2021-2022
AgriFutures Australia

Measuring Performance against the Statutory Funding Agreement (SFA) Guidelines
Stakeholder Engagement

1.1 Strategy prioritisation and development processes include appropriate consultation plans, based on the Best practice guide to stakeholder consultation.

1.2 Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.

1.3 Demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to a stakeholder/s on why incorporation was not possible.

KPI

Research, Development and Extension (RD&E) Activities

2.1 RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation, access to new markets.

2.2 Levy payers who participate in RDC supported extension and adoption programs:
   - gain new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness.
   - intend to make or have made changes to existing practices by adopting the outcomes of R&D.

KPI

Collaboration

3.1 Completed, current and future R&D, including commercialisation, opportunities are accessible through the growAG platform.

3.2 Number and quantum of cross-industry and cross-sector RD&E investments available.

KPI

Governance

4.1 Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes.

4.2 Demonstrated management of financial and non-financial risk.

4.3 Relevant policies and procedures adopted and implemented (e.g., privacy etc).

4.4 Non-financial resources implemented effectively (Human resources, Information Technology (IT), Intellectual Property (IP) etc).

KPI

Monitoring and Evaluation

5.1 Impact (cost-benefit) assessment of a broad cross-section of RD&E [and marketing] investments undertaken annually.

5.2 Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.

5.3 Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E [and marketing] activities.

KPI

National Agricultural Innovation Agenda

Pillar of Reform 1
Strengthening leadership, cohesion and culture through clear strategic direction and increased collaboration

Pillar of Reform 2
Improving the balance of funding and investment to deliver both incremental and transformational innovation, and growing private sector and international investment

Pillar of Reform 3
Embedding world-class innovation practices through greater transparency and entrepreneurship

Pillar of Reform 4
Empowering our regions to achieve greater uptake of innovation

Pillar of Reform 5
Creating a next generation innovation platform by improving the foundations of agricultural innovation, including data and regulatory settings

Priority 1
Trusted exporter of premium food and agricultural products

Priority 2
Champion of climate resilience to increase the productivity, profitability and sustainability of the agricultural sector

Priority 3
World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system

Priority 4
Mature adopter, developer and exporter of digital agriculture
Stakeholder Engagement

Outcome
Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to portfolio industries.
Best Practice Guide to Stakeholder Consultation

Good stakeholder consultation can be designed around six key principles:

- Transparent
- Accessible
- Straightforward
- Well planned
- Fit for purpose
- Responsive

These principles underpin meaningful, best practice consultation that is conducted in a genuine, frank, and respectful manner. Trust should be at the core of interactions between RDCs, industry organisations and levy payers.
Our levied industries and other stakeholders

AgriFutures works together with its levy payers to better understand their key concerns and priorities to strategically invest in and deliver meaningful R&D outcomes for their operations and the wider industry.

Our levy payers (in order of industry GVP size)
- Chicken Meat
- Export Fodder
- Thoroughbred Horses
- Honey Bee and Pollination
- Rice
- Ginger
- Tea Tree Oil
- Pasture Seeds
- Kangaroo
- Buffalo
- Deer
- Goat Fibre
- Ratite

Our industry representative organisations
Our relationships with each of our industry representative organisations are critical in helping us deliver meaningful results. We regularly consult and liaise with the following organisations to develop R&D plans and clarify investment priorities for their industries:
- Australian Chicken Meat Federation
- Lucerne Australia
- Australian Exporters Company
- Thoroughbred Breeders Australia
- Racing Australia
- Australian Honey Bee Industry Council
- Ricegrowers’ Association of Australia
- Australian Ginger Industry Association
- Australian Tea Tree Industry Association
- Kangaroo Industry Association of Australia
- Australian Buffalo Industry Council
- Deer Industry Association of Australia.
- Mohair Australia Ltd.
- Australian Cashmere Growers Association.

Our industry panels
Working closely with the following industry advisory panels plays an important role in identifying and addressing industry needs and ensuring we’re leveraging opportunities and challenges to drive the greatest value possible for our levied industries:
- Chicken Meat Advisory Panel
- Export Fodder Advisory Panel
- Thoroughbred Horses Advisory Panel
- Honey Bee and Pollination Advisory Panel
- Rice R&D Management Committee
- Ginger Advisory Panel
- Tea Tree Oil Advisory Panel
- Pasture Seeds Advisory Panel
- Emerging Industries Consultative Committee
- Emerging Industries Technical Advisory Group
Emerging industries
Our emerging industries investment supports a diverse range of up-and-coming rural industries such as hemp, native foods, sesame, quinoa and crocodiles, just to name a few. The research and development investment aims to help them grow and reach new markets in Australia and internationally.

Our representative organisations
The SFA specifies that AgriFutures consults with key industry representative bodies on a range of activities and investments. For AgriFutures, these nominated bodies are:
- National Farmers’ Federation
- Australian Chicken Meat Federation.

Rural industries
AgriFutures has a mandate to address cross-sectoral issues so when we talk about rural industries throughout this plan, we are referring to all of Australian agriculture. In achieving this mandate, we work with people, industries, businesses, and enterprises that create value by producing food, fibre and any related products and services in Australia, such as:
- Other Research and Development Corporations (RDCs)
- Agricultural innovation Australia (AIA)
- National Farmers Federation (NFF)
- Department of Agriculture, Water and the Environment (DAWE)
- State and Territory Governments
- Industry associations
- Drought Resilience and Innovation Hubs
- Corporates
- Grower groups.

Australian and global agrifood innovation network
AgriFutures has a focus on global innovation and nurturing new and existing relationships on regional, national and global levels to ensure Australia’s rural industries are leaders in accessing and adopting, as well as developing and exporting world-leading innovation and technologies. Stakeholders include:

- Farmers’
- Industry associations
- Researchers
- Corporates
- Investors
- Startups and scaleups
- Universities
- Small to medium size enterprises
- Global tech companies.

Government
- Minister for Agriculture
- DAWE.

Our research partners
- RDCs
- State and Territory Governments
- Innovation Hubs
- Universities
- Commonwealth Scientific and Industrial Research Organisation (CSIRO)
- Cooperative Research Centre’s
- Global research partners
- Private consultants.
KPI 1.1 Stakeholder Engagement

Has AgriFutures demonstrated strategy prioritisation and development processes, including appropriate consultation plans, based on the Best practice guide to stakeholder consultation?
In developing this strategic plan, we consulted extensively with our levied and emerging industries and key industry stakeholders during the second half of 2021. This thorough consultation helped to identify and rank key themes relating to issues, risks, challenges and opportunities for cross-sectoral RD&E, and devise the overarching nine agricultural megatrends.

Consultation process
The consultation process included a pre-workshop survey, 13 x three-hour online workshops during August and September 2021, and a follow-up survey. Online workshop participants included levy payers and representatives from across AgriFutures’ community including farmers, producers, researchers, government officials, small business owners, innovators, private consultants, members from other RDCs and CRCs and various participants of AgriFutures programs. This process helped to inform our strategy and ensures we are positioned to deliver meaningful results for our levied industries, stakeholders and Australian agriculture more broadly.

Feedback from participants
**AgriFutures key strengths**
- Strong focus on levied industries and emerging industries
- Cross-sectoral engagement and development of the Emerging National Rural Issues (ENRI) Forum process to identify key opportunities, themes and priorities across rural sectors to better nurture research and innovation
- Focus on capacity building and enhancing hallmark AgriFutures programs such as the Rural Women’s Award, Horizon Scholarships and Ignite Network
- Material presented was simple and concise
- Material presented provided clarity around focus areas but was also broad enough to enable flexibility.

**Key opportunities for our improvement**
- Focus on “what’s in it for me” and my industry
- Improve effectiveness and efficiency of project management
- Emphasis on leadership needs to be broadened
- Continual focus on collaboration and leveraging opportunities
- Focus on the needs and resilience of the Australian rural workforce
- Continue driving innovation and agrifood tech development
- Strengthen investments in climate, sustainability, animal welfare and social licence
- Development of innovative products and programs such as AgriFutures evokeAG
- AgriFutures growAG.

Demographics of participants
- 251 people per workshop completed
- 7/10 average rating for all the workshops
- 98 people completed the pre-workshop survey
- 70% of people participated learned more about AgriFutures

Aligning with the Best Practice Guide for Stakeholder Engagement
AgriFutures Australia Consultation Framework and Principles

AgriFutures Australia’s Consultation Framework is guided by seven principles, broken down into two phases, and framed by a feedback loop to drive continuous improvement.

**AgriFutures Australia Consultation Framework**

**Frameworks**

- **Prepare**
- **Listen**
- **Learn**
- **Playback**
- **Align**
- **Act**
- **Partner**

**Continuous feedback loop**

- **Continuous process**
  - Phase 1
  - Phase 2
  - Continuous feedback loop

### Phase 1

**Prepare**
- We will use plain English, be concise and ensure that information presented is easy to understand, appropriate and in a format to ensure stakeholders can identify what is relevant to them.
- We will be clear about roles, responsibilities, time commitment expectations and outcomes from the get-go.
- We will adapt or modify the consultation approach depending on the needs of the stakeholders.

**Listen**
- We will take the right opportunities to listen to what our partners and stakeholders have to say.
- We will be open and willing to accept feedback from our stakeholders.
- We will be present, show a genuine interest and listen purposefully and suspend judgement.

**Learn**
- We will synthesise and order information and feedback we receive.
- We will strive to turn ideas into practical outcomes that can be delivered, applying a best practice in the ‘right now’ space.

**Playback**
- We will ensure that we’ve heard and understood what has been communicated to us back to our stakeholders in a timely manner.
- We will communicate what and what has not been incorporated and include the ‘whys’.
- We will bring an optimistic, can-do attitude to the engagement and seek to leave a positive impact on stakeholders.

**Align**
- We will take the feedback and ensure it has synergistic alignment to our strategic plan/s/ programs with the view to drive positive impact and change to industry.
- We will employ influencing skills and strive to be solution orientated, showing up with solutions rather than just relying on the problem.

### Phase 2

**Act**
- We will communicate key information and research on our websites or other platforms, ensuring easily access.
- Be transparent about what information cannot be shared and why (for example if information is confidential).
- We will stand by our own word and deliver against our commitments.

**Partner**
- We will create an environment that makes people feel safe and valued.
- We will build and create networks and opportunities for AgriFutures Australia and our stakeholders.
- We will build trust with stakeholders via curious and authentic engagement.

**Continuous feedback loop**
- We are committed to making a positive contribution, every day.
- We will seek out opportunities for feedback and improvement.
- Our positivity with flow through the core of our organisation and will enhance industries, communities, and stakeholders that we are a part of.
Applying the Framework

When applying our framework, we will:
- Put stakeholders at the centre of everything we do
- Give stakeholders real opportunities to influence and collaborate on outcomes where possible, and
- Deliver against our vision of growing the long-term prosperity of Australian rural industries.

In addition to our consultation framework, which guides what we do, we have a tailored Consultation Plan that underpins our efforts, and steps out how we go about approaching engagement.

Engagement objectives

When the framework is in action, our stakeholder work is intended to clarify the following:

1. What are the key questions that this consultation process is intended to answer?
2. What does AgriFutures Australia hope to achieve through the consultation process?
3. Why is this consultation being undertaken at this time?

Consultation methods

The engagement activities outlined are indicative of the optional ways we can engage with stakeholders. Some activities will sit across more than one principle and will be tailored to meet the needs of the activity and stakeholder group.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare</td>
<td>Email communication, Informal face to face meetings, Media relations, Informal research, Formation of working groups, Initial project discussions, Community management – social media, Stakeholder engagement</td>
</tr>
<tr>
<td>Listen</td>
<td>Q&amp;A sessions, 1:1 session, Stakeholder engagement activities, Round table discussions, RFQ, Media releases, Website, Newsletters, Dedicated project web pages, Community management – social media</td>
</tr>
<tr>
<td>Two-way</td>
<td>AgriFutures Australia website, Informal discussions, Meetings with selected stakeholders, Meetings with broad ranging stakeholder groups, Community management – social media</td>
</tr>
<tr>
<td>Learn</td>
<td>Internal meetings, Email communications, Program logic, Workshops, Debrief sessions</td>
</tr>
<tr>
<td>Internal</td>
<td>Survey, AgriFutures Australia website, Informal discussions, Meetings with selected stakeholders, Meetings with broad ranging stakeholder groups, Community management – social media</td>
</tr>
<tr>
<td>Playback</td>
<td>Survey, AgriFutures Australia website, Informal discussions, Meetings with selected stakeholders, Meetings with broad ranging stakeholder groups, Community management – social media</td>
</tr>
<tr>
<td>Two-way</td>
<td>Workshops, Informal successions, Assessment panels, Advisory panels, Participatory decision-making processes, Milestone check ins, Co-designed programs, Board meetings</td>
</tr>
<tr>
<td>Align</td>
<td>Workshops, Informal successions, Assessment panels, Advisory panels, Participatory decision-making processes, Milestone check ins, Co-designed programs, Board meetings</td>
</tr>
<tr>
<td>Two-way</td>
<td>Roadshows, Field trips, Research projects, Extension activity, Fact sheets, Written reports</td>
</tr>
<tr>
<td>Act</td>
<td>Roadshows, Field trips, Research projects, Extension activity, Fact sheets, Written reports</td>
</tr>
<tr>
<td>Internal</td>
<td>Roadshows, Field trips, Research projects, Extension activity, Fact sheets, Written reports</td>
</tr>
<tr>
<td>Partner</td>
<td>Strategy reviews, Partnerships, Sponsorships, Milestone check ins, Debrief sessions</td>
</tr>
<tr>
<td>Two-way</td>
<td>Strategy reviews, Partnerships, Sponsorships, Milestone check ins, Debrief sessions</td>
</tr>
</tbody>
</table>
Industrial hemp, i.e. low tetrahydrocannabinol (THC) hemp, has a wide range of applications, including textiles, paper, rope, fuel and stockfeed, as well as building materials, cosmetics and pet food. In Australia, the industrial hemp industry is in its infancy, trailing Canada, China and the European Union in terms of scale and value of production.

The development of a Strategic Research, Development and Extension (RD&E) Plan is a crucial step in growing the Australian industrial hemp industry. The industry requires an increase in the scale of production, access to regionally suitable varieties, better understanding of the agronomy, more efficient mechanisation for harvesting and processing, and established long-term markets before hemp starts to become a valuable crop in Australia.

This Strategic RD&E Plan is the result of extensive research and stakeholder consultation across the Australian industrial hemp industry, and pulls together specific recommendations for future investment to support the long-term growth of the industry.

The Australian Industrial Hemp Strategic RD&E Plan (2022-2027) has been produced as part of AgriFutures Australia’s Emerging Industries Program, which focuses on new and emerging industries with high growth potential. Emerging animal and plant industries play an important part in the Australian agricultural landscape. They contribute to the national economy and are key to meeting changing global food and fibre demands.

Michael Beer
General Manager, Business Development
AgriFutures Australia

Consultation process
A consultant (Jefferies Ag Solutions) was commissioned to assist in the development of the Australian Industrial Hemp Strategic RD&E Plan (2022-2027). Jefferies Ag Solutions conducted several interviews with key industry stakeholders, including the chairs of the Australian Hemp Council and the Australian Industrial Hemp Alliance, however the primary consultation process was through a broader industry workshop.

That workshop was held via video conference on 24 November 2021 and involved 26 key Australian industrial hemp industry stakeholders. The participants were provided with a draft Strategic RD&E Plan for them to review and discuss at the workshop. The draft Plan included a vision statement and high-level objectives and strategies, but not activities or specific actions. The intent of the workshop was to agree to and refine the vision, objectives and strategies, and identify potential activities of value. The workshop was very successful in achieving these aims.

The outcomes of the workshop, together with further feedback and written responses from workshop participants, were consolidated into a second phase strategic document that included the agreed vision statement, objectives, strategies and activities (35). Workshop participants were then requested (via e-mail) to prioritise the activities from 1 to 4, where 1 was ‘very high priority’ and 4 was ‘very low priority’. Eighteen of the 26 workshop participants prioritised the activities, which were consolidated into high, medium and low priorities.
Has AgriFutures demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1?
Transformative Industries Action program engaged a number of stakeholders in the evaluation of investment priorities and activities for the 20-21 FY investments as part of the investment validation process. This included NFF, RDCs and industry representatives.

Attendance at industry events to hear from stakeholders e.g., NT Farmers Roadshow, Rice Industry Field Day, PIX conference, Honey Bee Congress, Magic Millions, AGIA Field Days.

Independent facilitated workshops held as a part of the stakeholder consultation process across the development of all our industries RD&E plans.

Development of a decision-tree for cross-sectoral investments that includes and identifies necessary consultation with external stakeholders as part of the validation process e.g., RDCs, NFF etc.

All RD&E strategies and strategic plans have been developed with stakeholder engagement to prioritise RD&E investment. Goat fibre, honey bee, ginger, thoroughbreds and chicken meat are in development at the moment. Consultation was conducted through a mix of face to face and virtual workshops, surveys, phone consultations. These were followed up with stakeholder validation sessions and all final plans are endorsed by our industries.

evokeAG has established and engaged with a steering committee for each event, and hosted the evokeAG South Australia Stakeholder Forum, with local stakeholders and SA based RDCs invited.

growAG. has formally surveyed growAG. collaborators, contributors and users to inform the ongoing development and delivery of the platform and service. The team continues to seek informal feedback on a rolling basis.

Industrial Hemp went through a complete strategy development and prioritisation process in 2021, in order to direct the future of the program.

Interviews with stakeholders from Levied Industries, Emerging Industries, National Rural Issues, growAG and evokeAG., as part of the Persona work with Merkle, for targeted communications and messaging. Personal Preferences based on responses.
Emerging National Rural Issues Forum

Australia's rural industries operate in a complex and dynamic environment, regularly facing and addressing the same challenges and opportunities. In recognising this, the 15 rural RDCs endeavour to work collaboratively and in partnership with each other to avoid duplication and reduce fragmentation when facing similar challenges and leveraging opportunities.

To assist in this, AgriFutures established the ENRI program and in doing so provided a forum that brings together all RDCs, DAWE, NFF and most recently AIA, to explore and progress collaboration opportunities across the whole agricultural system.

The ENRI Forum is unique. There is no other forum that provides a cost effective and efficient mechanism for the RDCs, NFF, DAWE and AIA to develop and facilitate cross-industry investments and partnerships effectively and on an ongoing basis, to broker connections and invest in research that informs and improves policy debate via the AgriFutures National Rural Issues program. This is recognised in the Performance Principles in the Guidelines to the SFA, which highlights the benefits of strategic and sustained cross-industry collaboration through the ENRI Forum and other approaches.

The following case study was born from the ENRI Forum and delivered through ENRI processes:

Community Trust in Rural Industries

The Community Trust in Rural Industries project is an Australian first – a concerted, sector-wide focus on how Australia's rural industries can understand, reflect on, and then take action to build a stronger relationship with the Australian community and to listen and respond to the broader community and their concerns on food and fibre production.

Commencing in 2018, the project is a collaborative partnership between 11 RDCs, NFF and the NSW DPI.

The Community Trust in Rural Industries program of work has now completed the second national survey of community attitudes toward rural industries. So far, more than 14,000 Australians have shared their views on a wide range of topics and issues related to rural industries. Australians value the product of farmers, fishers and foresters' labour highly because of the high quality of these products, the role those rural industries play in helping Australia to be self sufficient, and the role these industries have played in supporting Australia economically.

Australia's rural industries are seen to be more responsive to community concerns than they were 12 months ago, with these improvements evident both in terms of how effectively rural industries listen to and respect community concerns and take action to address them. The data demonstrated that Australians expect rural industries to speak up about issues of concern. Unsurprisingly, staying silent on challenging issues leads to lower trust and greater cynicism. Environmental impacts and sound environmental management are the chief areas where Australians have concerns about rural industries. The community at large expects rural industries to act as stewards of the land, water and the sea, and to operate in a way that is efficient, adds value to the national economy, and transfers the natural resources they utilise to future generations in a better condition. Data collected during the early months of the pandemic in Australia (May 2020) show that Australians are not willing to compromise on these issues, regardless of how positively they feel about rural industries in general.
Capacity building program that has developed the governance skills of industry associations and provided a toolbox of information that is available to industry boards.

Connection between industries and key industry stakeholders i.e. Kangaroo Industry Association of Australia and National Farmers’ Federation. NFF support for Kangaroo industry to address challenges with EU/USA and market access.

Industry to industry peer learning. Development of webinars and opportunities for peak industry bodies to share with each other. e.g RGA webinar re levy increase.

STAKEHOLDER ENGAGEMENT
Levied Industries forum – Engagement with executive from each industry

OUTCOMES FROM ENGAGEMENT
- Capacity building program that has developed the governance skills of industry associations and provided a toolbox of information that is available to industry boards.

- Connection between industries and key industry stakeholders i.e. Kangaroo Industry Association of Australia and National Farmers’ Federation. NFF support for Kangaroo industry to address challenges with EU/USA and market access.

- Industry to industry peer learning. Development of webinars and opportunities for peak industry bodies to share with each other. e.g RGA webinar re levy increase.

LEVIED INDUSTRIES

STAKEHOLDER ENGAGEMENT
Levied Industries forum – Engagement with executive from each industry

OUTCOMES FROM ENGAGEMENT
- Capacity building program that has developed the governance skills of industry associations and provided a toolbox of information that is available to industry boards.

- Connection between industries and key industry stakeholders i.e. Kangaroo Industry Association of Australia and National Farmers’ Federation. NFF support for Kangaroo industry to address challenges with EU/USA and market access.

- Industry to industry peer learning. Development of webinars and opportunities for peak industry bodies to share with each other. e.g RGA webinar re levy increase.

HONEY BEE AND POLLINATION PROGRAM

STAKEHOLDER ENGAGEMENT
Quarterly meeting with AHBIC, Advisory Panel Chair and AgriFutures

OUTCOMES FROM ENGAGEMENT
- Decisions on responsibility of pest and disease surveys and statistic projects – AgriFutures to pursue statistics and AHBIC to pursue pest and disease survey.

- Decisions on funding responsibility of the bee pest surveillance program – AHBIC to pursue.

THOROUGHBRED HORSE PROGRAM

STAKEHOLDER ENGAGEMENT
- Monthly meetings with Thoroughbred Breeders Australia.

- Annual review with Thoroughbred Breeders Australia and AgriFutures.

- Six monthly meetings with Racing Australia and AgriFutures.

OUTCOMES FROM ENGAGEMENT
- Discussions around sourcing industry contributions – two year contract for industry contributions from Racing Australia. Industry priority research topics – contracted Radiography in yearling’s project.

GOAT FIBRE

STAKEHOLDER ENGAGEMENT
- Face to face and online workshops with industry stakeholders

- Regular phone calls and meetings when able with key industry association leaders

OUTCOMES FROM ENGAGEMENT
- Goat Fibre RD&E plan.
Face to face and online workshops with industry stakeholders
Commercial code engaged with industry, RSPCA

KANGAROO

STAKEHOLDER ENGAGEMENT
- Regular contact via phone and email with representatives from the Ricegrowers' Association (RGA) and SunRice
- Both entities are observers on AgriFutures Rice Advisory Panel (and attend regular meetings)
- The CEOs of each organisation have semi-regular meetings to maintain engagement and communication across all levels in the organisations.

OUTCOMES FROM ENGAGEMENT
- Kangaroo RD&E plan
- World class document for sustainable harvest - Kangaroo Commercial Harvest Code
- Development of audio and visual extension materials to increase compliance with the code.

RICE

STAKEHOLDER ENGAGEMENT
- Regular contact via phone and email with representatives from the Ricegrowers' Association (RGA) and SunRice
- Both entities are observers on AgriFutures Rice Advisory Panel (and attend regular meetings)
- The CEOs of each organisation have semi-regular meetings to maintain engagement and communication across all levels in the organisations.

OUTCOMES FROM ENGAGEMENT
- Engagement has resulted in strong relationships between AgriFutures and stakeholders
- Key outcomes:
  - Increase in the rice RD&E levy – initiative led by RGA
  - New Rice Program RD&E Plan which has received significant support and buy-in from stakeholders
  - Partnering on new initiatives with joint branding to signify the industry working together.

EXPORT FODDER

STAKEHOLDER ENGAGEMENT
- Regular contact via phone and email with AEXCO executive officer and members
- Face-to-face and online workshops and surveys with industry stakeholders.

OUTCOMES FROM ENGAGEMENT
- Engagement has resulted in a strong relationship between AgriFutures and stakeholders
- Development of the new Export Fodder Program Strategic RD&E Plan, which has strong support and buy-in from industry.

TEA TREE OIL

STAKEHOLDER ENGAGEMENT
- Regular contact with ATTIA (industry association) representatives, panel chair and deputy chair and panel members. Face-to-face and online workshops and surveys with industry stakeholders. AgriFutures attendance at field days, symposiums etc
- A TTO extension project has an industry reference group that is engaged with regularly via email, phone and online and face to face forums.

OUTCOMES FROM ENGAGEMENT
- Strong engagement with ATTIA and other TTO stakeholders has resulted in a plan that has strong engagement across industry, and levy payers throughout the TTO industry have a good understanding of the AgriFutures RD&E program.

GINGER

STAKEHOLDER ENGAGEMENT
- Face-to-face and online workshops and surveys with industry stakeholders
- Regular contact via phone and email with AGIA executive team

OUTCOMES FROM ENGAGEMENT
- Strong engagement with AGIA has allowed for similarly strong engagement with the industry on the identification of industry priorities for the development of the new Strategic RD&E Plan (in development).
Agrifutures engage regularly with DIAA stakeholders via phone and email, and will return to face to face engagement once circumstances allow. Agrifutures engage with other stakeholders such as AMPC, and state governments on various industry issues as they arise.

**OUTCOMES FROM ENGAGEMENT**
- Engagement with the deer industry is growing, and planning is underway to look at opportunities to develop this industry.

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**DEER**

**STAKEHOLDER ENGAGEMENT**
- Regular contact with the industry association and other stakeholders such as AMPC.

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**BUFFALO**

**STAKEHOLDER ENGAGEMENT**
- Regular contact with the industry association and other stakeholders such as AMPC.

**OUTCOMES FROM ENGAGEMENT**
- Strong engagement has led to a robust and universally accepted priorities in the recently released Buffalo RD&E Plan, along with the development of RD&E to underpin the development of the buffalo industry, with goals to increase the harvest threefold.
- Partnering with NTBIAC with joint sponsorship at events such as LiveEx, the conference for the Live Export industry.

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**PASTURE SEEDS**

**STAKEHOLDER ENGAGEMENT**
- Regular contact via phone and email with Lucerne Australia executive.
- Lucerne Australia executive attendance at Advisory Panel meetings (approx. every 6 months).
- Agrifutures attendance at LA field days.

**OUTCOMES FROM ENGAGEMENT**
- Strong engagement with LA has allowed for LA to provide feedback on current Program investment strategies, which has been positive and ensured strong engagement with association members.
- Strong engagement with LA has also enabled the Program to support LA to build the capacity of the association and its members through a capacity building project. This project has resulted in stronger governance and procedures within LA and greater confidence within the membership.

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**CHICKEN MEAT**

**STAKEHOLDER ENGAGEMENT**
- Extension and training project.
- Joint tri-party agreement between PoultryHub Australia, Australian Eggs and the Agrifutures Chicken Meat program.
- Beak to beak – bi-annual annual newsletter.
- Regular contact via phone and email with the Australian Chicken Meat Federation (ACMF). Regular update provided to the ACMF board on research and activities.

**OUTCOMES FROM ENGAGEMENT**
- Delivery of webinars, forums, podcasts, and face-to-face and online workshops for industry stakeholders. Resulted in high levels of engagement will all areas of industry across the production chain.
- Capacity building opportunities for industry and researchers across all poultry industries. This includes speed mentoring sessions with established industry professionals and early career researchers. These activities develop the next generation of poultry professionals.
- Improved awareness of research outcomes with industry.
- Strong relationship and connection to industry which results in a high level of knowledge and understanding of industry priorities.
KPI 1.3
Stakeholder Engagement

Has AgriFutures demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities? Where incorporation is not possible, has AgriFutures demonstrated feedback to a stakeholder/s on why incorporation was not possible?
PRODUCER UPTAKE TECHNOLOGY PROGRAM (PTUP)
PTUP engaged in a co-design process with selected participating producer groups to develop an online Community of Practice. This was in response to anecdotal feedback from groups on their knowledge and resource needs to support adoption. This involved identifying and validating needs, design and appropriate resources with the groups to inform the CoP development. This is an ongoing and iterative process.

PRE FARM GATE WASTE
Development of a Program Reference Group (PRG) for the pre-farm gate waste program. The PRG includes a number of stakeholders including RDCs, DAWE, NFF, AORA, Waste Management and Resource Recovery Association, Stop Food Waste CRC who are directly consulted on the work being undertaken in the program to ensure outcomes are relevant and useful to both the agricultural sector, as well as those in the waste recovery space. This process includes gathering stakeholder feedback to iterate and adjust the work activities.

ENRI FORUM
Projects suggested vs projects implemented – feedback given at following forums as to reasons why excess projects were not actioned, ie Staffing, budgetary constraints, project duplication across industries/organisations etc.

K2 PROJECT MANAGEMENT INFORMATION SYSTEM
The K2 project management information system was developed to replace the Clarity project management information system. There was a measured improvement through the AgriFutures Stakeholder Survey of an overall Mean Experience Rating of our Levied Industries and Researchers, from 2020 to 2021.

AgriFutures evokeAG
evokeAG has incorporated feedback from its’ steering group and other stakeholders in the formation of its’ program agendas for both 2022 and 2023 events during the 2021-22 period.

AgriFutures growAG
GrowAG has expanded the scope of its’ commercial opportunities to include Research Opportunities to enable RDCs that form commercial partnerships at that stage of R&D investment to leverage the capacity of growAG to amplify that opportunity and increase the diversity and breadth of potential solution providers and investors that might seek to participate.
Research, Development and Extension (RD&E) Activities

Outcome
Ensure RD&E [and marketing] priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio.
Balanced research portfolio

Ensuring RD&E priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio is a core objective for our levied and emerging industries and serves to benefit Australia’s wider agricultural community. Our strategic plan is driven by these needs and the ongoing prosperity of our rural industries, which we aim to deliver against the strategic national priorities, guided by two overarching factors:

- Exceptional stakeholder engagement
- Applying a life-cycle approach to target investment.

The priorities within each of the levied industries RD&E plans guide the levied and matching investments that AgriFutures makes. Priorities have been set through industry consultation, with investments guided by inputs from the respective R&D advisory panels. Progress against each of the levied industry RD&E plans is a key function for the R&D panels.

AgriFutures has adopted a life-cycle approach to investments in emerging industries. This provides clarity around the appropriate levels of intervention and investment in industries as they progress from new to emerging and established. The life-cycle approach ensures the RD&E investment is fit for purpose and targeted to the industry’s developmental stage.

AgriFutures is committed to ensuring it invests, manages and participates in a balanced portfolio of RD&E activities that appropriately meet our industries’ needs and provides the greatest return on investment.

To do this AgriFutures will allocate its expenditure using a range of measures that ensure a balanced, financially responsible approach to investment of levied industry, matching funds, and appropriations from the Australian Government. AgriFutures’ investments integrate the triple bottom line objectives of economic, environmental and social responsibility.

AgriFutures core investment principles are:
- Maximise return on investment for our levied industries.
- Alignment of RD&E investment with levied industry and government investor priorities.
- Invest in short, medium and long term projects that deliver adaptive research outcomes through to long term strategic opportunities.
- Appropriately manage RD&E risk profile, with a combination of low risk projects that deliver incremental improvements and transformational outcomes from higher-risk investment.
- Leverage investment through collaboration and partnering with both national and global research providers.

AgriFutures’ project management system enables the portfolio of investments to be viewed through various perspectives, including:
- Program objectives
- Project length
- Levels of risk, return and leverage.
KPI 2.1
Research, Development and Extension (RD&E) Activities

Do AgriFutures RDC investments align with strategic plans and have we demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation, access to new markets?
<table>
<thead>
<tr>
<th>Arenas</th>
<th>Priorities</th>
<th>Key Performance Indicators</th>
<th>Measure/Unit</th>
<th>Target</th>
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</thead>
</table>
| **People and Leadership**    | 1. Attracting capable people into careers in agriculture  
2. Building the capability of future rural leaders | 1. Annual intakes of students into agriculture and agricultural science courses at Australian universities  
2. Percentage of participants who feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia sponsored activity | 1. Australian Council of Deans Agriculture annual survey  
2. Survey of participants | 1.800 graduates per annum  
2. 80%                        |
| **National Challenges and Opportunities** | 1. Informing debate on issues of importance to rural industries  
2. Adapting new technologies for use across rural industries  
3. Working collaboratively on issues common across rural sectors | 1. Impact of AgriFutures Australia sponsored studies on debates of national significance to rural industries  
2. New technologies adapted for use in Australian rural industries  
3. Evidence of collaboration between RDCs in cross sector investment initiatives | 1. Number of significant National Rural Issues (NRI) studies published each year  
2. Number of new technologies entering commercialisation phase with private sector participation  
3. Number of collaborative initiatives involving other RDCs | 1.5  
2.1 per annum  
3.10 per annum |
| **Growing Profitability**    | 1. Engaging industry participants in determining RD&E priorities  
2. Investing in innovation that assists levied industries to be more profitable  
3. Delivering outcomes to maximise industry uptake and adoption | 1. Percentage of growers comfortable or very comfortable paying the R&D levy  
2. Degree to which the objectives of the industry-based R&D plans are being achieved  
3. Stakeholders rate the value of AgriFutures Australia’s information products and services as high or very high | 1. Annual stakeholder survey  
2. Percentage of KPIs met in each Industry Program R&D Plan (see appendix 2)  
3. Annual stakeholder survey | 1.80%  
2.85%  
3.75%                        |
<p>| <strong>Emerging Industries</strong>      | 1. Supporting the early stage establishment of high potential rural industries | 1. Number of new rural industries reaching or exceeding $10m per annum threshold | 1. Number per annum | 1.1                           |</p>
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</thead>
<tbody>
<tr>
<td>People and Leadership</td>
<td>Attracting capable people into careers in agriculture.</td>
<td>1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.</td>
<td>Australian Council of Deans Agriculture annual survey</td>
<td>1,800</td>
<td>There are no survey statistics available for 2020 and 2021*</td>
<td>The number of graduates completing an agriculture and a related course at Australian Universities shows an upward trend as listed below: 2016-558, 2017-642, 2018-785, 2019-823</td>
</tr>
<tr>
<td>People and Leadership</td>
<td></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 Australian People and Leadership Program.</td>
<td>Survey of participants</td>
<td>80%</td>
<td>97%</td>
<td></td>
</tr>
</tbody>
</table>
| People and Leadership|                                                                                           | Grow the AgriFutures Ignite Network Facebook group to 2,000 members with a minimum of 70% participating as ‘active members’. |                                       | 2,000   | 2,368          | • The Ignite Network Facebook group continues to grow, up by 246 members from 2019-20 and with 1,105 active members (47%).  
  • Of the group’s members, 60% are female and 40% are male. Of the 2,368 members, 204 live in Sydney, 186 live in Melbourne, 104 live in Brisbane and 102 in Wagga Wagga (representing the group’s top four cities).  
  • The majority of members are Australian, however there are overseas members representing New Zealand, India and the United Kingdom. |
| People and Leadership|                                                                                           | Deliver one major capacity building program for AgriFutures Ignite Networking members.                           |                                       | 1 event |                | • 24 candidates completed the 2020 Australian Institute of Company Directors Course (AICD) Foundations of Directorship Course.  
  • Due to the travel restrictions caused by COVID-19, the course which was due to take place in Sydney in May 2020 was held virtually in November 2020. |
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| People and Leadership    |                     | Develop capacity building programs exclusively for AgriFutures levied industries that positively impacts 30 stakeholders from levied industries. | Survey of participants | 30     | 61             | • AgriFutures Australia ran three separate capacity building programs exclusively for levied industries.  
• Seven webinars were held from February to May 2021 as part of the Associations Forum Capacity Building Program for Levied Industries with 22 participants.  
• In June 2021 the Australian Institute of Company Directors-Company Directors online Course™ involved 20 participants.  
• In June 2020-May 2021 the Inspiring Rare Birds Mentoring Program involved 19 participants.                                                                 |
| People and Leadership    |                     | 80% of stakeholders feel their confidence as leaders has increased significantly or very significantly as a result of participation in the capacity building programs for AgriFutures Australia levied industries. | Survey of participants | 80%    | 79%            |                                                                                                                                                                                                     |
| People and Leadership    |                     | 80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating. | Survey of participants | 80%    | 87%            | • 87% have secured employment in the agriculture field within six months of graduating.  
• NB: Four Scholars have commenced either a PhD or a Masters degree.                                                                                                                                  |
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<tr>
<td><strong>National Challenges and Opportunities</strong></td>
<td>Inform debate on issues of importance to rural industries.</td>
<td>Inform debates of national significance to rural industries and Australia’s food and agriculture sectors.</td>
<td>Research projects that address issues of significance that positively affect more than one sector of Australian food and fibre industries.</td>
<td>10</td>
<td>17 outputs</td>
<td>Eight cross industry publications and nine case studies, summaries and factsheets. A further five projects were completed and publications released in early 2021-22.</td>
</tr>
<tr>
<td><strong>National Challenges and Opportunities</strong></td>
<td>Adapting new technologies for use across rural industries.</td>
<td>Facilitate opportunities to drive progress in innovative agrifood technologies and to lift the prosperity of Australian agrifood industries.</td>
<td>Commercial agrifood partnerships supporting the adoption and uptake of the agricultural sector.</td>
<td>3</td>
<td>6</td>
<td>Through the Farmers2Founders program, AgriFutures Australia supported six commercial opportunities in seaweed, black soldier fly, native foods, dry-powdered honey and hemp.</td>
</tr>
<tr>
<td><strong>National Challenges and Opportunities</strong></td>
<td>Working collaboratively on issues common across rural industries.</td>
<td>Develop two-cross sector research programs with collaboration at scale that can be described as having high impact potential to the agricultural sector.</td>
<td>Large cross-sectoral research projects involving collaborating partners focused on industry-wide benefit.</td>
<td>2</td>
<td>2</td>
<td>Initiatives in carbon management and on-farm waste. Expansion of large scale collaborations in community trust in agriculture, forestry and fisheries and Rural Safety and Health Alliance. AgriFutures Australia led six collaborations, including four Rural RnD4Profit programs, and participated in nine cross-industry collaborations.</td>
</tr>
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<tr>
<td><strong>Growing Profitability</strong></td>
<td></td>
<td>75% of stakeholders rate the value of AgriFutures Australia’s information products and services as high or very high.</td>
<td>Annual Stakeholder Survey</td>
<td>75%</td>
<td>65%*</td>
<td>70% of stakeholders used five or more resources, with 67% considering the information to be relevant and 73% finding the products easy to read.</td>
</tr>
</tbody>
</table>
| **Growing Profitability** | Engaging industry participants in determining RD&E priorities.              | 80% of growers are comfortable or very comfortable with paying the R&D levy.                | Annual Stakeholder Survey           | 80%    | 58%*           | • Stakeholders provided a rating of 6.4/10 for satisfaction that their R&D levy was being invested to achieve outcomes they expect.  
  • 60% of stakeholders considered that the advisory panels represented the needs of their industry. Across the industry where enough data was collected this ranged from 40% to 89%.  
  • The stakeholders recognised the importance of having an organisation like AgriFutures (8.7/10).                                    |
<p>| <strong>Growing Profitability</strong> | Delivering outcomes to maximise industry uptake and adoption.              | 80% key stakeholders rate the guidance and leadership for industry RD&amp;E investment provided by AgriFutures Australia as high or very high. | Annual Stakeholder Survey           | 80%    | 50%*           | Where there was a higher level of familiarity with what AgriFutures Australia does, and with the RD&amp;E undertaken there was a 16% and 33% increase in the rating of performance against this KPI. |</p>
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<tr>
<td>Growing Profitability</td>
<td>Delivering outcomes to maximise industry uptake and adoption.</td>
<td>80% of stakeholders are comfortable or very comfortable with level of engagement between AgriFutures Australia and the industry.</td>
<td>Annual Stakeholder Survey</td>
<td>80%</td>
<td>49%*</td>
<td>Direct feedback from Advisory Panel members indicated that greater engagement from AgriFutures is required when travel restrictions are in place, such as occurred during the COVID 19 pandemic.</td>
</tr>
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</table>
| Growing Profitability       | Delivering outcomes to maximise industry uptake and adoption.               | 80% of Advisory Panel members and research providers rate AgriFutures Australia management of the industry RD&E investments as high or very high. | Panel members post-advisory panel meeting surveys | 80%    | N/A            | • 87% of panel members considered that industry/levy needs were being adequately considered within the investment program.  
• 82% of panel members were satisfied with the projects that were being progressed to contracting within the investment program.  
• 93% of current researchers rated AgriFutures management of the RD&E investments as high or very high.                                                                                                                                                  |
| Growing Profitability       | Investing in innovation that assists levied industries to be more profitable. | 85% of KPIs outlined in program specific RD&E five year plans are met.                       | Percentage of KPIs met in each industry program RD&E plan | 85%    | 86%*           | 320 of 373 planned project milestones satisfactorily met objectives.                                                                                                                                                                                                                                                                  |

*NOTE: The stakeholder survey results are based on a sample size of 104 individuals that self-identified as levy payers across 13 levied industries and opted in to the survey through existing AgriFutures communication channels. The results include all responses including those from people who indicated they had little, very little and no understanding of what AgriFutures does (but excludes those that responded ‘can’t say’). For these reasons the results need to be treated with caution.
<table>
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</table>
| Emerging Industries | Supporting the early-stage establishment of high-potential rural industries. | Generate enhanced economic benefit by investing in re-search and development to support at least five new rural industries with potential to exceed $10m per annum (GVP). | Investments at $2-10m per annum; and at greater than $10m GVP. | 5 | 1. Exotic vegetables 2. Native foods 3. Pomegranate 4. Murray cod 5. Cocoa | Investments were made in the following ‘new’ industries to the Emerging Industries Program in 2020/21:  
Exotic vegetables  
• $20m+ GVP by 2030  
• Investment in a feasibility study and RD&E Plan development.  
Native foods  
• $15-20m GVP by 2030  
• Investment in RD&E Plan development and production and processing research.  
Pomegranate  
• $10-15m by 2025  
• Investment in industry strategy and RD&E Plan development.  
Murray cod  
• $20m+ GVP by 2030  
• Investment in RD&E Plan development.  
Cocoa  
• $15-$20m GVP by 2030  
• Investment in RD&E Plan development.  
(Evaluation sources: 2017 and 2020 Coriolis reports) |
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<tr>
<td>Emerging Industries</td>
<td>Identify and prioritise at least five high growth emerging industries for investment.</td>
<td></td>
<td>Number of high-growth emerging industries per annum.</td>
<td>5</td>
<td>1. Hemp&lt;br&gt;•PRJ-012812: Developing a northern industrial hemp industry value chain</td>
<td>The following industries were evaluated for their emerging opportunities. Results of both qualitative and quantitative assessments were combined to give each industry a rating. The below industries rated ‘better’ or ‘best’ and therefore, had new investments made in 2020/21: 1. Hemp&lt;br&gt;•PRJ-012812: Developing a northern industrial hemp industry value chain 2. Seaweed&lt;br&gt;•PRJ-012802: National Seaweed Industry Blueprint Implementation&lt;br&gt;•PRJ-012985: Development of a Seaweed Food Safety program, meeting FSANZ &amp; 3rd party HACCP&lt;br&gt;•PRJ-012795: Developing Asparagopsis cultivation at scale for rapid industry growth 3. Dragon fruit&lt;br&gt;•PRJ-012776: Unite dragon fruit growers to strengthen industry governance and R&amp;D capacity 4. Pomegranate&lt;br&gt;•PRJ-012772: Australian Pomegranate Industry Strategic Plan 2020-2025 5. Manuka honey&lt;br&gt;•PRO-015336: Greenhouse production of high-grade medical mono floral Manuka honey (Evaluation sources: 2017 and 2020 Coriolis reports)</td>
</tr>
<tr>
<td>Arenas</td>
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</table>
| Emerging Industries| Partnerships and collaborations across five emerging industries to accelerate growth and foster capacity building programs. | Formalise collaborative partnerships in emerging industries; Support training and or professional development. | 5                                                              |         |                | 1. Sesame  
  • PRJ-012800 (RD&E Strategic Plan for Australian sesame) brought together a wide range of stakeholders (producers, researchers, and processors) from the Australian sesame industry to develop an industry RD&E Plan. The Australian sesame industry has subsequently formed an industry group to help drive the implementation of the RD&E Plan and industry growth.  
  
2. Northern Australian industries  
  • Sponsorship of the 2021 Northern Australia Food Futures Conference gave AgriFutures the opportunity to showcase the emerging industries that suit the northern Australian environment. The date, tropical fruit, hemp, and sesame industries were provided the opportunity to share their industry stories and potential through a specific emerging industries session at the Conference.  
  
3. Exotic tropical fruits  
  • PRJ-012331 (Exotic Tropical Fruits Symposium 2020) brought tropical fruit growers (jackfruit, dragon fruit, rambutan, durian and longan) from all northern states together in May 2021, in Darwin, to workshop RD&E priorities. This provided a valuable networking and peer-to-peer learning opportunity.  
  
4. Seaweed  
  • PRJ-012802 (National Seaweed Industry Blueprint Implementation) brought together interested sea-weed stakeholders to form the Australian Sustainable Seaweed Alliance (ASSA). ASSA is continuing to recruit members and drive the growth of the seaweed industry.  
  
5. Perennial wheat  
  • PRJ-012277 (Assessing artisan perennial wheat material as a new food crop) worked with many industry partners, including artisan bakers, brewers, and large milling companies, to identify the suitability of perennial wheat to the various end products. This culminated in bringing all partners together to discuss their findings. |
**COMMERCIALISATION**

- AgriFutures has invested in the employment of a Senior Manager, Commercialisation to identify and drive IP and commercialisation opportunities across our levied and emerging industries.
- Changes have been made to processes internally involving Manager, Commercialisation from very early procurement / contracting stages across all projects, and facilitating the identification of commercial opportunities to be made available on the growAG website.

**LEVIED INDUSTRIES**

- Levied Industry RD&E plans - demonstrate outcomes through final reports, industry meetings, communications activities, economic analyses, and industry feedback
- Reports taken into account to realign RD&E plans to include changing industry priorities of decline noted across industry profit/growth, e.g., Rice – research into water efficiency to counteract reduced water availability; Thoroughbred Horses - realignment of priorities within the RD&E plan, to reflect changed industry priorities e.g., animal welfare etc.
- All RD&E plans are directly aligned with the AgriFutures Strategic Plan in development stages to ensure alignment across the whole business.

**EMERGING INDUSTRIES**

- A total of 17 RD&E Plans are currently developed, with up to 25 Plans expected to be complete by end 2022
- Emerging Industries are developing an MER Framework to track and monitor growth and development of our Emerging Industries
- Recently commissioned an Extension & Adoption project that will target our outputs and outcomes of AgriFutures investments. Will be a future onus on industry to provide data to enable measurement of growth across each industry.
- Pomegranate, Manuka Honey, Truffles, and Hazelnuts have all reached more than $10M GVP, which was the measurement KPI from the strategic plan for growth of the industries.

**CORPORATE DOCUMENTS**

- AgriFutures aligns all industry RD&E plans with the AgriFutures Research and Innovation Strategic Plan, ensuring that all industries are aligning with the identified priorities across the business.
- Key Performance areas as detailed in the strategic plan are reported against in the Annual Report, available for public access for all stakeholders.
- All outcomes for levy payers and tax payers are clearly outlined in the program reports within the Annual Report.
AgriFutures 16:5:5 Roadmap consists of 16 priorities across five focus areas to be delivered over five years (2022-2027).

These priorities have been informed by and developed from engagement with our industries and other stakeholders to help us build on our strong foundation, and to ensure our producers are empowered to adopt the latest science, technology and tools. This will assist in ensuring we have a strong, vibrant and collaborative agricultural sector now and into the future.
Our Industries

In partnership with each of our industries, we will create value by:

1. Maximising the return on investment for your R&D levy.
2. Listening to, engaging, collaborating, and consulting with our industries.
3. Delivering research and innovation that addresses the specific needs of each of our industries.
4. Supporting our industries to prepare for and thrive into the future.
5. Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.
6. Assisting our industries to enhance their industry stewardship and build community and consumer confidence.

Emerging Industries

Grow the value and diversity of Australia’s rural economy by:

7. Driving the growth or development of emerging, high-potential rural industries.
8. Identifying new revenue streams.

Workforce and Leadership

Assist in the development of the agricultural workforce by:

9. Understanding and responding to the future workforce needs of Australia’s rural industries.
10. Attracting and retaining a workforce that will ensure Australia’s rural Industries are future ready.
11. Supporting people in Australia’s rural industries to build their motivation and skills to lead change.
12. Responding to the specific workforce and leadership needs of our loved and emerging industries.

National Challenges and Opportunities

Futuro-proof Australian rural industries by:

13. Identifying, understanding, and responding to national challenges and opportunities impacting Australian rural industries.

Global Innovation Networks

Engage with the global agrifood innovation system by:

14. Facilitating collaboration across sectors and organisations including other RDCs and AIA.
15. Fostering responsible industry stewardship and building community trust.
16. Ensuring Australia is a leader in accessing and adopting, as well as, developing and exporting agrifood technologies and innovation.
## Success metrics

### 16:5:5 Key Performance Indicators

The AgriFutures 16:5:5 Roadmap consists of 16 priorities and sixteen key performance indicators to monitor, measure and evaluate the success of the overall AgriFutures Research and Innovation Strategic Plan 2022-2027.

### Table: Key Performance Indicators

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Focus Area</th>
<th>Key Performance Indicators</th>
<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Maximising the return on investment for your R&amp;D levy.</td>
<td>Our Industries</td>
<td>A benefit: cost ratio of 4:1*.</td>
<td>Impact Assessments of investments in each of our 13 industry R&amp;D programs.</td>
<td>One assessment per industry (during the five years of this plan)</td>
</tr>
<tr>
<td>2 - Listening to, engaging, collaborating, and consulting with our industries.</td>
<td>Our Industries</td>
<td>70% of our industry representative bodies and our panel members believe that AgriFutures’ engagement with our industries has been effective.</td>
<td>Survey of our industry representative bodies and panel members.</td>
<td>Annual</td>
</tr>
<tr>
<td>3 - Delivering research and innovation that addresses the specific needs of each of our industries.</td>
<td>Our Industries</td>
<td>80% of KPIs in each of the individual levied industries RD&amp;E Plans are achieved.</td>
<td>Percentage of KPIs achieved.</td>
<td>Over 5 years</td>
</tr>
<tr>
<td>4 - Supporting our industries to prepare for and thrive into the future.</td>
<td>Our Industries</td>
<td>70% of our industry representative bodies and panel members feel that AgriFutures’ engagement with industry has supported them to prepare for the future.</td>
<td>Survey of industry representative bodies and panel members.</td>
<td>Annual</td>
</tr>
<tr>
<td>5 - Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.</td>
<td>Our Industries</td>
<td>Trial at least five new technologies or innovations per annum relevant to our levied industries.</td>
<td>The number of new technologies or innovations tested.</td>
<td>Annual</td>
</tr>
<tr>
<td>6 - Assisting our industries to enhance their industry stewardship and build community and consumer confidence.</td>
<td>Our Industries</td>
<td>70% of our industry representative bodies and panel members believe that AgriFutures has assisted their industry to build community and consumer confidence.</td>
<td>Survey of industry representative bodies and panel members.</td>
<td>Annual</td>
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<tr>
<td>7 - Driving the growth or development of emerging, high-potential rural industries.</td>
<td>Emerging Industries</td>
<td>Deliver five investments across a minimum of five emerging industries that enables them to address the highest priorities identified in their RD&amp;E Plans.</td>
<td>Reporting on RD&amp;E activities that address priorities for five emerging industries.</td>
<td>Over 5 years</td>
</tr>
<tr>
<td>8 - Identifying new revenue streams.</td>
<td>Emerging Industries</td>
<td>Identify at least five new potential revenue streams post-farm gate or ecosystem market opportunities that have the potential to return additional revenue streams.</td>
<td>Number of potential revenue streams identified.</td>
<td>Over 5 years</td>
</tr>
<tr>
<td>9 - Understanding and responding to the future workforce needs of Australia's rural industries.</td>
<td>Workforce and Leadership</td>
<td>Deliver and extend to stakeholders the key findings of at least one study per annum that addresses national workforce needs.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
<td>Annual</td>
</tr>
<tr>
<td>10 - Attracting and retaining a workforce that will ensure Australia's rural industries are future ready.</td>
<td>Workforce and Leadership</td>
<td>80% of participants in AgriFutures leadership and capacity building programs feel equipped and confident to contribute to the future of Australia's rural industries.</td>
<td>Survey of participants.</td>
<td>Annual</td>
</tr>
<tr>
<td>11 - Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.</td>
<td>Workforce and Leadership</td>
<td>80% of participants in AgriFutures leadership and capacity building programs feel their motivation and skills to lead change have increased due to their participation.</td>
<td>Survey of participants.</td>
<td>Annual</td>
</tr>
<tr>
<td>12 - Supporting people in Australia's rural industries to build their motivation and skills to lead change.</td>
<td>Workforce and Leadership</td>
<td>80% of participants in levied and emerging industries capacity building programs feel they are better equipped to address workforce needs within their industry.</td>
<td>Survey of participants.</td>
<td>Annual</td>
</tr>
<tr>
<td>Priorities</td>
<td>Focus Area</td>
<td>Key Performance Indicators</td>
<td>Measure</td>
<td>Timing</td>
</tr>
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<td>------------</td>
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</tr>
<tr>
<td>13 - Identifying, understanding, and responding to national challenges and opportunities impacting Australian rural industries.</td>
<td>National Challenges and Opportunities</td>
<td>Deliver and extend to stakeholders the key findings of at least four studies per annum addressing national challenges and opportunities impacting Australian rural industries.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
<td>Annual</td>
</tr>
<tr>
<td>14 - Facilitating collaboration across sectors and organisations including other RDCs and AIA.</td>
<td>National Challenges and Opportunities</td>
<td>Deliver one Emerging National Rural Issues Forum per annum that results in five or more national collaborative projects or programs.</td>
<td>Number of collaborative projects and programs delivered.</td>
<td>Annual</td>
</tr>
<tr>
<td>15 - Fostering responsible industry stewardship and building community trust.</td>
<td>National Challenges and Opportunities</td>
<td>Deliver and extend to stakeholders the key findings of at least one study per annum addressing responsible industry stewardship and building community trust.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
<td>Annual</td>
</tr>
<tr>
<td>16 - Ensuring Australia is a leader in accessing and adopting, as well as, developing and exporting agrifood technologies and innovation.</td>
<td>Global Innovation Networks</td>
<td>Deliver three events, networks and/or platforms that support the positioning of Australia as a global leader in agrifood tech.</td>
<td>Number of events, networks and/or platforms delivered.</td>
<td>Annual</td>
</tr>
</tbody>
</table>
Demonstrate the benefits delivered by the organisation to levied industries, the rural industries of Australia, the Australian Government, and taxpayers, other RDCs, private investors and RD&E providers.

- Monitor and report progress towards the achievement of priorities identified in the AgriFutures 16:5:5 Roadmap that will assist in measuring current performance.
- Identify additional opportunities to improve performance.

The Monitoring and Evaluation Framework is a key component of the implementation of the AgriFutures Research and Innovation Strategic Plan 2022-2027. This plan was modelled on the MER Framework developed midway through the AgriFutures Strategic R&D Plan 2017-2022. This Framework provides metrics and methodologies for their measurement. Baseline and target values will be reviewed and modified, if necessary, as the framework is implemented.
KPI 2.2
Research, Development and Extension (RD&E) Activities

Does AgriFutures demonstrate and measure how levy payers who participate in RDC supported extension and adoption programs:

- Gain new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness?
- Intend to make or have made changes to existing practices by adopting the outcomes of R&D?
Increasing the adoption is a pivotal part of research and development for our levied industries.

Extension activities ensure our growers can adopt new technologies and innovations to help deliver real returns, foster growth and drive innovative practices.

At AgriFutures our extension activities aim to equip growers and producers with the latest information and tools to enable effective responses to current on-farm issues, as well as being prepared for future issues. This means that we work with our extension providers to tailor activities and adapt to changing conditions so that we can meet the needs of our industries.

Dedicated extension projects are underway in the Rice, Chicken Meat, Ginger and Tea Tree Oil programs and current activities include establishing a coordinated industry extension team, on-farm visits and guidelines for pest management, online dissemination of research outcomes, and adapting events to meet the needs of growers severely impacted by recent floods in the Northern Rivers.

The agile art of research extension

**Extension ‘gamechanger’ to combat new pests**

In February 2021, the Australian ginger industry saw its first infestation of fall armyworm in Bundaberg which quickly spread across most parts of Australia, including all ginger growing regions, presenting a looming threat for the industry requiring immediate action.

In response, the AgriFutures Ginger Program expanded investment into the Ginger Extension Coordination project (PRJ-017740), led by the Australian Ginger Industry Association, to swiftly harness the expertise of fall armyworm specialist and agronomist, Bhargav Rayeni.

Bhargav visited ginger farms across South East Queensland to show growers how to identify fall armyworm and then how to control it, particularly in its early stages of development. Bhargav also led the development of a guide for growers that outlines the available products to combat fall armyworm, matched with the timing of the crop, the appropriate application rate, and the withholding period.

Quick action taken by the Australian Ginger Industry Association and AgriFutures Australia has meant that not only are crops being closely monitored for the pest – farmers are also prepared for the new incursions and equipped with the knowledge and tools to keep an outbreak under control.

New investment plans are currently underway to ensure valuable extension services like this continue to be provided for the ginger industry.
**CHICKEN MEAT**

Continuing extension under the challenges of COVID

The Chicken Meat Extension and Training Project is a four-year project that commenced in December 2019 focusing on delivering the outcomes of AgriFutures research and development, improving engagement with industry and adoption of research, and developing a national training framework based on the needs of the industry. The first year of the project was challenged by the global COVID-19 pandemic which saw traditional face-to-face methods of extension and training paused, and a greater emphasis placed on online opportunities to maintain engagement with the industry.

From March 2020 to December 2020, a series of six webinars and three invitation-only online forums were held to support ongoing industry engagement and disseminate findings from research projects to end-users. The events showcased 40 projects in total and gave attendees an opportunity to hear from and ask questions directly of researchers on industry projects. Attendance was high, with 415 participants in total attending across the events including a broad presence of industry professionals such as researchers, supplier companies, consultants, and service providers.

Feedback on the webinars was positive, with post-webinar poll results showing 83% of attendees were likely or very likely to use the information from the webinar in their business. This indicated an increased industry awareness of, and exposure to, the research projects covered, and engagement with new audiences, in particular growers and international attendees.

As a result of the success of these events, webinars will continue to disseminate project information and outcomes.

The next chicken meat extension webinar is planned for Wednesday, 22 June 2022.

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**RICE**

A coordinated approach to extension

At the beginning of this year, AgriFutures Rice Program launched the Rice Program RD&E Plan 2021-2026, which focuses on achieving a water productivity target of 1.5 tonnes of rice per megalitre of water by 2026 to future proof the industry.

A coordinated industry extension approach was announced as part of this plan which brings together Rice Extension and SunRice Grower Services into a single industry extension team to increase the adoption of outputs from rice research. The new team is overseen by Rice Research Australia Pty Ltd (RRAPL) and will focus on supporting growers to adopt technologies and best practice management to increase rice growers’ profitability now and into the future.

The revamped Rice Extension website, powered by SunRice, AgriFutures Australia and Ricegrowers’ Association of Australia (RGA), is strengthening the coordinated extension approach. The website is a collaborative space where rice growers can find resources that support the application and adoption of new research on their farm.
Supporting growers through natural disasters

The tea tree industry in the Northern Rivers area has been severely impacted by the recent floods, with large losses of tea tree oil plantations, machinery, equipment, and housing.

Farmacist, in consultation with AgriFutures Tea Tree Program pivoted quickly, realising that the planned program of events and field days were no longer appropriate. The agile approach enabled the delivery of a revised program focused on the Australian tea tree industry's immediate needs and issues.

Tea tree extension officers, Belinda Billing and Alice Moore have played a crucial role in the delivery of these events.

Alice has delivered a range of workshops including how to operate a drone to map the health of crops, the importance of soil testing to enable crops to return to full production as quickly as possible, as well as chemical spray application workshops providing growers with the opportunity to develop customised spray drift management plans.

Similarly, Belinda is delivering the next extension activity Introducing Technology to the Far North Queensland Tea Tree Industry on Thursday, 9 June 2022.

Innovating communications for accelerated extension and adoption

Central Queensland University’s Innovation in Agricultural Education and Extension (IAEE) team will apply cutting edge communications and extension methods to build a broad base of producer and investor interest in AgriFutures’ six emerging industries.

The CQU team will support the AgriFutures’ emerging industries through the development and implementation of customised communication, extension and adoption strategies for each sector, as well as providing a critical research evaluation of the methods used to provide recommended practices for future emerging industries.

The team will develop targeted, strategically focused communications activities that raise awareness of the value propositions of the emerging industries and drive increased participation by farmers and stakeholders, in order to deliver against the following objectives:

- Raising awareness of the six emerging industries, their objectives, their value propositions and opportunities for participation.
- Raising awareness of the R&D carried out by AgriFutures and how it enables growth of the rural industries.
- Developing a network of engaged industry participants to grow the industries’ scale.
- Supporting the education and training of new participants in each industry.
- Facilitating collaborative engagement between industry stakeholders, including producers, researchers, funding organisations and government agencies, to ensure sustainable growth.
An ambitious program was commenced in 2021 to support greater producer awareness and adoption of technology solutions on-farm and on-boat.

Since its inception, the program has had participation from 67 producer groups and networks across Australia, representing various industries and approx. 2,700 producers directly engaged.

The program recently expanded to include Agricultural High schools, who linked in with their local agricultural communities are working to increase technology adoption by producers.

The program works with producer groups to provide access to a targeted workshop as well as funding to deliver events, technology trials and/or expert advice to translate the learning from the workshop into action.

This aims to practically overcome barriers to agtech adoption, such as a lack of digital literacy, ability to calculate return on investment, connectivity and confidence to adopt.
Collaboration

Outcome
Undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges and draws on experience from other sectors
KPI 3.1
Collaboration

Are AgriFutures completed, current and future R&D, including commercialisation, opportunities accessible through the growAG platform?
353 research projects (of a total 2574 projects listed on the site) - 13.71%

8 commercial opportunities (of a total of 59 listed on the site) - 13.56%
KPI 3.2 Collaboration

What is AgriFutures number and quantum of cross-industry and cross-sector RD&E investments available?
Promoting the Importance of bees to Agricultural production program, 7 projects, in-kind (total program cost $1.6m).

extensionAUS Community of Practice platform, 4 projects, 18 Communities of Practice, 55 organisations, $45,000 p.a. (total program cost $130,000 p.a.).

Rural Safety and Health Alliance, 2 projects, 10 organisations, AF contribution $40,000 p.a. (total program cost $180,000 p.a.).

CROSS SECTOR PROGRAMS

Leading projects
- RnD4P Honeybee Genetic improvement program ‘Plan Bee’, 6 projects, 9 organisations, in-kind (total program cost $3m).
- RnD4P Underpinning Agricultural productivity and biosecurity by weed biological control program, 5 projects, 17 organisations, $741,000 p.a. (total program cost $9.41m).
- RnD4P Taking the Q (query) Out of Q Fever: Developing a better understanding of the drivers of Q fever spread in farmed ruminants, 10 organisations, in-kind (total program cost $1.25m).

Contributing to projects
- RnD4P Forewarned is forearmed: equipping framers and agricultural value chains to proactively manage the impacts of extreme climate events, 17 organisations, AF contribution $30,000 p.a.
- RnD4P Closing the Loop: Black Soldier Fly technology to convert agricultural waste, 9 organisations, AF contribution $33,000 p.a.
- Farmsafe Committee, 21 organisations, in-kind.

CROSS SECTOR PROGRAMS

NATIONAL OAT BREEDING PROGRAM
AgriFutures Australia, GRDC, InterGrain, Western Australian Agriculture Authority (WAAA), Western Australian Government, the South Australian Research and Development Institute (SARDI).

HONEY BEE GENETIC IMPROVEMENT PROGRAM
AgriFutures Australia, NSW Department of Primary Industries (DPI), University of Sydney, Better Bees WA, Wheen Bee Foundation, Olam, Monson’s Honey & Pollination, Costa Group, South Pacific Seeds Pty Ltd, Australian Government.

HONEY BEE GENETIC IMPROVEMENT PROGRAM

Underpinning agricultural productivity and biosecurity by weed biological control
AgriFutures Australia, CSIRO, NSW DPI, QDAF, VDPR, GRDC, Bundaberg Regional Council, Gympie Regional Council, HQ Plantation P/L, Hinchinbrook Shire Council, NSW Environmental Trust, NSW Weed Biocontrol Taskforce, SEQ Water, Australian Government.

CROSS SECTOR PROGRAMS

Leading projects
- Promoting the Importance of bees to Agricultural production program, 7 projects, in-kind (total program cost $1.6m).
- extensionAUS Community of Practice platform, 4 projects, 18 Communities of Practice, 55 organisations, $45,000 p.a. (total program cost $130,000 p.a.).
- Rural Safety and Health Alliance, 2 projects, 10 organisations, AF contribution $40,000 p.a. (total program cost $180,000 p.a.).
INNOVATION

- 67x individual projects with producer groups and networks to address the common challenges and opportunities in relation to agtech adoption by the sector. These projects are cross-sectoral and are delivered in collaboration with tech developers, suppliers, researchers, agronomist, consultants and other enablers. Total contracted value $968,770

- 2x projects to deliver capacity building workshops to PTUP groups generally consisting of growers/producers, others in the supply chain and enablers i.e. agros, consultants. Total contracted value $300,000.

- 1x project to collate resources and support the development of the cross sectoral, collaborative Community of Practice. To bring together producers across Australia and industries to collaborate and share challenges and opportunities in the agtech adoption space. Total contracted value $90,000

- 1x Monitoring and evaluation project to evaluate the ongoing challenges, opportunities and impacts associated with cross-sectoral agtech adoption $64,000* Will confirm next week but likely contract value.

INNOVATION

- currently negotiating another 4x contracts with Drought and Innovation Hubs to deliver ‘Innovation Brokerage’ services on behalf of AgriFutures Australia. This includes providing linkages across the innovation ecosystem between producers, researchers, innovators, commercials and other stakeholders to ensure acceleration of adoption and innovation in Australia. Total value will be $560,000 and will be contracted at this stage by 30 June 2022

- 5x Transformative Industry Action (TIA) projects which fall under this Principle that are focussed on collaboration across RDCs, DAWE, and other major stakeholders in the pre-farm gate waste program. Pre-farm gate waste is a common cross-sectoral issue. The program of work focuses on identifying opportunities to align the sector in the approach to this issue, but also innovative opportunities to address existing challenges. Total Value $943,160.

INNOVATION

- 2x projects to deliver capacity building workshops to PTUP groups generally consisting of growers/producers, others in the supply chain and enablers i.e. agros, consultants. Total contracted value $300,000.

Food Agility CRC

Agrifood businesses, technology companies, researchers, government.
AgriFutures Australia, Food & Fibre Gippsland, AFI, AWRI, Costa Group, CSBP, FIAL, IAG, KPMG, Mulgowie Farming Co., MLA.

Australian Participation in the European Union Product Environmental Footprint Technical Advisory Board.

AWI, AgriFutures Australia, Cotton RDC, GRDC, MLA, SRA.

Smarter Irrigation for Profit Phase 2

Cotton RDC, AgriFutures Australia, SRA, Dairy Australia, GRDC, Deakin University, University of Melbourne, USQ, University of Tasmania, University of Sydney, DJPR, Gwydir Valley Irrigators, NSW DPI.
20 projects to a value of $1,200,159 spent in this financial year for projects such as managing climate variability, digital agriculture (blockchain, autonomous solutions), alternative energy, carbon, RnD4P, plant biosecurity.

National Rural Issues

- 20 projects to a value of $1,200,159 spent in this financial year for projects such as managing climate variability, digital agriculture (blockchain, autonomous solutions), alternative energy, carbon, RnD4P, plant biosecurity.

Transformative Industry Action

- Carbon - 16 project to a value of $717,960
- Ad hoc – 4 projects to a value of $564,010 (Sector Vulnerability, Viral Disinformation)
- Waste – 5 projects to a value of $370,519.

Agvet Chemical

- The access to AgVET Chem forum is delivered under the NRI code, access to minor use chemicals forum and grant applications for trials - 4 projects to a value of $243,749
- Trials and project management is delivered under cross sector programs. This year have spent 4 projects to a value of $238,816 crossing multiple industries and providers – chemical registrant companies, APVMA, DAWE, and Emerging Industries working together to identify minor use chemicals that would be beneficial to their industries, so they can get the chemicals registered for use.
Governance

Outcome
Governance arrangements and practices fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of funds.
Elements of AgriFutures’ corporate governance framework

Accountability

Through its Board, AgriFutures is accountable to the Australian Parliament through the Minister for Agriculture and Northern Australia.

AgriFutures formally reports to its declared representative organisations, the Australian Chicken Meat Federation and the National Farmers’ Federation.

AgriFutures also communicates with stakeholders through a range of channels, including:

- Research and Innovation Strategic Plan
- Annual Report
- Annual Portfolio Budget Statements
- Annual Operational Plan
- Regular meetings with and reports to the DAWE
- Regular meetings with representative organisations
- Industry advisory panel meetings
- Senate estimates hearings
- Publications and online content
- Consultation with levied industries and R&D partners
- Monthly newsletters
- Social media
- Media
- Events, conferences, workshops and similar activities.

Audit processes

Internal and external audits are applied to AgriFutures financial, risk, fraud, quality, and RD&E management.

Audit Committee

The Committee is a sub-committee of the Board of AgriFutures Australia established to assist the Board to discharge its responsibilities under the Primary Industries Research and Development Act 1989 (PIRD Act) and the PGPA Act in respect of financial reporting, performance reporting, risk oversight and management, internal controls, compliance with relevant laws and policies, annual performance statement, internal and external audit functions, governance and compliance arrangements, business efficiency and improvements, attention to the development of an appropriate corporate culture, and non-financial performance monitoring. The Committee is not responsible for the executive management of these functions.

The Audit Committee also oversees preparation and implementation of the Corporation’s Fraud Control Policy. The Corporation’s Fraud Control Plan is approved by the Audit Committee and Board.

Risk Management

AgriFutures risk management policy articulates the philosophy, processes and practices established to identify, communicate and manage risks across the organisation and in partnership with our stakeholders.

The AgriFutures Board oversees the establishment and implementation of the risk management framework, annually reviews the effectiveness of the framework, sets the risk appetite, provides oversight and leadership of key risks and seeks assurance from the Leadership Team on the management of key risks with operational factors.

Risk management is shared across AgriFutures, from staff to management. Management reports to each Board and Audit Committee meeting on the status and progress of key risks. The policy is reviewed annually by both the Audit Committee and the Board to ensure all risks are reviewed where there have been changes in the internal or external operating environments and to consider any emerging risks.

The control framework comprises a risk assessment policy, process, methodology, and risk register with relevant mitigation strategies. This process and methodology guides and supports risk management activities, from high level whole-of-organisation risk assessments down to day-to-day risk management activities conducted by all staff.
KPI 4.1

Governance

Has AgriFutures ensured that ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes?
In March 2021, AgriFutures engaged an external consulting firm to review our Legislative compliance requirements. The review did not find any evidence that AgriFutures is not meeting its compliance obligations as an RDC and CCE. A number of recommendations were made which focused on strengthening AgriFutures' current controls and 'closing gaps' and aligning AgriFutures' compliance activities with industry 'best practice'.

AgriFutures adopts the clear read principle to ensure the users of the corporate documents have full transparency through the strategic planning, budgeting and reporting processes.

In addition, Industry 5 year Strategic R&D Plans are developed in consultation with Industry Advisory Panels and Industry Associations for each of our 13 Levied Industries. Accounting processes are aligned with Australian Accounting Standards.

In accordance with legislative and Australian Government requirements, AgriFutures prepares the following reports:

- **5 year Strategic R&D Plan** – AgriFutures new 5 year Strategic Plan (2022-2027) was approved by the Board of Directors on 6 June 2022, and has been forwarded to the Minister of Agriculture for final approval.
- **Annual reports** are published every year within the required timeframes (usually mid October each year) and financial statements are reviewed annually by the ANAO with no audit findings to report.
- **Annual Operating Program**
- **PBS Budget** – approved by the Board and forwarded to the Department of Agriculture by the required timeframe each year (usually February or March).

GOVERNANCE

AgriFutures has robust governance arrangements and practices in place that ensures stakeholders have visibility of AgriFutures investments, priorities and achievements. Failure of Governance, Systems or processes is noted as Key Risk E on the Strategic Risk Register for the business, so is actively monitored to ensure compliance.

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KPI 4.2

Governance

Has AgriFutures demonstrated management of financial and non-financial risk?
Project risks are assessed and managed through the Project Management System, K2. Any project risk identified as “high” is reported to the Board. The Procurement policy also requires that risk is considered when undertaking any procurement.

An overview of Risk Management is included in all new staff inductions and training is provided to staff throughout the year.

Six key risks and five key fraud risks have been identified within the business. These key risks are reviewed by the Leadership Team on a quarterly basis, and Risk Management is a standing agenda item at each Audit Committee and Board Meeting.

Each key risk and key fraud risk is analysed and assessed against Causal Factors, Preventative Measures, Detective Measures, Mitigative measures and Potential Consequences.

GOVERNANCE

AgriFutures has appropriate controls in place to manage and mitigate risks.

The Audit Committee oversee risk management practices in the business and ensures an adequate framework and review process is in place. The Board participate in half day workshops with a Risk Specialist from time to time and have developed a new Risk Management Plan and Framework. The next half day risk workshop is scheduled for September 2022.

AgriFutures’ Risk Management Policy and Framework (RMPF) defines and describes AgriFutures Australia’s risk management processes and practices established to identify, communicate, and manage risks across the organisation and in partnership with our stakeholders. Our approach risk management recognises the importance of engaging with uncertainty. It is not our intention that all risks be avoided or mitigated; rather, that through sound governance principles and practices, risk, within the stated appetite and tolerances, can be an inherent part of conducting business.
Does AgriFutures have relevant policies and procedures adopted and implemented (e.g., privacy etc)?
AgriFutures maintains a Policy Framework to ensure compliance with all relevant legislative and regulatory requirements.

Individual Policies and Procedures are grouped into five Handbooks:

- Governance (including Accountable Authority Instructions)
- Finance
- Research and Communications
- People and Culture
- ICT

All policies are accessible to staff on the Intranet, and selected policies are also published on the AgriFutures website under Corporate Governance.

Management review and recommend updates to individual policies, and the Board of Directors also have oversight over all policies and approve updates. The Governance Handbook is reviewed and approved annually and all other Handbooks are reviewed and approved biennially, or earlier if required.

Staff are provided with awareness training on induction, and an Annual training calendar is maintained, outlining compulsory staff training sessions throughout the year. Knowledge and application of policies is also tested during the year.
KPI 4.4

Governance

Have AgriFutures non-financial resources been implemented effectively (Human resources, IT, IP etc.)?
GOVERNANCE

Our people are our largest non-financial resource. AgriFutures has undergone a significant growth period in the previous three years, and increased resources in response to requests from our 13 levy bodies to provide them with additional support. In 2021/22, AgriFutures budgeted $6.5m on Salaries for AgriFutures staff and third party employees, and overall maintain a similar corporate cost % to the other RDC’s.

AgriFutures has a range of principles and processes in place to ensure good practice with respect to management of our people. These include:

Allocation of Staff Resources:
- Approval of new positions require analysis and scrutiny from the Leadership Team and approval of the MD
- Thorough review of positions prior to initiation of recruitment
- Analysis of key roles and responsibilities for all positions
  - A detailed analysis was recently completed to assess workload of each position in the business
- Exit interviews conducted for all staff leaving the organisation.

Culture and Values:
- Values and behaviours integrated into performance management processes (probation, planning and review)
- Promotion of continuous improvement of work processes
- Identifying and managing risk embedded in work practices
- Annual Staff Engagement Survey with trend analysis and specific action plans
- People & Culture function established with direct reporting to the Managing Director (MD).

Learning and Development (L&D):
- Structured induction processes in place for all new staff
- Learning and development integrated into annual performance processes
- Budget allocated for staff L&D activity
- Annual calendar of compliance and governance training & common L&D activity maintained.

Recruitment and Selection:
- Vacant positions advertised both internally to promote career development and externally allowing for the best recruitment pool to be sourced
- Recruitment processes documented and applied fairly, and merit principle applied
- Selection panels include an independent person on each panel, MD has final approval
- Senior contracts renewed with consideration of performance and in alignment with arrangements for similarly funded organisations.
Workplace Health and Safety (WHS) integrated into agendas and reported to Directors.

Employee Assistance Program in place - Lifeworks.

Social engagement activities planned with staff to encourage connection and recognition.

Work from Home and flexible working arrangement options for staff.

Wellbeing:
- Leave balances regularly monitored by Corporate Team
- Staff turnover data reported and reviewed monthly including trend analysis
- Monthly HR report for Leadership team and Quarterly report for Directors
- Timesheets completed by AgriFutures staff and third-party employees
- Intranet available as repository for staff information and resources.

Employment Related information:
- Code of Conduct in place in the EA with dispute resolution clause also in place
- Signed contracts of employment in place, including documented variations as required
- Workplace Relations – positive relationship in place with the Australian Public Service Commission and information shared as required
- Policy Handbooks in place with regular review by the Audit Committee and Board
- Compliance to laws, professional standards and policy embedded in work practices.

Performance Management:
- Probation - all staff are engaged in probation processes for 3 and 6 month performance reviews
- Position Descriptions provide clear statements of performance and behaviour expected
- Performance management policies and processes are in place that support a high-performance culture, proactively identify, foster and develop staff to fulfil their potential, provide for effective performance management and provide for pay point progression on successful achievement of objectives
- Weekly WIP meetings to discuss performance and management of workload - Supervisors are expected to promote and foster effective performance by staff and provide clear, honest and timely feedback about performance.

Reporting and compliance and information:
- Probation - all staff are engaged in probation processes for 3 and 6 month performance reviews
- Position Descriptions provide clear statements of performance and behaviour expected
- Performance management policies and processes are in place that support a high-performance culture, proactively identify, foster and develop staff to fulfil their potential, provide for effective performance management and provide for pay point progression on successful achievement of objectives
- Weekly WIP meetings to discuss performance and management of workload - Supervisors are expected to promote and foster effective performance by staff and provide clear, honest and timely feedback about performance.
Information and Communications Technology (ICT) Assets are managed effectively with adherence to agreed budgets and a register of all assets is kept to identify location of ICT resources and to maintain life cycle of assets. New asset purchases require approval in accordance with the Accountable Authority Schedule.

IP Assets are maintained on a register and managed by the Senior Manager Commercialisation and reviewed quarterly by the Audit Committee.

Impairment testing of all Assets is undertaken regularly in accordance with best practice.
Monitoring and Evaluation

Outcome
Demonstrate positive outcomes and delivery of RD&E [and marketing] benefits to Levy Payers and the Australian community in general, and continuous improvement in governance and administrative efficiency.
Monitoring and Evaluation Framework

AgriFutures Research and Innovation Strategic Plan 2022-2027 is supported by a complete Monitoring, Evaluation and Reporting (MER) Framework to allow AgriFutures to:

- Demonstrate the benefits delivered by the organisation to levied industries, the rural industries of Australia, the Australian Government, and taxpayers, other RDCs, private investors and RD&E providers
- Monitor and report progress towards the achievement of priorities identified in the AgriFutures 16:5:5 Roadmap that will assist in measuring current performance
- Identify additional opportunities to improve performance.

The MER Framework is a key component of the implementation of the AgriFutures Research and Innovation Strategic Plan 2022-2027. This plan was modelled on the MER Framework developed midway through the AgriFutures Strategic R&D Plan 2017-2022. This Framework provides metrics and methodologies for their measurement. Baseline and target values will be reviewed and modified, if necessary, as the framework is implemented.
KPI 5.1

Monitoring and Evaluation

Does AgriFutures perform an impact (cost - benefit) assessment of a broad cross-section of RD&E [and marketing] investments annually?
Economic Evaluation

Rice

In March 2021, an economic evaluation was carried out on the Rice Program Five-Year RD&E Plan 2016–22 by Poimena Analysis, in accordance with the Council of Rural Research and Development Corporations’ (CRRDC) guidelines. Project impacts were categorised in a triple-bottom-line context, in terms of delivery of economic, environmental and social benefits. Some of the most significant project impacts were quantitatively valued as part of the assessment.

Methods
The impact assessment used cost-benefit analysis (CBA) as its primary tool, incorporating both subjective and objective approaches. This approach is consistent with the previous economic evaluation of the Rice Program, carried out by Agtrans Research in 2016. Given the large number of projects funded under this program (51), four clusters (covering 30 projects*), were developed for assessment purposes: Crop yield productivity; Water use efficiency; Rice quality and premium-priced markets; and Capacity building. For each project in each cluster, the methodology for these impact assessments involved identifying and briefly describing project objectives, activities and outputs, and potential and actual outcomes and impacts. The principal economic, environmental, and social impacts were then summarised.

Project information was assembled from original project proposals, final reports, and any progress reports or other relevant publications and materials.

Assistance was provided by AgriFutures Australia personnel, industry personnel, project principal investigators and others. The nature and extent of impacts realised and/or anticipated was indemnified and some, but not all, were valued in monetary terms. These impacts are deemed to represent some of the main benefits, but not all, delivered by a project.

Benefit-cost analyses on the four clusters of investments generated investment criteria for each project investment in the following way: the present value of benefits (PVB) and the present value of costs (PVC) were used to estimate investment criteria of net present value (NPV) and benefit-cost ratio (BCR) at a discount rate of 5%. The PVB and PVC are the sums of the discounted streams of benefits and costs. The internal rate of return (IRR) was estimated from the annual net cash flows. The modified internal rate of return (MIRR) for each investment was estimated where impacts were valued in monetary terms. The MIRR is a modified IRR estimated so any positive cash inflows from an investment are reinvested at the rate of the cost of capital (the reinvestment rate). For these analyses, the reinvestment rate was set at 5%, as required by the CRRDC guidelines.

Results / Key Findings
All costs and benefits were expressed in 2019-20 dollar terms, using the Implicit Price Deflator for Gross Domestic Product. The base analysis used the best estimates of each variable, notwithstanding a high level of uncertainty for many of the estimates. All analyses ran for a period of 30 years after 2021-22 (the end of the RD&E period).

Costs for each project included the cash contributions of the Program (including both AgriFutures and industry investment), as well as any other resources contributed by third parties (e.g. researchers, both as cash and in-kind). Analyses were undertaken for total impacts, which included future expected impacts. Conservative assumptions were used to avoid overstating future expected positive impacts or benefits. Sensitivity analyses were conducted on 24 factors across three of the project clusters: nine for Crop yield productivity; seven for Water use efficiency; and eight for Rice quality and premium priced markets.

A stochastic assessment was also made for each cluster and the aggregate results to demonstrate the range of possible results and the probabilities.
Results/key findings

During the 2016-20 period, AgriFutures Australia and its partners invested $42.8 million (present value terms). The economic measure of surplus returns for the whole AgriFutures Rice Program above a 5% real risk-free rate is a forecast NPV of $163 million, and a benefit:cost ratio (BCR) of 4.8 on a 30-year investment horizon. This generates an MIRR of 9.7% after 30 years. (Table 1).

The clusters of analysed projects show a positive return on almost all the Program investments. The largest benefits were observed in Crop yield productivity and Water use efficiency clusters, with BCR of 6.4 and 5.0 respectively. The Rice quality and premium-priced markets cluster also showed a modest, but positive, return, with a BCR of 1.67.

The investment in the 12 projects included in the Capacity building cluster provides a significant number of important economic and social impacts. The nature of these benefits is difficult to quantify. However, the benefits assessed suggest this cluster of work has a gross national investment likely to exceed the $1.48 million NPV of the cost of the investments by AgriFutures Australia and its partners.

<table>
<thead>
<tr>
<th>Table 1</th>
<th>Investment results for the Rice Program by project cluster (discount rate 5%, 30 years from 2021–22)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Code</td>
<td>PVB ($m)</td>
</tr>
<tr>
<td>Crop yield productivity</td>
<td>153.8</td>
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<tr>
<td>Water use efficiency</td>
<td>40.2</td>
</tr>
<tr>
<td>Rice quality and premium-priced markets</td>
<td>12.1</td>
</tr>
<tr>
<td>Capacity building</td>
<td>0.0</td>
</tr>
<tr>
<td>Aggregate of the four project clusters</td>
<td>206.1</td>
</tr>
<tr>
<td>Aggregate costs of the Rice Program (all projects) benefits from clusters 1-3</td>
<td>206.1</td>
</tr>
</tbody>
</table>

*Of the 51 projects covered under the current Rice Program Five-Year RD&E Plan, 21 projects were assessed as unsuitable for evaluation. For more information on these projects and the reasons for their exclusion read the full impact assessment of investment in the AgriFutures Rice Program report.
In October 2020, an economic evaluation was carried out on the Kangaroo Program Five-Year RD&E Plan 2013-2018 by Poimena Analysis, in accordance with the Council of Rural Research and Development Corporations' guidelines. Qualitative summaries of all program investments within the 2013-2018 timeframe were compiled, which included the identification of project outputs, outcomes and impacts. Project impacts were categorised in a triple-bottom-line context, in terms of delivery of economic, environmental and social benefits. Some of the most significant project impacts were quantitatively valued as part of the assessment.

**Methods**

The impact assessment used cost-benefit analysis (CBA) as its primary tool, incorporating both qualitative and quantitative approaches. Initially, four R&D project investments were defined, however, only two projects, relating to the renewal of the National Code of Practice for the Humane Shooting of Kangaroos and Wallabies for Commercial Purposes (the Code, or the National Commercial Code of Practice) were deemed to have impacts where benefits could be estimated or forecast. These two projects were analysed as the Code Renewal Cluster. They accounted for about 85% of total investment and represented 100% of the economic benefits across the entire Kangaroo Program (four projects).

Project information was assembled from original project proposals, final reports, and any progress reports or other relevant publications and materials. Assistance was provided by AgriFutures Australia personnel, industry personnel, project principal investigators and others. The nature and extent of impacts realised and/or anticipated was used to determine projects with significant impact.

An economic evaluation of the significant impacts against not only the individual project costs, but also the costs of all projects in the Program was conducted.

The internal rate of return (IRR) was estimated from the annual net cash flows. The modified internal rate of return (MIRR) was estimated using a re-investment rate of 5%. All past costs and benefits were expressed in 2020 dollar terms, using the Implicit Price Deflator for Gross Domestic Product. Investment criteria were estimated for 0, 5, 10, 15, 20, 25 and 30 years from the year of last research investment for the Program. However, the 30-year benefit time frame was used in summary performance reporting and in all sensitivity analyses. Cost for each project included the cash contributions of the Program (including both AgriFutures Australia and industry investment), as well as any other resources contributed by third parties (e.g. researchers, both as cash and in-kind). Analyses were undertaken for total impacts, which included future expected impacts.

Conservative assumptions were used to avoid overstating future expected positive impacts or benefits. Sensitivity analyses were undertaken for variables with significant uncertainty and for variables that were key drivers of the investment criteria.

The internal rate of return (IRR) was estimated from the annual net cash flows. The modified internal rate of return (MIRR) was estimated using a re-investment rate of 5%. All past costs and benefits were expressed in 2020 dollar terms, using the Implicit Price Deflator for Gross Domestic Product. Investment criteria were estimated for 0, 5, 10, 15, 20, 25 and 30 years from the year of last research investment for the Program. However, the 30-year benefit time frame was used in summary performance reporting and in all sensitivity analyses. Cost for each project included the cash contributions of the Program (including both AgriFutures Australia and industry investment), as well as any other resources contributed by third parties (e.g. researchers, both as cash and in-kind). Analyses were undertaken for total impacts, which included future expected impacts.
Results / Key Findings

Overall program funding from AgriFutures Australia for the projects where impacts were valued totalled approximately $0.45 million (present value terms) and produced aggregate total expected benefits of approximately $1.17 million (present value terms). This gave an estimated NPV of $0.72 million, an aggregate BCR of 2.58, an IRR of 21.7% and an MIRR of 7.7% (Table 1).

The results are sensitive to particular assumptions. Sensitivity analyses were conducted across five different factors relating to the economic benefits of the Code Renewal Cluster. The results of the sensitivity analysis indicate the three most important variables influencing the results are:

- The proportion of market demand influenced by the Code.
- The additional harvesting and processing costs of supplying new demand.
- The change in demand from a renewed Code.

The base case for the economic analysis assumes the main benefit from the Code Renewal Cluster is to increase market demand in the export-oriented segments: export kangaroo meat for human consumption and the kangaroo skin/hide market. For the other two market segments identified (domestic human consumption of kangaroo meat and the use of kangaroo meat in pet food), the central assumption is that the Code is important only for a small component of the domestic human food market and of nil importance for the pet food market. A conservative estimate suggests about 60% of the kangaroo market does not require a social licence to operate.

With this approach, investment returns for the Code Renewal Cluster are forecast to be moderate to high, using the base case scenario with a BCR of 3.09 and a MIRR at 13.4% after 10 years. Relative to the initial costs for the Cluster, breakeven returns are forecast to occur during the first three years of benefits commencing for the central case. Even with a low-return scenario, where only 16% of the total market is assumed to have a reliance on the Code in maintaining market demand, the BCR at a 5% real discount rate remains above breakeven at 1.5.

<table>
<thead>
<tr>
<th>Table 1: Investment results for the Kangaroo Program (discount rate 5%, 30 years from 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project code</td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>Code Renewal Cluster:</td>
</tr>
<tr>
<td>PRJ-010771 and PRJ-010775</td>
</tr>
<tr>
<td>Kangaroo Program (all four projects):</td>
</tr>
<tr>
<td>PRJ-010771, PRJ-010775, PRJ-010037 and PRJ-010505</td>
</tr>
</tbody>
</table>
Australia’s rural industries operate in a complex and dynamic environment, often facing a common set of evolving challenges and opportunities. Within this environment, AgriFutures Australia is uniquely placed to lead cross-sectoral conversations on rural issues of national and global significance. A core component of this work is investing in thought-provoking and horizon-scanning research that informs and improves policy debate via our National Rural Issues (NRI) Program. The Program seeks to directly address barriers to growth and help industry and governments respond to opportunities.

The purpose of this evaluation was to provide AgriFutures Australia and its partners with an economic, environmental and social assessment of the NRI Program from 1 July 2016 to 30 June 2020. The key deliverable was a cost-benefit analysis that would inform industry, Research and Development Corporations (RDCs), the community and Government about the benefits derived from NRI Program investment. A second purpose of the evaluation was to support research, development and extension (RD&E) planning and decision-making through detailing returns on investment from past AgriFutures NRI Program investments (2016-2020).

The impact assessment of the NRI Program addressed a population of 18 projects. Total funding from all sources for these projects totalled $3.18 million (present value terms). Of the 18 projects, the impacts from 10 of the projects were valued. Funding for the 10 projects where impacts were valued totalled $2.29 million (present value terms), 72% of total funding, and produced aggregate total expected benefits of $7.95 million (present value terms). This gave an estimated net present value of $5.66 million, and a benefit-cost ratio of approximately 3.5 to 1.

When the benefits of the impacts valued ($7.95 million) were compared with the total investment in all projects in the population ($3.18 million), this lowered the investment criteria. The total investment in the 18 projects produced an estimated net present value of $4.78 million (present value terms), and a benefit-cost ratio of 2.5 to 1.

It was concluded, given the assumptions made in valuing the impacts, that the benefit-cost ratio for the investment in the NRI Program lies somewhere between 2.5 and 3.5 to 1.

This report is an addition to AgriFutures Australia’s diverse range of research publications. Most of AgriFutures Australia’s publications are available for viewing, free download or purchase online at www.agrifutures.com.au.

Michael Beer
General Manager,
Business Development AgriFutures Australia
Who is the report targeted at?
The information contained in this report is targeted at Program and AgriFutures Australia management as well as Program partners. National Rural Issues Program partners include Australian rural industries, the National Farmers Federation, Research and Development Corporations (RDCs), the Australian community and Government. The report is also relevant to the Council of Rural Research and Development Corporations (CRRDC) who report research impacts across the RDCs.

Background
The National Rural Issues Program is a core AgriFutures Australia activity that has focussed on issues common across rural sectors. The National Rural Issues Program has delivered research and innovation projects in collaboration with partner RDCs that have addressed Emerging technology, AgVet chemicals, Rural industry trends, Health and safety, Markets and consumers, Regulation, Skills and labour, Community trust in rural industries and Provenance storytelling for success.

Aims and objectives
The objective of this evaluation was to provide AgriFutures Australia and its partners, with an economic, environmental, and social assessment of the outcomes of the National Rural Issues Program from 1 July 2016 to 30 June 2020.

The key deliverable of the evaluation was a rigorous cost-benefit analysis that was to:
1. Inform industry, RDCs, the community and Government about the benefits derived from investment in the AgriFutures Australia, National Rural Issues Program.
2. Support research, development, and extension (RD&E) planning and decision-making through detailing returns on investment from past AgriFutures Australia, National Rural Issues Program investments (2016-2020).

The impact assessment methodologies were to be sourced from the Cross-RDC Impact Assessment Program: Guidelines (CRRDC 2018) and the AgriFutures Australia Monitoring, Evaluation & Reporting (MER) Framework.

Beneficiaries
The beneficiaries of this report will be the management of AgriFutures Australia, the management of RDCs, other partners, the Australian Government, the Australian community, and participants in Australian rural industries.

Results and key findings
Total funding for the ten projects where impacts were valued was approximately $2.29 million (present value terms) and produced aggregate total expected benefits of $7.95 million (present value terms). This gave an estimated NPV of $5.66 million, a benefit-cost ratio (BCR) of 3.5 to 1, an IRR of 21.8% and a MIRR of 9.0%. The investment in the ten projects valued represented approximately 72% of total funding (present value terms) for the 18 projects in the evaluation population.

When the benefits of the impacts valued were compared to the total investment in all 18 projects in the population, this lowered the investment criteria. Funding for all projects in the population totalled approximately $3.18 million (present value terms). When compared to the same value of benefits for the ten projects ($7.95 million), the investment produced an estimated NPV of $4.78 million (present value terms), a BCR of 2.5 to 1, an IRR of 16.6% and a MIRR of 8.0%.

It can be concluded, given the assumptions made, that the BCR for the investment in the NRIP 2016-2020 lies somewhere between 2.5 and 3.5 to 1. The results are consistent with other, similar evaluations of agricultural research investments where average BCRs have been estimated between 2 and 5.

Implications for relevant stakeholders
The results of the analysis show that rural industry, the community, and Government is expected to derive net benefits from investment in the National Rural Issues Program between 1 July 2016 and 30 June 2020.

Recommendations
Evaluation results should inform AgriFutures Australia and partner consideration of future cross sectoral RD&E investment.
Project population for evaluation
The initial project population for evaluation and supplied by AgriFutures Australia consisted of 43 projects. With the assistance of the Senior Manager Rural Futures (Business Development), the population was refined to 35 projects that met the previously defined evaluation criteria. Eighteen of these projects were further identified as 'impactful' and producing outcomes suitable for cost-benefit analysis – Table 1.

Table 1: Project population for the National Rural Issues Program evaluation

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Project Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRJ-010506</td>
<td>Factsheet Series on Transformative Technologies</td>
</tr>
<tr>
<td>PRJ-011102</td>
<td>Agricultural Sector Growth Project</td>
</tr>
<tr>
<td>PRJ-011108</td>
<td>Horizon Scanning – Opportunities for new technologies and industries</td>
</tr>
<tr>
<td>PRJ-011142</td>
<td>Emerging Agricultural Technology Regulation: Opportunities and Barriers</td>
</tr>
<tr>
<td>PRJ-011294</td>
<td>Improving carbon markets to increase farmer participation</td>
</tr>
<tr>
<td>PRJ-011295</td>
<td>Identification of gaps in Australia's agtech ecosystem</td>
</tr>
<tr>
<td>PRJ-011298</td>
<td>Agricultural Health and Safety Statistics 2018</td>
</tr>
<tr>
<td>PRJ-011380</td>
<td>The Impact of Freight Costs on Farm</td>
</tr>
<tr>
<td>PRJ-011478</td>
<td>Joint-RDC Community Trust Scoping Study</td>
</tr>
<tr>
<td>PRJ-011482</td>
<td>Phase II – $100bn growth strategy</td>
</tr>
<tr>
<td>PRJ-011617</td>
<td>Understanding implications of bilateral trade wars on Australian agriculture</td>
</tr>
<tr>
<td>PRJ-011915</td>
<td>Community Trust in the Australian Commercial Kangaroo Industry</td>
</tr>
<tr>
<td>PRJ-012006</td>
<td>Agricultural Health and Safety Statistics 2019</td>
</tr>
<tr>
<td>PRJ-011998</td>
<td>Provenance and Storytelling – Impact for Australian Agricultural Producers</td>
</tr>
<tr>
<td>PRJ-012020</td>
<td>International agriculture subsidies and the impact on Australian agriculture</td>
</tr>
<tr>
<td>PRJ-012063</td>
<td>Alternative Protein: Opportunities and Challenges for Australian Agriculture</td>
</tr>
<tr>
<td>PRJ-012362</td>
<td>Global Sustainable Development Goals – Australian agriculture’s story</td>
</tr>
<tr>
<td>PRJ-012577</td>
<td>Agricultural Health and Safety Statistics 2020</td>
</tr>
</tbody>
</table>
Evaluation method

The evaluation approach was to identify and briefly describe objectives, outputs, outcomes, and potential impacts for each ‘impactful’ project investment (Appendix 1). Results were used to prepare a preliminary qualitative analysis. The individual project outcomes and impacts were then integrated and described at the aggregate National Rural Issues Program level. The principal economic, environmental, and social impacts at the Program level were then summarised in a triple bottom line table.

Some but not all of these impacts were then valued in monetary terms. Based on the extent of impact associated with each project in the above process, selected projects were chosen for valuation of their individual impact or their contribution to an aggregated impact. This resulted in valuation of benefits from a total of ten projects from the population of 18 ‘impactful’ projects and these are deemed to represent the principal benefits derived from the National Rural Issues Program investment and for which appropriate assumptions could be made for valuation.

Table 5: Summary of potential impacts from individual National Rural Issues Program projects

<table>
<thead>
<tr>
<th>Project code</th>
<th>Rural industry cost savings with more rapid adoption of new tech</th>
<th>Additional growth in rural industries (incl new industries)</th>
<th>Efficiencies in research and government investment</th>
<th>Protection of rural industries social licence to operate</th>
<th>Workplace health and safety savings</th>
<th>Enviro benefits including biodiversity and carbon capture</th>
<th>Increased research capacity / increased industry capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRJ-010506</td>
<td>✓</td>
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<td>PRJ-01582</td>
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<td>PRJ-02577</td>
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<td>✓</td>
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</tr>
</tbody>
</table>

*Note: Although the increased capacity impact is not explicitly stated in all 18 project logical frameworks, it is assumed that all research projects contribute additional research and/or industry knowledge and therefore contribute to improved capacity.

Significant impact: ✓✓✓
Moderate impact: ✓✓
Minor or undetermined impact: ✓

This allowed two key sets of aggregate investment criteria to be produced:
- The costs and benefits for the ten projects were aggregated to form a set of investment criteria for the subset of projects. The results represented an upper limit for the National Rural Issues Program’s economic impact when the benefits are compared with the costs of only those ten projects.
- The benefits for the ten projects were aggregated and compared with the costs of all 18 projects in the population, to provide a lower limit for the Program’s investment criteria.

Table 6: Triple bottom line categories of impacts from the NRIP investment

<table>
<thead>
<tr>
<th>Agriculural, fishing and forestry industries</th>
<th>Triple bottom line categories and distribution of impacts from NRIP investment</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Economic impacts</th>
<th>Other industries</th>
<th>Public</th>
<th>Overseas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural industry cost savings with more rapid adoption of new technology.</td>
<td>Increased supply chain efficiency in sectors serving Australian rural industries (e.g., more rapid adoption of emerging technology).</td>
<td>Efficiencies in the allocation of public RD&amp;E funds and government investment.</td>
<td>Improved quality and quantity of primary industry products originating from Australia.</td>
</tr>
<tr>
<td>Additional profitable growth in Australian rural industries (including the establishment of new industries.).</td>
<td>Creation of innovation that is relevant to other sectors of the Australian economy (e.g., adoption of sensor and internet of things innovations by the mining industry and freight savings for the mining industry from a more efficient transport system).</td>
<td>Policy information on trade war impacts and agricultural subsidies. Information will be of value to other countries that export agricultural commodities.</td>
<td></td>
</tr>
</tbody>
</table>

Environmental impacts

| Improvement in the farm environment – including additional biodiversity (e.g., more appropriate regulation on nano-pesticides). | Creation of public environmental goods including additional biodiversity, carbon capture and storage. |

Social impacts

| Protection of rural industries social licence to operate. | WHS savings for the Australian community. |
| Increased workplace health & safety (WHS) savings for rural industries. | Increased scientific capacity. |
Conclusion

Across the 18 projects considered there were a number of impacts/potential impacts identified for Australian rural industries. Most of these impacts were economic in nature and a number of these impacts were valued.

Two sets of analyses and corresponding investment criteria were reported for the investment in the NRIP. One analysis refers to the ten projects where significant impacts were identified and valued.

These projects were:

- PRJ-011102: Agricultural sector growth project (Phase 1)
- PRJ-011148: Agricultural sector growth project (Phase 2)
- PRJ-010506: Factsheet Series on Transformative Technologies
- PRJ-011108: Horizon Scanning – Opportunities for new technologies and industries
- PRJ-011295: Identification of gaps in Australia's agtech ecosystem
- PRJ-011478: Joint-RDC community trust scoping study
- PRJ-011915: Community trust in the commercial kangaroo industry
- PRJ-011298: Agricultural health and safety statistics 2018
- PRJ-012006: Agricultural health and safety statistics 2019

Total funding for the ten projects where impacts were valued was approximately $2.29 million (present value terms) and produced aggregate total expected benefits of $7.95 million (present value terms). This gave an estimated net present value (NPV) of $5.66 million, a benefit-cost ratio (BCR) of 3.5 to 1, an internal rate of return (IRR) of 21.8% and a modified internal rate of return (MIRR) of 9.0%. The investment in the ten projects valued represented approximately 72% of total funding (present value terms) for the 18 projects in the evaluation population.

When the benefits of the impacts valued were compared to the total investment in all 18 projects in the population, this lowered the investment criteria. Funding for all projects in the population totalled approximately $3.18 million (present value terms). When compared to the same value of benefits for the ten projects ($7.95 million), the investment produced an estimated NPV of $4.78 million (present value terms), a BCR of 2.5 to 1, an IRR of 16.6% and a MIRR of 8.0%.

The result from the analysis show that Australian rural industry, Government, and the community is expected to derive significant net benefits from investment in the NRIP 1 July 2016 to 30 June 2020.

The full publication of the 'Evaluation of the AgriFutures National Rural Issues Program 2016-2020' can be found at agrifutures.com.au.
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.

John Harvey
Managing Director
AgriFutures Australia
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 and 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
- 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.

AgriFutures Arena 1: People and Leadership
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 Led Programs
1. Rural Women’s Award (and Alumni)
2. Horizon Scholarship program
3. Ignite network
4. startup.business
5. Country to Canberra

Other Programs
1. Australian Rural Leadership Program
2. National Farmers’ Federation Diversity in Agriculture Leadership Program
3. Nuffield Australia Scholarship Program
4. Heywire.

Results and 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
- 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.
<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) Other/ un-categorised impacts are identified as programs developed in response to the specific needs and objectives of the Arena 1 Program.

Table 1: Key Impact Types from the AgriFutures Arena 1 Investment
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
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 (BCR) 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.

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.

The full publication ‘An economic and social impact assessment and review of investment in AgriFutures Australia Arena 1 - People and Leadership’ can be found at agrifutures.com.au.
Monitoring and evaluation of the Producer Technology Uptake Programs’ (PTUP) impact on on-farm Agtech adoption is currently being undertaken. Cross Sector Projects each project undergoes a mid-term review and a final M&E assessment. Plan Bee is having a cost:benefit analysis undertaken, due for finalisation June 2023. EvokeAG and growAG both have MER Frameworks that they are measured against.

NATIONAL CHALLENGES AND OPPORTUNITIES
- AgriFutures currently perform two economic impact assessments each year across our levied industries (external provider conducts this analysis ensuring impartial review). These are published in our annual report and communication channels.
- Levied industry RD & E plans are reviewed mid-term against MER framework, by external consultants.

PEOPLE AND LEADERSHIP
- An independent Economic and Social impact assessment and review of investments have been performed on the Rural Women’s Award, Horizon, Ignite Network, Startup.business and a number of other capacity building programs within the People and Leadership portfolio.
- A Summary of the Benefits of Investment in the AgriFutures Horizon Scholarship Program has also been conducted demonstrating the value of the program.

EMERGING INDUSTRIES
- Projected economic evaluation of the potential of pomegranate industry was undertaken to evaluate the viability of investing in RDE for the industry as well as industry consultation to inform priorities for investment in the industry.
- Currently developing program level monitoring and evaluation processes for future investments.

LEVID INDUSTRIES
- Currently developing program level monitoring and evaluation processes for future investments.
KPI 5.2
Monitoring and Evaluation

Has AgriFutures demonstrated consideration of and response to outcomes of monitoring and evaluation processes?
**Producer Uptake Technology Program (PTUP)**

- Engaged in a co-design process with selected participating producer groups to develop an online Community of Practice.
- This was in response to anecdotal feedback from groups on their knowledge and resource needs to support adoption, including identifying and validating needs, design and appropriate resources with the groups to inform the CoP development. This is an ongoing and iterative process.

**NATIONAL CHALLENGES AND OPPORTUNITIES**

**EMERGING INDUSTRIES (EI)**

- A skills audit conducted this year surveyed a variety of stakeholders which identified key skills gaps in the sector e.g. technical and business skills, that informed planned investment activities for stakeholders e.g. capacity building grants.
- In response to pomegranate stakeholder evaluation and projected economic analysis investment prioritisation was undertaken and subsequent investment made in development of an industry best practice manual.
- Review undertaken of the Emerging Industries program and the future direction of investments. This was informed by panel feedback and independent program reviews resulting in the development of a new investment plan for EI (published) of 2 new industry panels, 1x technical advisory group and 1x EI consultative committee (governance and strategy).

**AgriFutures evokeAG and growAG**

- AgriFutures evokeAG and growAG MER KPIs are reported every quarter to the Board. That allows the team to look for opportunities to review/adapt based on how they are tracking and market needs. The learning from this year will be used to drive the next set of KPIs.

**NATIONAL CHALLENGES AND OPPORTUNITIES**

**PEOPLE AND LEADERSHIP**

- Surveys are sent to participants post participating in capacity building program (RWA and Horizons). The responses are used to refine the programs for the following year.
- Development of the revised RWA strategy and direction as a result of responses received from RWA alumni participating in a sentiment survey.

**CROSS SECTOR PROGRAMS**

- Performs mid-term reviews and provides recommendations that are taken to the RnD4P steering committee for review and action.
Levied industry RD&E plans are reviewed halfway through their five-year term to ensure the program of research is meeting the objectives of the plan and secondly to ensure they are still aligning to issues and industry (these are reviewed by an external consultant).

- Longer term investment/projects are reviewed midway and at the end by independent consultants. External expertise evaluates validation. Apply additional scrutiny eg Review of the Rice breeding program resulting in the transition from public breeding program to a company limited by guarantee.
- AgriFutures Project Management Information System (K2) also allows us to capture performance of researchers, outcomes of research, if KPI's have been achieved so Program Managers have the opportunity for continuous monitoring and learning driving improvement.
- Annual Stakeholder Survey allows us to understand if our stakeholders/levy payers see value in our investments/research and allows AgriFutures to respond to that feedback.
### Individual industry RD&E plans

As at 1 July 2022, the AgriFutures levied industries that have individual three year or five year RD&E plans are:

<table>
<thead>
<tr>
<th>Levied industry</th>
<th>RD&amp;E Plan period (current)</th>
<th>Evaluation date (year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicken Meat</td>
<td>2019-2022</td>
<td>2021-2022</td>
</tr>
<tr>
<td>Export Fodder</td>
<td>2021-2026</td>
<td>2025-2026</td>
</tr>
<tr>
<td>Thoroughbred Horses</td>
<td>2017-2022</td>
<td>2021-2022</td>
</tr>
<tr>
<td>Honey Bee and Pollination</td>
<td>2020-2026</td>
<td>2024-2025</td>
</tr>
<tr>
<td>Rice</td>
<td>2021-2026</td>
<td>2025-2026</td>
</tr>
<tr>
<td>Ginger</td>
<td>2017-2022</td>
<td>2021-2022</td>
</tr>
<tr>
<td>Tea Tree Oil</td>
<td>2018-2022</td>
<td>2021-2022</td>
</tr>
<tr>
<td>Pasture Seeds</td>
<td>2019-2023</td>
<td>2022-2023</td>
</tr>
<tr>
<td>Kangaroo</td>
<td>2021-2025</td>
<td>2024-2025</td>
</tr>
<tr>
<td>Buffalo</td>
<td>2021-2026</td>
<td>2025-2026</td>
</tr>
<tr>
<td>Deer</td>
<td>To be developed 2022-23</td>
<td></td>
</tr>
<tr>
<td>Goat Fibre</td>
<td>2021-2026</td>
<td>2025-2026</td>
</tr>
<tr>
<td>Ratite</td>
<td>Not active (R&amp;D levy currently set at zero dollars)</td>
<td>Not active (R&amp;D levy currently set at zero dollars)</td>
</tr>
</tbody>
</table>

### RD&E plan priorities (2022–2027)

- **Chickens**
  - New plan in development (for approval at September 2022 Board meeting).

- **Export Fodder**
  - Production of high-quality export-grade fodder
  - Continued access to export markets
  - Supporting innovation across the supply chain
  - Increased adoption of R&D outputs by industry.

- **Thoroughbred Horses**
  - New plan in development (for approval at September 2022 Board meeting).

- **Honey Bee and Pollination**
  - Identify and develop technology for improved hive performance
  - Increase capacity within research community and future industry leaders
  - Improve understanding of nutrition best practice and disease interaction
  - Improve understanding of the benefits of honey and develop chain traceability
  - Improve understanding of pollination strategies that impact crop yields and improve hive health
  - Improve understanding of floral resources as assets for the Australian honey bee industry.

- **Rice**
  - Optimised genetic improvement
  - Agronomy and farming systems
  - Coordinated industry extension
  - Strengthened industry capacity.

- **Ginger**
  - New plan in development (for approval at September 2022 Board meeting).

- **Tea Tree Oil**
  - New plan to be developed in 2022
  - Meet rising product demand and ensure market access and quality assurance
  - Improve supply by supporting growers’ efficiency and profitability.

- **Pasture Seeds**
  - Production and processing efficiency and profitability
  - Sustainable certified temperate pasture seed production
  - Connectivity and communication
  - Building industry capability and capacity.

- **Kangaroo**
  - Enhanced licence to operate for the kangaroo industry
  - Enhanced consumer appeal of kangaroo products.

- **Buffalo**
  - Reduction of mortality in the live export chain
  - Free-range feed processing equipment
  - Measurement of feed conversion efficiency.

- **Deer**
  - R&D Plan will be undertaken in first half of 2022–2023 financial year.

- **Goat Fibre**
  - Sustainable growth in the number of producers productively contributing to the goat fibre industry
  - A collaborative industry that produces consistent and quality goat fibre.

- **Ratite**
  - RD&E program not active.
KPI 5.3
Monitoring and Evaluation

Does AgriFutures demonstrate transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E [and marketing] activities?
The development of the Strategic R&D Plan 2017-2022 involved an extensive stakeholder consultation process during 2015-16 that considered:

- Analysis and insights on research achievements and impacts
- Current and past performance of the organisation
- How the current and likely future rural industry operating environment might influence research and development investment
- Research priorities and preferences
- Organisational structure, approaches and systems.

The development of the Research and Innovation Strategic Plan 2022-2027 consultation process included a pre-workshop survey, 13 x three-hour online workshops during August and September 2021, and a follow-up survey. Online workshop participants included levy payers and representatives from across AgriFutures' community including farmers, producers, researchers, government officials, small business owners, innovators, private consultants, members from other RDCs and CRCs and various participants of AgriFutures programs. This process helped to inform our strategy and ensures we are positioned to deliver meaningful results for our levied industries, stakeholders and Australian agriculture more broadly.

A simple, decisive set of priorities centered around two important audiences – our levied industries and Australian rural industries. 16 priorities in five focus areas across five years (2022-2027). The following list are our five focus areas:

1. Our Industries
2. Emerging Industries
3. Workforce and Leadership
4. National Challenges and Opportunities
5. Global Innovation Networks.

The AgriFutures Australia Annual Operational Plan presents the organisation's planned research and development (R&D) investments and corporate expenditure in 2022-23.

This document is AgriFutures Australia’s Annual Report to government and industry stakeholders, covering the organisation’s operations for 2020-21. It is aligned with AgriFutures Australia’s Strategic R&D Plan 2017-2022, Annual Operational Plan 2020-21 and the Australian Government’s research priorities.

It complies with mandatory and best practice reporting and includes:

- An operational report
- An annual performance statement
- Financial statements
- The Auditor-General's report on the financial statements.
RD&E final reports publicly available at agrifutures.com.au
Maturing vine of innovation opportunities at Wine Australia

This month marks one year since the launch of AgriFutures growAG and it’s been a successful 12-months for the platform and its users – particularly for Wine Australia, whose been garnering significant traction and collaboration to commercialise high-value technology. Take a look at Wine Australia's latest commercialisation opportunities, ready for the right investment partner.

Opportunity  Viticulture  6 min read

Are you an AgriFutures evokeAG 2023 Future Young Leader?

Applications are now open for the AgriFutures evokeAG 2023 Future Young Leaders program for 18 to 30 year-olds from Australia and New Zealand. Imagine yourself standing on the main stage at evokeAG 2023 in Adelaide – what would you say to capture the audience's attention and create impact? Submissions close on Sunday, 3 July 2022.

Future Young Leaders  Impact  30 May 2022  4 min read
Welcome to AgriFutures AGenda,

Innovation has always been at the heart of Australian farming. From unusual crops to futuristic machines and mysterious methods. This newsletter explores how doing things differently has paid off.

Discover the technologies ready to address some of the honey bee industry’s biggest challenges and learn about the new approach where young people can afford to buy farms. And if you are looking for other insights and learnings into the people leading the way with doing things differently, head to evokeAG.com to secure your ticket to the Asia Pacific’s not-to-be-missed agrifood tech event.

Welcome to AgriFutures AGenda,

The lives and career journeys of the researchers who we are fortunate enough to work with are as varied as the research itself. From the small Victorian town of Beechworth, to the northern rainy part of Iran. From a degree in psychology, to a Masters in botany at a university in Mongolia. No story is the same.

In this special edition of AGenda we focus on the people behind the research as we celebrate the Winner and Runner Ups of our inaugural AgriFutures Australia Research Awards.

The inaugural AgriFutures Australia Research Awards were developed to
Measurement through AgriFutures Annual Stakeholder Survey

# Use of AgriFutures resources

Over the last 12 months, have you used any of the following AgriFutures Australia events and resources?

Base: Arena 3 respondents, n = 104

<table>
<thead>
<tr>
<th>Resource</th>
<th>% used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project summary (provide a snapshot of the research)</td>
<td>71%</td>
</tr>
<tr>
<td>Final research reports</td>
<td>67%</td>
</tr>
<tr>
<td>AgriFutures monthly electronic newsletter</td>
<td>66%</td>
</tr>
<tr>
<td>Fact sheets</td>
<td>63%</td>
</tr>
<tr>
<td>Quarterly Industry updates</td>
<td>63%</td>
</tr>
<tr>
<td>Media releases</td>
<td>60%</td>
</tr>
<tr>
<td>Information on new opportunities</td>
<td>56%</td>
</tr>
<tr>
<td>Case studies</td>
<td>55%</td>
</tr>
<tr>
<td>Workshops and seminars</td>
<td>44%</td>
</tr>
<tr>
<td>Social media</td>
<td>38%</td>
</tr>
<tr>
<td>Scanning for national challenges</td>
<td>38%</td>
</tr>
<tr>
<td>Training</td>
<td>36%</td>
</tr>
<tr>
<td>Field days</td>
<td>27%</td>
</tr>
<tr>
<td>Podcasts</td>
<td>19%</td>
</tr>
</tbody>
</table>

Of the 14 different AgriFutures resources measured in the survey...

- 7.0 Average number of resources used
- 70% Used five or more
- 8% Used three or four
- 7% Use one or two
- 15% Used none of the resources
**PEOPLE AND LEADERSHIP**

- Regularly meets with DAWE to report on investments and program activities that are of significance
- Regularly sponsors/hosts conferences that allow AgriFutures to demonstrate impact and benefits directly to key stakeholders e.g., PICS, Bee-tech
- Demonstrates impact and benefit of their programs through our communication outputs such as public relations, media relations, digital channels - website, social media, newsletters, podcasts, as well as face to face meetings
- Hosts events throughout the year including - RWA annual gala, RWA alumni luncheon, workshops (Summit)
- Direct communications to our partners demonstrating impact/value of our activities, an example being the one pager infographic sent to all Horizon partners with a summary of the Benefits of Investment in the AgriFutures Horizon Scholarship Program
- Invite our key partners to events such as AgriFutures Summit where they can witness firsthand the impact of the program for the recipients.

**LEVIED INDUSTRIES**

- Regularly meets with DAWE to report on investments and program activities that are of significance
- Quarterly meetings are held with industry associations and our industry advisory panels
- Each levied industry has its own communications plan with key activities planned for the year around research/investment outcomes – media releases, new releases, social media, podcasts, industry newsletters, AgriFutures newsletters, events, snapshots
- Extension programs such as field days allow AgriFutures to demonstrate the impact and benefits of our RD&E. Industry specific extension programs include Rice, Chicken, Tea Tree and Ginger and we also use industry associations to demonstrate impact
- Arena 3 regularly sponsors/hosts conferences that allow AgriFutures to demonstrate impact and benefits directly to key stakeholders eg. PICS, Bee-tech.
Quarterly hemp newsletter that goes to all hemp stakeholders to demonstrate benefit and impacts of RD&E

The new Emerging Industries investment plan went out through the mailing list and was publicly available. 22-23 FY investment plan updates will be publicly available and disseminated. These updates will incorporate stakeholder feedback collated throughout the year from ad-hoc engagement, industry associations and targeted contacts.

Moving forward the Emerging Industries Consultative Committee (EICC) will validate and evaluate previous processes, methodology and investment management to inform the proceeding years investment plan, this will include stakeholder feedback.

Presented to Australian Institute of Food Science Technology (AIFST) on sesame industry and emerging industries. Presented at the Industrial Hemp conference and Australasian milling conference on impact and benefits of RD&E undertaken by Arena 4.

NATIONAL CHALLENGES AND OPPORTUNITIES

- Regularly meets with DAWE to report on investments and program activities that are of significance
- Quarterly meetings are held with the National Farmers Federation to discuss program and project activities, receive input from their stakeholders and leverage opportunities
- Regularly sponsors conferences and events that are of interest and importance to stakeholders, this includes the provision of speakers to talk about Arena 2 & 4 reports and programs. Recent examples include: sponsorship of the ImpactX Summit and the provision of a carbon speaker (Julian Hill) to respond to stakeholder queries on carbon farming and sequestration. Attendance and presentation at the NT Farmers Roadshow to raise awareness of PTUP and the impact and benefits for producers, as well as Arena 4’s RD&E investment strategy for Emerging Industries and the benefits to producers and other stakeholders in that space
- Development of a Program Reference Group (PRG) for the pre-farm gate waste program. The PRG includes a number of stakeholders including RDCs, DAWE, NFF, AORA, Waste Management and Resource Recovery Association, Stop Food Waste CRC who are directly consulted on the work being undertaken in the program to ensure outcomes are relevant and useful to both the agricultural sector, as well as those in the waste recovery space
- Presentations and Q&As as requested with state departments to discuss Arena 2 activities. A recent example was a presentation and Q&A session held with Agtech staff from Q-DAF to discuss the program impacts so far for PTUP and benefit of being involved
- Cross Sector Programs – All reporting from RnD4P reporting, midterm reviews and M&E reviews are all shared with DAWE. Project outcomes and findings are shared with relevant stakeholders e.g industry, RDCs, Universities etc
- RnD4P all have a communications plan (some include comms consultants) to enact these plans in consultation with the projects steering committee and DAWE.

EMERGING INDUSTRIES

- Quarterly hemp newsletter that goes to all hemp stakeholders to demonstrate benefit and impacts of RD&E
- The new Emerging Industries investment plan went out through the mailing list and was publicly available
- 22-23 FY investment plan updates will be publicly available and disseminated. These updates will incorporate stakeholder feedback collated throughout the year from ad-hoc engagement, industry associations and targeted contacts
- Moving forward the Emerging Industries Consultative Committee (EICC) will validate and evaluate previous processes, methodology and investment management to inform the proceeding years investment plan, this will include stakeholder feedback
- Presented to Australian Institute of Food Science Technology (AIFST) on sesame industry and emerging industries
- Presented at the Industrial Hemp conference and Australasian milling conference on impact and benefits of RD&E undertaken by Arena 4.
NATIONAL AGRICULTURAL INNOVATION AGENDA
National agricultural innovation agenda:
5 Pillars of Reform

1. How does AgriFutures demonstrate that they are actively working towards ‘strengthening leadership, cohesion and culture through clear strategic direction and increased collaboration’?

2. How does AgriFutures demonstrate that they are actively working towards ‘improving the balance of funding and investment to deliver both incremental and transformational innovation, and growing private sector and international investment’?

3. How does AgriFutures demonstrate that they are ‘embedding world-class innovation practices through greater transparency and entrepreneurship’?

4. How does AgriFutures demonstrate that they are actively working towards ‘empowering our regions to achieve greater uptake of innovation’?

5. How does AgriFutures demonstrate they are actively working towards ‘improving the foundations of agricultural innovation, including data and regulatory settings’?
People and Leadership:
- Horizon scholarships program
- Ignite Network to build capability in emerging leaders
- Rural Women's Award
- Rural Women's Award Alumni
- RWA Acceleration Grants
- AgriFutures Rural Leadership Program.

Emerging Industries:
- Investment in AICD for Emerging Industries stakeholders
- External consultants to work with industries to help them form their formal associations
- Communications plans within RD&E investment plans
- Travel Grants in Emerging Industries, domestic and internal travel sponsorship to further the industries
- RWA, farmers to founders (across all arenas)
- Discussions with other federal government departments, e.g., AusTrade, other RDCs.

National Challenges and Opportunities:
- Building capacity and capability with agrifood innovation organisations through the evokeAG. Startup Program
- Workshops with multiple organisations to deliver educational sessions regarding agrifood innovation e.g., Cicada Innovations Grassroots Series
- evokeAG Startup Network Program targets early-stage startups to build their capability and facilitate agrifood tech adoption on-farm, this program collaborates with a number of industry professionals and producers
- Producer Technology Uptake Program.

Levied Industries:
- Communications plans within RD&E investment plans
- Development and establishment of the rice breeding company
- AICD course investment for levied industry participants; horizon scholars
- Gary Sansom scholarship – chicken meat
- PTUP opportunities
- Rural Women's Award
- Scenario planning being used for development of RD&E investment plans.
Pillar of Reform 2

People and Leadership:
- By investing into ‘people’ working in the Australian agricultural sector through programs such as Rural Women’s Award and exposing innovative projects on a large scale this exposes these people to investment opportunities from private investment.

Emerging Industries:
- Development of an industry development framework, in order to promote growth with a view to an exit strategy once big enough to have their own levied industry
- Inter and International partnerships promoting emerging industries, eg Emerging Insect Technology Hub (ACIAR, icipe (Kenya) and AgriFutures)
- Emerging Industries Challenge – modelled on the global foodshot challenge
- Collaboration with CRC’s eg Marine byproducts CRC.

Levied Industries:
- ENRI
- GrowAG
- Collaborating with other RDCs (eg Hort Innovation)
- Collaboration with peak industry bodies – eg Almond Board, Racing Australia
- Rice breeding company establishment
- Bee tech challenge – technology competition for commercial beekeepers
- CRC involvement – e.g., pollination CRC.

National Challenges and Opportunities:
- evokeAG
- growAG
- evokeAG Investor Dinner gathers Australia’s largest Venture Capital Firms, Family Office and Corporate Venture Firms together to facilitate investment into Australian and Global agrifood tech
- evokeAG Startup Program facilitates investment into Australian and global agrifood tech by showcasing and exposing agritech startups and scaleups to international and domestic investors
- Introduction of Transformative Industry Action program
- ENRI forum
- Collaboration with Drought Hubs for innovation/tech solutions.
People and Leadership:
- Redesign of public website to enable greater transparency
- GrowAG/evokeAG websites
  - award winning, encouraging entrepreneurial investment/collaboration
- Rural Women’s Award
- Rural Women’s Award Acceleration Grant
- ARLP sponsorship
- Nuffield Scholarship sponsorship.

Emerging Industries:
- Development of a monitoring and evaluation framework to help track growth across industries, facilitating increased engagement and consultation with external entrepreneurial/start-up organisations and emerging industries, with a view working toward a strategic implementation of findings opening across industries.

National Challenges and Opportunities:
- growAG
- evokeAG
- Investment in dedicated Commercialisation resource
- evokeAG Startup Program
- Deloitte Gravity Challenge sponsorship.

Corporate:
- Development of K2 (Project Management Information System), DocuSign and Dashboard Reporting projects are designed to improve transparency across the business for informed decision-making.

Levied Industries:
- All projects are reviewed by commercialisation manager
- MERI in all newly prepared industry RDE investment strategies
- extensionAus communities of practice developed and accessible
- Chicken meat consortium project – large number of research institutions around the world involved in a program of research looking at gut health, environment etc
- Rice breeding company
- Scenario planning being used for development of RD&E investment plans.
People and Leadership:
- Rural Women’s Award
- AgriFutures newsletter showcasing innovation to a wide audience.

Emerging Industries:
- Emerging Industries (EI) program about to contract an extension and adoption project across 3 years, looking at extension and adoption of EI outputs and outcomes for 6 key focus industries, amongst others.

National Challenges and Opportunities:
- The evokeAG Startup Network Program connects early-stage startups directly with producers to encourage and facilitate technology adoption on-farm
- Producer Technology Uptake Program identifies technology gaps on farm and facilitates adoption of agrifood tech on-farm
- evokeAG Network (content website) showcases innovation on-farm; growAG
- ExtensionAUS platform.

Levied Industries:
- Bee-tech challenge
- Extension programs – tea tree oil; chicken meat; thoroughbreds – regular webinars to engage
- Ginger ninja
- extensionAus communities of practice developed and accessible
- Levied industries newsletters + contribution to AGenda
- GrowAG – opportunities for industry.
People and Leadership:
- Participating in industry/department workshops and surveys to aid in the development of policy and procedures.

Emerging Industries:
- Participating in senate enquiries on industrial hemp
- Providing commentary on the Australian Governments Data Strategy.

Levied Industries:
- développement and establishment of rice breeding company
- Contribution to levy payer register

National Challenges and Opportunities:
- Reports on Cyber Security in Agriculture
- evokeAG Startup Program
- The collection and use of data for the benefit of agricultural industries
- NFF Australian Farm data code
  - involvement through CRRDC
- Rural Health Safety Alliance.
National agricultural innovation agenda:
Agricultural Innovation Priorities

Priority 1. Trusted exporter of premium food and agricultural products

Priority 2. Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector

Priority 3. Australia is a world leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system

Priority 4. Australia is a mature adopter, developer and exporter of digital agriculture
Aligning our priorities against the National Agricultural Innovation Priorities Sustainability Development Goals and Environmental, Social and Governance principles:

To support the AgriFutures Research and innovation Strategic Plan 2022-2027, alignment of the 16 priorities has been mapped against the National Agricultural Innovation Priorities, Sustainability Development Goals, and Environmental, Social and Governance principles.

The Australian Government has established four innovation priorities based on the key challenges Australia’s agricultural innovation system needs to address by 2030. The priorities aim to align efforts, enable Australian agriculture to embrace strategic opportunities, and set a stronger culture that supports and encourages effective collaboration and action to address innovation for the public good.

The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all”. The SDGs were set up in 2015 by the United Nations General Assembly and are intended to be achieved by 2030. Sustainable agriculture contributes to the delivery of at least six of the seventeen SDGs.

Environmental, Social and Governance (ESG) is an evaluation of collective conscientiousness for social and environmental factors. It is typically a score compiled from data collected surrounding specific metrics related to intangible assets within the enterprise. AgriFutures has mapped the ESGs against our sixteen priorities within the 16:5:5 Roadmap.

If the mapping of ESG criteria for AgriFutures focussed on including the industries that AgriFutures serves, then the ESG criteria relevant to the priorities would change. However, as AgriFutures serves the agricultural industries’ interests, the “social and environmental” criteria’s are considered to be the most relevant. The governance criteria are foundational to deliver the priorities, and so are linked to and supportive of all the priorities. Only through maintaining good standards for running a company could the purpose of AgriFutures be fulfilled and they enable us to deliver value to our customers.
Mapping our priorities

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>National Agricultural Innovation Priorities</th>
<th>Relevant SDGs</th>
<th>Relevant ESGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Industries</td>
<td>Priority 1: Trusted exporter of premium food and agricultural products</td>
<td>1</td>
<td>Social: Customer satisfaction, Community relations</td>
</tr>
<tr>
<td></td>
<td>Priority 2: Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
<td>6, 7</td>
<td>Environmental: Climate change and carbon emissions, Air and water pollution, Biodiversity, Deforestation</td>
</tr>
<tr>
<td></td>
<td>Priority 3: World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Priority 4: Mature adopter, developer, and exporter of digital agriculture</td>
<td>9, 10, 11, 12</td>
<td></td>
</tr>
</tbody>
</table>

| Emerging Industries | Priority 1: Trusted exporter of premium food and agricultural products | 1 | Social: Customer satisfaction, Community relations |
|                     | Priority 2: Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector | 6, 7 | Environmental: Climate change and carbon emissions, Air and water pollution, Biodiversity, Deforestation |
|                     | Priority 3: World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system | 8 | |
|                     | Priority 4: Mature adopter, developer, and exporter of digital agriculture | 9, 10, 11, 12 | |

| Global Innovation Network | Priority 4: Mature adopter, developer, and exporter of digital agriculture | 9, 10, 11, 12 | |

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**Priority 1:** Trusted exporter of premium food and agricultural products

**Priority 2:** Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector

**Priority 3:** World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system

**Priority 4:** Mature adopter, developer, and exporter of digital agriculture

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**Social:**
- Customer satisfaction
- Community relations

**Environmental:**
- Climate change and carbon emissions
- Air and water pollution
- Biodiversity
- Deforestation
## Development of, and measurement through K2 system processes: mapping projects across program goals and national innovation priorities

<table>
<thead>
<tr>
<th>Project No.</th>
<th>Project Name</th>
<th>PROGRAM</th>
<th>GOAL</th>
<th>InnovationPriority</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRJ-011713</td>
<td>Review of chicken meat processing for enteropathogen management</td>
<td>Chicken Meat</td>
<td>CME-Improving Food Safety of Australian Chicken Meat</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011740</td>
<td>Ginger Extension Coordination Project</td>
<td>Ginger</td>
<td>GIN-Encourage industry engagement - extension, communication, leaders &amp; partners</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011777</td>
<td>Science fact not fiction: Detecting gene edited racehorses</td>
<td>Thoroughbred Horses</td>
<td>HOR-Improve the safety of industry participants and the welfare of horses, and enhance the sustainability of the industry</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011798</td>
<td>Developing Industry Standards for Australian Native Oils</td>
<td>New and Emerging Industries</td>
<td>NEI - New and Emerging Industries - M1</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011829</td>
<td>Management Services for the Australian Agriculture Community Trust Program</td>
<td>Community Trust</td>
<td>CTA - Community Trust</td>
<td>Trusted exporter of premium food and agricultural products</td>
</tr>
<tr>
<td>PRJ-011835</td>
<td>Age dependent energy and digestible amino acids of common Australian feedstuffs</td>
<td>Chicken Meat</td>
<td>CME-Improve chicken meat production through the whole supply chain</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011849</td>
<td>Chemical Minor Use Permit Research</td>
<td>Ginger</td>
<td>GIN-Drive on-farm productivity</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
</tr>
<tr>
<td>PRJ-011920</td>
<td>Training and extension for the Chicken Meat Industry</td>
<td>Chicken Meat</td>
<td>CME-Improved ability to meet consumer needs</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011940</td>
<td>Yield and quality assessment of dual purpose wheat for the export hay industry</td>
<td>Export Fodder</td>
<td>FCR-Supporting innovation across the supply chain</td>
<td>Mature adopter, developer, and exporter of digital agriculture</td>
</tr>
<tr>
<td>PRJ-011968</td>
<td>Project Manager - AgVet Access Grants 2019</td>
<td>AgVet Chemical Priority Use</td>
<td>AGV - Round 4</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
</tr>
<tr>
<td>PRJ-011965</td>
<td>Joint-RDC Community Trust - Community Analysis Project</td>
<td>Community Trust</td>
<td>CTA - Community Trust</td>
<td>Trusted exporter of premium food and agricultural products</td>
</tr>
<tr>
<td>PRJ-011968</td>
<td>Fodder Safe</td>
<td>Export Fodder</td>
<td>FCR-Continued access to export markets</td>
<td>Trusted exporter of premium food and agricultural products</td>
</tr>
<tr>
<td>PRJ-012002</td>
<td>Chemical Residue Monitoring for the Fodder Industry</td>
<td>Export Fodder</td>
<td>FCR-Continued access to export markets</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
</tr>
<tr>
<td>PRJ-012016</td>
<td>AgVet Minor Use Access Grants - Trial Management</td>
<td>AgVet Chemical Priority Use</td>
<td>AGV - Round 4</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
</tr>
<tr>
<td>PRJ-012057</td>
<td>Can iso-PCGs indicate the need for surgery and predict survival in colic horses?</td>
<td>Thoroughbred Horses</td>
<td>HOR-Reduce the incidence and impact of diseases and parasites in horses</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
</tr>
<tr>
<td>PRJ-012062</td>
<td>Diagnostic Imaging to reduce Thoroughbred racing fatality</td>
<td>Thoroughbred Horses</td>
<td>HOR-Reduce injury and breakdown of horses in work and training</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
</tbody>
</table>
AgriFutures Australia is the trading name for Rural Industries Research and Development Corporation (RIRDC).

Primary Industries Research and Development Act 1989 (Commonwealth Government of Australia) (the PIRD Act) and the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

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