your career prospects
- b) Empower you to succeed and boost your confidence
- c) Learn new and/or practical workplace skills
- d) Financial support for university expenses
- e) Enhance your understanding of the agricultural industry and its career options
- f) If ‘Other’ factors, please specify

Please rank the driving factors (1 being most important):

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improve your career prospects</td>
<td></td>
</tr>
<tr>
<td>b) Empower you to succeed and boost your confidence</td>
<td></td>
</tr>
<tr>
<td>c) Learn new and/or practical workplace skills</td>
<td></td>
</tr>
<tr>
<td>d) Financial support for university expenses</td>
<td></td>
</tr>
<tr>
<td>e) Enhance your understanding of the agricultural industry and its</td>
<td></td>
</tr>
<tr>
<td>career options</td>
<td></td>
</tr>
<tr>
<td>f) Other – please specify:</td>
<td></td>
</tr>
</tbody>
</table>

**Question 2:**
What would have been your most likely action if you had not been awarded the Horizon Scholarship? For example:

- a) Undertaken your studies in a different field/with a different focus (major)
- b) Pursued other scholarships or additional professional development opportunities (such as leadership courses, mentorships and/or joining professional networks and workshops)
- c) Simply completed your existing studies
- d) Other (please specify below)

**Question 3:** Please confirm your Horizon Scholarship sponsor (if applicable)

Organisation:

**Question 4:**
What personal benefits have you gained from receiving the Horizon Scholarship?

- a) Increased employment opportunities/career advancement
- b) Enhanced understanding of Australian agriculture and associated career options
- c) Improved problem solving and practical workplace skills
- d) If ‘Other’ benefits – please specify

Please rank the benefits (1 being most important):
### Benefits

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased employment opportunities/career advancement</td>
<td></td>
</tr>
<tr>
<td>b) Enhanced understanding of Australian agriculture and associated</td>
<td></td>
</tr>
<tr>
<td>career options</td>
<td></td>
</tr>
<tr>
<td>c) Improved problem solving and practical workplace skills</td>
<td></td>
</tr>
<tr>
<td>d) Other – please specify:</td>
<td></td>
</tr>
</tbody>
</table>

### Question 5:

Please briefly describe the most important activities/experiences that you were involved in as a Horizon Scholarship recipient (no more than three):

### Question 6:

Are you currently involved/employed in the agricultural sector?

- a) Yes
- b) No

### Question 7:

What is your current position/employment status and what category best describes the industry/business in which you currently are involved? (If still completing tertiary education, please list your course, institution and the year you expect to graduate)

### Question 8:

If you are involved in the agricultural sector, how likely are you to stay in the sector for the next 5 to 10 years?
a) Highly likely  
b) Likely  
c) Neutral  
d) Unlikely  
e) Highly unlikely

**Question 9:**  
If you are currently not involved in the agricultural sector, please briefly explain the constraints/limitations/reasons why not:

**Survey Responses: Summary**  
The Horizon Scholarship survey was sent to 38 of the 65 scholarship recipients from 2015/16 to 2019/20. As of 11 December 2020, five of the 38 scholarship holders had provided feedback to the survey (response rate of 13.2%). The following presents a summary of the responses from the scholarship holders to the survey. To ensure confidentiality of responses, where applicable, respondents were identified using only a number.

**Question 1:** What were the key factors in your decision to apply for the Horizon Scholarship?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 5)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improve your career prospects</td>
<td>4, 1, 1, 2, 2</td>
<td>2.0</td>
</tr>
<tr>
<td>b) Empower you to succeed and boost your confidence</td>
<td>2, 2, 2, 1, 4</td>
<td>2.2</td>
</tr>
<tr>
<td>c) Learn new and/or practical workplace skills</td>
<td>5, 2, 4, 5, 1</td>
<td>3.4</td>
</tr>
<tr>
<td>d) Financial support for university expenses</td>
<td>1, 1, 3, 4, 2</td>
<td>2.2</td>
</tr>
<tr>
<td>e) Enhance your understanding of the agricultural industry and its career options</td>
<td>3, 2, 5, 3, 2</td>
<td>3.0</td>
</tr>
<tr>
<td>f) Other – please specify:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Question 2: What would have been your most likely action if you had not been awarded the Horizon Scholarship?

Respondent (1): d) Continued my study as planned and pursued other scholarships or additional professional development opportunities (such as leadership courses, mentorships and/or joining professional networks and workshops)

Respondent (2): c) Simply completed your existing studies

Respondent (3): b) Pursued other scholarships or additional professional development opportunities (such as leadership courses, mentorships and/or joining professional networks and workshops)

Respondent (4): b) Pursued other scholarships or additional professional development opportunities (such as leadership courses, mentorships and/or joining professional networks and workshops) and/or c) simply completed your existing studies

Respondent (5): c) Simply completed your existing studies. I would have commenced my degree irrespective of being awarded the scholarship

Question 3: Please confirm your Horizon Scholarship sponsor (if applicable)

(1) Organisation: GRDC – Grains Research and Development Corporation
(2) Organisation: GRDC
(3) Organisation: first two years – Dairy Australia, second two years – AgriFutures Australia
(4) Organisation: AgriFutures Australia
(5) Organisation: GRDC

Question 4: What personal benefits have you gained from receiving the Horizon Scholarship?

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased employment opportunities/career advancement</td>
<td>2, 1, 1, 1, 2</td>
<td>1.4</td>
</tr>
<tr>
<td>b) Enhanced understanding of Australian agriculture and associated career options</td>
<td>1, 2, 3, 2, 2</td>
<td>2.0</td>
</tr>
<tr>
<td>c) Improved problem solving and practical workplace skills</td>
<td>3, 2, 2, 3, 1</td>
<td>2.2</td>
</tr>
<tr>
<td>d) Other – please specify:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) Networks of likeminded people</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Question 5: Please briefly describe the most important activities/experiences that you were involved in as a Horizon Scholarship recipient (no more than three):

(1) The week in Adelaide was fantastic. Great opportunity to network with Industry leaders. In particular I enjoyed meeting the Rural Women’s Award finalists as a young woman entering the industry myself this was encouraging and inspiring.

The presentation and public speaking skills I learnt were also invaluable. Throughout the week we have many opportunities and challenges to develop and fine tune these skills. This has been very useful for me.

(2) 1. The personal development activities that were completed at the annual summit.

2. The two weeks of paid work placement a year. This was truly invaluable and gave us so many opportunities that other people didn’t get access to.

3. Other activities and contacts at the annual summit. Activities that involved learning about a topical area of the industry (i.e. AgTech, Blockchain).

(3) The most important experience I found was being a member of the AgriFutures network and meeting current and past scholars. Through this I have made many connections that have turned into strong friendships. It has introduced me to many outstanding students who I had not met at my university before and has helped greatly with my studies being around other likeminded and ambitious students.

The two workshops I have participated in (Wagga Wagga, Adelaide Hills) have been a highlight and I hope we can meet in person in 2021. The workshops are interesting and facilitate broad and deep thinking about our agriculture sector and beyond.

(4) - Meeting people my age of whom were very like-minded and having very in-depth discussions with them.
- Doing two ABC radio interviews about the scholarship and increasing my media skills.

(5) I believe the most important, and potentially most underappreciated aspect of the program is the ability to meet motivated people, of similar interests from Universities around Australia. If not a recipient of the scholarship these networks between students would not be forged. As a result, I believe the most valuable experiences are the workshops. Second to this would be the opportunity to undertake diverse work placement opportunities that without the scholarship I would have been unlikely to pursue.

Question 6: Are you currently involved/employed in the agricultural sector?
(1) Yes
(2) Yes
(3) Yes
(4) Yes
(5) Yes
Question 7: What is your current position/employment status and what category best describes the industry/business in which you currently are involved? (If still completing tertiary education, please list your course, institution and the year you expect to graduate)

(1) Currently completing my Master of Teaching (Secondary Agriculture and Science) at the University of New England in Armidale. I will finish in December 2021.

(2) Agribusiness Consultant, working in broadacre dryland agronomy, and working with farm businesses (benchmarking, business planning, advisory boards).

(3) I am working part time as a farm hand on a cropping property near Dalby QLD. I am entering my fourth and final year of my dual degree in a Bachelor of Business/ Bachelor of Agriculture at the University of New England studying full time.

(4) Currently employed at Rivalea Australia as an Agricultural Graduate in the pork production sector.

(5) Student undertaking a PhD in Soil Science at the University. 
Degree title: Doctor of Philosophy (Science) 
Expected completion: 2023

Question 8: If you are involved in the agricultural sector, how likely are you to stay in the sector for the next 5 to 10 years?

(1) Highly Likely
(2) Highly Likely
(3) Highly Likely
(4) Highly Likely
(5) Highly Likely

Question 9: If you are currently not involved in the agricultural sector, please briefly explain the constraints/limitations/reasons why not:

(1) Not applicable
(2) Not applicable
(3) My only limitation why I am in part time work is due to my full-time study schedule as I finish my degree.
(4) Not applicable
(5) Not applicable

Question 10: How likely are you to recommend/support others to apply for the Horizon Scholarship?

(1) Highly Likely
(2) Highly Likely
(3) Highly Likely – FANTASTIC PROGRAM
(4) Highly Likely
(5) Highly Likely
Survey findings
Overall, the Horizon Scholarship survey responses indicated that:

- The survey indicated that improved career prospects and empowering students to succeed and boosting their confidence were key factors in the participant's decision to apply for the Horizon Scholarship.
- If the respondents had not been awarded the Horizon Scholarship, the most frequent response was that students would have pursued other scholarships or additional professional development opportunities (such as leadership courses, mentorships and/or joining professional networks and workshops).
- The most important benefit of the Horizon Scholarship was the opportunity for increased employment opportunities and/or career advancement.
- All respondents were currently involved in the agricultural sector and stated that they were highly likely to stay in the sector over the next 5 to 10 years. Further, all respondents indicated that they were highly likely to recommend/support others to apply for the Horizon Scholarship.

Key comments from the respondent included:

“...I enjoyed meeting the Rural Women’s Award finalists as a young woman entering the industry myself this was encouraging and inspiring.”

“The presentation and public speaking skills I learnt were also invaluable.”

“The two weeks of paid work placement a year ... was truly invaluable and gave us so many opportunities that other people didn’t get access to.”

“The most important experience I found was being a member of the AgriFutures network and meeting current and past scholars.”

Horizon Scholarship Outputs: Summary

- AgriFutures investment in the Horizon Scholarship Program over the five-year period ended 30 June 2020 has supported about 65 aspiring undergraduate students in agriculture or agriculture-related their studies.
- Each scholarship recipient also has received opportunities for personal and professional development through industry work placements, professional development workshops, and industry networking events.

Key Horizon Scholarship Outcomes:

- Horizon Scholarship holders are likely to have continued involvement and/or careers in Australian agriculture or agriculture-related fields.
- Horizon Scholarship holders that pursue academic/research based careers are more likely to future agricultural science and research capacity.

Potential Impacts:

AgriFutures investment in the Horizon Scholarship program from 2015/16 to 2019/20 is likely to have contributed to the following impact types:
Direct Impacts

- An increased number of educated young people pursuing careers and/or research in agriculture and/or agriculture-related fields.
- Increased income potential for Horizon Scholars through increased personal and professional capacity.

Indirect/Secondary Impacts

- Increased science and research capacity in Australian agriculture and/or agriculture-related sectors.
- Increased long-term productivity and resilience for the Australian agriculture sector through increased or maintained capability and capacity in the sector.

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the Horizon Scholarship Program directly addresses Arena 1 priority 1 and has made some contribution to priority 2.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women's Award Alumni; ensure more than 80 AgriFutures Rural Women's Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women's Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Investment in the Horizon Scholarship Program directly contributed to Arena 1 KPI 1 and has contributed to KPI 6.
Effectiveness of the AgriFutures Horizon Scholarship Funding Arrangement

The current Horizon Scholarship Program includes a bursary of $5,000 for the final two years of a recipient's undergraduate degree, opportunities to attend professional development workshops, industry work placements, and opportunities to network and gain knowledge at a range of industry events. However, previous in years the scholarship had been granted for the first two years of a student's degree or for the duration of the student's degree.

As current recipients already are enrolled in agriculture or agriculture-related study the existing 'final two year' scholarship funding may not contribute to increased interest or enrolment in agriculture/agriculture-related university degrees. However, the professional development, networking and work placement opportunities are likely to improve employment opportunities for graduates and contributed to their ability to enter and remain in agriculture or agriculture-related careers.

Based on the successful delivery of the Horizon Scholarship Program, the qualitative assessment of the outputs, outcomes and impacts of AgriFutures investment in the Horizon Scholarship, the benefits to individual scholarship holders, and the finding that the Horizon Scholarship has contributed to attracting young and capable people into careers in agriculture, the review found that the AgriFutures Horizon Scholarship funding arrangement was effective.

Lessons Learnt

The work placements and professional networking opportunities were particularly beneficial to the scholarship recipients and enabled them to build relationships with peers and successful people and organisations in the agriculture and agriculture-related industries.

It would be worth AgriFutures considering whether to return to a scholarship funding model that includes funding of bursaries and/or professional development activities for the first year of students’ studies as this model is more likely to encourage increased enrolment in agriculture/agriculture-related undergraduate degrees and would have greater influence over students future choice of study focus and, potentially, future career direction.

Conclusions

AgriFutures total investment in the Horizon Scholarship Program for the five-year period ended 30 June 2020 was $1.89 million (nominal dollars). The funding arrangement for the Horizon Scholarship has been effective and the investment has potentially contributed to 65 Horizon Scholarship recipients increasing their personal capability and capacity and promoting long-term capacity in the Australian agriculture sector.

The investment in the Horizon Scholarship Program is directly aligned with AgriFutures Arena 1 Priority 1 (Attracting capable people into careers in agriculture), has contributed to Priority 2 (Building the capability of future rural leaders ) and has contributed toward KPI 1 (1,800 graduates per annum of an agriculture or agricultural science course at Australian universities) and KPI 6 (80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating) as per the AgriFutures Annual Operating Plan 2019-20.
Appendix 3: A Review of AgriFutures Investment in the Ignite Network and Ignite Network Advisory Panel

Introduction

The AgriFutures Australia Ignite Network
The AgriFutures Australia (hereafter referred to as AgriFutures) Ignite Network is a program to facilitate networking of passionate rural leaders, innovators and entrepreneurs associated with Australian agricultural industry. The expectation is that Ignite Network members can generally influence, make changes, innovate and are interested in exploring agribusiness trends. Their ideas and knowledge are likely to shape the future of agriculture and its long-term prosperity. The Ignite Network is free to join and is intended to provide:

- Exclusive access to events and opportunities
- The sharing of information and knowledge between members
- Peer support and networking

This assessment addresses the value of the investment in the Ignite Network by AgriFutures by investigating the outputs and impacts of the Ignite Network, the Ignite Network Advisory Panel and one specific investment supported by Ignite Network funding.

Scope of this Assessment

Hence, the scope of the following assessment addresses:

- the AgriFutures Ignite Advisory Panel
- the Ignite Network
- the specific investment in supporting Network members in undertaking the Australian Institute of Company Directors (AICD) course in 2020.

The AgriFutures Ignite Advisory Panel

One of the features of the Ignite Network is an Ignite Network Advisory Panel, established in May 2018 by letters of appointment to nine individuals, each for a period of three years (2018-2019, 2019-2020 and 2020-2021).

The current Panel members are (in alphabetical order by surname):

- Guy Coleman, scientist, University of Sydney
- Andrew Duver, AAG Investment Management
- Jessica Fealy, Future Agro Challenge Australia, Atherton Tablelands
- Joshua Gilbert, Indigenous consultant, agriculturalist and innovator.
- Lucinda Hawkins, Executive Manager, Commonwealth Bank, Central NSW
- Simone Kain, Education and communication about farming, food and fibre
- Sally Leigo, Program Manager – Adoption, Meat & Livestock Australia
- Nicolas Lyons, scientist, NSW Department of Primary industry
- Oli Madgett, entrepreneur, family vineyard, and co-founder of AgTech start-up Platfarm

The assessment of the Advisory Panel was assessed by contacting each of the nine Advisory Panel Members.

The Ignite Network

The assessment of the Ignite Network was assessed with the input from the Ignite Advisory Panel members, as well as through a sample of Network members who were not Advisory Panel members.
Australian Institute of Company Directors Program (AICD)

In 2020, the Ignite Network offered 25 Ignite Network members the opportunity to attend the AICD Foundations of Directorship Program. AgriFutures supplied Agtrans with the names of 25 Ignite Network members who were successful in potentially attending the 2020 AICD course. Two of these 25 were Advisory Panel members and a further two did not attend the course.

The support by AgriFutures of the AICD Program by Ignite Network funding was assessed with the assistance of Network members who successfully applied to attend the course and who actually attended the course. The two members who attended the course that were Ignite Advisory Panel members were not surveyed with regard to the AICD Program. Also, not surveyed were two successful Network applicants for Program support but who in the end did not attend the Program.

The AICD Program was postponed from May 2020 to November 3rd, 2020 due to Covid-19 and was then held online via Zoom. Cost per person is described as considerable but no specific details have been provided.

AgriFutures Investment in the Ignite Network and the Ignite Network Advisory Panel

The financial investment in the management and operations of the Ignite Network, the Ignite Network Advisory Panel, and the support for the AICD Program in 2020 is estimated for the past three financial years and is provided in Table A3. It is assumed all investment was incurred by AgriFutures.

Table A3: Investment by AgriFutures for the Ignite Network and the Ignite Network Advisory Panel (years ending June 2018 to 2020, nominal $)

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>401,877</td>
</tr>
<tr>
<td>2019</td>
<td>529,452</td>
</tr>
<tr>
<td>2020</td>
<td>218,894</td>
</tr>
<tr>
<td>Total</td>
<td>1,150,223</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department

Surveys of Ignite Network Participants and Advisory Panel

Two email surveys were carried out:
1. A survey of the nine members of the Ignite Advisory Panel

1) Survey of Advisory Panel members

A survey of the nine Advisory Panel members was undertaken in November 2019. Panel members were asked the following nine questions:

Introduction

Agtrans Research is assisting AgriFutures Australia with an assessment of the contribution of:

- The AgriFutures Ignite Network, operating as a Facebook group,
- The Ignite Advisory Panel, and.
The support for some Ignite Program members to attend the Australian Institute of Company Directors (AICD) Program in 2020.

The assessment is being based on:

- Relevant documentation that AgriFutures has supplied to Agtrans,
- A survey of Ignite Network Advisory Panel Members, and
- A survey of Ignite Network members who attended the AICD Program in 2020.

The following survey of Ignite Network Panel Members addresses:

- The value of the Ignite Network
- The value of the AICD Program held in 2020.

The Value of the Ignite Network

As of 30 June 2019, the AgriFutures™ Ignite Network Facebook group had 1,582 members.

The Ignite Network as of November 2020 has 2,311 members, so the network membership has grown in the past year.

**Q1:** What was the major reason you joined the AgriFutures Ignite Network?

**Q2:** Have the contacts via the network been helpful to you as a source of new perspectives and ideas in your regular work?

a) Yes  
b) To some extent  
c) No

**Q3:** Has the network been helpful when hiring personnel, or looking for contractors or a consultant? Which of any of these benefits have you experienced?

**Q4:** What other benefits have you gained personally from joining the Ignite Network?

The Ignite Network Advisory Panel

**Q1:** Has your membership of, and communication within, the Ignite Network assisted in your role of an Ignite Advisory Panel Member? If so, please explain how?

**Q2:** Does the role of the Ignite Advisory Panel extend to whether new individual AgriFutures programs are developed or existing programs are closed or merged?

**Q3:** Could you provide one or more examples of advice given by the Panel to AgriFutures Australia over the past two years? Was action taken on this advice by AgriFutures Australia?

**Q4:** Does the Advisory Panel become involved with external communications or the development of joint funding arrangements between AgriFutures and other parties?

**Q5:** Are there any other comments you would like to make regarding any potential future changes that might improve the effectiveness of the Ignite Advisory Panel? (Please note that individual responses will be aggregated and not attributed to specific Panel Members)

2) Survey of Network Members

A survey of 21 Network members who attended the AICD Program in 2020 was undertaken in November 2019. Network members were asked a series of four questions about the value of the Network as well as four questions about the value of the AICD Program they attended.
Introduction

Agtrans Research is assisting AgriFutures Australia with an assessment of the contribution of:

- the AgriFutures Ignite Network, operating as a Facebook group,
- the Ignite Advisory Panel, and.
- the support for some Ignite Program members to attend the Australian Institute of Company Directors (AICD) Program in 2020.

The assessment is being based on:

- relevant documentation that AgriFutures has supplied to Agtrans,
- a survey of Ignite Network Advisory Panel Members, and
- a survey of Ignite Network members who attended the AICD Program in 2020.

The following survey of Ignite Network members addresses:

- The value of the Ignite Network
- The value of the AICD Program

The Value of the Ignite Network

As of 30 June 2019, the AgriFutures™ Ignite Network Facebook group had 1,582 members. The Ignite Network as of November 2020 has 2,311 members, so the network membership has grown in the past year.

Q1: What was the major reason you joined the AgriFutures Ignite Network?

Q2: Have the contacts via the network been helpful to you as a source of new perspectives and ideas in your regular work?

a) Yes
b) To some extent
c) No

Q3: Has the network been helpful when hiring personnel, or looking for contractors or a consultant? Which of any of these benefits have you experienced?

Q4: What other benefits have you gained personally from joining the Ignite Network?

The Value of the AICD Program

The Company Directors Program provides a comprehensive overview of the roles and duties of board directors and includes topics on the legal environment, the director mindset, strategy and risk, financial performance, decision making, board and organisational culture, board dynamics and measuring board effectiveness.

In 2020, 25 Ignite members were provided with the opportunity to be supported financially to attend the AICD Program. Twenty three of the 25 attended the course in 2020. Answers to the following questions were sought from AICD Program attendees.

Q1: Would you have undertaken the AICD Program in 2020 if you had not been successful in attracting the financial support from AgriFutures?

a) Yes
b) No
Q2: Would you have been likely to have invested yourself in undertaking the AICD Program in a future year if not supported by AgriFutures in 2020? Why, or why not?

Q3: What do you consider the most important two or three learnings that you took away from attending the AICD Program and how will such learnings be applied to benefit:
(i) Your own business/ profession?
(ii) The wider rural community?

Q4: Do you have any other comments on the “value for money” of the AICD Program?

**Summary of Survey Responses Received**

*The Ignite Advisory Panel*

As of December 9, four of the nine Advisory Panel members have responded to the 5 survey questions addressing the role and value of the Ignite Network and the Ignite Advisory panel.

Responses are detailed below.

**Q1: Interactions between Advisory Panel and other Network members**
(a) Limited, as the Network is just a Facebook page
(b) I don’t think there is much cross pollination between the Network and the Advisory Panel. The events we attended (such as EvokeAG) did assist in my role as Ignite Advisory Panel Member.
(c) No, However, I believe I could have maximised the opportunity further.
(d) Yes, through the ability to share new ideas and innovations.

**Q2: Role of Advisory Panel**
(a) AgriFutures take on board suggestions for the organisation and network, but it is up to them as to whether implemented
(b) As a panel we have had primarily an involvement with the National Rural Issues. Would have liked to contribute more towards AgriFutures and the Network as a whole as well as link to other Advisory Panels / Rural Women / Horizon Scholars programs. I am confident to say that we are all keen and eager to contribute more to the strategic goal and aims of AgriFutures! I don’t think we really achieved the initial aim of ‘advise AgriFutures on all aspects of the AgriFutures Strategic R&D Plan that runs from 2017 to 2022, as well as on the positioning of the organisation including its investment areas (arenas) and high-level priorities’.

Having said that attending events like EvokeAG, Rural Women Awards and AgriFutures Summit are FANTASTIC opportunities to meet other members of the organisation or other panels as well as other key stakeholders and players within the Australian agriculture ecosystem. That is a huge investment by AgriFutures that I have HIGHLY appreciated and thankful!
(c) The role of the Advisory Panel does influence whether new individual programs are developed, mainly through conversations.
(d) The role of the Advisory Panel does not influence whether new individual programs are developed.

**Q3: Examples of Advice Given by Advisory Panel to AgriFutures**
(a) An example would be the suggestions for the future vision for Australian agriculture given to KPMG as part of an AgriFutures/KPMG Dept of Ag workshop were taken on board with projects initiated.
(b) We have contributed a lot to the National Rural Issues. I even had the opportunity to present at the Forum in Canberra once. We have also worked with the Horizon Scholars in groups during the Summit in Adelaide, which was fantastic. We have also
contributed to the innovation discussion at a Federal level through AgriFutures. Also what the AgriFood ecosystem looks like.
(c) No example provided
(d) Action areas for future ideas and industry priorities.

Q4: Scope of Advisory Panel
(a) Not aware of involvement with any external communications or development of joint funding arrangements between AgriFutures and other parties.
(b) I have not participated in this. I have been part of externally facing comms (media releases, videos) around events but not funding arrangements.
(c) No, the Panel does not get involved in external communications.
(d) No, the Panel does not get involved in external communications.

Q5: Other comments
(a) AgriFutures need to be mindful that if they ask the panel to participate in meetings, as per our initial terms, it would be appreciated if we were renumerated for our time—whether the meetings take place in person or virtually. If there is an opportunity to meet/discuss and provide feedback to the organisation, it should be expected that the entire panel participate (and not suggest that it is ‘voluntary’ engagement). Also, AgriFutures is a forward thinking organisation that I am proud and grateful to be connected with.
(b) I think in a sense I feel I have taken more than what I was able to give. To me this has been a fantastic professional development opportunity. It has made me grow, stretch, learn, meet new people and think in ways I was not wired to do so before. I know part of AgriFutures role is in that space of shaping, influencing and growing leaders so I feel very thankful for it.

But I also think we could have contributed more and that we are a group of 10 young leaders wanting to do, contribute, add value and there could have been some other opportunities to do that. Maybe internally, but also outwards facing particularly with other Ignite Network members.

Would have been good to have more interaction with the Board itself too.
(c) It is difficult for the Advisory Panel to deliver outcomes, but possibly the Panel could be more outcome based. The Advisory Panel has an opportunity to promote AgriFutures further.
(d) No further comment at this stage.

The Ignite Network
As of 7 December, four survey responses have been received from Advisory Panel members and 5 responses from Network members. Not all respondents addressed every question. The responses received are detailed below:

Reasons for Joining the Network
- Remain connected to information from AgriFutures and to support the organisation
- I really love AgriFutures and then wanted to apply for the AICD Program
- It was suggested through my work
- Looking for networks and connections that bring value. Exposure to opportunities and possible collaborations/partnerships.
- I was introduced to the AgriFutures Ignite Network through an existing member. I was keen to further network with other people in the ag industry. The membership also led to the opportunity to participate in the AICD Program, which was excellent and a very worthwhile program to be involved with.
I liked the opportunity of a forum to meet and engage with other future leaders in the industry to discuss challenges and opportunities that might come up. To hear different perspectives.

To contribute to the conversation regarding the future of Australian agriculture from a younger lens.

The ability to learn from others and share Indigenous perspectives.

Value of Network Contacts

The contacts via the network have not been helpful to me as a source of new perspectives and ideas in my regular work.

The contacts via the network have not been helpful as a source of new perspectives and ideas.

The contacts via the network have not been helpful to me as a source of new perspectives and ideas in my regular work.

The contacts via the network have to some extent been helpful to me as a source of new perspectives and ideas in my regular work.

The contacts via the network have been helpful to me as a source of new perspectives and ideas in my regular work.

The contacts via the network have been helpful to me as a source of new perspectives and ideas in my regular work, but primarily the ones generated through the Ignite Advisory Panel, not so much the Network / Facebook Group.

The contacts via the network have been helpful to me as a source of new perspectives and ideas in my regular work.

Type of Benefits Experienced

The network has not been helpful when hiring personnel, or looking for contractors or a consultant

The network has not been helpful when hiring personnel, or looking for contractors or a consultant

I have not used the network for any of the above purpose (e.g. hiring personnel, or looking for contractors or a consultant)

The network has not yet been helpful when hiring personnel, or looking for contractors or a consultant

Meeting people at Evoke Ag conference and have been able to keep in contact. I have been able to link in to other people I have met through the network into consulting/contracting jobs.

I have used the Network to share job opportunities that came up within the organisation I work in. I have also used it as a channel to circulate other opportunities (scholarships, programs, collaborations) that might benefit or interest others.

The network has not been helpful when hiring personnel, or looking for contractors or a consultant

The network has not been helpful when hiring personnel, or looking for contractors or a consultant

Other personal benefits experienced

The benefits have come more from being connected to AgriFutures as an organisation – not from the Ignite Network as such.

Keeping up to date with what AgriFutures is doing and interesting articles.

I use it to look at the events and opportunities that are available.

Opportunity to take part in programs (such as the AICD Program).

As expressed in other answers given above.

It is a way of staying in touch with interesting things that are happening. Of being part of a conversation. Of finding opportunities. Of seeing/hearing things that are not always 100% related to your day-to-day job. Having said that. I feel the Network
would benefit of some more strategic guidance or direction, or complementing the Facebook / online presence with some one on one (even virtually) or face to face interaction where different members could meet, discuss and talk about issues. I brought up this once in the past with AgriFutures as I thought there could be a lot to win by bringing some of those members together in different cities/towns/farms together every now and then. I am based in Sydney and was told that majority of members were based in Sydney. If that is the case, I personally think it would be good and interesting to meet some of them! We also discussed the possibility of having a members register. Covid-19 might have provided a good platform to interact with others too!

- Networking across the country and across various industry subsectors; knowledge boost, particularly agricultural technology applications.
- Gained new perspectives and ideas from those in the industry.

The AICD Program
As of 7th December, five responses have been received from AICD Program attendees. The two Advisory Panel Members who attended the Program were not sent these questions regarding the AICD Program due to potential overload.

Investment in Program this year, if not supported by AgriFutures
(a) Would not have undertaken the Course
(b) Would not have undertaken the Course
(c) Would not have undertaken the Course
(d) Would not have undertaken the Course
(e) Would not have undertaken the Course

Investment in Program in future if not supported by AgriFutures
(a) Maybe, I have been really keen to do this course for a long time but it is quite expensive and so hard to know if there would be enough return on investment. Now that I have done the course in hindsight I would pay to do it.
(b) I would not have invested to undertake the AICD Foundations course in future years if were not supported by AgriFutures. I did not realise just how valuable the course was in terms of the information gleaned from it. Having done the course, however, I am considering investing myself in doing the AICD Graduate course in the future as the next step.
(c) No, I probably would have not invested the money for myself as I am not at the point in my life where I want to be on a board at the present moment. I took the opportunity to partake in the course to better my understanding.
(d) I may have but the cost is most likely prohibitive
(e) This was a very beneficial course; I had previously investigated applying for the AICD Program but at this stage it was beyond my affordability to attend. The information was priceless though for an early career person, so by AgriFutures making this possible was hugely beneficial to all that attended.

Important Learnings from Course
(a) the importance of a cohesive and good culture and understanding financial documents better; also from a community perspective, more confidence to apply for director roles and wanting to be on more boards and contribute more.
(b) Responsibilities of directors; the value of analysing financial information and how that relates back to the overall functioning of the business; what questions to ask of management. Also, from a community perspective, having better understanding of governance, finance and strategy in rural enterprises (be they Not for Profit, private or government establishments) gives me confidence to participate more fully in leadership roles in rural communities.
(c) A business plan is critical; Board governance is critical; it is best to understand board and organisation before you agree to join. Also, from a community perspective, good Board governance in small rural communities is very difficult to understand and find.

(d) Clarity on the obligations and requirements of a board member and a board; understanding (by simplifying) the entry level requirements of financial management and compliance; what to look for in a potential board member. From a community viewpoint, not sure yet.

(e) Understanding good governance – by understanding the best process and pathways of good governance it has provided insights into how I should be more proactive in getting systems in place and it reduces the risk of any element getting out of control in the business; the importance of questioning at a Board level and not get drawn into management issues at a board level — understanding that the board is there to question everything and relate it back to the business strategy and ensuring everything is on target for the vision and mission of the business; understanding financial statements with greater detail – this has helped me identify the ‘important’ numbers and indicators rather than being lost in a sea of numbers. Also, from a community perspective, the learnings of this course not only helped me personally, but the content in this course will benefit my involvement with private enterprise right through to improved committee meeting effectiveness at a volunteer level.

Other personal benefits experienced and value for money

(a) Despite doing it virtually I think it still allowed for us to network and was a really valuable course. I wish it came with a 12 month membership with AICD.

(b) It was an extremely informative three days of well delivered information over Zoom from facilitators / presenters who clearly knew their areas of expertise and were adept at imparting that knowledge. It was one of the best courses I have been engaged in for a long time.

(c) It was a very worthwhile and valuable course. It gave me a clearer insight into my local community and understand what is needed for strength and growth.

(d) This is a valuable and meaningful way to provide professional development at a minimal cost. The cost to most business owners is time, as a fast tracked introductory version, this was a minimal time cost.

(e) This was a highly beneficial professional and personal development course. I would strongly recommend AgriFutures continues the initiative to support people to participate in this course. Some learnings that will stand all participants in good stead well into the future. This has inspired me to go further and pursue doing the further course in future.

Summary of Survey Findings and Comments

Advisory Panel
First, the self-assessment of the Advisory Panel and the Ignite Network was informed only by four Panel member responses. However, all responses were largely positive regarding the role of the panel. Also, responses provided some potentially useful comments and ideas that could be given further consideration by AgriFutures.

Network members
The comments from the five of the 21 Ignite Network members who were surveyed on the value of the Network itself were mixed.

For example, of the five responses from the non-Advisory Panel members, four stated that the network had not been helpful or had not yet been helpful when hiring personnel, or
looking for contractors or a consultant. One response stated that they had able to link with other people met through the network into consulting/contracting jobs.

On the other hand, three of the respondents stated that benefits had come from being directly connected to AgriFutures as an organisation, and not necessarily from the Ignite Network as such. Mentioned were keeping up to date with what AgriFutures is doing, interesting articles, the availability of events and opportunities that are available and the opportunity to take part in programs (such as the AICD Program).

AICD Program
All five Network respondents commented favourably on the value of the AICD Program, from the point of view of both their personal development and benefits to the community.

All five stated that they would not have undertaken the course in 2020 without the Ignite Network support due to cost. Two of the five stated that they may have considered undertaking the course sometime in the future using their own resources and three stated they probably would not have undertaken the course in the future with cost being the major constraint.

Two respondents stated that they did not realise the value of the course to them until they had undertaken it, and that knowing the value now, they may have undertaken the course with their own resources in future.

The stated personal business benefits from the course included:

- The importance of a cohesive and good culture and understanding financial documents better.
- Understanding of Director responsibilities.
- The value of analysing financial information and how that relates back to the overall functioning of the business.
- What questions to ask of management.
- Having better understanding of governance, finance and strategy in rural enterprises (be they not for profit, private or government establishments) and the confidence to participate more fully in leadership roles in rural communities.
- The critical role of a business plan and Board governance.
- Increased clarity on the obligations and requirements of a Board member and a Board.
- Increased understanding (by simplifying) the entry level requirements of financial management and compliance.
- What to look for in a potential Board member.
- Understanding good governance – by understanding the best process and pathways of good governance it has provided insights into how I should be more proactive in getting systems in place and it reduces the risk of any element getting out of control in the business.
- The importance of questioning at a Board level and not get drawn into management issues at a Board level – understanding that the board is there to question everything and relate it back to the business strategy and ensuring everything is on target for the vision and mission of the business.
Understanding financial statements with greater detail – this has helped me identify the ‘important’ numbers and indicators rather than being lost in a sea of numbers.

The stated community benefits from the Program included:

- More confidence to apply for director roles and wanting to be on more Boards and contribute more.
- Learnings of this course not only helped me personally, but the content in this course will benefit my involvement with private enterprise right through to improved committee meeting effectiveness at a volunteer level.

Other comments about the course included:

- Good Board governance in small rural communities is very difficult to understand and find.
- Despite doing it virtually I think it still allowed for us to network and was a really valuable course. I wish it came with a 12 month membership with AICD.
- It was an extremely informative three days of well delivered information over Zoom from facilitators / presenters who clearly knew their areas of expertise and were adept at imparting that knowledge. It was one of the best courses I have been engaged in for a long time.
- It was a very worthwhile and valuable course. It gave me a clearer insight into my local community and understand what is needed for strength and growth.
- The course is a valuable and meaningful way to provide professional development at a minimal cost. The cost to most business owners is time; as a fast tracked introductory version, this was a minimal time cost.
- The course was a highly beneficial professional and personal development course. I would strongly recommend AgriFutures continues the initiative to support people to participate in this course. The course has inspired me to go further and pursue doing a further course in future.

**Summary of Potential Outcomes**

AgriFutures investment in Ignite Network, the Advisory Panel and the AICD Program over the past three years is likely to have contributed to the following outcomes/potential outcomes:

- An additional effective communication channel for AgriFutures and its clientele, leading to increased participation in programs and events.
- Facilitation of increased contact between those working within the agricultural sector.
- Potential for delivery of policy advice to AgriFutures.
- Potential for an increase in effective leadership and problem solving ability in agricultural businesses and associated industry organisations.
- Improved governance contribution by those currently in management and representative positions.
- Contribution to an increased capability to effectively fill future governance positions on Statutory, NGO, community organisations, and Private Sector Boards

**Summary of Potential Impacts**

- Increased facilitation and exchange of ideas leading to improved management of agricultural businesses leading to increased business profits.
• Improved prioritisation of agricultural productivity constraints and associated research investment in agricultural industries and management of natural resources.
• An improvement in regional/community, industry governance and government policies that better address future agricultural issues.

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the Ignite Program directly addresses Arena 1 priority 2 and may have indirectly contributed to priority 1.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

The Ignite Program has addressed three of the six Arena 1 KPIs:

• Investment in the Ignite Program is likely to have contributed in the long term to Arena 1 KPI 2 (confidence), but not directly via the People and Leadership Program.
• The Ignite Program already has directly addressed KPI 3 (growth of number of members to 1,500) as the number of members as of November 2020 was 2,311.
• The Ignite Program has directly delivered against KPI 4 in that it has supported a major capacity building program during 2020: The Australian Institute of Company Directors Foundations of Directorship Program.

Effectiveness of the AgriFutures Ignite Network Investment

AgriFutures development of the Ignite Network and its Advisory Panel has potentially encouraged greater connectivity between AgriFutures and the 2,311 members who have already joined the network.
Although several respondents to the Agtrans survey indicated benefits from networking with other members, the mainstream impact appeared to be from the communication by AgriFutures of events and information provided to Network members. Particularly effective appeared to be the support given to the selected applicants who undertook the AICD Program. This was effective in that without the AgriFutures support, it was clear that without Ignite Network support it was unlikely that few of the Network members would have undertaken the Program. Moreover, a number of attendees indicated that the substantial value of the course to them was only apparent to after they had completed the course.

Based on the effectiveness of the Ignite Network, even if apparently dominated by an AgriFutures outward one-way communication channel, it is concluded that the investment has been effective. This effectiveness was substantially enhanced by the support given to the applicants to the AICD Program. The investment was strongly aligned with AgriFutures priorities and performance indicators.

Lessons Learnt

In order to increase the involvement of members of the network including the Advisory Panel, it may be worthwhile for AgriFutures to consider eliciting comments from a sample of Network members (e.g. State or regional) on particular issues or tentative ideas and alternatives being contemplated by AgriFutures.

Also, due to the very favourable response to the AICD Program support, AgriFutures could consider repeating the support for this program again in the future as a means of strengthening the capability and expertise of future potential leaders across a wide range of rural and regional organisations.

Conclusions

The AgriFutures investment covered the management and Operations of the Network, the cost of fees and operational expenses of Advisory Panel Members, and the cost of the AICD Program.

The investment in Ignite Network is considered to have been effective, particularly the investment in the AICD Program, and has potentially contributed to:

- An additional effective communication channel for AgriFutures and its clientele, leading to increased awareness of, and participation in, AgriFutures programs and events.
- Some, but limited beneficial facilitation of increased contact between network members working within the agricultural sector.
- Increased facilitation and exchange of ideas leading to improved management of agricultural businesses leading to increased business profits.
- The potential for delivery of future policy advice to AgriFutures.
- The potential for an increase in effective leadership and problem solving ability in agricultural businesses and associated industry organisations.
- Improved governance contribution by those currently in management and representative positions, and a contribution to an increased capability to effectively fill future governance positions on Statutory, NGO, community organisations, and Private Sector Boards.
- Ultimately, a more effective prioritisation of agricultural productivity constraints and associated policy development including research investment in agricultural industries and management of natural resources.
Appendix 4: A Review of AgriFutures Investment in startup.business

Introduction

In 2018, AgriFutures signed a contract with Phronesis Academy (Co-Founder Jo Burston) for it to sponsor an initial program entitled the ‘AgriFutures startup.business: Entrepreneurial learning in action for students in rural and regional Australia’. The program was designed to provide entrepreneurial thinking to address problems in agriculture and to help to facilitate interactions with local businesses to provide a learning context.

Phronesis was to develop and deliver the initial pilot program and drive publicity for the program supported by AgriFutures. Jointly with AgriFutures, application questions and school eligibility were approved, the program was promoted to the target market, successful schools approved and a local mentor for each participating school acquired. Due to the success of the pilot program in 2018, the program was delivered again in 2019 to more schools and also again in 2020. AgriFutures support continued in both the 2019 and 2020 years.

Schools to be involved were selected and visited, a teacher was trained and assisted with the first lesson. Phronesis then delivered ‘pitch week’; this was one week at the end of the program where each school, pitched their ideas. Finally, Phronesis provided a program report that included insights from participant experiments and results, and how the experience may have changed students’ perspectives on agriculture and their future career path.

Scope of the Review

The Pilot Program

The startup.business pilot program was carried out in terms two and three of calendar 2018 and was targeted at year nine and year ten students in schools located in rural and regional areas; the seven schools participating included:

- Gympie Secondary High School, Queensland
- Boddington District High School, Western Australia
- Kempsey High School, New South Wales
- Ulladulla High School, New South Wales
- Loxton High School, South Australia
- Pyramid Hill College, Victoria
- Wynyard Hugh School, Tasmania

The Next Two Years

In 2019, the seven schools involved included:

- Ballarat Grammar School, Victoria
- Cleve Area School, South Australia
- Gympie State High School, Queensland
- Kinross Wolaroi School, New South Wales
- Manilla Central School, New South Wales
- Mount View High School, New South Wales
- Kempsey High School, New South Wales

In 2020, the five schools involved included:

- Narromine High School, New South Wales
- Karoonda High School, South Australia
- York District High School, Western Australia
- Launceston Church Grammar School, Tasmania
St Phillips College, Northern Territory

This assessment provides a summary of the AgriFutures investment in startup.business program for the calendar years of 2018, 2019 and 2020. The assessment focuses on the results of a survey of a sample of teachers who were involved in the program and supported by AgriFutures. The review then describes the expected outcomes and impacts of the program for the three-year period.

Based on the review of the startup.business program, an overview and assessment of the AgriFutures investment in the initiative from the perspectives of the teachers and schools supported, AgriFutures, and the broader Australian rural community.

The assessment of startup.business forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1).

**AgriFutures Investment in the startup.business Program 2018 to 2020**

The AgriFutures financial investment in the startup.business program in each of the three years is included in Table A4.

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>49,000</td>
</tr>
<tr>
<td>2019</td>
<td>57,440</td>
</tr>
<tr>
<td>2020</td>
<td>55,945</td>
</tr>
<tr>
<td>Total</td>
<td>162,385</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department

**Survey of Participating Teachers in Schools involved with startup.business**

A survey of the 19 teachers involved with the startup.business program over the three years was conducted (seven teachers in 2018, seven in 2019 and five in 2020). Surveys were sent by email to only 18 of the 19 teachers, as the same teacher from Gympie High School was involved in support in both 2018 and 2019 calendar years. Surveyed teachers were asked the following nine questions:

**Question 1:**
Briefly, what were the main reasons why your school and yourself were attracted to the concept of the start-up business program?

**Question 2:**
Could you provide one or two examples of the local businesses in the community that were involved in the program and the type of issues they faced that provided an entrepreneurial learning context for the students?
**Question 3:**
Can you provide an example of student entrepreneurial thinking that developed in order to address an issue faced by a local business?

**Question 4:**
How important was the pitch week in providing a target/end point for the entrepreneurial development journey/experience?

**Question 5:**
Please rank in order the following potential benefits to the students involved, for example:

Please rank the following potential benefits to the students (Rank 1 to 3, where Rank 1 is the most important). If ‘Other’, please specify

<table>
<thead>
<tr>
<th>Potential Benefit</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. improved approach to defining an issue/problem</td>
<td></td>
</tr>
<tr>
<td>b. greater focus on innovative opportunities rather than the problem itself</td>
<td></td>
</tr>
<tr>
<td>c. realisation of the importance of cooperation of others in developing a successful entrepreneurial activity to address an issue</td>
<td></td>
</tr>
<tr>
<td>d. Other (please specify):</td>
<td></td>
</tr>
</tbody>
</table>
Question 6:
Have you continued with using some form of startup.business program encouraging entrepreneurial and innovation activity in learning after your initial experience with the approach?

- Yes/No

If yes, why?

If no, why not?

Question 7:
Have other teachers in your school (other than yourself) embraced the approaches?

- Yes/No

Any comment?

Question 8:
What is the likelihood that the program may have advanced agriculture as an industry of future interest to some of the participating students?

a. Highly likely
b. Likely
c. Unlikely

Please state the reason behind your assessment.

Question 9:
Are there any other comments you would like to make on the value of the startup.business program?
As of 7th December 2020, the review team had received eight responses from the eighteen individual teachers who were sent the questionnaire.

Reasons for Non-response

Of the 10 teachers that did not respond, one reason identified was that the teacher had little input to the program and he had forwarded the survey to another teacher who did have input (but who did not respond to the survey). Another reason was that one teacher was on leave overseas and would not be returning until June 2021; he instructed us to contact his headmaster, which we did, but obtained no response from the headmaster was received.

Summary of Responses Received

Eight responses were received. Names of teachers responding are provided in Appendix A. The responses to each question are detailed below:

Program attractiveness (Question 1)

1. We were sent the information through the Career’s Advisor who received an email from Start-up. The original information, for the pilot program, was appealing to our school since we already have a strong focus on positive behaviour for learning (PBL), and have been successfully implementing it in our classes for several years. However, the main attraction was the funding which was stated as (and has now been changed to reflect differently) “AgriFutures would provide seven Australian Sec. schools with funding of $7000”. When I spoke to the PBL team we created a summary of the uses of the funding. Upon further investigation, this money was not provided as “funding” rather, as support for the school through mentoring, booklets and a pitch week visit from Jo Burston.

2. To challenge students to observe what is actually happening in and around their own environment, then have the confidence to seek out solutions and market them.

3. The main reason is our location and our strong business and agriculture programs and the opportunity to bring them together. We often struggle to find programs that suit our needs but also struggle with the cost factor of these – often these programs are expensive and the idea of being a pilot school and having some of the cost covered was of benefit too. We figured we could take away from this and build in the future.

4. Our school runs a premier dryland farming education program, including a commercial 400ha mixed enterprise commercial operation Sims Farm. We feel there are opportunities to extend the well-established SACE level entrepreneurial learning throughout the school in the hopes of supporting our community’s future in terms of AgTech, engineering and research, in addition to conventional family farming. The start-up business program also aligned with our pedagogical move to project based learning.

5. To build capacity and confidence in our young students.

6. I see the value in explicitly teaching entrepreneurial skills and global competencies to high school students. Startup.business’ learning in action program provided a well-structured platform to teach students these skills within a real-world context. It gave students access to industry experts in both Agriculture and Business.

7. We are related to agriculture and we live in an agricultural region with many of our students going on to Agricultural colleges and industries.

8. We love the concept of project-based learning as this is something we are consistently looking to implement in our school programs, and promoting the diversity that agriculture offers at the same time. We also wanted to build opportunities for our regionally-engaged students to improve their awareness of the importance that
agriculture plays in our world. Many of our students have grown up in areas of primary production and we wanted them to appreciate how broad the scope of agriculture is.

Business involvement examples (Question 2)
Examples of business involvement included:

1. Nolan Meats: low stress movement of cattle, pest management, erosion control; Kandanga Valley: pest management
2. “Narrawilly” Dairy Farm - The farmer came as part of pitch week to listen to students do their pitch. He gave students some issues that he faced as a dairy farmer and they came up with some ideas to help with these issues. For example an automatic cow herder. We had $150 prize money supplied by Startup
We had another ex-Agriculture teacher as part of the pitch week panel, our deputy principal and Startup representative Pip Grant.
3. Our program didn’t so much tap into actual businesses with these problems but rather we utilised a range of issues that we could see from around our region and the students explored these. Whilst the issues identified by students might not have been directly linked to a business their problems and solutions were valid for the region. We also went and visited a citrus property and packing shed to get the kids thinking about issues in industry.
4. We connected students with local AgTech designers and suppliers, established farming families, government bodies such as EPNRM and SARDI, Minnipa Ag Research Centre scientists, agronomists, regional lobbyists and industry trainers.
We struggled to attract experts from outside our community – where we are incredibly well supported – which, for us, was an important factor in taking on the program. Our goal was to broaden our students’ horizons WITHIN the agricultural industry, building on their family farming backgrounds and experiences, while still encouraging excellence and exploration.
5. Chicken industry, farms. There were various issues which the kids worked through, trying to find solutions etc.
6. We did not engage with specific local business, rather with industry experts from the Hunter region.
7. Living Farms, a research based company located in York, able to provide resource personnel to talk to the students about problems experienced in the Agricultural industry; also, Mike Bryant a local entrepreneur who came in as a mentor a few times to help students understand what an entrepreneur was and how to develop an idea into reality, spoke about his own experiences at a connectable level for the students.
8. We engaged the help of Paraway Pastoral and the GATE program through the NSW DPI; representatives from these organisations were also invited back to judge the student pitches. We are very fortunate to have such amazing entrepreneurial businesses and organisations at our doorstep and they were amazing with the students. GATE works to facilitate entrepreneurs in the global Spark Labs organisation and Paraway Pastoral is an enterprising agricultural organisation that uses technology and innovation to manage their properties across Australia from a central head office.

Specific examples of entrepreneurial thinking (Question 3)

1. Bird scaring to prevent grain being eaten and defecated on by pigeons and/or magpie geese.
2. Farmer’s Friend was an idea that some students came up with that was an emergency activated watch that farmers could activate when there was an emergency. It was satellite controlled and sent information to 000. Another example was Infotrac which was a chicken product that monitored the flow of chickens in and out of a shed (free range) to enable farmers to closely monitor their chickens health and numbers.
3. Students were able to really identify issues in our community and develop critical and creative thinking to develop viable solutions to these. Team work was also another, examples included:

- Vertical farming- the ability for local block owners to develop smaller scale Vertical farming to be more viable – this team went through to the finals and came 2nd or 3rd form memory
- Labour shortage – developed an app that could help farmers get a range of workers
- Educating the younger generation – developing effective school programs for young students – encouraging them to stay in the region and show what opportunities there are in ag
- Alpache extermination – the use of drone technology to look at where vermin and can directly target the area rather than damaging the crop trying to find the issues
- Reflect Pests – looking at the integration of small remote controlled aircraft to deal with pests
- Use of drone technology to help identify fruit fly quicker – this was a big issue at the time – we had an outbreak of fruit fly
- Turning waste products (from farms and blocks) into pet food

4. The focus on real-world solutions and community mentors was an important engagement tool for those students who see their futures as 'just farming' and do not yet comprehend the extent of possibilities in the industry. Alternatively, the focus on design-thinking provided an avenue for those female students who will not inherit farms, and ‘town’ students outside of the farming legacy structure, to successfully address the issues they see in their homes and communities every day, but have never felt they had a chance to have a stake in before. This was the case of our final national winning team – a farmer’s daughter and a ‘town’ girl whose family are connected to the agricultural machinery industry who have discussed industry challenges at home but never before been invited to pitch their own solutions.

5. One of our good groups came up with a cooling system for a cattle truck (for summer etc).

6. My students’ confidence to discuss and present their ideas to an audience of experts grew substantially. So too, did their self-belief in their ability to compete academically with students from more affluent areas of Australia. Students were pushed to come up with their own solutions to problems rather than having an expert tell them how to fix the problems they faced with design and engineering of solutions.

7. Three ideas emerged:

- An ear tag system for livestock to monitor visits to water troughs and pasture movement.
- A remote chaser bin that would follow the header and negate the need for 2 operators
- A farm safety app which would be accessible through a device attached to the farmer and send a signal alert if movement ceased for any length of time or a panic button was pressed.

8. Students created solutions for many issues, including an eye scanner app to detect fatigue along long rural roads, a moveable platform that sits inside silos to clean them safely, a small-scale seed cleaner, a universal safety riding vest, and many others.

Importance of pitch week (Question 4)

1. Great opportunity for students to address an audience and development of confidence.
2. Pitch week was very important for our students. They were starting to lose enthusiasm with the product as it was very content rich, and they were struggling with
the periods we had them to complete the set tasks. We adapted the program to suit our periods as the initial project was far too comprehensive for us. We had no training on the program (which I believe now exists for teachers), so we had to adapt to suit. We created a standard UHS PBL document for students to work on so that they had clear milestones each week.

3. Pitches are the ultimate part of any entrepreneurial program – it allows students the opportunity to take their venture to the next level – it develops a range of skills – pushes students outside of their comfort zone; allows for the opportunity for students to take it to the next level is there are the right audience and investors there.

4. The deadline was essential to student success and teacher delivery. It was also a major engagement tool for many students.

5. This was excellent, a great experience for the students.

6. Pitch week was essential as a target. My students did not engage well with the lesson learning materials provided with the program but were highly motivated to develop and present their ideas during Pitch week.

7. Great motivator but unfortunately with Covid-19 the interstate travel excitement appeal was lost. We did run a very successful mentor afternoon where we had 12 local entrepreneurs and businesses come in and mentor the kids, they presented ideas and got some feedback. I was disappointed that this almost had the opposite effect that I wanted with some kids feeling discouraged. Maybe resilience here is an issue. The kids actually enjoyed the exchanges and were fantastic at talking one on one with strangers but the take home message was not what I expected.

8. The pitch week was extremely important as the students worked towards presenting their solutions to real issues and were judged by experts in their fields who all took an active interest in the student presentations and provided brilliant feedback as if they were thinking of investing in these products. We were fortunate to be able to organise the student pitch presentations at the GATE Hub and moving off the school campus added another layer of reality and importance for the students as well.

**Ranking of potential benefits to students (Question 5)**

The individual ranking of the potential benefits to students as provided by the eight recipients are provided in the following table.

<table>
<thead>
<tr>
<th>Potential Benefit</th>
<th>Rank</th>
<th>Overall rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. improved approach to defining an issue/problem</td>
<td>1,2,1,1,1</td>
<td>First</td>
</tr>
<tr>
<td>b. greater focus on innovative opportunities rather than the problem itself</td>
<td>2,3,2,3,2</td>
<td>Third</td>
</tr>
<tr>
<td>c. realisation of the importance of cooperation of others in developing a successful entrepreneurial activity to address an issue</td>
<td>3,1,3,2,3</td>
<td>Second</td>
</tr>
<tr>
<td>Other (please specify): Three additional benefits (d, e, f) and their ranking were each specified by one recipient each</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Development of confidence and self-belief (other)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>e. Interaction with adults out of the classroom environment, links to real world problems</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>f. The opportunity to engage in real-world problem solving</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

107
Whether program is being continued (Question 6)
Answers and comments from the eight respondents included:

1. Yes, as students are encouraged to take notice of what is happening in the surrounds of their environment. From this there are opportunities to solve problems in teams, develop confidence and communicate ideation.

2. No, we couldn’t privately fund the money needed to support the project in the following year. I went on maternity leave and the two other teachers were not interested in completing the project. We made a judgement on student engagement in this program and found that the engagement was far less than in other programs delivered at our school.

3. Yes and No: We have always had an entrepreneurial program at our school even before this pilot. Startup.business was actually an opportunity for us to develop a cross disciplinary approach – particularly because agriculture is so important to our region. Before we used to do Australian Business Week – but we developed our own program Ignite with Nicole Dyson from Future Anything – this is delivered in an intensive week to Year 11 students, we already had a business studies program that was a progression from Year10 to 11 to 12.

We also now do Shark Tank with MIELab at Year 10 – we have made some great connections with ag and always pushed the students to integrate ag areas were possible before any of the programs but feel now with Shark Tank this allows for some more specialisation and interest of students.

Our Year 11/12 programs are developed around the new SACE Business Innovation program which I was involved in writing with the SACE Board – my knowledge and understanding has probably been the driving force behind the development and movement of what we do, not the involvement in the initial pilot.

In year 9 Geography we do a small social entrepreneurial unit. We have also encouraged students to be involved in AI for Good Challenge. The pilot program was directed to and appropriate for younger students.

4. We intend to create our own pitch competition for our regional cluster of schools. This program highlighted for us just how hard and expensive it is to connect with industry leaders and resources in metropolitan areas.

Our students still have not been awarded their ‘prize’ for winning the festival. We have still been able to award our students’ ‘prize’ to our national winning team and will now see one of our winners move to boarding school next year without receiving the award; this appears to be a combination of Covid19, staff changes and the tyranny of distance which has stopped startup.business bringing experts to us, at our school, rather than attracting more expense to send students back to Sydney.

5. Not this year, due to a different delivery with various issues such as Covid-19.

6. No, I am not teaching stage 5 Agriculture this year. The cost involved for our school was also prohibitive and fund raising takes time that as I teacher I don't have.

7. We will continue next year, encourage more links with outside providers and mentors.

8. Yes, we were to implement a regional version and have local schools compete against each other, but Covid-19 happened; we plan to undertake this in 2021 if possible.

Other teacher involvement (Question 7)

1. The teacher of the yr10 Ag in 2020 has chosen to run a similar program.

2. No. Other faculties already have their own PBL programs.

3. Yes or no: Our Ag teacher has learnt from myself to integrate a range of strategies to strengthen their program. I wouldn’t say we have adopted the approaches that we
used so much with startup.business but we have really integrated the Design Thinking Approach and a range of other strategies that we use in Shark Tank and other programs we teach

4. No, but the success of the program helped to embed our school focus on project-based learning and an entrepreneurial focus with authentic audiences.

5. No

6. No

7. No not yet

8. Sort of. We invited members of senior management to classes at various times and question students about their work/ideas. A member of senior management was also one of the final judges and another came into class to present a pitching master class. Although we would like to keep this an agriculturally-focused program it would be most beneficial to invite teachers from other faculties to spend time on-class with our students and provide feedback on their ideas, etc

Advancement for agriculture (Question 8)

1. Likely: By looking at problems and working through solutions, the breadth of opportunities in the rural industry has become more obvious to students.

2. Unlikely: The students found the program too overwhelming and became disengaged in the end. We had to push towards pitch week, and only that they were presenting to outside representatives, that they completed it on time. There was a lot of hours of teacher time put into creating PBL booklets to ensure the students had a clearer idea of the goal of the program.

3. Likely: We have probably bought it more to the forefront with students about the need to think about Agriculture and connecting to business. Now in my Year 10 Business Studies class students can pick and explore a range of issues but we look more to our region and particularly encourage them to look at areas and industries that will sustain our region

4. Unlikely, as we have a very high percentage of agricultural industry employment following SACE, but this program might highlight alternatives to farming and diesel mechanic roles in the industry and – we hope - encourage scientific endeavour, entrepreneurialism and research pathways.

5. Highly likely. This program enhanced the students passion towards agriculture.

6. Highly likely. Most of the students involved have chosen to study Agriculture as part of their HSC pattern of study in stage 6.

7. Highly likely (no further comment).

8. Highly likely. We ran this in our Agriculture class so many were already thinking of this as a career pathway. I think what it did more was to create better knowledge of the scope of opportunities available ‘off-farm’

Other comments (Question 9)

1. It has been a valuable strategy to engage students in real life situation.

2. Being the pilot year, it was in its infancy and there were lots of teething issues that had to be worked through. However I believe due to teacher feedback there is now training provided which would be very beneficial for the improvement of this project.

3. At the time we ran the program we felt it was aimed at the younger years and I included and padded it out somewhat. The initiative is good and a positive for country schools.

Another reason we did not continue with the program the following year is that it was too expensive to run in schools at $8000 a semester that is a lot of money, especially since we are a government school with limited money.

The initial idea and concept behind it was great and really suited out our setting – maybe there are other ways or programs that can be developed to continue the
development and raise awareness of the growing ag industry. I feel there is a massive area that is untouched e.g. the connections between industry and schools.

4. This program is too expensive for the students it is most relevant to. Our school has just 300 students R-12 in the heart of SA’s 2020 AgTown of the Year and around 90% of our students will end up in agricultural industry pathways upon SA CE completion.

We run a 400ha commercial farm, but we can’t get industry experts to visit us and we can’t spend the literal THOUSANDS of dollars and kilometres to transport our students to connect with existing programs in metropolitan areas. This program underestimates the technological and travel challenges country students face to engage with and build on this learning. The most valuable resources were the comic book of young entrepreneurs and the profiles of Ag-preneurs.

We should have taken more advantage of connecting with the entrepreneurs remotely, however, it would be valuable to have more digital resources available early-on to help teach design thinking.

We were very happy with the program, our student results and teacher and student engagement, however, the costs are prohibitive for us to engage long-term in the program. Perhaps there is an opportunity to set the program up as more of an incubator for school programs to then deliver the learning locally. I know this is how Loxton has treated the event, and how we will in 2021.

5. no other comments
6. no other comments
7. I like the concept but found some of the resources a bit hard to navigate around. In WA we do not use CANVAS so it was another site to get to use and like all things that are not used all the time, it takes more time than I often have available. The biggest issue was the capability of the students to think outside the square, confidence and risk taking. This will develop as they have more practice.
8. Aspects of this program can be applied to any subject area/across faculties. Could be a great opportunity for cross-faculty projects.
9. One teacher was supported across two consecutive years and was asked an additional question: “As you were the only teacher being contacted who was involved across two years of the program (the Pilot and again in 2019), I would be grateful if you could respond to the following questions”:
   (a) Was your experience any different in 2019 to that in 2018?: Answer: Delivering the program for a 2nd time ensured my presentation and support for the students was much more streamlined and relevant.
   (b) Is a teacher likely to provide an improved learning experience for students the second time around? Answer: Absolutely.

Potential Activities/Outputs: Summary

- AgriFutures investment sponsoring the startup.business Program over the three-year period ended 30 June 2020 has supported 19 schools (18 different schools) across Australia to be involved in initial training and then application of the approach to their mid-high school students.
- One teacher in each selected school received training and was assisted with the first lesson. The Program included students interacting with business leaders and identifying and addressing industry and community issues via entrepreneurial thinking and ideas as encouraged by the teacher.
The Program also included ‘pitch week’; a week at the end of the Program where each school, pitched their ideas regarding potential solutions to some of the business and industry issues that had been identified in each school.

Potential Outcomes: Summary

- Increased exposure of mid-term high school students to agribusiness and agricultural industry issues.
- Potential influence in later high school years regarding subject choice in business and economic orientated subjects.
- Potential for exposing the challenges of agriculture to high school students.
- Encouragement of increased interest in the challenges faced by agricultural production and processing businesses.
- Student encouragement of a more entrepreneurial approach to solving future issues faced by agricultural businesses and agricultural industries.

Potential Impacts: Summary

AgriFutures investment in startup.business from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

- Increased capacity of students to frame and address agribusiness business and agricultural industry issues and challenges through an innovative and entrepreneurial approach.
- A higher interest in agriculture and agricultural businesses by high school students subjected to the course. This is supported by the answers to the following teacher survey question: “What is the likelihood that the program may have advanced agriculture as an industry of future interest to some of the participating students?”. Five of the eight teacher respondents answered “likely or very likely” with two responding unlikely.

Indirect/Secondary Impacts

- An increase in pursuit of tertiary education in business and agricultural industries.
- An increased number of high school students later pursuing potential solutions to technical innovation to advance agricultural productivity based on careful definition and description of the issue faced.
- Increased interest and later involvement in entrepreneurship associated with agricultural business and agricultural industry.
- Potential for more effective leadership and problem solving ability of those students who later join the agricultural business and industry workforce in various capacities.

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional
communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:
1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the startup.business Program directly addresses Arena 1 priority 1 and is likely to have contributed to priority 2.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:
1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Investment in the startup.business Program is likely to have contributed in the long term to Arena 1 KPI 1.

Effectiveness of the AgriFutures startup.business Funding Arrangement

AgriFutures sponsorship of the startup.business has potentially enabled mid high school students from 18 different Australian schools to gain both theoretical and real world experience in entrepreneurial thinking associated with problems faced by agricultural businesses and industries across Australia. In addition the ‘Pitch week’ component experienced by students as pitches to others is a key part of taking their thinking to the next level and getting entrepreneurial ideas adopted by investors and others.

The attitudes of the teachers responding to this review were varied. Two were positive and were likely to continue the approach. Four respondents would not continue with the course, most citing the availability and application of other similar problem oriented courses, but most frequently the cost of the startup.business Program. Such costs had to be met by the school with such costs largely associated with travel.

From the response of the eight teachers, it can be concluded that the investment has been effective. However, in considering future investment, it should be noted that there are an increasing number of other teaching approaches being developed with some similar characteristics and that may be potentially more affordable by secondary schools.
Lessons Learnt

In order to report against AgriFutures Arena 1 KPIs it could be beneficial for AgriFutures to carry out a longitudinal study of students that have undertaken the course in 2018 to identify their educational and career progress since that year, compared with a control group from the same school who were not exposed to the course (e.g. either the year before or the year after the year funded by AgriFutures).

Regarding cost, it would appear that not many schools involved may have secured funding other than from AgriFutures but this is uncertain and was not pursued in the initial school survey. This issue became apparent only when a number of schools surveyed identified cost of travel as an issue. As the Program is continuing in the 2021 calendar year, the securement of other funding could be considered as a potential criterion for school selection by AgriFutures.

Conclusions

AgriFutures total investment in the startup.business Program for the three-year calendar year period 2018-2020 was estimated at $49,305 (2020 $ terms).

AgriFutures invested in the startup.business Program in 19 schools over the 2018 to 2020 calendar year period. The AgriFutures investment has directly funded the supervision of the approach and the “Pitch Week” each year for attendance by students of the 19 schools who experienced startup.business training.

The investment has been effective and the investment has potentially contributed to:

- Attracting capable high school students into careers in agriculture or related industries,
- An increased number of high school students eventually graduating in agriculture-related courses at Australian universities in the future,
- A more effective approach in developing an entrepreneurial approach to problem solving, in turn potentially contributing to the capability and capacity of future rural and regional community leaders.

However, a concern among many of the teachers surveyed in the Program assessment was associated with the cost of the program associated with travel.

Appendix A: Teacher Respondents to Survey Questions 1 to 9

- Bob Leitch, Gympie State High School, QLD (involved in two of the three years).
- Sarah Westerway, Ulladulla High School, NSW
- Tricia Yandell, Loxton High School, SA
- Seonie Robst, Cleve State High School, SA
- Justin Connors, Manilla Central School, NSW
- Anna Wells, Mount View High School, NSW (nee Anna-Maree Wright)
- Elizabeth Read, York District High School, Western Australia
- Jody Haydon, Head of Agriculture, Kinross Wolaroi School, NSW
Appendix 5: A Review of AgriFutures Investment in Country to Canberra

Introduction

Originally founded in 2014, Country to Canberra (C2C) is a not-for-profit organisation that runs programs that provide education, leadership and mentorship opportunities to regional, rural and remote teenage girls. Strategies include:

(1) Empowering future leaders - to empower young rural women (between 13 – 18 years) living in regional, rural and remote Australia to pursue leadership opportunities at school and within their community, by providing skill-building, networking and education opportunities, and by inspiring self-belief,

(2) Gender equality - to actively work to achieve gender equality, by increasing youth discourse and awareness about gender equality issues in rural Australia, and by targeting programs to improve gender equality outcomes,

(3) Mentorship - to facilitate and offer mentorship and sponsorship opportunities to young rural women to build their skills, networks and capabilities, and

(4) Increasing participation in decision-making - to encourage more young rural women to participate in leadership and decision-making in their chosen field, whether it be politics, primary industries, business, education or any other avenue.

Each year, C2C runs an Australia-wide leadership competition that engages hundreds of high-school students and their communities. C2C winners are sponsored by C2C funding partners and are awarded a five-day ‘Power Trip’ to Canberra where they meet politicians and Chief Executive Officers (CEOs), receive leadership and public speaking training, tour Parliament and have the opportunity to have their Leadership Competition entry published. Winners also receive access to a mentor and to the C2C alumni network to ensure they are supported in the longer-term. The program specifically aims to empower young rural women to reach their leadership potential.

As part of the sponsorship agreement, AgriFutures Australia (hereafter referred to as AgriFutures) representatives/executives received invitations to the C2C Power Trip events including the Powerful Women’s Breakfast and the Power Panel. Further, AgriFutures was entitled to promote its activities, have a representative speak at the one-hour Power Panel to highlight AgriFutures impact, and speak at, or contribute to, C2C leadership day workshops.

Scope of this Review

This assessment provides a summary of the AgriFutures C2C investment for a three-year period from 2017/18 to 2019/20. The review provides a brief description of the C2C program activities and includes results of a survey of a sample of C2C winners sponsored by AgriFutures. The review then describes the actual and potential outcomes and expected impacts of the program for the three-year period.

Based on the review of the C2C program, an overview and assessment of the AgriFutures investment in the initiative from the perspectives of the sponsorship winners, AgriFutures, and the broader rural Australian community.

The C2C assessment forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1).
AgriFutures Investment in the C2C Program 2017/18 to 2019/20

AgriFutures has supported 23 C2C winners over the period 2017/18 to 2019/20. Sponsorship contributes toward fundraising for the annual C2C Leadership Competition and covers costs associated with flights, accommodation, food, incidentals, training and education resources for C2C winners.

Table A5 shows the annual investment by AgriFutures in the C2C program from 2017/18 to 2019/20.

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>24,182</td>
</tr>
<tr>
<td>2019</td>
<td>20,000</td>
</tr>
<tr>
<td>2020</td>
<td>5,000</td>
</tr>
<tr>
<td>Total</td>
<td>49,182</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department

Summary of C2C Activities:

2019/20:

AgriFutures 2019 ‘Ruby’ sponsorship of the C2C program contributed to:

- Ten C2C Power Trips winners (from a total of 18 winners in 2019):
  - Jessica Bennett (NSW)
  - Kyla Ramos (WA)
  - Jamiee Whirlegde (WA)
  - Lanna Lalim (NT)
  - Maggie Sheehan (TAS)
  - Freya Cooper (TAS)
  - Anna Scott (VIC)
  - Siena Bordignon (NSW)
  - Jasmine Thompson (QLD)
  - Bethany Castle (SA)

- The 2019 Powerful Women’s Breakfast was held on 26 November in Canberra. The breakfast activities included:
  - 18 female leaders mentoring the girls (C2C winners)
  - AgriFutures keynote speaker Dr Ellen Downes (former AgriFutures Rural Women’s Award Finalist)

- The 2019 Power Panel event, held on 25 November, where the 18 C2C winners met with other young women’s organisations, networked with sponsors, and heard from the panel that featured:
  - Emma Moss, AgriFutures Horizon Scholar
  - Dale Sheridan, Author and LGBTIQ+ Advocate
  - Ash Streeter-Jones, Advocate and Forbes 30 under 30
  - Han Worsley, MC, C2C Deputy CEO
• The panel provided an opportunity for the winners to learn about the Horizon Scholarship, how to push through barriers and how to passionately advocate to generate change for good.

• The AgriFutures Australia Careers Fair also was held during the 2019 C2C Power Trip. The Fair involved top leaders mentoring C2C winners for an afternoon.

• Winners met with the Prime Minister, the Hon. Scott Morrison MP and bipartisan participants including Social Services Minister Anne Ruston, Tanya Plibersek MP, Zali Steggall MP, Senators Larissa Waters, Pauline Hanson, Malarndirri McCarthy, Bridget McKenzie, and Jacqui Lambie

• All Power Trip winners were offered a place in the C2C mentorship program. The six-month mentorship pairings commenced in December 2019.

• All the winners’ Leadership Competition entries were published on the C2C website.

2018:

AgriFutures 2018 ‘Diamond’ sponsorship of the C2C program contributed to:

• Ten C2C Power Trips winners (from a total of 18 winners in 2018):
  o Nayani Navaneethan (NSW)
  o Taylor-Jade Glover (SA)
  o Grace Mudge (NSW)
  o Isabel Blundell (NT)
  o Emma Angstmann (NT)
  o Hannah Whytcross (VIC)
  o Kate Perret (QLD)
  o Shekinah Taderera (QLD)
  o Chloe Quillerat (TAS)
  o Sarah Recklies (WA)

• The 2018 Powerful Women’s Breakfast was held on 27 November in Canberra. The breakfast provided an opportunity for the 18 C2C winners to be mentored by a diverse group of female leaders from across politics and government, agriculture, non-government organisations, and private business.

• The 2018 Powerful Women’s Breakfast keynote speaker was Jillian Kilby, an AgriFutures Rural Women’s Award winner.

• A Personal Perspectives Panel event was held on 26 November. The panel enabled the C2C winners to meet with other young women’s organisations, network with sponsors and hear from panel members that included:
  o Jasmine Whitten, AgriFutures Horizon Scholar
  o Alpha Cheng, inclusion and racial tolerance advocate
  o Nip Wijewickrema, disability advocate and co-founder of GG’s Flowers
  o Louise Burrows, World Champion Rugby Player
  o Emma Kelly, MC, C2C Mentoring Director

• Also, as a partner of AgriFutures, representatives from startup.business and Rare Birds provided a half-day entrepreneurship workshop to the Power Trip winners.
2017:

AgriFutures 2017 ‘Platinum’ sponsorship of the C2C program contributed to:

- Three C2C Power Trips winners (from a total of 14 winners in 2017):
  - Amy Astill (WA)
  - Isabella Thomas (VIC)
  - Rose Denovan (NSW)

Survey of C2C Power Trip Participants

A brief survey of a sample of the C2C sponsorship recipients was conducted. Surveys were sent by email to 16 of the 23 C2C participants (listed above). Participants were asked the following seven questions:

**Question 1:**
What were the key factors in your decision to apply for the C2C Power Trip program/sponsorship?

- a) Empower you to succeed and boost your confidence
- b) Develop new skills and build connections
- c) Enable you to achieve your future goals and effect change in business and the broader community
- d) If ‘Other’, please specify

Please rank the driving factors (1 being most important):

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Empower you to succeed and boost your confidence</td>
<td></td>
</tr>
<tr>
<td>b) Develop new skills and build connections</td>
<td></td>
</tr>
<tr>
<td>c) Enable you to achieve your future goals and effect change in business and the broader community</td>
<td></td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>

**Question 2:**
What would have been your most likely action if you had not received the scholarship? For example:

- a) Undertaken an alternative leadership course/program (specify field if known)
- b) Not undertaken any leadership training
- c) Other (please specify)
Question 3: Of the activities in which you were able to participate during the C2C Power Trip, what activity had the most impact on you and why?

Question 4:
What personal benefits have you gained from winning the C2C Power Trip?
   a) Increased opportunities to progress toward your desired career goals
   b) Opportunity to influence others and create change within your school or community
   c) Enhanced leadership and decision making skills
   d) If ‘Other’, please specify

Please rank the benefits (1 being most important):

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased opportunities to progress toward your desired career goals</td>
<td></td>
</tr>
<tr>
<td>b) Opportunity to influence others and create change within your school or community</td>
<td></td>
</tr>
<tr>
<td>c) Enhanced leadership and decision making skills</td>
<td></td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>

Question 5:
How likely are you to recommend/support others to enter the C2C Power Trip Leadership Competition?
   a) Highly likely
   b) Likely
   c) Neutral
   d) Unlikely
   e) Highly unlikely

Question 6:
How likely are you to pursue a career in agriculture and/or activities in rural Australia?
   a) Highly likely
   b) Likely
   c) Neutral
   d) Unlikely
   e) Highly unlikely
**Question 7:**
What types of personal or professional advancement actions (if any) have you undertaken since completing the C2C Power Trip?

**Survey Responses: Summary**

As of 11 December 2020, the review team had not received any responses to the C2C survey. However, as the participants were between the ages of 13 and 18 at the time of their sponsorship, contact details were difficult to obtain and it is likely that many of the sponsored students have since completed school and may have moved or changed their contact information.

**C2C Outputs: Summary**

- AgriFutures investment sponsoring the C2C over the three-year period ended 30 June 2020 has enabled 23 bright, young women (aged 13 to 18) to attend the C2C Power Trip.
- Each sponsored student attended a Powerful Women’s Breakfast where they received mentoring from female leaders.
- Students also attended a Power Panel event where they were able to network with women’s organisations and sponsors and here about other capability and capacity building programs such as the Horizon Scholarship.
- Each sponsored C2C student also were offered a place a six-month C2C mentorship program.

**Key C2C Outcomes:**

- C2C sponsored students are likely to have gone on to further study (e.g. undergraduate university degrees) and/or pursued careers with a focus on rural industries such as agriculture.
- C2C events also are likely to have increased the profile of young women in rural and regional Australia within Australian organisations including Government.

**Potential Impacts:**

AgriFutures investment in C2C Program from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

**Direct Impacts**

- Increased personal and professional capacity for young women through mentorship and participation in other C2C Power Trip events.
- An increased number of young women pursing study and/or careers in agriculture and/or agriculture-related fields.
Indirect/Secondary Impacts

- Increased long-term productivity and resilience for the Australian agriculture sector through increased or maintained capability and capacity in the sector.
- Increased science and research capacity in Australian agriculture and/or agriculture-related sectors.

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the C2C Program directly addresses Arena 1 priority 1 and is likely to have contributed to priority 2.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Investment in the C2C Program is likely to have contributed to Arena 1 KPI 1.

Effectiveness of the AgriFutures C2C Scholarship Funding Arrangement

AgriFutures sponsorship of the C2C Program has enabled 23 aspiring young women (aged 13 to 18) to undertake the ‘Power Trip’ to Canberra where they were mentored by female leaders from private industry and government and attended professional development events including the Power Women’s Breakfast and Power Panel.

Based on the success of the C2C Program, the qualitative assessment of the outputs, outcomes and impacts of AgriFutures investment in the C2C Program, and the finding that the C2C Program is likely to have contributed to attracting and empowering young women to take on careers in rural industries, the review found that the AgriFutures C2C funding arrangement was effective.
Lessons Learnt

In order to report against AgriFutures Arena 1 KPIs it would be beneficial for AgriFutures to encourage the C2C students that they sponsor to provide an annual update of their personal and professional progress since their Power Trip. For example, students could submit a brief update that notes whether they have gone on to tertiary study in agriculture or agriculture-related fields, whether they have pursued other capability and capacity building opportunities such as the Horizon Scholarship, and/or whether they are living and/or working in rural/regional Australia.

This also would facilitate longer-term relationships between students and AgriFutures and/or other C2C sponsor organisations.

Conclusions

AgriFutures total investment in the C2C Program for the three-year period ended 30 June 2020 was $46,000 (nominal dollars). AgriFutures funding arrangement for the C2C Program where they directly sponsor a number of young women to attend the annual C2C Power Trip has been effective and the investment has potentially contributed to 23 C2C increasing the participants personal and professional capacity and an increased number of young women pursing study and/or careers in agriculture and/or agriculture-related fields.

The investment in the C2C Program is directly aligned with AgriFutures Arena 1 Priority 1 (Attracting capable people into careers in agriculture) and Priority 2 (Building the capability of future rural leaders) and has potentially contributed toward KPI 1 (1,800 graduates per annum of an agriculture or agricultural science course at Australian universities).
Appendix 6: A Review of AgriFutures Investment in the Gary Sansom Scholarship

Introduction

The Gary Sansom Scholarship is a postgraduate scholarship designed to support the pursuit of the AgriFutures Chicken Meat Program industry priorities. The scholarship was established in honour of former AgriFutures Chicken Meat Advisory Panel Chair and Australian Chicken Meat Federation President, Gary Sansom.

The scholarship aims to uncover future chicken meat industry leaders, providing funding and support to enable them to make their future mark on the industry. The scholarship identifies high quality students and, with the support of a generous bursary, allows one successful candidate each year to foster a career pathway in the chicken meat industry and support industry-relevant research. The Gary Sansom Scholarship is open to Australian citizens and permanent residents undertaking a PhD, Masters, Honours degree or equivalent in an appropriate discipline.

Each successful scholar receives a bursary of up to $35,000 for living expenses and undertakes a research project that contributes applied outcomes to the production of chicken meat in Australia. As part of the scholarship, the successful student each year has access to an industry supervisor to support their study and career pathway.

Also, scholarship holders have access to PoultryGrad. PoultryGrad is a networking initiative that provides students with the opportunity to meet people from the chicken meat industry and students from other universities. The event enables them to discuss their future careers, build peer networks and focus on how their research can benefit the poultry industry.

The scholarship program was launched in 2016 and three rounds of scholarships have been completed to date.

Scope of the assessment

This assessment provides information on the achievements of the three successful scholarship holders in the years 2017, 2018, and 2019. Based on the three case studies and some general information on the chicken meat industry, an overview and assessment of the investment in the scholarship initiative is provided from the viewpoints of:

- The contributions of the research,
- The individual capability and the networks built, and
- The commitment of the scholarship holders to the Australian chicken meat industry.

Brief Summary Details of the Scholarship Holders

Table A6 summarises the names, university, and topics of each of the scholarship holders.
Table A6: Details of Gary Sansom Scholarships
(2017/18 to 2019/20)

<table>
<thead>
<tr>
<th>Name of scholarship awardee</th>
<th>Year scholarship awarded</th>
<th>Higher Degree Sought and University attended</th>
<th>Year graduated (or expected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matthew Hilliar, 2016 applicant</td>
<td>2017</td>
<td>Doctor of Philosophy, Animal Science Department, University of New England</td>
<td>2020</td>
</tr>
<tr>
<td>Ashlee Morgan, 2017 applicant</td>
<td>2018</td>
<td>Honours year, Bachelor of Science, (Animal Science), University of Adelaide</td>
<td>2018</td>
</tr>
<tr>
<td>Joshua Angove 2018 applicant</td>
<td>2019</td>
<td>Doctor of Philosophy, University of Adelaide</td>
<td>2021</td>
</tr>
</tbody>
</table>

AgriFutures Investment in the three Gary Sansom Scholarships

The financial investment in the Gary Sansom scholarships in each year is included in Table A7 below.

Table A7: Investment Estimated for the Gary Sansom Scholarships by AgriFutures (year ended June 2018 to 2020, nominal $)

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>34,175</td>
</tr>
<tr>
<td>2019</td>
<td>47,362</td>
</tr>
<tr>
<td>2020</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>81,537</strong></td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department

The following addresses the background and progress on each of the three scholarship holders.

Review of the Three Scholarships

(1) Matthew Hilliar, New South Wales, 2016 applicant

Matthew was awarded the scholarship in 2017 after completing a Bachelor of Animal Science degree at the University of New England. With the assistance of the Gary Sansom scholarship, Matthew undertook a PhD in the Animal Science Department at the University of New England.

Matthew’s industry supervisor was Greg Hargreave at Baiada Poultry Pty Ltd. His PhD topic was centred on an assessment of low protein broiler diets in meat poultry.

The aim of his research project was to develop low protein diets for the poultry meat industry through the employment of non-essential amino acids. This was required due to economic, environmental, health and welfare concerns in the poultry meat industry. Matt’s research 'highlighted the importance of non-essential amino acids and other nutrients associated with protein-based meals'.
Matthew was also involved in research projects investigating net energy in laying hen diets, the use of insect protein meals in broiler diets, an array of laying hen egg quality work, and the use of near infrared technology to develop an Australian specific database of amino acid profiles in grains. However, much of this other research was not supported directly by the Gary Samson scholarship.

The major issue addressed by the scholarship investment was the high cost of protein meals used in broiler production. Most protein meal used is soybean meal is imported into Australia, as soybean production in Australia is limited. The widespread use of protein meals also has environmental issues via high levels of nitrogen in waste material that runs off from chicken farms as well as from composted waste materials. Higher nitrogen in the chicken farm environment also creates foot pad dermatitis issues, currently with prevalence rates often hovering around 20%.

Hence, Matthew’s research was to address the issues associated with high protein diets by altering the standard broiler diet through lowering protein levels through identifying substitute amino acids and their sources that could be added to broiler feeds. While this has been achieved, at current prices of specific amino acids, it would not be economic to substitute for soybean meal. For example, use of substitutes would add about $25 per tonne to the current cost of feed of about $500 per tonne. However, there could be potential cost reductions in such amino acids in future if the market size increased and associated scale economies exploited.

Matthew completed his research and was awarded his PhD in 2020. His stated passion has been to improve the poultry meat and egg industries to offer sustainable animal-based protein sources for Earth’s growing population.

Currently, Matthew is completing a graduate role with Turosi Farming Division. He is a salaried employee with a title of Turosi Food Solutions Farming Graduate.

Matthew’s role has been to continue being involved in research and development projects and how resulting information may apply to various areas important to a broiler producer. He is also an Adjunct Associate Lecturer in the School of Environmental and Rural Science at the University of New England.

The factors that influenced Matthew to apply for the Scholarship, in order of importance, are listed in Table A8.

<table>
<thead>
<tr>
<th>Influencing Factor</th>
<th>Order of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wanted to obtain the financial support via the scholarship</td>
<td>1</td>
</tr>
<tr>
<td>Wanted to pursue a career in an agricultural industry</td>
<td>2</td>
</tr>
<tr>
<td>Wanted to pursue a career in the poultry meat industry</td>
<td>3</td>
</tr>
<tr>
<td>Experience the expertise and networks of a potential industry supervisor</td>
<td>4</td>
</tr>
<tr>
<td>Already had knowledge and/or experience in the poultry industry</td>
<td>5</td>
</tr>
</tbody>
</table>

Matthew’s likely alternative actions if he had not been awarded the scholarship are listed in Table A9.
Table A9: Alternative Scenarios if not Awarded the Scholarship

<table>
<thead>
<tr>
<th>Alternative Scenario</th>
<th>Order of scenario likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertaken Ph D studies in another field</td>
<td>1</td>
</tr>
<tr>
<td>Applied for other scholarships and still undertaken a PhD in poultry</td>
<td>2</td>
</tr>
<tr>
<td>Would have undertaken the same studies even if not successful with the scholarship</td>
<td>3</td>
</tr>
<tr>
<td>Continue in, or join, the workforce and not undertaken a PhD</td>
<td>4</td>
</tr>
</tbody>
</table>

The personal benefits gained by Matthew from being awarded the scholarship are listed in Table A10.

Table A10: Personal Benefits from Being Awarded the Scholarship

<table>
<thead>
<tr>
<th>Personal Benefit</th>
<th>Order of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working at the forefront of his chosen field</td>
<td>1</td>
</tr>
<tr>
<td>Being able to take on greater and more enjoyable challenges</td>
<td>2</td>
</tr>
<tr>
<td>Provided an opportunity to increase personal income/advance career</td>
<td>3</td>
</tr>
<tr>
<td>Making a higher level contribution to the Australian poultry meat industry</td>
<td>4</td>
</tr>
<tr>
<td>Making a higher level contribution in his disciplinary area</td>
<td>5</td>
</tr>
</tbody>
</table>

Outcomes and Impacts

Matthew has had his PhD conferred and is currently employed in the third largest chicken meat firm in Australia (Turosi P/L). The principal poultry industry finding delivered by the scholarship research has been the demonstration of a need to focus on particular diets when using a low protein concept in chicken feeding. However, the concept has complex interactions across the whole chicken meat industry that change regularly. Furthermore, the concept relies on certain nutritional supplements being reduced in price. This could occur if production levels were high, so exploiting economies of scale. As an example, the amino acid methionine has been used in the production of feed and food additives and has been used as a raw material for other products.

Matthews PhD project has therefore potentially contributed to future productivity gains in the chicken meat industry if specific amino acid production from natural resource material were exploited commercially. Also of importance is that the scholarship has built research capability in a specialised area and increased the research capacity in the poultry industry more generally.

(2) Ashlee Morgan, South Australia, 2017 applicant

Ashlee was awarded the scholarship in 2018. This award was not provided to undertake a postgraduate degree; rather it was awarded to a student to undertake a project for her Honours thesis. The award was for one year to complete her Honours degree in a Bachelor of Science (Animal Science) at the University of Adelaide.
Funding was $30,000 for one year plus $5,000 operating expenses. Ashlee’s academic supervisor was Associate Professor Kapi Chousalker, and her industry supervisor was Katherine Spillane at Inghams, Adelaide.

Ashlee formerly worked at Inghams Enterprises as a Breeder Farm Manager, but was working for the Primary Industries Research South Australia (PIRSA) when she applied for the scholarship where she was trying to establish her own programs; this initiative was one of the reasons she was awarded the scholarship.

Ashlee’s Honours project addressed the possible causes of skills shortages in the poultry sector. The project investigated the reasons behind the lack of youth interest in pursuing a career in the poultry sector and in agriculture in general. The project developed a questionnaire for surveying high school students and used both a qualitative and quantitative approach to identify attitudes towards agriculture and the poultry industry in particular; the project also addressed the issue of potential strategies the industry could use to address the skills shortage in the poultry industry.

The factors that influenced Ashlee to apply for the Scholarship, in order of importance, are listed in Table A11.

<table>
<thead>
<tr>
<th>Influencing Factor</th>
<th>Order of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wanted to pursue a career in the poultry meat industry</td>
<td>1</td>
</tr>
<tr>
<td>Experience the expertise and networks of a potential industry supervisor</td>
<td>1</td>
</tr>
<tr>
<td>Already had knowledge and/or experience in the poultry industry</td>
<td>2</td>
</tr>
<tr>
<td>Wanted to obtain the financial support via the scholarship</td>
<td>3</td>
</tr>
<tr>
<td>Wanted to pursue a career in an agricultural industry</td>
<td>3</td>
</tr>
</tbody>
</table>

Ashlee’s likely alternative actions if she had not been awarded the scholarship are listed in Table A12.

<table>
<thead>
<tr>
<th>Alternative Scenario</th>
<th>Order of Scenario Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would have undertaken the same studies even if not successful with the scholarship</td>
<td>1</td>
</tr>
<tr>
<td>Applied for other scholarships and still undertaken a PhD in poultry</td>
<td>2</td>
</tr>
<tr>
<td>Continue in, or join, the workforce and not undertaken a PhD</td>
<td>3</td>
</tr>
<tr>
<td>Undertaken a thesis in another field</td>
<td>Not applicable, as was considering only the area of poultry</td>
</tr>
</tbody>
</table>

The personal benefits gained by Ashlee from being awarded the scholarship are listed in Table A13.
Table A13: Personal Benefits from Being Awarded the Scholarship

<table>
<thead>
<tr>
<th>Personal Benefit</th>
<th>Order of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make a higher level contribution to the Australian poultry meat industry</td>
<td>1</td>
</tr>
<tr>
<td>Being able to take on greater and more enjoyable challenges</td>
<td>2</td>
</tr>
</tbody>
</table>

Outcomes and Impacts

Ashlee currently works as a Biosecurity Officer at the Department of Agriculture, Water and the Environment (DAWE) and is part of the Operational Science and Surveillance (OSS) team. Collectively OSS work contributes to Australia’s favourable animal, plant and environmental status through biosecurity surveillance, risk management and diagnostic services both at the border and post-border.

The principal factor that influenced Ashlee not to remain working in the Australian poultry industry was that she moved interstate and was unable to find work directly in the poultry industry. However, DAWE is a stakeholder in the poultry industry, and while Ashlee’s current work is unrelated, she potentially hopes to re-join the industry in the future.

The principal impact on the poultry industry delivered by the Ashlee’s scholarship is that it has assisted to build industry capacity by future-proofing the industry’s workforce and alleviating the reduced poultry industry skill and labour constraints.

(3) Joshua Angove, South Australia, 2018 applicant

Joshua was awarded the scholarship in 2019 after completing a First Class Honours Degree in Animal Science at the University of Adelaide. Josh is now undertaking his Ph D degree in Poultry Science at the School of Animal and Veterinary Science, University of Adelaide. Joshua’s academic supervisor is Dr Rebecca Forder and his industry supervisor is Dr David Cadogan (Feedworks P/L). Joshua is expecting to submit has PhD in calendar 2021. In the meantime, he continues to work as a demonstrator at Adelaide University College as well as at South Australia’s leading Bunning Warehouse site.

Financial support via the scholarship was $8,000 per annum, considered a top-up for the first two years. Supporting funds provided by the Gary Samson scholarship have continued in 2020 as a fortnightly payment of about $300. This support is considered a top up to the scholarship that Josh holds from the University of Adelaide. Josh has applied for an extension into calendar 2021 but whether the support will continue for a further 6 months is unknown at this point in time.

The factors that influenced Joshua to apply for the Scholarship, in order of importance, are listed in Table A14.

Table A14: Reasons for Applying for the Scholarship

<table>
<thead>
<tr>
<th>Influencing Factor</th>
<th>Order of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wanted to pursue a career in an agricultural industry</td>
<td>1 =</td>
</tr>
<tr>
<td>Experience the expertise and networks of a potential industry supervisor</td>
<td>1 =</td>
</tr>
<tr>
<td>Wanted to pursue a career in the poultry meat industry</td>
<td>2 =</td>
</tr>
<tr>
<td>Already had knowledge and/or experience in the poultry industry</td>
<td>2 =</td>
</tr>
<tr>
<td>Wanted to obtain the financial support via the scholarship</td>
<td>3</td>
</tr>
</tbody>
</table>
Joshua’s likely alternative actions if he had not been awarded the scholarship are listed in Table A15.

<table>
<thead>
<tr>
<th>Alternative Scenario</th>
<th>Order of scenario likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would have undertaken the same studies even if not successful with the scholarship</td>
<td>1</td>
</tr>
<tr>
<td>Applied for other scholarships and still undertaken a PhD in poultry</td>
<td>2</td>
</tr>
<tr>
<td>Continue in, or join, the workforce and not undertaken a PhD</td>
<td>3</td>
</tr>
<tr>
<td>Undertaken PhD studies in another field</td>
<td>4</td>
</tr>
</tbody>
</table>

The personal benefits gained by Joshua from being awarded the scholarship are listed in Table A16.

<table>
<thead>
<tr>
<th>Personal Benefit</th>
<th>Order of importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity to increase personal income/advance career</td>
<td>1</td>
</tr>
<tr>
<td>Make a higher level contribution to the Australian poultry meat industry</td>
<td>2</td>
</tr>
<tr>
<td>Work at the forefront of his chosen field</td>
<td>3</td>
</tr>
<tr>
<td>Being able to take on greater and more enjoyable challenges</td>
<td>4</td>
</tr>
<tr>
<td>Make a higher level contribution in his disciplinary area</td>
<td>5</td>
</tr>
</tbody>
</table>

**Outcomes and Impacts**

The aim of Joshua’s research project is associated with understanding the influence of the nutrition and external environment of the hen, particularly broiler breeder hens, that produce the chicks given to farmers to grow out, and the impact of the hen nutrition and environment on how such meat chickens grow.

Breeding of broiler breeder hens in Australia commences with selection of great grandparent birds derived from overseas nucleus stock and then progresses through several generations eventually resulting in commercial poultry chicks. The central issue is that valuable breeder hens are subject to restricted feeding practices to increase the number of eggs produced, reduce fat and associated metabolic disorders, and extend their life. Such practices are associated with animal welfare issues (hunger) and links with exposure to maternal stress, which potentially has implications for performance of their progeny in associated later commercial chicken meat production.

Joshua’s research centres on pathways through which the hen environment can impact on the eggs produced and subsequent chicken performance. These pathways included:

(a) epigenetics (the study of changes in organisms caused by modification of gene expression rather than alteration of the genetic code itself) and

(b) hormonal transfer into the egg that alters the hormonal content of the egg.
It was hypothesised that change to the maternal environment via feeding them more, or adding supplements, could improve growth performance and productivity of their subsequent progeny. The improved understanding of these processes is likely to lead to further research investment to identify strategies that may address overall performance. For example, it may be worthwhile increasing the feeding of the grandparent hens with subsequent lowered number of eggs produced but that may increase the performance of their progeny, or adding substances to the feed of layer hens to enhance the performance of their subsequent progeny.

For example, the research has found that progeny exposed to stress with the egg had a 9% increase in total fat mass, compared to 5% in control hens.

As individual grandparent hens each influence a large number of commercially produced chickens (see Figure A1), a small increase in cost of feeding a grandparent then may have a significant overall large positive impact on the economics of the industry.

Further research investment stemming from Joshua’s research will be required to identify useful strategies and assess the overall industry economics of change at the layer hen stage. However, although Joshua’s research has not yet been completed, it is likely to contribute significantly to future industry profitability in the longer term.

**Figure A1: Generation Influence on Australian Chicken Meat**

![Generation Influence on Australian Chicken Meat](image)

**Source:** Josh Angove, pers. comm., 2020

**References**


**Summary of Potential Outcomes and Impacts of the Three Scholarships**

The investment in the two PhD scholarships has resulted in an increased research capacity as well as potential future productivity gains in the chicken meat industry. The support for the Honours thesis has addressed the important issue of labour shortages in the Australian poultry industry.
Summaries of these outcomes and impacts are provided in Table A17.

Table A17: Summary of Outcomes and Impacts of Investment

<table>
<thead>
<tr>
<th>Scholarship holder</th>
<th>Potential Outcome and Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matthew Hilliar</td>
<td>• Potential for future productivity gains in the chicken meat industry if specific amino acid production from natural resource material were exploited commercially.</td>
</tr>
<tr>
<td>(Ph D awarded)</td>
<td>• The scholarships have built research capability in the area of chicken meat nutrition and increased the research capacity in the poultry industry more generally.</td>
</tr>
<tr>
<td>Ashlee Morgan,</td>
<td>• Potential for reduced labour shortages in poultry industry via increased understanding of reasons why entry to the poultry industry is not a high priority among youths and school leavers and a set of strategies to address the issues.</td>
</tr>
<tr>
<td>(B Sc Honours Thesis)</td>
<td>• Future potential for reduced poultry industry skill and labour constraints.</td>
</tr>
<tr>
<td>Joshua Angove (Ph D in progress)</td>
<td>• Identification of increased knowledge and pathways by which the layer hen environment can impact on the eggs produced and affect chicken broiler growth performance, so driving the potential for future net profitability gains for the industry.</td>
</tr>
<tr>
<td></td>
<td>• The scholarships have built research capability in the area of chicken meat nutrition and increased the research capacity in the poultry industry more generally.</td>
</tr>
</tbody>
</table>

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the Gary Sansom scholarships has contributed to addressing both Arena 1 key priorities.

Lessons Learnt

The impacts provided by the three scholarships demonstrate that funding PhD degrees and an Honours Science thesis both can play a significant role in attracting people into agricultural industries, building research capacity, and addressing priorities in the chicken meat industry.
To ensure some of the benefits from the investment are captured in the future, AgriFutures should ensure that follow-up research to the two PhD scholarship outputs are considered for future funding by the chicken meat industry.

**Conclusion**

The three scholarships have demonstrated that they can play a significant role in attracting people into agricultural industries, building research capacity and addressing priorities in the chicken meat industry.

The investment in the three scholarships has been successful in an academic sense as one B Sc Honours degree and one PhD have already been awarded and a second PhD award is likely during the first half of calendar 2021.

The investment in the three Gary Samson scholarships awarded in 2017, 2018 and 2019 has provided impacts and potential impacts to the Australian chicken meat industry, and in one case the overall poultry industry (the B Sc Honours thesis investment).

Some of the potential impacts (e.g. the productivity gains) may only be evident in the longer term. However, this is the nature of investment in PhD degrees, as they are basically a training degree to enhance future research capacity. Immediate applications of knowledge produced by such research is rare.

In the shorter term, the two PhD degrees have raised the level of research capability in the area of chicken meat nutrition and increased the research capacity in the poultry industry more generally.
Appendix 7: A Review of AgriFutures Investment in the Australian Rural Leadership Program

Introduction

The Australian Rural Leadership Program (ARLP) was conceptualised by the Rural Industries Research and Development Corporation (RIRDC, now AgriFutures Australia) in 1991 and 1992. RIRDC wanted to encourage the development of new rural industries and regional communities. The RIRDC board wanted to create an organisation that could influence a change across Australian rural industries as a whole, and rural communities in general. The board concluded that a key difference between successful rural communities and those perceived as failing was not due to inherent natural resources or strategic position, but to an individual or group of individuals. Such individuals/groups were coming forward and taking on leadership roles (Australian Rural Leadership Foundation (ARLF), n.d.).

From this idea, the Australian Rural Leadership Foundation (ARLF) was formed and registered with the Australian Securities and Investments Commission in September of 1992. The ARLF is a not-for-profit organisation that aims to develop leaders for rural, regional, and remote Australia.

The ARLP is the foundational program coordinated by the ARLF. The 15-month program involves participants undertaking a series of five face-to-face leadership sessions across Australia and Asia and engaging with peers and the program Alumni network in-between sessions to apply their learning. Successful ARLP applicants receive a $50,000 (ex. GST) scholarship and have to contribute $5,000 themselves (ex. GST) toward program costs and for lifetime membership of the ARLP network (ARLF, 2020).

Activities of the Program aim to develop participants’:

1. Personal effectiveness,
2. Understanding of ethics, values and social responsibility,
3. Leadership thinking,
4. Industry, community and regional engagement, and
5. Ongoing diverse relationships for peer support across sectors and regions.

Scope of this Review

This assessment provides information on the ARLP investment by AgriFutures Australia (hereafter referred to as AgriFutures) from 2015/16 to 2019/20. The review included a survey of a sample of ARLP scholarship winners and describes the actual and potential outcomes and expected impacts of the program for this five-year period.

Based on the review of the ARLP, an overview and assessment of the AgriFutures investment in the scholarship initiative from the perspectives of the scholarship winners, AgriFutures, and the broader rural Australian community.

The ARLP assessment forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1).
AgriFutures Investment in the ARLP 2015/16 to 2019/20

Table A18 shows the annual investment in the ARLP by AgriFutures from 2015/16 to 2019/20.

Table A18: Investment in the ARLP by AgriFutures
(2015/16 to 2019/20, nominal $)

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0</td>
</tr>
<tr>
<td>2017</td>
<td>50,000</td>
</tr>
<tr>
<td>2018</td>
<td>50,000</td>
</tr>
<tr>
<td>2019</td>
<td>50,000</td>
</tr>
<tr>
<td>2020</td>
<td>50,000</td>
</tr>
<tr>
<td>Total</td>
<td>200,000</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department

Summary of ARLP Activities

AgriFutures has supported five ARLP scholarships over the five-year period from 2015/16 to 2019/20. The scholarships included:

- 2016 – ARLP Course 23 (one scholarship):
  Participant: Duncan Bremner
- 2017 – ARLP Course 24 (one scholarship):
  Participant: Rebecca Milliken
- 2018 – ARLP Course 25 (one scholarship):
  Participant: Justin Roach
- 2019 – ARLP Course 26 (one scholarship):
  Participant: Sally Leigo
- 2020 – ARLP Course 27 (one scholarship):
  Participant: Lisa Anderson

Survey of ARLP Scholarship Recipients

A brief survey of the ARLP scholarship recipients was conducted. Surveys were sent by email to all five scholarship holders (listed above). Participants were asked the following eight questions:

Question 1:
What were the key factors in your decision to apply for the ARLP scholarship?
   a) Improve your career prospects
   b) Empower you to succeed and boost your confidence
   c) Learn new skills and improve your leadership style
   d) Learn how to influence people and communicate better
   e) Enable you to lead and effect change in your rural/regional community
   f) If ‘Other’, please specify
Please rank the driving factors (1 being most important):

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improve your career prospects</td>
<td></td>
</tr>
<tr>
<td>b) Empower you to succeed and boost your confidence</td>
<td></td>
</tr>
<tr>
<td>c) Learn new skills and improve your leadership style</td>
<td></td>
</tr>
<tr>
<td>d) Learn how to influence people and communicate better</td>
<td></td>
</tr>
<tr>
<td>e) Enable you to lead and effect change in your rural/regional community</td>
<td></td>
</tr>
<tr>
<td>f) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>

Question 2:
What would have been your most likely action if you had not received the scholarship? For example:
   a) Undertaken an alternative leadership course/program (specify field if known)
   b) Not undertaken any leadership training
   c) Other (please specify)

Question 3: Please provide a brief description of the five core ARLP activities undertaken with your scholarship:

1)  

2)  

3)  

4)  

5)
Question 4:
What personal benefits have you gained from being awarded the scholarship?
   a) Increased productivity and/or opportunity for increased income and personal career advancement
   b) Opportunity to create change within your regional/rural community
   c) Enhanced decision making and engagement with employees/peers
   d) If ‘Other’ – please specify

Please rank the benefits (1 being most important):

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased productivity and/or opportunity for increased income and personal career advancement</td>
<td></td>
</tr>
<tr>
<td>b) Opportunity to create change within your regional/rural community</td>
<td></td>
</tr>
<tr>
<td>c) Enhanced decision making and engagement with employees/peers</td>
<td></td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>

Question 5:
What is your current position/employment status and what category best describes the industry/business in which you currently are involved?

Question 6:
ARLP participant information indicates that participants/scholarship holders were required to contribute $5,000 (ex. GST) toward the program and their membership of the ARLP alumni network. Is this correct for your participation?
   a) Yes
   b) No
   c) Additional information (if applicable):

Question 7:
How likely are you to recommend/support others to apply for the ARLP scholarship?
   a) Highly likely
   b) Likely
   c) Neutral
   d) Unlikely
   e) Highly unlikely
**Question 8:**
What types of activities/changes have you implemented since undertaking the ARLP activities and how are they likely to benefit your regional/rural community?

**Survey Responses: Summary**

Surveys were sent by email to all five scholarship holders. Two of the five ARLP scholarship holders responded to the survey questionnaire (response rate of 40.0%). The following presents a summary of the responses from the ARLP participants to the survey. To ensure confidentiality of responses, where applicable, respondents were identified using only a number.

**Question 1:** What were the key factors in your decision to apply for the ARLP scholarship?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 5)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improve your career prospects</td>
<td>4, 5</td>
<td>4.5</td>
</tr>
<tr>
<td>b) Empower you to succeed and boost your confidence</td>
<td>5, 4</td>
<td>4.5</td>
</tr>
<tr>
<td>c) Learn new skills and improve your leadership style</td>
<td>5, 1</td>
<td>3.0</td>
</tr>
<tr>
<td>d) Learn how to influence people and communicate better</td>
<td>4, 2</td>
<td>3.0</td>
</tr>
<tr>
<td>e) Enable you to lead and effect change in your rural/regional community</td>
<td>5, 3</td>
<td>4.0</td>
</tr>
<tr>
<td>f) Other – please specify</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Question 2:** What would have been your most likely action if you had not received the scholarship?

Respondent (1): c) There is not a comparative course. This course was perfect for the professional and personal development I was seeking. I have had extensive experience with MBA/AICD/etc courses. This course is unique and highly valuable.

Respondent (2): a) I have applied for a number of other leadership programs – I would have applied for the NFF Diversity in Ag leadership program.

**Question 3:** Please provide a brief description of the five core ARLP activities undertaken with your scholarship:

1)
(1) Personal development via experiential learning in The Kimberly.

(2) Note – I have only attended the first session of C27. It might be better to ask me next year. So far I have attended the first session held in regional hubs around Australia and connected nationally together by Zoom.
Question 4: What personal benefits have you gained from being awarded the scholarship?

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased productivity and/or opportunity for increased income and personal career advancement</td>
<td>3, 3</td>
<td>3</td>
</tr>
<tr>
<td>b) Opportunity to create change within your regional/rural community</td>
<td>1, 1</td>
<td>1</td>
</tr>
<tr>
<td>c) Enhanced decision making and engagement with employees/peers</td>
<td>2, 2</td>
<td>2</td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Question 5: What is your current position/employment status and what category best describes the industry/business in which you currently are involved?

(1) Full-time. Advocacy.

(2) I’m a primary producer. I also chair the Pasture Seeds Advisory panel. Industry – Agriculture (Grain/red meat/pasture seed production). Business – Family farming partnership.

Question 6: ARLP participant information indicates that participants/scholarship holders were required to contribute $5,000 (ex. GST) toward the program and their membership of the ARLP alumni network. Is this correct for your participation?

(1) Yes

(2) Yes
**Question 7:** How likely are you to recommend/support others to apply for the ARLP scholarship?
(1) Highly Likely
(2) Highly Likely

**Question 8:** What types of activities/changes have you implemented since undertaking the ARLP activities and how are they likely to benefit your regional/rural community?

<table>
<thead>
<tr>
<th>(1) Too extensive to list here, other than to say the benefits I gained from the course have provided significant positive developments for my local community, as well as rural, regional and remote Australia in general.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have extensive experience in working in and with government. The investment by AgriFutures in the course is the single best investment of taxpayers’ money I have encountered – by a significant degree. If there is consideration of cutting funding, I would strongly suggest the opposite and encourage further investment should be provided. I am happy to discuss further.</td>
</tr>
<tr>
<td>(2) Keeping in mind that I have only completed one session two weeks ago, the activities and changes I have implemented are in the early stages.</td>
</tr>
<tr>
<td>- Offering feedback to the facilitator of a workshop – what she did really well and what I liked about how she handled the situation – it was very gratefully received. This led to further discussion about how we could better evaluate the process and improve what we do. This benefits us all individually but also creates a culture that looks to improve what we do for the future.</td>
</tr>
<tr>
<td>- Seeking feedback about my own performance.</td>
</tr>
<tr>
<td>- I now have a way forward to suggest regular feedback to AgriFutures Chairs specifically about how we manage meetings/conflict/people with a view to suggesting some facilitated feedback and training.</td>
</tr>
<tr>
<td>- Assessing different personality styles in a group and reacting accordingly. Better self-awareness has improved my ability to communicate with a group.</td>
</tr>
<tr>
<td>- Having spent some time reflecting on why the pastures panel has been so successful as a group – making sure time is invested with new members to build the camaraderie/understanding of what we do and why/what each persons’ strengths are especially in the Post Covid-19 world where we are not meeting face to face and we miss those incidental conversations</td>
</tr>
</tbody>
</table>

If you ask me this question again next year, I’m sure my answers will be less specific and more well-rounded.

### Survey findings

Overall, the responses indicated that:

- The opportunity to learn new skills and improve leadership style and learning how to influence people and communicate better were key factors in participants’ decision to apply for the ARLP scholarship.
• Though it was likely that, if they had not been awarded the ARLP scholarship, participants would have pursued other leadership development opportunities, the ARLP scholarship course is unique and highly valuable.
• The most important personal benefit of the ARLP for participants has been the opportunity to create change within their regional/rural community.
• Both respondents currently are employed full-time and were highly likely to recommend the ARLP scholarship to others.

Key comments from the respondents included:

“…that it [the ARLP] was absolutely a life changing experience…”

“The investment by AgriFutures in the course is the single best investment of taxpayers’ money I have encountered – by a significant degree.”

ARLP Outputs: Summary

• AgriFutures investment in the ARLP scholarships over the five-year period ended 30 June 2020 has resulted in five driven individuals being award a $50,000 scholarship.
• Each scholarship recipient completed (or is currently completing, as in the case of the 2020 ARLP scholarship recipient) a 15-month leadership program involving a series of five face-to-face leadership sessions across Australia and Asia and engaging with peers and the program Alumni network in-between sessions to apply their learning.

Key ARLP Outcomes:

• ARLP scholarship holders have improved their leadership skills and decision-making.
• Scholarship recipients have taken a more active leadership role within their local regional/rural communities.
• ARLP participants now are contributing to positive change in their own professional organisations and in their local communities.
• ARLP participants continue to pursue personal and professional development (including leadership development) as well as encourage others within their influence.

Potential Impacts:

AgriFutures investment in the ARLP from 2015/16 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

• Increased leadership capacity for the five ARLP scholarship recipients
• Potentially, increased incomes for ARLP scholarship recipients through enhanced career potential

Indirect/Secondary Impacts

• Increased leadership capacity of individuals within the influence of the five original ARLP scholarship recipients
• More productive and resilient rural/regional Australian businesses and, therefore, communities
• Increased interest in the ARLP by both potential applicants and potential sponsors through enhanced reputation of the ARLP

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the ARLP directly addresses the second Arena 1 priority.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Investment in the ARLP directly contributed to Arena 1 KPI 2.

Effectiveness of the AgriFutures ARLP Funding Arrangement

AgriFutures investment in the ARLP has enabled five individuals to undertake the 15-month ARLP leadership course. This, in turn, has contributed to increased leadership capacity for each AgriFutures sponsored participant contributing to more productive and resilient rural and regional communities.

Based on the successful delivery of the ARLP, the qualitative assessment of the outputs, outcomes and impacts of AgriFutures investment in the ARLP, the benefits to individual scholarship holders, and the finding that the ARLP course is unique and highly valuable, the review found that the funding arrangement between AgriFutures and the ARLF (that is, annual sponsorship of a $50,000 ARLP scholarship for the five-year period ended 30 June 2020) was highly effective.
Lessons Learnt

Feedback from respondents to the AgriFutures Arena 1 ARLP review survey was very positive. However, it would be beneficial for future reviews/assessments (and for future promotion of the ARLP and AgriFutures Arena 1) if AgriFutures sponsored ARLP participants were encouraged to provide a brief report summarising the types of activities/changes they have implemented since completing the ARLP course and how such activities/changes are likely to benefit their organisation and/or regional/rural community.

Conclusions

AgriFutures total investment in the ARLP for the five-year period ended 30 June 2020 was $275,000 (nominal dollars). The funding arrangement between AgriFutures and the ARLF has been effective and the investment has enabled five ARLP scholarship recipients to complete a ‘unique and highly valuable’ leadership course that improved their leadership capacity and, in turn, has contributed to more productive and resilient rural and regional communities in Australia.

The investment in the ARLP is directly aligned with AgriFutures Arena 1 Priority 2 (Building the capability of future rural leaders) and has contributed toward KPI 2 (80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program) as per the AgriFutures Annual Operating Plan 2019-20.

References


Appendix 8: A Review of AgriFutures Investment in the National Farmers’ Federation Diversity in Agriculture Leadership Program

Introduction

The National Farmers' Federation (NFF) Diversity in Agriculture Leadership Program (DiALP) is a mentoring program that aims to develop the leadership skills and confidence of women (25 years of age and over) with a passion for agriculture and who aspire to be leaders within the agricultural sector.

Mentees are women from across the country with different areas of interest and different career and leadership journeys to date. The program matches 'aspiring female leaders' with mentors (men and women) who are already accomplished leaders, have demonstrated a high level of achievement in their industry and would like to share some of their experiences.

The DiALP is supported by leading agriculture-focused organisations, including AgriFutures Australia, who have made a commitment with the NFF to make meaningful change towards gender diversity within the leadership ranks of their industry (NFF, 2020).

Scope of this Review

This assessment provides a summary of the AgriFutures investment in the NFF DiALP over a three-year period from 2017/18 to 2019/20. The review provides a brief description of the AgriFutures supported DiALP activities and includes results of a survey of a sample of DiALP winners sponsored by AgriFutures. The review then describes the actual and potential outcomes and expected impacts of the program for the three-year period.

Based on the review of the AgriFutures investment in the DiALP, an overview and assessment of the investment in the program is presented from the perspectives of the scholarship holders, AgriFutures, and the broader rural Australian community was undertaken.

The DiALP assessment forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1).

AgriFutures Investment in the NFF DiALP 2017/18 to 2019/20

Table A19 shows the annual investment by AgriFutures in the Program from 2017/18 to 2019/20.

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>0</td>
</tr>
<tr>
<td>2019</td>
<td>30,000</td>
</tr>
<tr>
<td>2020</td>
<td>15,000</td>
</tr>
<tr>
<td>Total</td>
<td>45,000</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department
Summary of DiALP Activities:

Each year that the program has been held, successful DiALP applicants completed an 18-week intensive mentoring program. The program included:

- A two-day workshop and introductory networking opportunity in Canberra,
- Intensive one-on-one mentoring with partnered mentors where mentees established leadership goals, outlined steps to achieve these goals, and put in place steps to measure progress towards the goals, and
- A wrap-up workshop and graduation event at the completion of the program.

Mentees benefitted from a structured approach to planning and reflection for learning, access to their mentor as a ‘sounding board’ for new concepts and ideas, and a supportive environment where they were encouraged to take risks and learn constructively from failure (NFF, 2018). Further, mentors and mentees undertook a minimum of 60 hours of interaction (face-to-face and through other communication channels such as Skype or telephone), with mentees spending an additional 15 hours completing a ‘Mentorship Diary’ and associated activities.

Eight women participated in the inaugural 2018 DiALP:

- Sally Martin (Young, NSW)
- Skye Douglas (Neumgna, QLD)
- Mary Retallack (Crafers West, SA)
- Penny Schulz (Field, SA)
- Deanna Lush (Palmer, SA)
- Lucinda Hawkins (Dubbo, NSW)
- Amy Cosby (Willow Grove, VIC)
- Brigid Price (Injune, QLD)

Ten women participated in the 2019 DiALP:

- Allison Harker (Yass, NSW)
- Robbi Davis (Narrung, SA)
- Natalie Sommerville (Spalding, SA)
- Alison Southwell (Mangoplah NSW)
- Rachel Carson (Melbourne, VIC)
- Linda Lee (Berrimah, NT)
- Jacqui Cannon (Brisbane, QLD)
- Kelly Pearce (Yealering, WA)
- Cath Oates (Wilyabrup, WA)
- Leonie O’Driscoll (Marra, NSW)

Twelve women were selected for the 2020 DiALP:

- Alexandra Thomas (Mount Osmond, NSW)
- Alison Hamilton (Wagga Wagga, NSW)
- Alysia Kepert (Perth, WA)
- Diana Fear (Condobolin, NSW)
- Fiona Marshall (Mulwala, NSW)
- Jaella Bajada (Sydney, NSW)
• Jessica Fealy (Paddys Green, QLD)
• Margaret Jewell (Brisbane QLD)
• Niki Ford (Brisbane, QLD)
• Rebecca Staines (Albury, NSW)
• Sarah Parker (Undera, VIC)
• Susie Green (Lenswood, SA)

In addition to supporting each aspiring leader’s participation in the mentoring program, DiALP sponsorship partners also are required to audit the inclusion of female leaders in their own senior team and, where there is room for improvement, pledge to work towards achieving meaningful change.

In 2020, AgriFutures reported:

- 28.5% of the Board members were women
- 40.0% of the AgriFutures leadership team were women
- 26.7% of the Advisory Panel members were women
- 50% of people involved in the Australian Institute of Company Directors Course for AgriFutures levied industries capacity building program were women

The audit in 2020 showed an overall reduction in the representation of women in AgriFutures leadership since the initial audit in 2018 where AgriFutures reported:

- 42.0% of the Board members were women
- 50.0% of the AgriFutures leadership team were women
- 30.0% of the AgriFutures Advisory Panel members were women

In 2020, AgriFutures pledged:

 “…to continue to support women in agriculture to develop their leadership skills, experience and confidence and to work with our industry partners to facilitate their smooth transition into leadership roles including membership on our AgriFutures Advisory Panels.”

Survey of NFF DiALP Participants

A brief survey of the NFF DiALP participants was conducted. No up to date contact details were available to the assessment team, however, through some research the team was able to reach out to 12 participants. Three agreed to receive the survey and were sent the questionnaire by email. Participants were asked the following nine questions:

Question 1:
What were the key factors in your decision to apply for the NFF DiALP?
   a) Improve your career prospects
   b) Empower you to succeed and boost your confidence
   c) Learn new skills and improve your leadership style
   d) Learn how to influence people and communicate better
   e) Enable you to lead and effect change in your rural/regional community
   f) If ‘Other’, please specify
Please rank the driving factors (1 being most important):

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improve your career prospects</td>
<td></td>
</tr>
<tr>
<td>b) Empower you to succeed and boost your confidence</td>
<td></td>
</tr>
<tr>
<td>c) Learn new skills and improve your leadership style</td>
<td></td>
</tr>
<tr>
<td>d) Learn how to influence people and communicate better</td>
<td></td>
</tr>
<tr>
<td>e) Enable you to lead and effect change in your rural/regional community</td>
<td></td>
</tr>
<tr>
<td>f) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>

**Question 2:**
What would have been your most likely action if you had not been selected to participate in the DiALP? For example:
- a) Undertaken an alternative leadership course/program (specify if known)
- b) Not undertaken any additional leadership training
- c) Other (please specify)

**Question 3:** Who was your mentor (name, position and organisation) throughout the Program? (Note: personal details of mentors will be kept confidential)

<table>
<thead>
<tr>
<th>Mentor Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
</tr>
<tr>
<td>Organisation:</td>
</tr>
</tbody>
</table>

**Question 4:**
What personal benefits have you gained from participation in the DiALP?
- a) Increased productivity and/or opportunity for increased income and personal career advancement
- b) Opportunity to create change within your regional/rural community
- c) Enhanced decision making and engagement with employees/peers
- d) If ‘Other’ – please specify

Please rank the benefits (1 being most important):

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased productivity and/or opportunity for increased income and personal career advancement</td>
<td></td>
</tr>
<tr>
<td>b) Opportunity to create change within your regional/rural community</td>
<td></td>
</tr>
<tr>
<td>c) Enhanced decision making and engagement with employees/peers</td>
<td></td>
</tr>
</tbody>
</table>
d) Other – please specify

**Question 5:**
Please briefly describe the key learnings you took away from participation in the DiALP:

**Question 6:**
What is your current position/employment status and what category best describes the industry/business in which you currently are involved?

**Question 7:**
How likely are you to recommend/support others to apply for the DiALP?
- a) Highly likely
- b) Likely
- c) Neutral
- d) Unlikely
- e) Highly unlikely

**Question 8:** Please select your response to the following statement:

*Participation in the DiALP has improved female leadership in Australian agricultural organisations and contributed to improved gender diversity in Australian agriculture.*

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree
Question 9:
Please briefly describe any important leadership type activities you have undertaken, or changes you have implemented, partly as a result of your participation in the DiALP (if any):

Survey Responses: Summary
The review team was able to reach out to 12 NFF DiALP participants and three agreed to receive the survey and were sent the questionnaire by email. As of 11 December 2020, two of the three NFF DiALP participants contacted had responded to the survey questionnaire (response rate of 66.7%). The following presents a summary of the responses from NFF DiALP respondents to the survey. To ensure confidentiality of responses, where applicable, respondents were identified using only a number.

Question 1: What were the key factors in your decision to apply for the NFF DiALP?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank (1 to 5)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improve your career prospects</td>
<td>5, 5</td>
<td>5.0</td>
</tr>
<tr>
<td>b) Empower you to succeed and boost your confidence</td>
<td>1, 2</td>
<td>1.5</td>
</tr>
<tr>
<td>c) Learn new skills and improve your leadership style</td>
<td>2, 4</td>
<td>3.0</td>
</tr>
<tr>
<td>d) Learn how to influence people and communicate better</td>
<td>3, 3</td>
<td>3.0</td>
</tr>
<tr>
<td>e) Enable you to lead and effect change in your rural/regional community</td>
<td>4, 6</td>
<td>5.0</td>
</tr>
<tr>
<td>f) Other – please specify</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Respondent (2): Rank 1 - Find a mentor that had more peer experience than me in managing difficult situations on national boards. Obtain objective feedback on challenges faced when trying to create meaningful step change.

Question 2: What would have been your most likely action if you had not been selected to participate in the DiALP?

(1) c) Looked for other skills development opportunities, but probably not with a leadership focus.

(2) b) there are limited/sponsored opportunities available that I haven’t already explored.

Question 3: Who was your mentor (name, position and organisation) throughout the Program? (Note: personal details of mentors will be kept confidential)

(1) Mentored by the Commercial Manager at Daybreak Cropping

(2) Mentored by the Director at AgriFutures Australia
**Question 4:** What personal benefits have you gained from participation in the DiALP?

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank (1 to 3)</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased productivity and/or opportunity for increased income</td>
<td>3, 2</td>
<td>2.5</td>
</tr>
<tr>
<td>and personal career advancement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Opportunity to create change within your regional/rural community</td>
<td>1, 4</td>
<td>2.5</td>
</tr>
<tr>
<td>c) Enhanced decision making and engagement with employees/peers</td>
<td>2, 3</td>
<td>2.5</td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) there are limited/sponsored opportunities available that I haven’t</td>
<td></td>
<td></td>
</tr>
<tr>
<td>already explored.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2) Rank 1 - Developed my network of ag influencers across Australia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>raised profile,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>invited to subsequent NFF networking events.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Question 5:** Please briefly describe the key learnings you took away from participation in the DiALP:

1. I learnt to look up and out in that the skills and abilities I have can contribute at a higher level. I learnt that capacity is not enough you need the confidence to grow connections and networks.

I learnt that leadership is not just about the people out in front and it is ok to have your own leadership style. The program was well structured and the generosity of my mentor Bindi, meant I got to gain an insight into the different ways women can contribute to the Ag industry.

I applied because someone suggested I should and I did not want to let them down. So I learnt that others have a greater faith in my abilities than I do. I learnt that I have a grass roots focus that wants to ensure relationships between people are genuine, my values drive me and I really don’t need the limelight. But I also learnt that we all have different skill sets and sometimes that means you have to be the one out in front because that is where your skills can contribute the most.

I learnt it is ok to be an individual and to back yourself. I reinforced my belief that you always keep learning.

I learnt that all our leaders are still people with their own personal issues and they are doing their best.

I learnt that it is ok to be selective in the leadership positions you choose to take on. Quality is better than quantity.

2. I restricted my resume to highlight my high impact work and achievements and included my ‘why’ personal statement.

The need to develop strong relationships and lay the foundations for the time you need to raise a challenging question or ask for a favour, the rapport is already there.

Be willing to challenge the status quo, ask the question no one else is asking if ‘group think’ is at play, inject humour to break the tension.

Work to my strengths and diversity my portfolio.
Personality types (as an INFJ, this personality type makes up between 1 to 3% of the population) and how this is a big plus rather than a weakness.

Respond emails after 11am. Don't be one of those people that puts everyone else's priorities before your own.

Consider changing my business name for broader appear and to ensure I don’t get pigeon holed by a narrow set of expectations.

You don’t have to be someone else on stage, all you have to do is just be yourself. Authenticity is important. People with something to say, will engender respect. The talk doesn't always need to be slick like a show person.

It’s not what you know but also who you know, so it is important to develop and utilise your networks and look for sponsors who can help open the door.

Question 6: What is your current position/employment status and what category best describes the industry/business in which you currently are involved?

(1) Director of Price Cattle Company Pty Ltd. I work in the Agricultural Industry in organic beef production.

(2) Wine sector, Managing Director / Viticulturist / Agroecologist, Retallack Viticulture Pty Ltd
Various board and advisory councils

Question 7: How likely are you to recommend/support others to apply for the DiALP?

(1) Highly likely
(2) Highly likely: This is an excellent leadership course/opportunity with a lasting legacy of ongoing engagement. I rate the DiALP opportunity amongst the best I have participated in. Partly because the culture is excellent (inclusive, responsive with practical benefits – invitation and funding to attend to subsequent NFF events). The ask was not too onerous and it was flexible and easy to manage expectations.

Question 8: Please select your response to the following statement:

*Participation in the DiALP has improved female leadership in Australian agricultural organisations and contributed to improved gender diversity in Australian agriculture.*

(1) Strongly agree
(2) Agree: I would like to ‘strongly agree’ but unfortunately my personal experience is that it is extraordinary difficult to pick up paid board positions (others will have different metrics), even when you have the requisite experience (25 years agribusiness, 12 years on national boards) and qualifications (x 6 tertiary). i.e. 37 applications in the 3 years since I completed the DiALP program and only 4 appointments = 11% success rate (including a reappointment).

Question 9: Please briefly describe any important leadership type activities you have undertaken, or changes you have implemented, partly as a result of your participation in the DiALP (if any):
Interestingly, I actually said no to two leadership positions soon after the DiALP. I realised I did not have to say yes and it was ok to say no. I am comfortable more in a connecting role between grassroots producers, government, researchers and industry consultants. There is great value in being independent for me.

I have spoken on producer panels at the AFI conference. I have presented at forums such as Young Beef Producers and the Food and Fibre forum. My confidence has increased in my ability to influence others in a positive way and contribute to meaningful discussions.

I actually made a conscious effort to spend more time at home and revaluate how I contributed. I see too many women who seem to do well but are no longer married. I also didn't like the politics. So I refocussed on our business and from that basis I get to speak out and contribute back from a grass roots perspective on issues such as csg mining and carbon farming. I am able to influence but do so in a manner that suits me and sits well with my values.

I have increased my networks and been able to obtain funding for local initiatives that I know will have a beneficial outcome for locals.

While I still have a year old at home I am focusing more on increasing my skills in areas that appeal to me for example Advisory Chair Board training and Governance training for board directors. I am more effective taking on roles that align with my values and drivers. Plus the importance of balance when you are a female working in a family farming business trying to keep everyone happy and yourself energised means you have to really know what your personal definition of success is.

I was reappointed to the Wine Australia Board, sit on the Research, Development and Adoption Committee and Chair the Remuneration Committee, 2018.

I was a Winnovation SA finalist for Rural Regional and Remote, 2018

I completed a PhD in Viticulture and Plant Protection, 2019.

I was appointed to the Food Agility CRC, Strategic Investment Council where we invest in food security and agtech related projects, 2019.

I was appointed to the AgriFutures Rural Women’s Award Advisory Panel, 2019.

I was the recipient of PIRSA’s Great Wine Capitals Knowledge Exchange travel bursary, 2019.

I was appointed to the Primary Industries Education Foundation Australia (PIEFA), and sit on the Audit and Risk Committee, 2019.

I was the recipient of the Food and Beverage Development Fund scholarship, 2020.

I have rolled out a National Landcare funded program called EcoVineyards throughout SA which has been enthusiastically welcomed by growers, industry and more than 50 partnering organisations, 2019-2021.

My contributions to leadership have been recognised via the Gourmet Traveller WINE Len Evans Award for Leadership, 2020.

I am a Winnovation SA finalist (again) for Rural Regional and Remote, 2020.
Numerous presentations, panel speaker etc.

I have instigated a leadership group in SA comprising past DiALP and RWA alumni.

I am aware of the need for critical mass when instigating change rather than trying to do this alone.

I continue to be persistent in trying to challenge the status quo to create meaningful change but progress is very slow and will be partly dependent on cultural and generational change before significant changes are possible. Programs like DiALP are critical to ensuring there is a critical mass of skilled, confident, and capable women who can come together to accelerate meaningful change.

Survey findings

Overall, the response indicated that:

- The opportunity find an experienced mentor and to receive feedback on challenges faced when trying to create change, empowerment to succeed and improved confidence, and the chance to learn new skills and improve on leadership style were key factors in the participants’ decision to apply for the NFF DiALP.
- Without the NFF DiALP opportunity, it was likely that the participants would either: (1) have not undertaken any additional leadership training as there are limited sponsored opportunities available, or (2) looked for other skills development opportunities, but probably not with a leadership focus.
- Key benefits of the NFF DiALP for the participants included the opportunity to develop their networks, increased productivity and/or opportunity for increased income and personal career advancement, and the opportunity to create change within their rural/regional community.
- Both respondents currently are employed in leadership positions within the agricultural sector.

Key learnings that the NFF DiALP participant took away from the experience included:

“The need to develop strong relationships and lay the foundations for the time you need to raise a challenging question or ask for a favour; the rapport is already there.”

“It’s not what you know but also who you know, so it is important to develop and utilise your networks and look for sponsors who can help open the door.”

“I learnt to look up and out in that the skills and abilities I have can contribute at a higher level. I learnt that capacity is not enough you need the confidence to grow connections and networks.”

“I learnt that leadership is not just about the people out in front and it is ok to have your own leadership style. The program was well structured and the generosity of my mentor, meant I got to gain an insight into the different ways women can contribute to the Ag industry.”

Key feedback about the NFF DiALP was:
“This is an excellent leadership course/opportunity with a lasting legacy of ongoing engagement. I rate the DiALP opportunity amongst the best I have participated in. Partly because the culture is excellent (inclusive, responsive with practical benefits – invitation and funding to attend to subsequent NFF events). The ask was not too onerous and it was flexible and easy to manage expectations.”

“Programs like [the] DiALP are critical to ensuring there is a critical mass of skilled, confident and capable women who can come together to accelerate meaningful change.”

Both respondents agreed or strongly agreed that participation in the DiALP has improved female leadership in Australian agricultural organisations and contributed to improved gender diversity in Australian agriculture.

**NFF DiALP Outputs: Summary**

- AgriFutures investment in the NFF DiALP over the three-year period ended 30 June 2020 has contributed to the sponsorship of 20 DiALP participants.
- Participants completed the 18-week intensive mentoring program including a two-day workshop and introductory networking opportunity in Canberra, intensive one-on-one mentoring, and a wrap-up workshop and graduation event at the completion of the program.
- Investment in the NFF DiALP also has produced an audit of AgriFutures inclusion of female leaders in their own senior team each year that AgriFutures has been a DiALP sponsor.

**Key NFF DiALP Outcomes:**

- NFF DiALP participants holders have improved their leadership skills, professional confidence, and decision-making abilities.
- NFF DiALP participants have taken a more active and more effective leadership role within their local regional/rural communities.
- NFF DiALP participants are contributing to positive change in their own professional organisations and in their local communities.
- NFF DiALP participants continue to pursue personal and professional development, including through their appointment to additional leadership roles in Australian agriculture such as representation on the Board of Directors of various organisations.
- Annual audits of AgriFutures’ inclusion of female leaders in their own senior team have showed an overall reduction in the representation of women in AgriFutures leadership since the initial audit in 2018. However, in 2020, AgriFutures renewed NFF DiALP pledge stated that the organisation plans:

> “...to continue to support women in agriculture to develop their leadership skills, experience and confidence and to work with our industry partners to facilitate their smooth transition into leadership roles including membership on our AgriFutures Advisory Panels.”
Potential Impacts:

AgriFutures investment in the NFF DiALP from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

- Increased leadership capacity for the five NFF DiALP participants
- Potentially, increased incomes for NFF DiALP participants through enhanced career potential, increased capability, and improved professional networks

Indirect/Secondary Impacts

- More productive and resilient rural/regional Australian businesses and, therefore, communities

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the NFF DiALP directly addresses the Arena 1 Priority 1 and 2.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Investment in the NFF DiALP has not directly contributed to the Arena 1 KPIs. However, it is likely that the investment has contributed to increased leadership confidence of AgriFutures stakeholders (KPI 2).
Effectiveness of the AgriFutures NFF DiALP Funding Arrangement

AgriFutures investment in the NFF DiALP over the 2017/18 to 2019/20 period has contributed to 20 individuals successfully participating in the DiALP mentoring program. This, in turn, has contributed to increased leadership capacity and, potentially to more productive and resilient rural and regional businesses and communities.

Based on the successful delivery of the NFF DiALP, the qualitative assessment of the outputs, outcomes and impacts of AgriFutures investment in the NFF DiALP, the benefits to individual DiALP participants, and the finding that the DiALP mentoring program “is an excellent leadership course/opportunity with a lasting legacy of ongoing engagement”, the review found that the funding arrangement between AgriFutures and the NFF (that is, annual sponsorship of the DiALP worth $15,000 for the three-year period ended 30 June 2020) was highly effective.

Lessons Learnt

Feedback from respondents to the NFF DiALP review survey indicated that the one-on-one style of the DiALP mentoring program was effective at increasing participants’ leadership capability and capacity and contributed significantly to participants’ individual confidence.

On the other hand, one participant noted that, even after completing the NFF DiALP, it was difficult to pick up paid board positions, even when you have the requisite experience and qualifications. It would be useful if AgriFutures and the NFF included opportunities for DiALP participants to learn and/or work on skills to improve their conversion of applications for leadership positions into actual paid positions.

Conclusions

AgriFutures total investment in the NFF DiALP for the three-year period ended 30 June 2020 was $45,000 (nominal dollars). The funding arrangement between AgriFutures and the NFF has been highly effective and the investment has enabled up to 20 NFF DiALP participants to receive one-on-one mentoring and increase their leadership capability and capacity. This, in turn, is likely to have contributed to more productive and resilient rural and regional businesses and communities in Australia.

The investment in the NFF DiALP is directly aligned with AgriFutures Arena 1 Priority 2 (Building the capability of future rural leaders) and has potentially contributed toward KPI 2 (80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly) as per the AgriFutures Annual Operating Plan 2019-20.
Appendix 9: A Review of AgriFutures Investment in the Nuffield Australia Scholarship Program

Introduction

The Nuffield Australia Farming Scholarship Program is a unique program that awards primary producers with a scholarship to travel and study an agricultural topic of choice. Scholars are selected annually on merit as people who are committed and passionate about farming or fishing, are at the leading edge of technology uptake and potential future leaders in the industry.

Each scholarship is worth approximately $30,000 and the scholarships enable participants in the program to:

1) Research a topic they believe will add value to the Australian agricultural industry,
2) Become a member of Nuffield to promote agriculture and related issues, and
3) Become a member of a worldwide network of more than 1,800 scholars (alumni).

Scope of this Review

This assessment provides a summary of the AgriFutures investment in the Nuffield Scholarship Program over a three-year period from 2017/18 to 2019/20. The assessment provides a brief description of the AgriFutures supported Nuffield Scholarship activities. The assessment then describes the actual and potential outcomes and expected impacts of the investment for the three-year period.

Based on the assessment of the AgriFutures investment in the Nuffield Scholarship Program, an overview and assessment was undertaken of the investment in the program is presented from the perspectives of the scholarship holders, AgriFutures, and the broader rural Australian community.

The Nuffield Scholarship assessment forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1).

AgriFutures Investment in the Nuffield Scholarship Program 2017/18 to 2019/20

Table A20 shows the annual investment by AgriFutures in the Nuffield Scholarship Program from 2016/17 to 2019/20.

Table A20: Investment in the Nuffield Scholarship Program by AgriFutures (2017/18 to 2019/20, nominal $)

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>83,750</td>
</tr>
<tr>
<td>2018</td>
<td>26,000</td>
</tr>
<tr>
<td>2019</td>
<td>0</td>
</tr>
<tr>
<td>2020</td>
<td>106,000</td>
</tr>
<tr>
<td>Total</td>
<td>215,750</td>
</tr>
</tbody>
</table>

Source: AgriFutures Australia Finance Department
Summary of Nuffield Scholarship Activities Funded by AgriFutures

2017/18:

AgriFutures contributed funding to Emma O’Flaherty via a Nuffield Farming Scholarship to build the capacity of the chicken meat industry to overcome the challenges of a global and internationally competitive environment.

Miss O’Flaherty’s research studied the factors that contribute to the laying of floor eggs across different nesting systems. At the time, Emma was a breeder farm manager for poultry production company Baiada Pty Ltd.

As part of the Nuffield project, Emma O’Flaherty completed the Contemporary Scholars Conference, a six-week Global Focus Program, and individual study where she visited the Netherlands, UK and Germany, in July and August 2018.

Emma presented the findings of her study at the Nuffield Australia National Conference in Brisbane in September 2019. Based on the study, Miss O’Flaherty noted that management from day old to peak production was key. Further, birds should be reared effectively with perching similar to the slats used in existing production housing. Rearing managers need to be observant and weight/body condition uniformity was essential for collective light stimulation for the hens. If hens are all at similar stages of maturity, then encouraging them towards the nesting system at the right time is much simpler.

2019/20:

AgriFutures was a silver partner for the Nuffield Contemporary Scholars Conference in 2020. The Contemporary Scholars Conference is the annual Nuffield International forum where all newly selected scholars from around the world gather to explore agriculture, engage with industry leaders, and use the capacity at the conference to address opportunities and challenges facing global agriculture.

The 2020 conference was held on 14-20 March at Tangalooma Island Resort, Moreton Island, Queensland. Brian Ruddle, Chair of AgriFutures Emerging Industries Panel and Managing Director of Impact Innovation Group, gave a keynote speech at the conference.

Feedback from Nuffield Scholar Emma O’Flaherty

The 2018 Nuffield Scholarship recipient, Emma O’Flaherty, was contacted by email (Emma currently lives in The Netherlands) and asked to provide some feedback on her Nuffield Scholarship experience. The questionnaire was sent to Emma and her feedback was received on 25 November 2020. The questions and associated responses are included below.

Question 1:
What were the key factors in your decision to apply for the Nuffield Australia Farming Scholarship?
   a) Career advancement or increased earning potential through industry relevant study
   b) Increased productivity/profitability for your business/industry through industry driven research

---

8 Floor eggs are deemed second grade or ‘dirty’ eggs as soon as they are laid because they are in contact with more contaminated material.
c) Opportunity to learn new skills and knowledge from Australian and global industry leaders
d) If ‘Other’ factors, please specify

Please rank the driving factors (1 being most important):

<table>
<thead>
<tr>
<th>Factor</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Career advancement or increased earning potential through industry relevant study</td>
<td>1</td>
</tr>
<tr>
<td>b) Increased productivity/profitability for your business/industry through industry driven research</td>
<td>3</td>
</tr>
<tr>
<td>c) Opportunity to learn new skills and knowledge from Australian and global industry leaders</td>
<td>2</td>
</tr>
<tr>
<td>d) Other factors – please specify</td>
<td></td>
</tr>
</tbody>
</table>

**Question 2:**
What would have been your most likely action if you had not been awarded the Nuffield Australia Farming Scholarship? For example:
- a) Undertaken independent study/research in your chosen industry/area of interest
- b) Undertaken study/research in the same area of interest with alternative funding (e.g. industry)
- c) Not undertaken any additional study/research
- d) If ‘Other’ (please specify)

**Question 3:**
What personal benefits have you gained from receipt of the Nuffield Scholarship?
- a) Opportunity for increased income and personal career advancement
- b) Opportunity to create change within Baiada and the broader Australian poultry industry
- c) Ability to take on greater professional challenges and industry issues
- d) If ‘Other’ benefits, please specify

Please rank the benefits (1 being most important):

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Opportunity for increased income and personal career advancement</td>
<td>2</td>
</tr>
<tr>
<td>b) Opportunity to create change within Baiada and the broader Australian poultry industry</td>
<td>3</td>
</tr>
<tr>
<td>c) Ability to take on greater professional challenges and industry issues</td>
<td>1</td>
</tr>
<tr>
<td>d) Other – please specify</td>
<td></td>
</tr>
</tbody>
</table>
Mixture of opportunity to increase salary and taking on greater professional challenges but doing so in England and not in Australia.
**Question 4:**
What is your current position/employment status and what category best describes the industry/business in which you currently are involved?

I am currently unemployed. I was an area manager with a company in England called Avara foods. But I have recently moved to Holland and now looking for work here. Hopefully in the poultry industry. I would like to get into middle management again in a business here but I am open for other opportunities as well.

**Question 5:**
If you currently are involved with the poultry industry, how likely are you to remain in the industry over the next 5 to 10 years: not applicable

**Question 6:**
If you are not currently involved in the poultry industry, what factors influenced this? For example, improved financial opportunities elsewhere, greater challenges in other fields, etc.

Only moving to holland at the moment and the outbreak of Covid-19 and avian influenza has makes it hard to find a job. There are a few hatcheries close to where I am living so hopefully in the new year or new season this will have calmed down and there will be more opportunities. I absolutely love the poultry industry so I hope to get back into it someway.

**Question 7:**
If you are not currently involved in the poultry industry, how likely are you to re-join the industry in the future:

a) Highly likely
b) Likely
c) Neutral
d) Unlikely
e) Highly unlikely

**Question 8:**
Please briefly describe how your research, funded through the Nuffield Scholarship Program, benefitted Baiada and/or the Australian poultry industry? For example, changed rearing practices to minimise floor laying.

I tried to implement certain things at Baiada but I was overruled so unfortunately I was not able to see any benefits. Once I was given the opportunity to move to England in 2018 and I became laying area manager in 2019, I started to see the benefits. Some farms had terrible floor eggs and I was able to be a mentor for the farm managers and we looked and different strategies. All farms saw at least a small drop in floor eggs and some saw as much as 7% drop. So it was amazing to see what my research could do and also having the support from a company to listen to me.
Question 9: How likely are you to recommend/support others to apply for the Nuffield Australia Farming Scholarship?
   a) Highly likely
   b) Likely
   c) Neutral
   d) Unlikely
   e) Highly unlikely

Nuffield Scholarship Program Outputs: Summary

- AgriFutures investment in the Nuffield Scholarship Program enabled Emma O’Flaherty, the 2018 scholarship recipient, to complete her research on the factors that contribute to the laying of floor eggs across different nesting systems.
- AgriFutures investment also was contributed to the Nuffield Contemporary Scholars Conference in 2020.

Key Nuffield Scholarship Outcomes:

- Emma O’Flaherty implemented the findings of her research in her role as laying area manager of a poultry business in England in 2019. Emma was able to be a mentor for the farm managers and improve laying strategies and practices.
- In England, all farms that implemented changes because of Miss O’Flaherty’s research saw at least a small drop in floor eggs and some saw as much as 7% drop.
- To date, no poultry businesses in Australia are known to have adopted new and/or improved laying strategies and practices as a result of Emma O’Flaherty’s research.

Potential Impacts:

AgriFutures investment in the Nuffield Scholarship Program from 2017/18 to 2019/20 is likely to have contributed to the following impact types:

Direct Impacts

- Potentially, increased future income for Nuffield Scholars (in this case, Emma O’Flaherty) through enhanced career potential and increased capability.
- Increased productivity and/or profitability for some poultry farms in England through reduced incidence of floor eggs and therefore reduced production losses.

Indirect/Secondary Impacts

- Potentially, increased productivity and/or profitability for some Australian poultry farms through future adoption of the research findings to reduce incidence of floor eggs.

Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).
AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The investment in the Nuffield Scholarship Program contributes to Arena 1 Priority 2.

The 2019-2020 AOP also outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Investment in the Nuffield Scholarship Program has not directly contributed to the Arena 1 KPIs as of 2020.

Effectiveness of the AgriFutures Nuffield Scholarship Funding Arrangement

AgriFutures investment in the Nuffield Scholarship Program over the 2017/18 to 2019/20 period has contributed to Emma O’Flaherty successfully undertaking industry relevant research that may contribute to long-term impacts if findings are adopted by the Australian poultry industry in the future.

Based on the successful delivery of Emma O’Flaherty’s Nuffield Scholarship research, the qualitative assessment of the outputs, outcomes and impacts of AgriFutures investment in the Nuffield Scholarship Program, and the specific benefits to scholarship recipient Emma O’Flaherty, the review found that the funding arrangement between AgriFutures and the Nuffield Scholarship organisation (that is, direct sponsorship of individual Nuffield Scholars) was effective.

Lessons Learnt

Despite the potential benefits stemming from Nuffield Scholarship-enabled, industry-relevant research it was apparent that increased industry participation and/or support may be required to encourage adoption of research findings to achieve positive impacts in Australia.

Conclusions

AgriFutures total investment in the Nuffield Scholarship Program for the three-year period ended 30 June 2020 was $55,000 (nominal dollars). The funding arrangement between AgriFutures and the Nuffield Scholarship Program was effective and the investment resulted in enhanced career opportunities for the 2018 Nuffield Scholar (Emma O’Flaherty) and
contributed to industry-relevant research that has the potential to increase productivity and/or profitability for the Australian poultry industry.

The investment in the Nuffield Scholarship Program is directly aligned with AgriFutures Arena 1 Priority 2 (Building the capability of future rural leaders) but has not directly contributed to the Arena 1 KPIs as described in the AgriFutures Annual Operating Plan 2019-20.
Appendix 10: A Review of AgriFutures Investment in Heywire

Introduction

Heywire is an online platform developed by the ABC for creative young leaders from rural Australia to share their stories. Heywire was initiated in 1997 and is now in its 23rd year. The Forum gives rural youth (16-22 years) a voice in their communities and promotes concerns and ideas that are important to youth in rural, regional and remote Australia.

Heywire runs a yearly competition “calling out” for stories from regional and rural Australia. The best stories are selected by ABC stations around the country and are professionally produced alongside ABC staff. The stories air on ABC Local Radio, Radio National and Triple J.

An early review of Heywire conducted by McKenzie and James (2003) was directed at evaluating the effectiveness of Heywire and to assess the outcomes in terms of youth leadership and community development. This early review focused on interviews of participants with some additional focus on the year 2000 winners. A key finding was that the Heywire program provided an opportunity for young rural people to develop leadership skills and knowledge that was used to drive community, social and economic development.

Scope of this Assessment

The following assessment provides information on some Heywire activities covering the 5 years ending June 2016 to 2020. An overview and assessment of the investment in, and outputs from, Heywire over this period are provided. The investment by AgriFutures is part of a larger investment by the ABC and other government Departments in Heywire over this period.

The focus on interviews with winners and their leadership skills and continuing accomplishments has not been adopted in this review. Such a focus on winners and their subsequent accomplishments is taken as given as it was confirmed in a review that the Program has helped build the capability of future rural leaders (Daniel Hirst (2018), Executive Producer of Heywire. See: https://www.abc.net.au/news/about/backstory/regional/2018-02-07/heywire-celebrates-20-years/9399610)

Hirst reports “that a recent ANU report into Heywire, found that 96 per cent of participants who’ve been through the program felt their life was significantly improved, through increased confidence, networks and sense of purpose. What’s more, we see that so many young people use Heywire as a springboard to create positive change in their communities.

Just in the last Australia Day awards alone, we had five recent Heywire participants honoured for projects they initiated at Heywire. Their projects ranged from a group of refugee storytellers confronting racism in small towns; to workshops improving youth mental health in Mackay; to a group of teenagers making a documentary combating methamphetamine addiction in their small Tasmanian town. We’ve had a couple of young people go on to do PhDs about topics they became interested in at the Summit and several more start businesses and NGOs based on ideas generated at Heywire”.

In the current review, the approach has been to focus on a number of examples of the ideas generated by the various winners and the diversity of impacts the ideas generated are likely to have had, or are having, in rural and regional Australia.

In the same vein, since 2015, the Foundation for Rural and Regional Renewal (FRRR) and donor partners have collaborated with ABC Heywire to help communities take action on some of the ideas generated by young Australians who attend the annual Heywire Regional
Youth Summit. This added extension of FRRR to Heywire is not covered in the current assessment. However, the extension has supported and enhanced and facilitated the development and take-up of the ideas generated by Heywire.

This assessment of Heywire forms part of a broader evaluation of the AgriFutures People and Leadership Arena of investment (Arena 1).

**AgriFutures and Total Investment in Heywire Program**

The financial investment by AgriFutures in Heywire in each of the five years is included in Table A21.

<table>
<thead>
<tr>
<th>Year ended 30 June</th>
<th>AgriFutures Australia(a) ($)</th>
<th>ABC and Government Departments(b)(c) ($)</th>
<th>Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>50,000</td>
<td>450,000</td>
<td>500,000</td>
</tr>
<tr>
<td>2017</td>
<td>50,000</td>
<td>450,000</td>
<td>500,000</td>
</tr>
<tr>
<td>2018</td>
<td>50,000</td>
<td>450,000</td>
<td>500,000</td>
</tr>
<tr>
<td>2019</td>
<td>50,000</td>
<td>450,000</td>
<td>500,000</td>
</tr>
<tr>
<td>2020</td>
<td>50,000</td>
<td>450,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Total</td>
<td>250,000</td>
<td>2,250,000</td>
<td>2,500,000</td>
</tr>
</tbody>
</table>

Notes:
(a) Source: AgriFutures Australia Finance Department
(b) Source: Jonathan Atkins, Lead Producer, ABC Heywire
(c) The ABC contributes 50 per cent of the annual cost for the Heywire Regional Youth Initiative, including launch, selection of winners and the annual Heywire Regional Youth Summit. Heywire receives the other 50 per cent funding from Government Departments, along with AgriFutures Australia. AgriFutures contributes approximately 20 per cent of the Government sponsorship portion and 10 percent of the overall Heywire annual budget. This varies very slightly from year to year.

**Potential Activities/ Outputs**

The following five tables (Table A22 to Table A26) provide examples of some of the ideas generated by regional Heywire winners in each of the past five years. The examples that have been used have been drawn from all states and territories and cover a wide range of ideas and topics.

<table>
<thead>
<tr>
<th>Storyteller</th>
<th>Idea</th>
<th>Subject Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jacob Yunupingu, Yirrkala, NT</td>
<td>After spending time in a detention centre, the Bush Mob program has helped him change his choices in life to get back on the right track.</td>
<td>Growing up, Indigenous, Rural Youth (Appendix 2020A)</td>
</tr>
<tr>
<td>Fenella Jamieson, Narrabri, NSW</td>
<td>I'll never forget the day we saw the bone-dry riverbed. We’ve always has years of drought but never like this.</td>
<td>Regional agriculture (Appendix 2020B)</td>
</tr>
<tr>
<td>Mitchell Agnew, Glenview, QLD</td>
<td>I see robotics playing an important role in our future and I want others to be part of it.</td>
<td>Careers/Technology (Appendix 2020C)</td>
</tr>
</tbody>
</table>
Table A23: Examples of Ideas Generated from Regional Winners in 2019

<table>
<thead>
<tr>
<th>Storyteller</th>
<th>Idea</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jessica Spoor, Jambin, QLD</td>
<td>The trust I share with my horses is special.</td>
<td>Overcoming grief</td>
</tr>
<tr>
<td>Chelsea Meulders, Narracoorte, SA</td>
<td>I am the only female fires service cadet in my town.</td>
<td>Inspired and not alone</td>
</tr>
<tr>
<td>Anthony Nish, Elliot, NT</td>
<td>A road trip to Alice Springs to follow my dream to be a music producer.</td>
<td>Following dreams</td>
</tr>
</tbody>
</table>

Table A24: Examples of Ideas Generated from Regional Winners in 2018

<table>
<thead>
<tr>
<th>Storyteller</th>
<th>Idea</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jock Finlay, Bendigo, VIC</td>
<td>Dad gave me his kidney.</td>
<td>Sacrifice and reward</td>
</tr>
<tr>
<td>Lucy Scott, Temora, NSW</td>
<td>Each year we go out on the farm to bring back pigs for salami day.</td>
<td>Tradition</td>
</tr>
</tbody>
</table>

Table A25: Examples of Ideas Generated from Regional Winners in 2017

<table>
<thead>
<tr>
<th>Storyteller</th>
<th>Idea</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kyle Reinke, Lancelin, WA</td>
<td>Why don’t we support kangaroo shooters more?</td>
<td>Hard work</td>
</tr>
<tr>
<td>Krystin Mance, Coober Pedy, SA</td>
<td>An upgrade to local drive-in theatre showed me the true spirit of Cooper Pedy.</td>
<td>Community spirit</td>
</tr>
</tbody>
</table>

Table A26: Examples of Ideas Generated from Regional Winners in 2016

<table>
<thead>
<tr>
<th>Storyteller</th>
<th>Idea</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Greening, Naracoorte, SA</td>
<td>We need to open our hearts to different cultures.</td>
<td>Cultural integration</td>
</tr>
<tr>
<td>Tyson Prout, Timboon, Victoria</td>
<td>I lost my best friend to bullying.</td>
<td>Bullying</td>
</tr>
</tbody>
</table>

Potential Outcomes

The broadcasting by the ABC of the example ideas listed in the above tables, together with the winners’ participation in the annual Heywire Regional Youth Summit, are likely to provide a number of outcomes, including:
• Increased confidence and a sense of purpose to the individual telling their stories, resulting in confirmation of their intended pathway in life or confirmation of changes required,
• Sharing of ideas with other rural youth and sponsor organisations at the youth summit also have contributed to opportunities for further development,
• Making sure the voices of young people across Australia and their ideas are heard by other Australians including those in decision-making and/or leadership positions,
• Giving prominence to ideas and life pathway changes and behaviour that may be inspirational to other young people,
• Identification of potential opportunities for further development by individuals, communities, the private sector, not-for profit organisations, and governments.

Potential Impacts

Direct Impacts

Direct impacts include impacts on individuals and communities (includes both regional winners and other young people who they may have influenced), for example:

• Increase in wellbeing of a range of young people in rural and regional Australia.
• Greater confidence in their selected life pathway choices.
• Likelihood of undertaking further study and gaining tertiary qualifications.
• Likelihood of an increase in the development of future leadership capacity leadership roles later in life.

Indirect/Secondary Impacts

• Earlier and increased investment in ideas and opportunities that will benefit rural and regional Australia.

The principal impacts identified above can be represented in a pathway to impact diagram as represented in Figure A2.
Alignment with AgriFutures Arena 1 Priorities and Performance Indicators

The overarching goal of AgriFutures Arena 1 (People and Leadership) investment is to support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences (AgriFutures Australia, 2019).

AgriFutures Annual Operating Plan (AOP) 2019-2020 describes two key priorities for Arena 1:

1. Attracting capable people into careers in agriculture, and
2. Building the capability of future rural leaders.

The continuing investment by AgriFutures in the ABC Heywire initiative is likely to have partially contributed in the long term to both of these Arena 1 key priorities.

The AgriFutures 2019-2020 Annual Operating Plan outlines six key performance indicators (KPIs) for Arena 1:

1. 1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.
2. 80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.
3. Grow the AgriFutures Ignite Network to 1,500 members with a minimum of 70% participating as “active members”.

Figure A2: Pathway to Impact of Investment in Heywire
4. Deliver one major capacity building program for AgriFutures Ignite Network members.
5. Continue the development of the AgriFutures Rural Women’s Award Alumni; ensure more than 80 AgriFutures Rural Women’s Award Alumni participants are confirmed within the second year of the Alumni Program starting and establish an AgriFutures Rural Women’s Award Advisory Panel.
6. 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.

Continuing investment in the ABC Heywire initiative is likely to have partially contributed in the long term to Arena 1 KPI 1, and potentially to KPI 2, albeit not directly through the specific People and Leadership Program. The pathways to these contributions are represented in Figure 1 above.

**Effectiveness of the Heywire investment**

The contribution of the Heywire investment (Including the AgriFutures contribution) has been effective in that it has contributed to a valuable program. Further, the total cost would have most likely been prohibitive for AgriFutures without the ABC and other government funding. This effectiveness is because:

1. It continues to provide an opportunity for young rural and regional people to develop leadership skills and knowledge.
2. The airing of the inspirational stories of young people and their issues in rural and regional Australia contributes to community wellbeing and their individual social and economic development.
3. Although not addressed in this review, the Heywire program provides the basis for effective follow-on funding to address selected ideas emanating from Heywire via the recently introduced Trailblazer program.

**Lessons Learnt**

Future evaluation of investment in Heywire could focus more on the impact of the stories in rural and regional Australia, as the current review has attempted to address, rather than being limited to the future development and accomplishments of the winners themselves.

Furthermore, any further evaluation of these programs should include the linkage to Trailblazers and other supporting initiatives and how ideas have been further developed by these other programs including their actual and/or potential impacts.

It would be useful in the future for AgriFutures to encourage relationships with a sample of Heywire participants and winners to pursue additional information on their ideas and impacts on their communities.

**Conclusions**

AgriFutures annual investment in Heywire for the past five years (2016 to 2020) was estimated at $50,000 per annum, a total of $250,000 (nominal dollars).

The investment has been effective and the investment has potentially contributed to:
1. An avenue through which the ideas, views and concerns of young people across rural and regional Australia are provided and heard by other Australians.

2. Increased confidence and a sense of purpose to the individuals telling their stories, resulting in confirmation of their intended pathway in life or confirmation of changes required.

3. The provision of opportunities for young rural and regional people to develop leadership skills and knowledge.

4. The likelihood of young people undertaking further study and gaining tertiary qualifications.

5. The airing of the inspirational stories of young people and their issues in rural and regional Australia has most likely contributed to increases in both individual and community wellbeing, as well as an increased social and economic development of rural and regional Australia.

6. The Identification of potential opportunities for further development by individuals, communities, the private sector, not-for profit organisations, and governments.

7. Although not addressed in this review, the Heywire program also has provided a strong basis for effective follow-on funding to address selected ideas emanating from Heywire; for example the Trailblazer program.

References

Daniel Hirst article: https://www.abc.net.au/news/about/backstory/regional/2018-02-07/heywire-celebrates-20-years/9399610


Appendices: Examples of Stories/Ideas Generated from Regional Winners 2016-2020

**Appendix 2020A: Jacob Yunupingu, Yirrkala, NT**

Sometimes, it takes some failures at life before you can see that you are heading in the wrong direction.

Yirrkala in East Arnhem is a beautiful part of the world, with its shining white beaches, yellow-white sand and awesome sunsets.

I have a big family, but my brothers put me on the wrong track when I was growing up.

I guess they didn’t know any better, because they also did a lot of things when they were my age, that they now regret.

They taught me how to break into houses and steal.

I learnt how to fight and how to lie.

Things got so bad that I was sent to a detention centre.

The thing about this detention centre is that it taught me to change my choices in life and get back on the right track … instead of staying on the wrong track.

This Detention Centre was called ‘Bush Mob’.

It housed a lot of young fellas who were starting their lives in crime, just like me.
The people who ran the centre took us camping and fishing.

We used to sit around a warm, bright fire at night telling stories about our past and dreams for the future.

Friendship and trust taught me a better way to live.

Now, I'm a student at Yirara College in Alice Springs.

I am determined to learn as much as I can so that I can graduate and go out there into the world and make my mark.

This is what my grandfather used to say to me when I was little ... "Go out there Jacob, learn, be proud and teach others your knowledge."

I guess I didn't really pay much attention when I was little, but I am going to listen to him now.

I think I'd like to become a ranger or a health worker maybe, so that I can help my family, my community, my relatives and friends make better choices for themselves too — just like I did.

I'm so glad that I was given the chance to see that I didn't wait until it was too late to change my choices.

---

Appendix 2020B: Fenella Jamieson, Narrabri, NSW

I have lots of river memories.

Days filled kayaking, swimming, fishing and exploring.

As a kid growing up with the Namoi River, in north-west New South Wales, I thought this was just normal.

But I've since discovered how rare those river play days actually were.

I'll never forget the day I returned home from university to discover the bone-dry riverbed with my Dad.

Walking down expecting to hear a faint trickle, a splash, a bird but — silence.

I just couldn't believe it. I looked over at my Dad and he looked just as shocked as me.

We've always had years of drought but never like this.

"You can see its bones," my Dad said.

He said this staring at the exposed roots of the trees he planted before I was born, 20 years ago.

They were meant to hold the banks together in the event of a flood.

Grandad ran cattle, then my Dad followed in his footsteps, before turning his hand to cotton farming.

But farming is tough out here and they had several kids who wanted to attend university.
Well, I've always said my education was sponsored by the mines — but I don't blame dad for changing jobs.

I don't blame anyone who wants a secure job!

But as I walk the streets of my hometown, I see empty storefronts with for-sale signs.

People still say 'hi' but seem just as empty as the main street.

I feel like my town is hurting.

Everyone plays the blame game, accusations and attacks.

"Who took the water?"

"It's the cotton farmers!"

"It's the mines!"

"It's climate change!"

"It's the government!"

It's ironic how our town feels like its drowning in a time of drought.

Who has the power to change it?

One of my Dad's biggest goals is to run his own farm again and I really hope he does!

I don't know what will happen to our river, to our town, but I still hold hope for its future.

Not fighting against ourselves, or the land but fighting for it.

**Update:**

As of February 2020 Fenella is currently in her third year of university and is studying a Bachelor of Creative Industries at the University of Newcastle. She has stated that Heywire had been a fantastic experience and she hoped to work in the media in the future.

---

**Appendix 2020C: Mitchell Agnew, Glenview, QLD**

Our passion, hard work and determination has been driving us to make something out of nothing.

My team, made up of eight high school students, combined science, technology, engineering and mathematics to make robots.

After months of hard work and finally our latest robot was ready for competition at the nationals in Sydney.

The countdown began: three, two, one, GO!

With controllers in our hands we moved the robot.

Three of us steered while the other team members made strategic measures.
There was no time to look up and no time to take in the cheering.

We were up against another school's robotic team who were trying to beat us.

Stacking bricks was our challenge — to try and make the tallest skyscraper using the robot.

Sirens were sounding, the competition was raging, and then suddenly it was over.

Two-and-a-half minutes — that's all you get.

We wiped away the sweat, hugged each other, retrieved our robot and shook the hands of the opposition.

We didn't come first in this round, but that increased our determination!

Back in our small room at school, it came alive again.

Late nights that turned into early mornings.

We called it "the womb" — the robotics academy at our state school.

We might have been away from the shining lights of the capital city competition, but we were creating our own destiny.

Tech is becoming our future and our ideas are lighting the way.

We're looking at a robotic design that will be able to repair damaged submarine cables that lay at the bottom of the sea.

These cables supply the internet to countries all over the world.

We're also developing a design for automated watering systems for agriculture.

This will help save time for farmers monitoring their water usage.

I see robotics playing an important role in our future and I want others to be part of it.

We're working with other schools, both here in Australia and around the world, to help them develop their own robotics teams.

It's proven positive, as students have engaged and strengthened their interest in science and mathematics.

This is our future.

Three, two, one, who's with me?

**Update:**

Mitchell Agnew is currently Team Leader of the Robotics Academy. Experienced in creating robotics solutions, mentoring robotics and innovation teams and developing Robotics Academy management processes.

He is a year 11 student at Chancellor State College looking for assistance in developing solutions for schools to engage students in STEM learning, hosting and managing events and creating an educational video series for schools to use in the classroom.
Appendix 2020D Rebecca Mutela, Albury, NSW

I still remember the pigeon's soft feathers — as soft as a baby's belly.

We would play with them to make them too sleepy to fly away.

And then they'd become dinner, soaked in cardamom, cloves and chili, of course.

My life growing up in the Democratic Republic of Congo was very different to my new life here in Albury, New South Wales.

You wouldn't eat pigeon here in Australia today, but when there isn't a lot of food and you're very hungry, pigeons start to look pretty tasty.

In the Congo you share your space with many animals; goats, chickens, cats and dogs — just to name a few — but they wouldn't all be food.

Now I share my backyard with my family; my uncle, my sister and my eight cousins.

It was 2015, the year my sister and I left our lives in Africa and left our eldest sister behind.

My uncle, who'd been living in Australia after fleeing the Congo, helped us apply to move.

After years and years of waiting, our humanitarian visa was finally approved. I was so excited and finally felt a real sense of safety.

We were ready to begin our new life — a peaceful life.

As the years have passed, I've started to feel more and more like Australia is home.

Yet, my feelings for my homeland are still strong and I never want to forget where I came from.

When I see pigeons now, it reminds me of my life in Africa and my journey of survival.

One day, on the banks of the Murray River, a plump-looking pigeon landed on our picnic rug.

I told my friends the story of how we huddled around a small fire boiling the pigeons 'til their feathers stripped off.

I told them how tiny they were without their feathers and how little meat there was to share with over 10 people.

I told them how some days we'd only get the tiny bones to suck on.

My friends replied "What? You used to eat THAT?! Yuck!"

These birds kept me alive!

But now, I'll keep walking and let the pigeons keep flying.

Even though I miss Africa, my family, and my culture, I feel so fortunate to be one of the lucky ones living in this lucky country.

Appendix 2019A Jessica Spoor, Jambin, QLD
I didn't always hate thunder and lightning but these days, storms make me panic, they make me feel as if the world is ending.

My family lives on a small property in regional Queensland, near Biloela.

We have a lot of different animals: sheep, dogs, cats, pigeons ... A bit of everything, but the horses have always been my favourite.

When I'm not at school, I'm riding.

Horses don't judge you like people can. They're willing to trust you, even though it's not very natural for them.

Horses are friends and teachers.

My favourite horse was a golden palomino called Chic. He was stunning.

During that summer holiday, I spent all my time with Chic — he did everything I asked of him.

It hadn't rained for months and the ground was parched, but I could smell that a storm was finally on its way.

I was so excited about the prospect of rain, I felt like a cork ready to burst from a bottle of champagne.

I hurried around feeding the horses. They were uneasy, the wind whipping the rain into their faces.

I could feel tiny drops of rain slicing into me as I stood undercover looking into Chic's paddock.

I hurried around feeding the horses. They were uneasy, the wind whipping the rain into their faces.

I could feel tiny drops of rain slicing into me as I stood undercover looking into Chic's paddock.

The lightning was creeping closer and the thunder was deafening.

It was at the peak of the storm that the unthinkable happened.

The light flashed down and hit the ground 100 meters away, right where the horses were standing.

All I saw was bodies falling to the ground.

I felt like my chest had been torn apart and my heart was beating too fast.

I cried myself to sleep that night and every night there has been a storm since.

It's almost two years since we lost Chic.

Storms have become a nightmare for me. I get incredibly panicked and feel a knot in my stomach whenever thunder claps.

Chic didn't survive but one of the other horses did. Her name is Gift.

She has a cream coat with pink skin and two blue eyes.
Riding Gift calms me down when I feel stressed. I become more centred and focused.

She's been in training for cattle work and I plan to start competing with her next year.

She's a special horse. Riding her has helped me deal with the loss of Chic.

She trusts me and I trust her.

---

Appendix 2019B Chelsea Meulders, Narracoorte, SA

The pager goes off and you roll out of bed into a wall of flames, or onto the scene of a fatal accident.

Smoke blacker than night surrounds you until you can't see where you are, dragging a hose that weighs a ton, or operating heavy machinery to cut a friend out of a wreck.

These are common occurrences for Country Fire Services (CFS) volunteers, so why would a 12-year-old want to join up?

Something about it caught my imagination and one weekend when they were signing up cadets, I joined.

That interest was intensified when the neighbour's house burned down.

I remember coming outside to a wall of flames, adrenaline pumping. I grabbed the phone and called triple zero.

Although I was frightened, I couldn't help but think "this could be me one day".

I've been a CFS cadet for four years now, and I love every minute.

While I can't volunteer at an emergency until I'm 18, being able to experience the training and situations firefighters have to attend has been amazing.

This year I was voted by my peers to be the cadet lieutenant, or the 'second-in-command' and completed my Basic Firefighting 1 training.

This is a particularly satisfying achievement as the only female cadet in our team.

In the past, volunteering with the CFS was 'women in the kitchen, men on the field'.

While this is definitely changing, I've been the only girl in the cadets for two years and I long to see more girls joining in on the action.

I'd like to see more women as role models for girls wanting to volunteer. It's an empowering job.

There is a lot women can offer the CFS and a lot we can get out of it.

Cadets isn't just for boys — an amazing opportunity like this should be something that everyone is racing for!
I come from Elliott, which is about halfway between Darwin and Alice Springs. It's small, but beautiful and I love it because it's my home.

My closest friends call me 'Nishy'; that's what my best mate Javin calls me.

Growing up together in Elliott, I reckon Javin and me are like brothers. Javin was always at me to do my best in school and make something outta my life. I liked to take risks, surf the train, and ride a motorbike as fast as I can, but Jav was different. He was all for education, all for making a difference to community.

"You can't muck around all the time, what're you going to do with your life?" he used to ask me.

"I think I wanna write songs bro'," I told Jav once.

I thought that he would laugh at me.

Instead, he said, "Well that's great man. Have a dream and make that dream real. A friend of mine in Alice is a music producer — how about we pay him a visit?"

I must admit for the first time in my life, I suddenly felt really keen on doing something, songs are a great way to connect, Jav always reminded me.

We headed off to Alice the very next day. The dusty road trip to Alice from Elliott was a sweaty one, but we made it there slowly in our old, rickety bomb!

When we got there, it turned out that Jav's friend had been in a very bad car accident. His family were looking after him, but he didn't want to speak to anyone, he kept himself locked away.

We visited his family most days in the hope that we could help in some small way, Jav and I felt so helpless.

We hoped that he might open up to his good friend Jav, but he didn't but, in a weird way Jav and his mate helped me find my dream.

Jav, because he had faith in me that I could write songs, and his mate because he made me think about how important family is.

So, from that day on I knew what to do.

I started writing songs about Elliott and family and country and loss and even about Jav and his mate.

Maybe you've heard one or two of my songs? Or I hope you will one day soon.
Appendix 2018A: Jock Finlay, Bendigo, VIC

I'd say my life is pretty normal. But it didn't start out that way.

When I was a baby I had to stay in hospital a lot longer than most people.

In fact, for 18 months I was in and out of the Royal Children's, because I was tube-fed. I couldn't swallow food at all, and they didn't really know why.

Then, when I was 11, we found out that my kidneys were not growing properly.

Grandpa was going to donate his kidney to me but he couldn't because he got cancer, so we had to wait to be able to find another one.

The day before my operation I was feeling scared and nervous.

My friends and family were very supportive. Even the West Coast Eagles Football Team were. They wished me good luck and sent a get-better-soon video.

On the day of the operation, all my family were there except Dad.

I wasn't sure why.

I was looking towards Mum and she looked like she was crying.

I wasn't sure because I think she was trying to hide her tears from me.

I was really scared and crying too, hoping everything would turn out alright.

The next day it was a weird feeling knowing that I had someone else's kidney in my body that's not mine.

But I was feeling so proud of myself for going through with it all.

The first thing I saw was a Maccas meal in Mum's hand. I was so happy because I hadn't eaten anything for 24 hours.

It was then that Mum told me that Dad was doing well. It was then that I realised what he had done for me. It was Dad — he gave me a kidney.

I had to wait three days to see him. Of course, the first thing I said was "Thank you, Dad" but it didn't seem enough.

This year, when I turned 18, I shouted Dad a beer, told him again how grateful I was.

Dad's repayment, he said, was his pride in me, his only son.

Cheers Dad!

Appendix 2018B: Lucy Scott, Temora, NSW

Once a year my whole family comes together for Salami Day.

We drive the hour and a half to Leeton, to celebrate culture and be with family.

In my small home town, Temora, there are not many people like me.
I'm second-generation Australian. My grandparents are Italian and brought many traditions with them to Australia.

At my grandparent's house there are pots and pans all over the kitchen. I'm smothered by family, greeted with a huge "hello Bella!" and two kisses, one on each cheek.

In the garage, mad hatter men are running around in aprons. They kiss me on the cheek, smelling like chilli powder and raw pork.

The garage is filled with the sounds of the mincing and cryovac machines.

There is an immense amount of string lying around everywhere and meat squashed into the ground.

The skins are soaking in red wine, ready for the sausages and salami to be made.

The day before, the men headed out to the farm to kill three pigs, and now they cut up the meat.

None of the pig is wasted. Nonna uses the lard to make laundry soap, the blood for black pudding and the pig's tongue is boiled up for all us grandchildren to eat.

My Nonna and her sisters are in the kitchen cooking up a feast: pasta and salads; roasted capsicums drowned in olive oil; and little potato and rice cakes with parsley through them, known as bracioles.

The pork bones are boiling in a huge rustic silver pot over a burner. I set the table and help carry out the salads.

Around the back all my cousins play hide-and-seek in the veggie patch. Fresh pork and sausages sizzle on the barbecue.

Nonna always invites her Aussie next-door neighbours and Barbara, who sells caravans, around to share the meal.

Lunch is eaten in two sittings. Us children get to eat first and then the adults.

The dinner table is crowded and everyone talks over one another.

My Nonna and Nonno are constantly checking on everyone to make sure they've had enough to eat.

You can never have too much food.

In the evening we have a gigantic bonfire and all my cousins and I roast marshmallows.

We leave Leeton with a fridge full of salami and pork sausages. The tradition of Salami Day lives on.

Appendix 2017A: Kyle Reinke, Lancelin, WA

My eyes cringe. I can hear the aircon fan running its guts out but you need it on when sleeping during the day. Eventually I gain the strength and courage to push up off the ground and pull myself up.
On goes the kettle, the curtains screech as I slide them open to witness the beauty of another stunning sunset. The kettle whistles and the cup is poured; I smash back the coffee because it's time to work. A night of culling kangaroos ahead of me.

I give the old blood-ridden knives a sharpen up on the stone. I switch off the genny because the nights out here get bloody cold. No need to run the cool room. I crank the starter motor over on the Cruiser. "Load up" I call to my kelpie pup, Rusty. I give a little twist of the aerial to get rid of the cracking of the radio.

And we're off, bouncing around the eroded station track, the suspension doing nothing because it's been so worn out with the loads of kangaroos that have been put on the back of the ute.

BANG.

BANG.

BANG

As the night goes on, another ute load filled with back-breaking lifting and gear-thrashing work. Only to return to the chiller and load the tonne or so of kangaroos onto the chiller rails with rusty old hooks that somehow always seem to cut your hands. The end of the work, I have a bush shower, simply a tap fixed to the side of the van.

Earning a living from culling kangaroos is not an easy one. You live away from your loved ones for weeks and months on end. You have to try to explain to the majority of people why kangaroo culling is important to sustaining Australian wildlife. You get paid nowhere near enough, because the consumer is too tight and buy pellets for their pets because they are cheaper.

So next time you take a walk through the pet food isle in the shops, have a think of your fellow Aussies and buy the roo meat, the shooters will love it, and your pets will love it too.

Appendix 2017B: Krystin Mance, Coober Pedy, SA

Other towns have regular cinemas, but here in Coober Pedy, we have something better - the Outback Drive-In. It's a big open space with rows of vintage speakers in front of the big screen. It's dusty, like everything here, and it might not look like much, but it's used by everyone in town. Even people who are too cheap to buy a ticket can sneak up to the town lookout and still see the movie.

I've spent some of my best times here. As a kid I went to EVERY movie (except the horror movies). On cold nights my family love to pull up and sit in the back of a ute, with a big blanket over us. When it's warm, I love pulling out a chair and sitting under the stars, watching movies with friends.

And the Outback Drive-In is more than just a cinema. There are community events before the movies, and sometimes a free barbeque. When I was a kid there was a craft stall, and my friends and I would make craft to sell there. I used to volunteer making donuts. The best part was we got to eat the ones that didn't sell. They were good, proper donuts.

In 2013, our Drive-In closed down. I was devastated. Our analogue projector was obsolete.

And it would cost over $100,000 to buy a new digital projector, and save our Drive-in. The amount of money seemed so large which made it feel impossible.
But as a community we pulled together.

The school held a local talent night where students got up and performed for the town. I helped set up all the acts and worked at the door collecting donations. Many other fund raisers were organised by people all over town. Within months we’d raised enough money to buy the projector to reopen the Drive-in.

This is one of the things I love about living in a remote town. We all pull together, like a family, when we need to achieve something great for the town.

And now, thanks to our efforts, another generation of kids will be able to grow up with treasured memories of the Coober Pedy Outback Drive-In.

Appendix 2016A: Rebecca Greening, Naracoorte, SA

My grandparents once owned a retired sheep dog, which would only bark at a certain type of person - men that were tall, wearing work boots, and who arrived in a ute.

If the person approaching was a short man, a woman, a stranger, Snip would come up for a pat, wagging her tail happily. But if it was a tall man, wearing work boots and who arrived in a work ute, she would make an almighty racket.

It always made me think: why? Any stranger had the potential to harm this dog, yet it only felt threatened by one type of person.

I feel like many people of Naracoorte are like this: barking away at the idea of a new culture and religion due to rumours and media influence. And they bark away without making an effort to know the facts.

Naracoorte is a very appealing place to start a new life. The local meat works and surrounding vineyards create many opportunities to make a living. On my shifts at the local supermarket I see people from so many nationalities - Maori, Chinese, Korean, Filipino, English, among so many others. One of our largest immigrant populations is around 300 Afghan people.

With Naracoorte's population of only 7,000, the Afghan people are becoming more obvious in everyday life. We should be making more of an effort to integrate new immigrants in our community and introduce them to our culture.

Imagine all the new things we could learn from each other - the stories, the recipes, even a different language. Instead of integration, there are degrading racist rumours going around.

Whispers on the grape vine telling stories of terrorism and crime. I believed the rumours too at first. Who would not when they are coming from your friends and family?

When living in a small town I believe that everyone, especially young people, need to be open to new ideas. The truth is the way your grandfather did something or what your mother thinks may not be acceptable in today's society.

Multiculturalism is something everyone benefits from. From the beginning it is what Australia has been about. We need to remind ourselves of our national anthem:

"For those who've come across the seas, we've boundless plains to share. With courage let us all combine, to advance Australia fair".
When I was in High School, I met a girl by the name of Sarah. We shared a common problem. She was bullied all throughout primary school and into secondary school, just like I was.

When I was in primary school, other children did not want to be friends with me, afraid that they would catch the large birthmark my mother had across her face. I did not have a lot of friends before Sarah.

We stuck together. Every day, I would try to help her. Stand up for her.

To let her know someone cared for her because she never had that growing up. And neither did I. I guess we were both just happy we had a friend.

What worried me was that every so often she would take a couple of days off school because she got so upset about how the other girls treated her.

One day, she did not show up, but I thought she would be back the next day ... or the next.

She wasn't. I never read the newspaper; I cannot read very well.

So I went to her house after school. The door was answered by her very emotional father. I asked if I could see her and asked if she was she OK because I was really worried about her. There was silence, and then he said the words that have haunted me ever since: "She's gone." After we both sat and cried for a very long time, her father told me that she had left something for me. It was a note.

On that note it said: "Please tell Tyson I love him... Tell him I love him for being my one true friend..." My life has never been the same since that horrible week. I fall apart every time I hear of a suicide incident.

But I have been working hard to get people to understand the effects of bullying, and how devastating it can be. This is why I hope to someday be part of an anti-bullying group, to help others understand that it can end as badly as this. It is a horrible thing to live with.

I want to help others so they do not have to live through this like I have.

If you ever need someone to talk to, remember that headspace.org.au, Lifeline (13 11 14), Kids Help Line (1800 55 1800), Reachout (au.reachout.com) and BeyondBlue (beyondblue.org.au) are all good places to start.
<table>
<thead>
<tr>
<th>Glossary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit-Cost Analysis</td>
</tr>
<tr>
<td>A conceptual framework for the economic evaluation of projects and programs in the public sector. It differs from a financial appraisal or evaluation in that it considers all gains (benefits) and losses (costs), regardless of to whom they accrue.</td>
</tr>
<tr>
<td>Benefit-Cost Ratio</td>
</tr>
<tr>
<td>The ratio of the present value of investment benefits to the present value of investment costs.</td>
</tr>
<tr>
<td>Discount Rate</td>
</tr>
<tr>
<td>The interest rate used in discounted cash flow analysis to determine the present value of future cash flows.</td>
</tr>
<tr>
<td>Discounting</td>
</tr>
<tr>
<td>The process of relating the costs and benefits of an investment to a base year using a stated discount rate.</td>
</tr>
<tr>
<td>Internal Rate of Return</td>
</tr>
<tr>
<td>The discount rate at which an investment has a net present value of zero, i.e. where present value of benefits = present value of costs.</td>
</tr>
<tr>
<td>Market Impact</td>
</tr>
<tr>
<td>Impact costs and benefits that can be measured using traditional market mechanisms (e.g. market price).</td>
</tr>
<tr>
<td>Modified Internal Rate of Return</td>
</tr>
<tr>
<td>The internal rate of return of an investment that is modified so that the cash inflows from an investment are re-invested at the rate of the cost of capital (the re-investment rate).</td>
</tr>
<tr>
<td>Net Present Value</td>
</tr>
<tr>
<td>The discounted value of the benefits of an investment less the discounted value of the costs, i.e. present value of benefits - present value of costs.</td>
</tr>
<tr>
<td>Non-Market Impact</td>
</tr>
<tr>
<td>Changes to goods and services not traded in traditional markets (e.g. amenity, welfare, etc.)</td>
</tr>
<tr>
<td>Present Value</td>
</tr>
<tr>
<td>The current value of a future sum of money or stream of cash flows given a specified rate of return.</td>
</tr>
<tr>
<td>Present Value of Benefits</td>
</tr>
<tr>
<td>The discounted value of benefits.</td>
</tr>
<tr>
<td>Present Value of Costs</td>
</tr>
<tr>
<td>The discounted value of investment costs.</td>
</tr>
</tbody>
</table>
References


An economic and social impact assessment and review of investment in AgriFutures Australia Arena 1 – People and Leadership

by Talia Hardaker and Peter Chudleigh
Agtrans Research
February 2021

AgriFutures Australia Publication No. 21-086