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Fostering women's participation in on-farm programs



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Abstract

Increasing the participation of women and farm teams in on-farm programs by 10% has the potential to double the return on investment.

This report:

- Reviews the literature on women in agriculture
- Analyses data on women's participation in training programs and barriers
- Characterises typical roles of farm women using case studies
- Formulates practical recommendations to increase participation, and
- Describes a model to predict the impact of these changes

Recommendations address the following areas:

- Developing a culture focused on farm teams
- Customising programs for women and farm teams
- Promoting leading women producers, and
- Partnerships to address farm succession

Further research is needed to quantify the impact of targeting farm teams; and the division of labour on farms.

Executive Summary

Background

Meat and Livestock Australia's (MLA) mission is to provide world leadership for the Australian red meat industry by:

- Building demand
- Increasing market access and
- Developing competitive advantage from 'paddock to plate'

MLA's on-farm programs are a cornerstone of its R&D pipeline, turning ideas into action.

"Implementation of our research findings is the key to MLA's impact on industry and where we create real benefits." MLA (2004).

In recognition of the active involvement of women in more than 91% of livestock producing businesses (Gournet and Lim-Applegate 1998), MLA is seeking to capitalise on opportunities to address women red meat producer's needs, and to increase women's participation in industry on-farm programs. Such an investment has the potential to significantly increase the rate and extent of implementation of R&D by Australian producers.

Objectives

The objectives of the report are to:

1. Collate participation data of women in MLA programs
2. Document needs and issues facing women in the on-farm area of the red meat industry
3. Identify barriers to women's participation in MLA programs
4. Identify opportunities and options available to MLA to increase women's participation in all on-farm aspects of the red meat industry, including partnerships with other providers
5. Develop recommendations and strategy for MLA to increase the participation of women and subsequent adoption of MLA products and services.

Review findings

The literature and the interviews with farm women and program coordinators demonstrated the critical and significant contribution women make to the red meat industry in Australia. Not only are women 44% of the meat producing population, but they play a major role in farm management, and to a lesser extent, farm production. Their role in the farm management team is flexible, depending on the circumstances of the family, the farm and the business.

Women's needs and barriers to participation

Interviews and focus groups with female meat producers identified women as real farmers, with real needs, facing real barriers to participation in industry programs. The needs of women related directly to their role in the farm business, as shown below. The barriers to participation in industry programs are also shown below.

<p>Needs of women in the meat industry</p> <ul style="list-style-type: none"> • Leadership training • Succession planning • Marketing • Farm management team communication • Information technology and decision support systems • Managing farm labour • Animal and pasture production • Property management planning 	<p>Barriers to participation in industry programs</p> <ul style="list-style-type: none"> • Perceived lack of relevance of programs • High cost (especially per individual) • The male farmer mindset (e.g., viewing farmers as individual farmers rather than family farm teams and farm women) • Lack of inclusive language (e.g., not explicitly making women welcome) • Lack of involvement of women in program design • Lack of use of women's networks • Lack of consideration of women's needs in activity planning • Lack of childcare arrangements • Lack of promotion targeted at women • Lack of evaluation of women's participation
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Women's participation in MLA programs

Based on the limited data available, the current levels of participation in meat industry programs were assessed as moderate, ranging from 12% to 44% of participants with an average of 26% for EDGENetwork activities. While most MLA programs were found to be addressing some of the barriers to women's participation, it was evident that this sector of the market has in some cases been neglected in the design, promotion, delivery and evaluation of communication and extension activities. Specific targeting of women as clients by MLA programs has great potential to increase participation in industry programs and improve the adoption of R&D by producers.

Development of a strategy

A strategy (including timelines and estimated costs) for women in the meat industry was developed through consideration of opportunities and options available to MLA to increase women's participation in the meat industry, including partnerships with other providers. The vision, goals and a summary of the recommendations are presented. Detailed recommendations are presented in the following section. These are explained in greater detail in section 8.

Vision and goals for MLA women's strategy

A five year vision for increasing the participation of women in meat industry programs was defined as increased adoption of meat industry R&D by producers. The following table compares the current situation at the end of 2004 and the desired situation in five years time.

Figure 1. A vision and goals for fostering women in on-farm programs

VISION: Increased adoption of on-farm R&D by producers through increased participation of women in on-farm programs	
<p>The current situation (end of 2004)</p> <ul style="list-style-type: none"> • Mixed levels of participation of women in MLA programs • Women not specifically targeted as customers • Invisible recognition of the contribution and needs of women in the meat industry • Women unaware of many opportunities to participate • Barriers for women to participate • MLA programs operate independently of women's programs • Low participation of producers in MLA programs • Low and/or slow adoption of RD&E by participating meat producers • Low profitability of producers 	<p>The desired situation (5 years)</p> <ul style="list-style-type: none"> • High participation of women in all MLA programs • MLA programs focused on women as customers • Excellent understanding of the roles, contribution and needs of women in the meat industry by key stakeholders • Women aware of many opportunities to engage • Reduced barriers for women to engage • MLA programs operating in partnership with women's programs • Increased participation of producers in MLA programs • Accelerated and increased adoption of RD&E by a higher percentage of producers • Increased profitability of meat producers

Recommendations for increasing women's participation and subsequent adoption of MLA on-farm R&D

The report provides examples of how MLA programs could make these changes, and presents low-cost high-return recommendations focused around the following principles:

- Increasing total participation in MLA on-farm programs (to increase total impact)
- Increasing participation of farm teams in MLA on-farm programs (to increase the rate and extent of adoption)

The detailed recommendations are presented below.

Recommendation 1: Increase adoption of R&D through increasing participation of women and teams in MLA on-farm programs by:

- Working with EDGENetwork, Meat Profit Days, PrimeTime and More Beef from Pastures to pilot the development and implementation of strategies for increasing the participation of women and teams in on-farm learning programs.
- Building the capacity of MLA to target women and teams as customers, through annual training workshops
- Allocating resources to sub-contract women's organisations to market specific MLA activities
- Allocating resources to promote MLA programs to women by sponsoring 'The Women on Farms Gatherings a year
- Appointing a project coordinator, to manage the implementation, coordination and monitoring of the increased participation program
- Formally evaluating the impact of the above recommendations.

Recommendation 2: Continue to support women to participate in leadership training, and to contribute in an on-going way to the future of the meat industry.

- Sponsor and network women from leadership programs
 - Sponsor FAAW Women on Boards leadership courses, and request longitudinal monitoring of scholarship holders with regular reports to MLA, ensure publicity in Feedback and Prograzier for scholarship holders, and feature the Women on Boards program in Feedback.
 - Continue to sponsor DAFF Company Directors Course, and RIRDC Rural Women's Awards
 - Feature successful candidates in Feedback and Prograzier, and encourage candidates to mentor other women and support candidates to join project committees.
 - Continue to sponsor ARLP
 - Encourage MLA scholarship winners & ARLP participants to mentor women meat producers, support candidates to join the project committees of the on-farm extension programs and promote the ARLP graduates through Feedback and Prograzier
- Support suitably qualified women to participate in committees and boards
 - Invite female graduates of leadership programs to act as industry champions such as by featuring in MLA publications, being members of project committees, networking with women's groups, mentoring other women and overseeing the MLAs strategy for increasing participation and adoption.

Recommendation 3: Address women's needs in MLA RD&E programs

- Develop and implement a system for evaluating existing and future R&D and on-farm projects by gender relevance.
- Sponsor key women producers to participate in the RIRDC farm succession planning conference
- Work with the Partners in Grains program in SA to pilot delivery of farm succession training
- Develop a national cross-industry approach to the delivery of farm succession planning training and support (long term)
- Fund a workshop on farm succession planning at a Women on Farms Gatherings (as per recommendation 1)

Recommendation 4: Partner with other organisations to increase MLA's return on investment in RD&E

- Partner with AWI co-delivery of recommendations 1, 2 and 3
- Consider further investment in RD&E to increase participation of women and to address issues important to all agricultural industries.
 - Specific opportunities are:
 - updating of the Missed Opportunities report of RIRDC (1998)
 - joint ventures on topics such as succession planning, information technology, labour management and business systems
 - comprehensive research on the division of labour on farms, to allow better targeting of extension
- Assess the feasibility of partnering with other RDCs to broker the delivery of relevant products and services to other rural industries

Success in achieving objectives

The review was successful in achieving its objectives, despite a lack of data on women's participation in MLA programs. Future collection of data by MLA on-farm programs needs to include an assessment of gender, and sufficient data needs to be collected to allow an analysis of results by gender.

Impact on the Meat and Livestock Industry – now and in five years time

A hypothetical model to predict the impact of fostering the participation of women in Prograze demonstrated that increasing female (and farm team) participation from 25 to 34% can double the course's return on investment, and can also bring forward the rate of return investment by 1.6 years. The limitations of this model are discussed and future research needs are identified.

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1 Background

Meat and Livestock Australia's (MLA) mission is to provide world leadership for the Australian red meat and livestock industry by:

- Building demand
- Increasing market access and
- Developing competitive advantage from 'paddock to plate'

MLA's on-farm programs are a cornerstone of its R&D pipeline, turning ideas into action.

"Implementation of our research findings is the key to MLA's impact on industry and where we create real benefits." MLA (2004).

In recognition of the active involvement of women in more than 91% of commercial livestock producing businesses (Gaurnaut and Lim-Applegate, 1998), MLA is seeking to capitalise on opportunities to address women meat producer's needs, and to increase women's participation in on-farm programs.

In 1994/95, 56 681 women made up 44% of the people involved in commercial¹ livestock producing owner-manager businesses in Australia (Garnaut et al. 1999). Women are also represented in similar proportions in a range of non-commercial meat growing enterprises. As shareholders in MLA, and participants in meat growing businesses, women play a significant direct contribution to meat production in the areas of farm management and farm work. They also provide support for other members of the family farm business, both as carers and as generators of off-farm income. Beyond the owner-manager businesses, women work in meat production as farm labourers, farm consultants, contractors, veterinarians, bankers, educators, trainers, researchers, media and government representatives.

Investing in women in the livestock industry has the potential to improve the long-term profitability of Australian meat producers by improving women's production and management skills. Where women are involved in whole team (farm management team) learning, the potential for significant improvements to their business is greater than when only one member of the farm management team is involved (Kilpatrick and Bell, 2000). Increased involvement of women in MLA's current investments in research, development and extension programs would provide major benefits. These products and services include:

- MLA website
- Prograzier
- Prime Time forums
- More Beef from Pastures
- Sponsorships
- Meat Profit Day
- Feedback magazine
- Producer Initiated Research and Development sites
- LambCheque®
- PROGRAZE®
- BeefPlan groups
- Bestprac, Best wool
- Grain and Graze
- Prime Time
- Australian Rural Leadership Program
- Australian Institute of Company Directors scholarships
- More Beef from Pastures advocates

¹ Commercial livestock businesses are defined here as those in the ABARE categories mixed livestock crops, sheep/beef and sheep with an annual value of production greater than \$25 000.

2 Literature review: Women in agriculture

Women are a critical part of the farm management team in Australian agriculture. With 98% of Australia's farm businesses run by farm families (Gaurnaut and Lim-Applegate 1998), women are a significant part of the agricultural workforce. Often, however, the contribution of women is invisible. Since the late 1980's, research has been conducted to quantify the contribution of women to agriculture, with the Missed Opportunities – Women in Australian Agriculture report (1998) reporting the following:

“In 1995-96, the National Accounts report that the market value of farm input was \$14.5 billion. When you include the value of household work, volunteer and community work and off-farm wage income earned by people on farms, the real farm income was just over \$28 billion. Women contribute 48% of this real farm income.”

Based on a survey of farm women in the broadacre and dairy industries in 1993-94, Gaurnet et. al (1999) found that women make up 47% of the people in Australia's commercial farm businesses and 44% of Australia's livestock industries (this excludes dairying which is a minor, but significant contributor to the livestock industry) (Table 1).

Table 1 Number of women involved in commercial farming operations 1994-95

	Females	Males	Total
All farming	71 433	81 141	152 574
% of all farming	47	53	
Mixed livestock-crops	25 002	46 250	71 252
Sheep	20 001	20 285	40 286
Sheep-beef	12 858	7303	20 161
Total livestock	57 861	73 838	131 699
% all livestock	44	56	

Source: Gaurnaut et al (1999)

Outside commercial family farm businesses, women also contribute to the livestock industry as small farmers, new farmers, specialist operations, farm labourers, farm consultants, veterinarians, accountants, bankers, educators, trainers, researchers, media and government representatives.

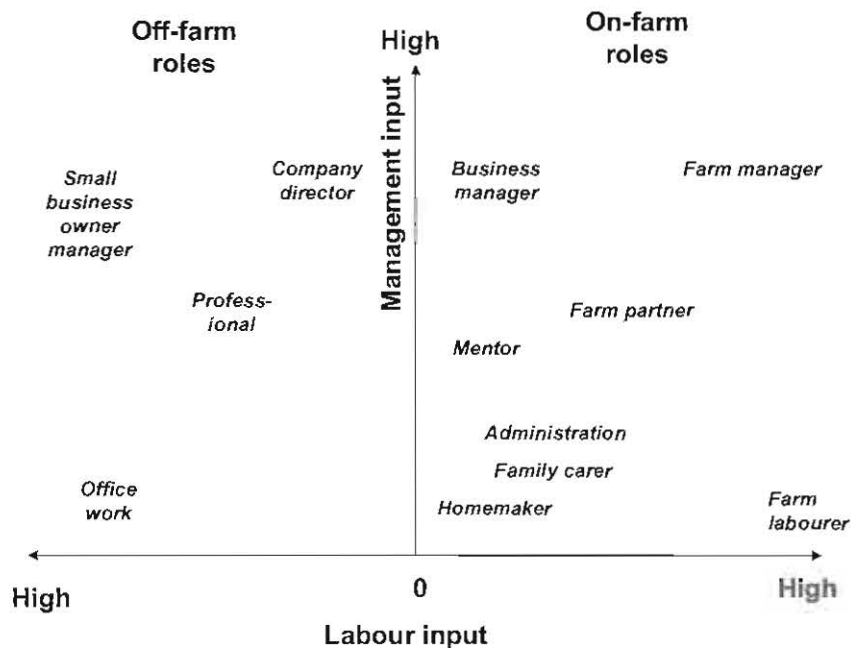
2.1 Women contribute to farm management, administration and farm labour

At any one time, a farm management team member may have a number of roles, ranging from farm labourer, to administrator, to farm business manager or off-farm office worker. Based on research in the UK, Gasson and Errington (1993) developed a typology of roles of farm women. This has been adapted to include on-farm and off-farm roles, for both men and women (Figure 1). In this model, any member of the farm family may be acting in one or more roles. These roles will vary according to the family circumstances, the stage of farm succession and the structure of the farm business. In some cases they may be the major decision maker for particular aspects of the farm business, in others they may contribute to decisions, and in others they may not contribute at all.

In her ABARE publication, Women on Farms, Gooday (1995) found that women were involved in the family farm business in a range of ways. Some women worked alone and

were solely responsible for the decision making and operation of the farm, while others shared the decision making about the financial structure of the business, sales and purchases of livestock and crops, farm labour and family and household duties. Some assisted during peak times but were not involved in the day-to-day farm operation, while other women worked in the home tending to household duties or had full time, off-farm employment (Goody 1995 p2).

Figure 1 Typology of roles on-farm and off-farm



Source: Adapted from Gasson and Errington (1993)

Garnaut et. al 1999 (Table 2) demonstrated that the number of hours women from broadacre and dairy industries spend on farm management issues is very close to that of men. Women contribute less hours than men to operational tasks, and more to office administration.

Table 2 Hours per week spent in various roles by members of the farm family business

	Females	Males
On-farm employment	16	48
A: Record keeping, organising the purchase of goods and services	4	3
B: Acquiring information and knowledge	0.75	2.5
Total farm management (sum of A and B)	4.75	5.5
C: Paddock and stock work and maintenance	14	45
Household work, childcare, community and voluntary work	40	7
Off-farm employment	8	6

Source: Garnaut et al (1999)

2.2 Women participate in meat industry programs

Research on capacity building in the agricultural sector has demonstrated a link between training and profitability (Kilpatrick 1996). In addition, where the whole family farm team is involved in learning, even greater gains can be made (Kilpatrick and Bell 2000). This is because all team members are involved from the beginning and are able to make joint-shared decisions, rather than one member trying to convince another member of the benefits of a new approach. During the process of implementation, team members can also provide support to one another to assist with problem solving and in providing the confidence to move forward.

An analysis of FarmBis II figures for 2000-2004 (Table 3) shows that on average, 26% of participants in subsidised agricultural training courses were women (DAFF 2005). This compares with a participation level of 33% in the beef industry (ranging from 26% in WA to 40% in Qld). Participation levels of women in industry capacity building programs (28%), then, do not reflect the proportion of women contributing to the on-farm management of agricultural businesses (44-47%).

Table 3 FarmBis II - Percentage women participation by industry (Training Occasions*)

Industry	State							Total
	NSW	Vic	Qld	SA	WA	Tas	NT	
	% female participations							
Fruit	17	23	30	17	21	40	30	24
Vegetable	28	25	33	15	20	44	32	28
Grain	21	20	33	23	21	33	8	22
Grain-Sheep-Beef	23	24	35	19	26	28	0	23
Sheep-Beef	25	28	39	22	29	32	33	28
Sheep	20	22	26	18	21	30	0	21
Beef	27	36	40	28	26	28	35	33
Dairy	30	36	34	30	28	37	0	34
Pigs	25	30	32	25	19	42	0	27
Poultry	21	31	44	25	33	63	0	32
Sugar	9	0	32	0	0	0	0	31
Cotton	22	0	22	0	0	0	100	22
Aquaculture	16	38	19	18	18	13	39	22
Viticulture	15	19	36	17	19	11	50	18
Other	23	37	37	27	21	47	55	29
Wild Catch Fishing	6	8	23	6	15	33	13	16
Other Livestock	0	0	45	43	49	58	0	46
Wild Game Harvesting	0	0	29	0	8	0	0	19
All industries	23	27	34	21	23	34	34	26

* Includes both new and repeat participants, N=total number of training occasions

Source: DAFF (2005)

2.3 Relevance, childcare, off-farm work, cost and the invisibility of farm women are significant barriers to women's participation

To engage in on-farm programs, potential participants must see the program on offer as being relevant to their role in the farm business. For example, a family member whose role is financial management, will be most interested in training in the arena of finances (see Table 4).

Table 4 The influence of an individual's role in the family farm business on relevance of particular topics

Topic	Role in the family farm business (x = topic likely to be of interest to farmers in each role)						
	farm labourer	farm partner	farm manager	business manager	administration	family carer	mentor
production	x	x	x				
business		x	x				x
property planning		x	x	x			
marketing		x	x	x			
succession planning		x	x	x		x	x
office technology		x	x		x		
people		x	x	x	x	x	
leadership		x	x	x		x	x

Source: McGowan and Fulton (2005)

The FarmBis figures support the notion of relevance, with women participating to a greater extent in people, financial and business management training (combined accounting for 70% of women's participation in training occasions) than in any other arena.

Table 5 FarmBis II - Percentage women participation by topic (Training Occasions*)

Topic	State							Av
	NSW	Vic	Qld	SA	WA	Tas	NT	
	% female participations							
People Management	29	39	37	37	26	51	51	34
Financial Management	46	58	58	36	34	50	50	52
General Business Management	17	19	30	22	29	32	33	22
Marketing	20	18	33	27	19	46	27	24
Production Management	19	19	23	12	14	22	25	17
Natural Resource Management	27	29	25	11	20	23	28	22
% women of all participations	23	28	35	21	23	35	34	26

* Includes both new and repeat participants.
 Shaded cells indicate where participation levels are equal to or greater than the % of women on farms (46%)

Source: DAFF (2005)

Other surveys of women's needs support this evidence. RIRDC's most recent analysis of rural business women (which included farmers) demonstrated a preference for training in the topics of business planning, financial management, computer technology, and marketing, followed closely by technical aspects of production (Houghton and Strong 2004).

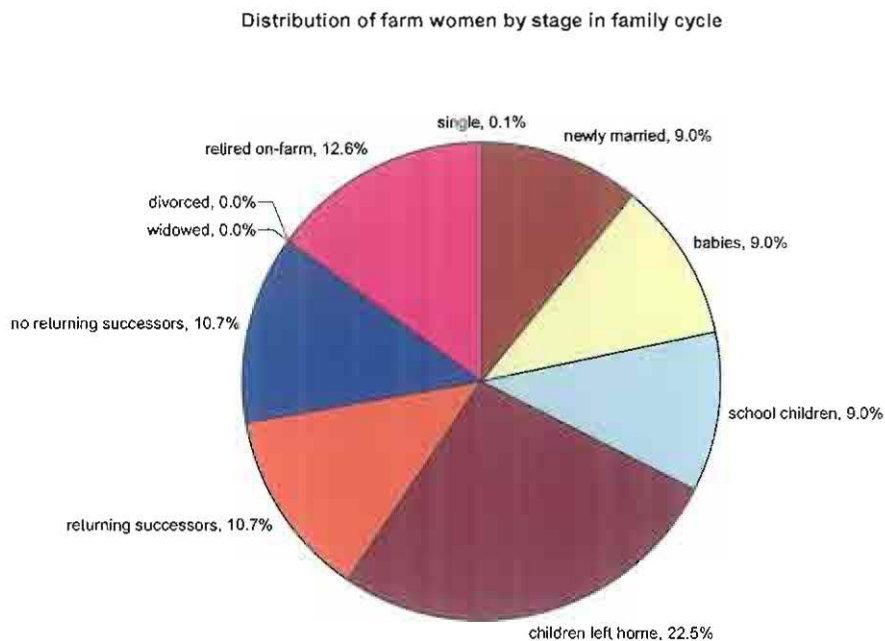
In many cases, an inability to address issues relating to communication, financial management and succession planning can prevent family farm businesses from being able to make the advances available through production research and development.

Women's ability to contribute to the farm, however, is often restricted by the needs of other farm family members – and this is in part determined by the stage of the family in the family cycle. Using data from ABARE surveys of people in farming, the proportion of women in a range of farm roles, based on their stage in the family cycle is estimated and illustrated in Figure 2 shows the distribution of farm women by stage in family cycle.

From this, it is evident that at least 27% of women are at any one time engaged in childcare of some form. If obligations to off-farm work are also taken into consideration, it can be seen that women face significant barriers to participating in off-farm training during work, school hours, or non-school hours.

The low average family income of families on broadacre farms compounds this problem. Garnaut and Lim-Applegate (1998) reported an average farm income of \$9 866 for owner manager families on broadacre farms in 1994-95. Income from off-farm wages (\$20 739), investments (\$8 060) and social support (\$5 103) brought this up to \$43 768. The average family income for broadacre farm couples with dependent children was \$35 191 in 1994/95, significantly less than the average for non-farm families in Australia of \$50 440. For women on farms, lack of access to independent sources of income, combined with a lack of recognition of their contribution to farming, means access to this narrow pool of funds for investing in training is severely limited.

Figure 2 Proportion of women in the range of owner-manager family farm household structures



Source: Data derived from Garnaut and Lim-Applegate (1998) and Garnaut et al (1999)

On top of all these economic and structural barriers to participation in industry activities is a social and organisational culture which places males at the centre of farming, in many cases without recognising it is doing so. The Missed Opportunities report of RIRDC (1998) identified a number of such barriers:

- The organisational culture in agricultural industries is seen to be male-oriented and unwelcoming
- Family unfriendly workplaces – lack of flexibility
- Women's self-perceptions that their skills and abilities are inadequate for the task
- Absence of role models and mentoring
- Lack of recognised experience due to failure of organisations to apply 'merit' principles, while valuing a narrow set of traits
- Lack of access to training
- Legal recognition of women's role on farms

Kerby et al. (1996) translated these barriers to women's participation in agricultural industry programs into a checklist for designing, implementing and evaluating extension programs. This checklist incorporates the issues raised in the literature. Where this checklist has been used (for example in programs in the dairy and horticultural industries), participation of women has been increased.

Figure 3 Checklist for valuing women as customers

<p>Changing the mindset Are you: Listening to the ideas, opinions and perceptions of both men and women? Recognising the varied skills, knowledge and experiences of our customers? Acknowledging the varied and sometimes different learning needs of men and women? Accommodating the learning needs of women and men?</p> <p>Inclusive language Are you using language in which: People are treated equally? No irrelevance is introduced? No one is excluded? The style is consistent?</p> <p>Consultation and planning In your planning: Are women involved in the process? Do women have some ownership of the activity? Does the activity address the priorities of all customers including women?</p> <p>In designing the program: Have you discussed with women an appropriate format, venue and content for them? Do they prefer separate activities (to men) or combined? Do the speakers/contributors you have engaged reflect the input of the planning group? Is it possible to include women as speakers or contributors? Have you briefed your speakers about inviting participation from the women present?</p>	<p>Networking Have you used networks by: Referring to your own list of women customers? Asking these women to invite other women? Sending the information to relevant organisations and groups?</p> <p>Planning an activity Is the venue: Appropriate for women? Known to women? Comfortable and inviting? Accessible? Used by the community for other activities? Offering appropriate facilities for women and men? Are the timing, costs and childcare appropriate for women? Childcare arrangements In organising childcare: Have you included the costs in your administration costs? Does the venue have childcare facilities? Have you encouraged the attendance of children if childcare is not available and provided activities for them in the program?</p> <p>Promotion In your promotion: Have you targeted women? Have you direct mailed both partners? Have you personally invited women by telephone, word of mouth or letter? Have you informed community and school newsletters? Have you used daytime television and radio?</p> <p>Evaluation In evaluating the activity: How will you measure the outcomes of the activity against the objectives? Have you allowed for feedback from participants?</p>
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Source: Kerby et al. (1996)

The literature presented so far demonstrates the significant contribution women play in the Australian livestock industry. It also shows the diversity of roles, and how these roles are affected by the woman's role on the farm, the stage of the family cycle, her participation in off-farm work and her farm income. The current levels of participation in on-farm programs are moderate, but there is an opportunity to increase this significantly. However economic, structural and cultural factors, such as the invisibility of farm women, make it difficult for women to participate in traditional industry programs. There exists a potential to increase participation of women and teams by addressing the barriers identified, and to explore partnerships with other industry bodies and women's organisations seeking to involve this target group.

3 Project Objectives

The objectives of the report are to:

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4. Identify opportunities and options available to MLA to increase women's participation in all on-farm aspects of the red meat industry, including partnerships with other providers
5. Develop recommendations and strategy for MLA to increase the participation of women and subsequent adoption of MLA products and services.

This report reviews the contribution of women to the meat industry and examines the existing literature on the participation of women in rural industries. The results of interviews with women in the meat industry provide additional information on women's needs and issues, and barriers to participation. Data from a range of sources provide evidence of the current participation of women in MLA programs; and of the extent to which these programs focus on women's participation. The report concludes with a summary of the current status of women in the meat industry, followed by recommendations and strategies for MLA to invest in Australia's women in meat.

4 Methodology

A range of approaches were used to develop a strategic approach to fostering women's participation in the meat industry. These are detailed below, against the objectives of the review:

4.1 Collate participation data of women in MLA programs

Participation in meat industry programs was evaluated through an analysis of FarmBis data in the literature review, and by asking program coordinators of selected MLA programs to report on levels of participation of women in their programs over the most recent 12 month period.

4.2 Document needs and issues facing women in the on-farm area of the red meat industry

Identification of needs and issues facing women in the meat industry were explored through an examination of previous studies in this topic.

To further clarify the role and needs of women in the meat industry, two meetings were conducted with women: one in Albury-Wodonga, and another in Launceston, Tasmania (see Appendix 1 p40). The aim was to identify individual's 'ideal' personal development pathway. Participants were asked to identify their farm business vision, goals and strategies. From these the women were asked to identify the ideal content and delivery mechanism for each investing in five days of professional development per year. Data was collated in the form of case studies, and aggregate data. The results were discussed within each group.

4.3 Identify barriers to women's participation in MLA programs

Identification of barriers to women's participation in industry training were initially explored at a general level through an examination of previous literature in this topic.

Specific barriers to participation in MLA on-farm programs were evaluated by asking program coordinators of selected programs to score their programs against the checklist developed by Kerby et al. (1996). The principles contained within this checklist are relevant to the provision of quality training, not just training that addresses the needs of women. By using this approach, MLA on-farm programs will benefit overall.

4.4 Identify opportunities and options available to MLA to increase women's participation in all on-farm aspects of the red meat industry, including partnerships with other providers

Opportunities and options for increasing participation were developed by drawing on the findings from 5.1-5.3 above, plus a similar and concurrent study of women's participation in the wool industry. A cost-benefit model for Prograze was developed for evaluating the potential impact of increasing participation of women and teams in the meat industry.

4.5 Develop recommendations and strategy for MLA to increase the participation of women and subsequent adoption of MLA products and services

Recommendations were developed through discussion of the opportunities and options with women in the meat industry and MLA stakeholders.

5 Results and Discussion

5.1 Participation data of women in MLA programs

The literature review demonstrated that the level of participation of livestock industry women in FarmBis II ranged from 18 to 40%. Participation in different types of training ranged from 11 to 58%. For the purposes of this report, participation in specific MLA programs was measured by presence in an activity, or reading of a publication. Data was collected from each of the program coordinators, as per p 46; and/or from relevant reports (Taverner, 2004; in the case of Prograzier; and Hassalls and Associates (2004); in the case of EDGENetwork®).

The results here are limited due to the small numbers, a lack of data on gender, and ambiguity over the definition of participation. Many programs do not collect statistics on women's participation in activities; and the reviews accessed did not examine gender issues, rather they assumed that the majority of family farm businesses have one main decision maker (rather than a team of decision makers) and that that main decision maker is male.

Participation of women in some MLA activities examined is higher than in many other industries (Table 6). Within the individual MLA programs evaluated in this project, participation rates varied from 12 to 44%. Where programs are on-farm, in groups, or targeting individuals (as in the leadership program), and on relevant topics for women, there is a higher participation rate of women. Programs registering on a per business basis, rather than an individual basis, reported high levels of female participation.

Table 6 Percentage female participation in selected MLA programs

Program or industry	% of activity participants who were female
MLA Producer Initiated Research and Development	na
MLA Australian Rural Leadership Program	31
MLA EDGENetwork range across regions	12-44
MLA EDGENetwork average across regions	26
MLA Meat Profit Days and Prime Time	21
MLA Prograzier readership	31
Grain-Sheep-Beef FarmBis	23
Sheep-Beef FarmBis	28
Sheep FarmBis	21
Beef FarmBis	33
All industries FarmBis	26

Source: surveys completed by MLA program representatives. Na= data not available.

5.2 Needs and issues facing women in the on-farm area of the red meat industry

The case studies developed from the meetings of women in the meat industry verified the findings in the literature: these women are real farmers, with real needs, facing real barriers to participation. All women articulated a vision for their farm business of profitability, sustainability and harmony. Each woman took a different approach to achieving this vision. The case studies showed how each individual's goals, needs and barriers are greatly

affected by an individual's family farm business circumstances. These barriers, however, can be easily addressed through the design of programs to specifically target women as clients.

A selection of case studies representing the major roles of farm women (farm manager, farm labourer, business manager, mentor and off-farm income earner) are presented in the Appendix 4 on p50. These case studies demonstrate the diversity of roles and needs of women in the meat industry. Typically, women are taking a number of roles, and the mix of roles, and contribution to each role is dynamic, changing according to farm, economic and family needs.

The topics of interest to farm women related directly to their role on the farm business. For those interviewed, the following topics were most popular:

- Leadership
- Succession planning
- Marketing
- Farm management team communication
- Information technology and decision support systems
- Managing farm labour
- Animal and pasture production
- Property management planning

The ability of the farm management team to deal with all of these issues at a high level is of significant importance to the sustainability and profitability of the meat industry.

The criteria for ideal delivery were typically:

- Initially an introductory session, followed by an intensive learning activity (of 1-5 days); personal mentoring; annual review; and occasional get togethers with past participants
- Groups, local, one-day, hands-on
- Quiet times of year for my work or farm or family
- Allows the woman to identify specifically what her farm needs to do
- Sometimes women only
- Fits around farm, children, work and farm-sitting
- Inexpensive

5.3 Barriers to women's participation in MLA programs

The analysis of these case studies shows the factors presented in Figure 4 to be of importance in influencing women's participation in industry programs (derived from case studies and literature):

Figure 4 Factors affecting women's needs and barriers to participation in industry programs

- | | |
|--|--|
| • Ownership of the farm | • Level and type of contribution to farm labour |
| • Ownership of the farm business | • Level and type of contribution to farm business management |
| • Farm business size | • Availability of childcare |
| • Farm business financial objectives | • Isolation |
| • Experience of the farm family business | • Cost |
| • Farming background | • Availability of farm-sitting |
| • Intergenerational transfer | |
| • Non-farm income | |

- Employment
- Age
- Stage in the family cycle

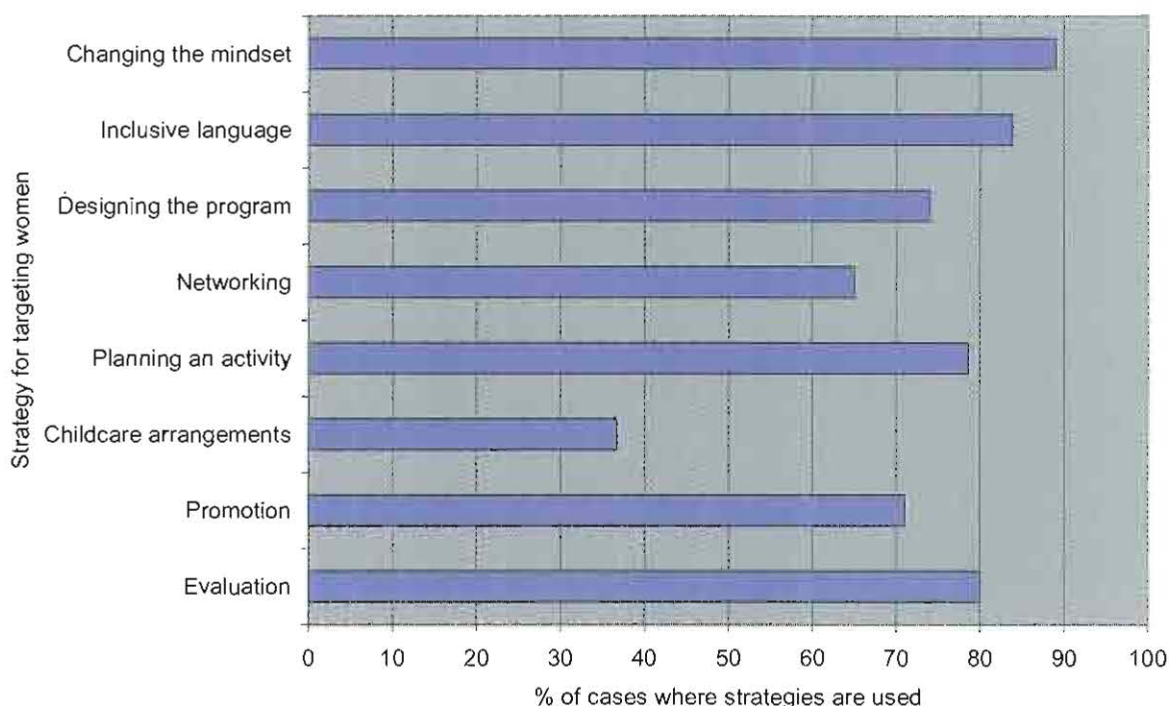
Source: Literature review, interview data.

Figure 5 rates the performance of MLA programs (EDGE*network* and PIRDs) in terms of the extent to which they focus on women as clients (as per the survey form on p47 and checklist in Figure 3).

Overall the programs examined self-reported satisfactorily in most areas, with potential for improvement being in the areas of networking, childcare arrangements and promotion. Activities charging per business and linking to women's networks, for example, reported participation levels of 44%, significantly higher than the average of MLA programs.

While the results suggest MLA programs are focusing on women as clients, this is not borne out by the participation rates, nor by observation of MLA events. This is partly because the results presented here reflect qualitative, rather than quantitative self-reporting by coordinators (i.e., they did not have the raw data to be able to record the % of cases for which they had actually used the strategies). The results, therefore, are influenced by the respondent's perceptions of the extent to which they are targeting women. An examination of other MLA publications, such as Feedback, Prograzier and promotional material for major events such as More Beef from Pastures, Meat Profit Days and Prime Time reveals great potential for increasing the use of women in on-farm imagery, and for specifically targeting women as clients.

Figure 5 Percentage of cases in which MLA programs nominated the use of the Kerby (1996) strategies for valuing women as customers (see Literature review p15)



Source: Surveys completed by MLA program coordinators.

The data reported indicates there is greatest potential for improving the participation of women in MLA programs by addressing all areas for focusing on women as clients; and particularly in the areas of networking, childcare arrangements and promotion. The level of interaction of the programs with women's programs was poor in some instances, and in most

cases products and services were not clearly identifiable as targeted at women on farms. As all of the MLA on-farm programs are offering many of the products and services identified as high priorities for women in the meat industry, there exists a high potential return on investment from developing specific strategies for each program to increase women's participation in existing MLA activities.

5.4 Opportunities and options available to MLA to increase women's participation in all on-farm aspects of the red meat industry, including partnerships with other providers

The literature and the interviews with farm women and program coordinators demonstrate the critical and significant contribution women make to the red meat industry in Australia. Not only are they 44% of the red meat producing population, but they play a major role in farm management, and to a lesser extent, farm production. Their role in the farm management team is flexible, depending on the circumstances of the family, the farm and the business. By better understanding women's needs, and the barriers to their participation, MLA is presented with a huge opportunity to not only increase participation of women in its programs, but total participation overall.

To develop recommendations for increasing participation, this section builds on the literature review and research findings and evaluates the extent to which the barriers and needs of women are being addressed, and how they could be better addressed. A vision for MLA's women's strategy is identified, and key goals for the next five years proposed. It then considers the barriers limiting women's participation in the on-farm programs, and the extent to which these are being addressed by current programs. From this, opportunities for increased participation through partnering between MLA, women, and other industry programs are identified.

Four areas have been identified for maximizing the return on investment in MLA communication and extension programs.

1. Increase adoption of R&D through increasing participation of women and teams in MLA on-farm programs
2. Increase the relevance of MLA programs to the whole industry by involving leading women in MLA decision making
3. Increase business and people management skills on farm by promoting relevant programs to women in the meat industry
4. Partnering with other organisations to increase MLA's return on investment in RD&E

Each topic area is discussed in detail, followed by specific recommendations. The purpose of the recommendations is to identify low cost – high impact opportunities for increasing the adoption of MLA R&D through increasing participation, and the effectiveness of participation, in MLA on-farm programs. Recommendations are largely focused around the following principles:

- Increasing total participation in MLA on-farm programs (to increase total impact)
- Increasing participation of farm teams in MLA on-farm programs (to increase the rate and extent of adoption)

A business case for this approach is presented in Section 7. Specific recommendations for increasing participation and farm team participation use the following approaches:

- Linking MLA programs to existing women's programs
- Addressing the specific barriers to participation for specific MLA programs

- Developing a culture focused on working with all members of the farm team
- Capitalising on the existing skilled network of meat industry female leaders
- Partnering with other organisations with common objectives

5.4.1 A vision and goals for the MLA women's strategy

The interviews with women in the livestock industry identified that women are keen to participate in meat industry programs, and the literature review and commissioning of this study by MLA, indicate that the MLA is also keen to increase women's participation in the on-farm programs. Table 7 defines the vision of the MLA women's strategy as one of increasing participation in industry programs, and outlines the current situation, and the desired situation in five years time.

Table 7 The vision and future objectives of MLA

VISION: Increased adoption of on-farm R&D by producers through increased participation of women in on-farm programs	
<p>The current situation (end of 2004)</p> <ul style="list-style-type: none"> • Mixed levels of participation of women in MLA programs • Women not specifically targeted as customers • Invisible recognition of the contribution and needs of women in the meat industry • Women unaware of many opportunities to participate • Barriers for women to participate • MLA programs operate independently of women's programs • Low participation of producers in MLA programs • Low and/or slow adoption of RD&E by participating meat producers • Low profitability of producers 	<p>The desired situation (5 years)</p> <ul style="list-style-type: none"> • High participation of women in all MLA programs • MLA programs focused on women as customers • Excellent understanding of the roles, contribution and needs of women in the meat industry by key stakeholders • Women aware of many opportunities to engage • Reduced barriers for women to engage • MLA programs operating in partnership with women's programs • Increased participation of producers in MLA programs • Accelerated and increased adoption of RD&E by a higher percentage of producers • Increased profitability of meat producers

5.4.2 Increase adoption of R&D through increasing participation of women and teams in MLA on-farm programs

The research demonstrates there is great potential to increase participation in MLA on-farm communication and extension programs through addressing the participation barriers to women and teams. This in turn, has great potential to increase the subsequent adoption of MLA on-farm R&D. To achieve this, it is recommended that MLA take a two-pronged approach. Firstly, to work within specific MLA programs to increase participation; and secondly, to work more generically within MLA, and with the membership, to promote increased participation.

In terms of addressing the barriers to women's participation (as per Kerby's list on p16), the MLA programs did not rate highly in networking, provision of childcare, promotion of events to women, and evaluation of women's participation in events. If the MLA programs did target women, it is likely that participation in these programs would be increased. It appears to date that this segment of target audience has been largely ignored by MLA programs, representing a significant opportunity for increasing total farmer participation in all programs.

On the other hand, participation in existing women's programs is high, and these programs are particularly effective in addressing the barriers to women's participation. Women's programs have great strengths in their databases, networks, communication mechanisms and understanding of women's ways of working. Their links to MLA programs, however, are weak, and there exist significant opportunities for both parties to cross-sell their products and better service their members' needs.

5.4.2.1 Linking to existing women's programs

One of the key areas highlighted in the previous table is the lack of networking with existing women's programs. A large number of existing women's programs operate at a national, state and local level. The most important of these are presented in section 10, Appendix 5 (p56). The women's programs fall into three major categories for their level of coverage: national, regional, local and particular rural industries (e.g., cotton, horticulture).

The main focus of the programs is representation of women in rural industries, personal and professional development, and addressing business, political and rural social issues. Most programs are targeted at producers, with service providers, agribusiness and government departments also involved.

At each of these levels of coverage, the women's programs identified have particularly strong networks, communication mechanisms and participation of women in their activities. They specifically address women's issues, and do so in a way which overcomes the major barriers to participation identified in the literature review and research findings. They are generally low cost, targeted directly at women, and organised to suit women's caring and off-farm commitments. Some programs are limited by their funds, structure and focus.

The programs which offer a high potential return on investment for MLA to promote its services and access networks of potential participants are:

- The national, regional and local Women in Agriculture programs, by providing networks, databases and communication mechanisms for MLA programs to be promoted to rural women;
- Each of the State's annual Gathering of Women in Agriculture, which could provide high level exposure of MLA products and services to large numbers of rural women at low cost;
- The Partners in Grains program's South Australian farm succession training program and the RIRDC Farm Succession Planning conference, by providing opportunities for developing and delivering farm succession services to family farm businesses; and
- the other rural industries women's programs, through their experience in delivering services to farm women, and through the common needs of women across the range of rural industries.

The private provider organisations have a range of products and services which could be delivered at a regional level through partnerships between MLA, women's organisations, other RDCs and rural funding bodies, and FarmBis.

5.4.2.2 Increasing participation in specific MLA programs

This project involved a brief review of MLA's on-farm programs in relation to participation of women. From the data gathered, and the consultations with program officers, a number of suggestions are made for improving participation in five major programs: the EDGENetwork

(programmed learning and group activities); Meat Profit Days and PrimeTime (information transfer activities); Progrozier (information transfer); the Australian Rural Leadership Program (mentoring); and Producer Initiated Research and Development (technology transfer). Suggestions for each of these programs are presented below:

EDGENetwork

Overall, the EDGENetwork training workshops have a higher level of participation than the Meat Profit Days and Prime Time. Within the EDGE program there is a wide variation in participation of women across regions, ranging from 12 to 44%. This inconsistency suggests variation is due to individual operator differences, rather than the design of the national program. Best practice would indicate that 40% could be the norm, and in some programs levels greater than 50% could be achieved (as evidenced in the FarmBis data). Development and adoption of some standard policies for encouraging women and teams to participate could increase the consistency of participation rates for EDGE. These policies could be based on addressing the barriers identified in the Kerby (1996) checklist. Examples of such changes, which again could be implemented at virtually no additional cost, include:

- Charging per business for participation, rather than per individual. Regions using this strategy are delivering higher participation rates than regions not using this strategy.
- Incorporating images of teams and women in the promotional materials for the events, and explicitly encouraging farm businesses to come as a team if they are to capture the maximum benefit from their participation.
- Specifically marketing the workshops of relevance to women, directly to women. The research showed that women are particularly interested in workshops such as time management; working in groups; family meetings; marketing; communication and business management.
- Organising workshops at times and in places that reduce the barriers to women's participation; offering subsidies for childcare (some States offer this through FarmBis); and demonstrating the relevance of production based workshops to the overall success of the business.
- EDGENetwork coordinators work in partnership with existing women's organisations to promote workshops to women.
- Studies to evaluate the impact of EDGENetwork include a sufficient proportion of women to allow analysis of the effectiveness of the programs by gender
- Studies to evaluate the impact of these activities assess whether participation was by the farm team, or by one member of the farm team, to allow analysis of the effectiveness of the programs by team participation, as compared to individual participation.

Meat Profit Days and PrimeTime

Meat Profit Days and PrimeTime forums currently have a low level of participation by women. They are, however, major feeders into on-farm change programs such as EDGENetwork and More Beef from Pastures. Some low cost high impact strategies to encourage farm women to attend and then participate in follow-on programs are:

- Involvement of existing women's networks in the design and marketing of these events (e.g., farm women members on committees, obtaining specific feedback from women on the content and marketing approaches to be used, funding women's organisations to promote these events through their networks.
- Charging per business for participation, rather than per individual. This gives a clear signal that MLA is seeking to have farm team members, rather than individuals, attend.
- Using inclusive language and incorporating images of teams and women in the promotional materials for the events

- Linking the content of each presentation into the aspects of the business that the team, and the women are interested in. For example, a presentation on grazing management could highlight how the proposed strategies link to the overall profitability of the business and its financial recording systems.
- Studies to evaluate the impact of these events include a sufficient proportion of women to allow analysis of the effectiveness of the programs by gender
- Studies to evaluate the impact of these events assess whether participation was by the farm team, or by one member of the farm team, to allow analysis of the effectiveness of the programs by team participation, as compared to individual participation.

Other information awareness programs, such as More Beef from Pastures, could adopt similar recommendations to increase participation of farm teams and women in their activities.

Prograzier

The readership survey of the Prograzier magazine found that 31% of readers were female. This demonstrates that the content of the magazine is of interest to female readers. Observation of the articles and images in Prograzier demonstrates an overt effort to incorporate articles about farm teams, and farm women. However, the publication is largely dominated by articles by and about males, and about farm production. In some cases it appears that images are used because they are available, rather than because they have been taken for the purpose of conveying a message. The database for mailing of the magazine is also largely dominated by business and/or male names and addresses.

A number of simple strategies could be used to increase the female readership of Prograzier, and to ensure its relevance to all members of the farm team:

- Increased use of images incorporating women and other farm team members
- Incorporation of women's comments within articles
- Articles on women's activities in the farm business
- Linkage of key messages to the business, financial, marketing and human resource elements of grazing operations
- Updating of the database to incorporate the names of all farm team members, and/or mailing of the magazine direct to individuals on the property (this is particularly relevant for employees with a significant role in farm management)
- Incorporation of a statement within the magazine about who it is targeting (all farm team members), and why (to ensure excellent information flow)

Producer Initiated Research and Development (PIRDs)

The nature of PIRDs as research projects created by a group of producers, means that it is very hard to ascertain the actual participation of women in the research or in the projects. There are a number of women on the advisory group. One third of the "contact" people for each PIRD are female. This is a high proportion, maybe as a result of the tendency for those women who are involved within a farmer's groups, to take on the secretarial role.

The focus of PIRDs is production. The literature review and focus groups show that while women are interested in production issues, their dominant interest is in business management issues, communication and people management. While a broader focus may encourage more women to become actively involved with PIRDs, topics such as these would be outside the scope and guidelines of PIRDs as they currently exist.

One low cost high impact strategy to increase women's participation in PIRDs and subsequently increase women's active participation and the long term sustainability of the livestock industry would be to expand the scope of the PIRD program to include business and farm management research topics as well as marketing.

5.4.3 Recommendations for increasing adoption of R&D through increasing participation of women and teams in MLA on-farm programs

To achieve increased participation and adoption within MLA on-farm programs, a range of mechanisms are suggested. This first of these involves the selection of three major MLA on-farm programs to pilot the development and implementation of strategies for increasing participation and adoption through the provision of consulting, coaching and mentoring services to the chose project teams. The consultant would assist the project team to evaluate its current performance, and to develop appropriate strategies for increasing participation of both teams and women over a three year period. Suggested MLA on-farm programs for this service are *EDGEnetwork* (programmed learning and group activities), *Meat Profit Days* and *PrimeTime* (information awareness through one-day expos), and *More Beef from Pastures* (information awareness through a publication and free local activities). These programs have been selected because of their wide ranging influence and potential for increasing adoption, and in turn, for maximizing return on investment. Other options include *Prograzier* (an alternative to *More Beef from Pastures*), and PIRDs (a technology transfer program).

In addition to improving the performance of specific programs, there is potential to influence all of MLA's on-farm programs through the provision of annual training workshops "Increasing participation of women and teams in on-farm programs" to MLA staff, contractors and partners. These workshops would provide a pathway for participants to review the extent to which their current activities are targeting women, and to identify strategies for increasing participation.

For those programs seeking to increase participation, it is recommended that MLA provide resources for:

1. Sub-contracting of women's organisations to promote specific MLA on-farm activities
2. Sponsoring five Women on Farms Gatherings each year, as a means of promoting MLA's products and services, and its commitment to servicing the needs of women members.

Access to these resources could be by submission of applications to a central coordinating group.

To ensure the above activities are undertaken in a co-ordinated way, it is recommended that a project coordinator be appointed to oversee and monitor the above activities. This coordinator could also take on the role of develop a strategy to communicate the outcomes of the review, and the on-going activities of the program.

Finally, there is great potential to use the above strategy to advance the understanding of how to increase participation and adoption of R&D outputs through increasing the participation of women. A formal evaluation process is recommended, to be undertaken concurrently with the strategies recommended above. This could be achieved through sponsorship of a PhD student in rural sociology. The results of this evaluation could be used to further develop and refine MLAs strategy for increasing participation and adoption.

Recommendation 1: Increase adoption of R&D through increasing participation of women and teams in MLA on-farm programs by:

- Working with EDGENetwork, Meat Profit Days, PrimeTime and More Beef from Pastures to pilot the development and implementation of strategies for increasing the participation of women and teams in on-farm learning programs.
- Building the capacity of MLA to target women and teams as customers, through annual training workshops
- Allocating resources to sub-contract women's organisations to market specific MLA activities
- Allocating resources to promote MLA programs to women by sponsoring five Women on Farms Gatherings a year
- Appointing a project coordinator, to manage the implementation, coordination and monitoring of the increased participation program
- Formally evaluating the impact of the above recommendations.

5.4.4 Recommendations for increasing the relevance of MLA programs to the whole industry by involving leading women in MLA decision making

The above recommendations are considered to be of the highest priority for MLA as they will provide the greatest return on investment for the organisation. There are other opportunities, however, to capture a greater share of the investment that MLA is already making in leadership programs such as the Australian Rural Leadership Program.

The Australian Rural Leadership Program has over its 12 years of operation received strong support from MLA - of the 16 MLA scholarship holders (to 2004) six of these have been women. A list of past MLA graduates of the Australian Rural Leadership Program can be found in section 10, Figure 13 (p57). Each of these graduates has gone on to play leading roles with the red meat industry. For example Alisa Fox is the chair of the VFF livestock committee and Kate Joseph is the Treasurer. Lucinda Corrigan is active in a number of organisations including the CRC for dryland salinity. These graduates are a great resource for MLA as leaders, as role models, mentors and as champions. MLA can give a clear signal to women and men within the industry that MLA promotes equal opportunity, and actively encourages and supports leadership in all sectors and at all levels.

Some low cost high impact strategies to support these graduates, raise their profile and encourage more women to take on leadership roles within the industry are based on building a network of existing (women) graduates of the ARLP and other, MLA sponsored leadership programs such as the RIRDC women's awards through:

- Building a data base so that MLA staff and project leaders are able to involve these women in relevant projects.
- Inviting graduates to specific MLA functions to acknowledge and recognise their contribution, as well as deliberately seek their contribution to major planning events and reviews. These women have the potential to be significant champions for MLA yet they are rarely invited to participate in specific programs
- Establishing women graduates as role models through the profile and communication of their stories, their roles and their vision for the industry in MLA publications.
- Encouraging these graduates to mentor women into the other leadership courses such as the ARLP thus ensuring sustainability and ongoing support
- MLA to be proud of these graduates and the role that MLA has taken in supporting them.

At the program and project level, there is potential to use these women to contribute to the content and design of MLA activities. These women can bring a focus on the business, financial, management and marketing aspects of meat production to project design. This can then broaden the relevance of projects and programs to people with similar interests.

Recommendation 2: Continue to support women to participate in leadership training, and to contribute in an on-going way to the future of the meat industry.

- Sponsor and network women from leadership programs
 - Sponsor FAAW Women on Boards leadership courses, and request longitudinal monitoring of scholarship holders with regular reports to MLA, ensure publicity in Feedback and Prograzier for scholarship holders, and feature the Women on Boards program in Feedback.
 - Continue to sponsor DAFF Company Directors Course, and RIRDC Rural Women's Awards
 - Feature successful candidates in Feedback and Prograzier, and encourage candidates to mentor other women and support candidates to join project committees.
 - Continue to sponsor ARLP
 - Encourage MLA scholarship winners & ARLP participants to mentor women meat producers, support candidates to join the project committees of the on-farm extension programs and promote the ARLP graduates through Feedback and Prograzier

- Support suitably qualified women to participate in committees and boards
 - Invite female graduates of leadership programs to act as industry champions such as by featuring in MLA publications, being members of project committees, networking with women's groups, mentoring other women and overseeing the MLAs strategy for increasing participation and adoption.

5.4.5 Recommendations for increasing business and people management skills on farm by promoting relevant programs to women in the meat industry

The first recommendation is focused on increasing participation and adoption **within** the programs that are already operating. The review indicated, however, that there are some areas which women are particularly interested in, that are not being fully addressed by existing MLA on-farm programs:

- Leadership
- Succession planning
- Marketing
- Farm management team communication
- Information technology and decision support systems
- Managing farm labour
- Animal and pasture production
- Property management planning

In some cases the relevant products and services already exist, but their level of activity is low (e.g., the people and business workshops of EDGENetwork); and in other cases the products and services could be made more relevant by linking the key messages into the aspects of farm management which women are involved in (e.g., by broadening PIRDs to examine production from a financial perspective, rather than a technical perspective). The relevance of MLA products and services to women could be enhanced through the development and implementation of a process for evaluating existing and future R&D and on-farm programs by gender relevance.

The programs which offer a high potential return on investment for MLA to partner with to address the needs of women in the meat industry are:

- The Partners in Grains program's South Australian farm succession training program and the RIRDC Farm Succession Planning conference, by providing opportunities for developing and delivering farm succession services to family farm businesses; and
- The other rural industries women's programs, through their experience in delivering services to farm women, and through the common needs of women across the range of rural industries.

Recommendation 3: Address women's needs in MLA RD&E programs

- Develop and implement a system for evaluating existing and future R&D and on-farm projects by gender relevance.
- Sponsor key women producers to participate in the RIRDC farm succession planning conference
- Work with the Partners in Grains program in SA to pilot delivery of farm succession training
- Develop a national cross-industry approach to the delivery of farm succession planning training and support (long term)
- Fund a workshop on farm succession planning at a Women on Farms Gatherings (as per recommendation 1)

5.4.6 Recommendations for partnering with other organisations to increase MLAs return on investment in RD&E

Other Research and Development Corporations and agricultural organisations are facing many similar issues to MLA with respect to the need to increase participation and adoption from on-farm programs. There is potential to partner with these organisations to maximize MLA's return on investment in this area. In particular the AWI has recently invested in examining its involvement of women in on-farm programs; the Federal Government has just announced a Senate inquiry into the participation of women in leadership roles in rural and regional Australia; and the Cooperative Venture for Capacity Building is considering further research on women's participation in leadership and capacity building.

The two key opportunities which exist for MLA are firstly, to partner with AWI in the delivery and evaluation of programs to increase women and farm team participation; and secondly, for MLA to work with AWI and the Cooperative Venture for Capacity Building to inform further research on women in rural industries.

This review also identified a strong overlap between the interests of women in all rural industries, and a number of the products and services offered by MLA on-farm programs. The EDGENetwork training modules on marketing, communication, people and business, for example, would be very marketable to the broader community of women in rural industries (such as women in dairying, cotton, horticulture, grains, sugar and the grape industry). MLAs return on investment in this particular program could be significantly increased through partnerships with other RDCs to deliver such workshops across a broader range of industries.

Recommendation 4: Partner with other organisations to increase MLAs return on investment in RD&E

- Partner with AWI co-delivery of recommendations 1, 2 and 3
- Consider further investment in RD&E to increase participation of women and to address issues important to all agricultural industries.
 - Specific opportunities are:
 - updating of the Missed Opportunities report of RIRDC (1998)
 - joint ventures on topics such as succession planning, information technology, labour management and business systems
 - comprehensive research on the division of labour on farms, to allow better targeting of extension
- Assess the feasibility of partnering with other RDCs to broker the delivery of relevant products and services to other rural industries.

6 Success in Achieving Objectives

6.1 Success in Achieving Objectives

This section describes the extent to which the project achieved each of its objectives.

6.1.1 Collate participation data of women in MLA programs

The absence of data on the participation of women in specific MLA programs made this a difficult objective to achieve. Interviews with project coordinators, however, did inform the review, but the accuracy of the data was limited by lack of records on overall participation, and in particular, on women's participation. Future collection of data by MLA on-farm programs needs to include an assessment of gender, and sufficient data needs to be collected to allow an analysis of results by gender.

6.1.2 Document needs and issues facing women in the on-farm area of the red meat industry

The needs and issues facing women were identified through focus groups, interviews, and previous literature on women in rural industries. The information obtained was generic, and limited due to the small sample size of the study. They did, however, reflect the findings in the literature. To improve the quality of data, it is recommended that future surveys of needs ensure that an adequate sample of women is targeted in all evaluations.

6.1.3 Identify barriers to women's participation in MLA programs

The methodology used to identify barriers to women's participation in MLA programs was largely dependent on the self-reporting of MLA project coordinators against barriers identified in the literature. The results were influenced by the respondent's understanding of the questions. In many cases respondents were not fully aware of the possible barriers to women's participation, and as such the respondents tended to over-estimate the extent to which they were addressing the nominated barriers. A more effective approach to identifying barriers would be to have an experienced evaluator observe specific programs in action; or to train coordinators to be better able to self-evaluate their performance. These approaches should be adopted as part of recommendation 1.

6.1.4 Identify opportunities and options available to MLA to increase women's participation in all on-farm aspects of the red meat industry, including partnerships with other providers

The wealth of generic literature on this topic, combined with the experience of the reviewers, and the contributions of the respondents and project managers, allowed a wide range of opportunities and options to be identified. These options were generally low cost, high return and relatively simple to implement.

6.1.5 Develop recommendations and strategy for MLA to increase the participation of women and subsequent adoption of MLA products and services.

The recommendations produced from this review provide simple, cost effective suggestions as to how MLA can increase participation in its on-farm programs; increase participation of women in its programs; and increase participation and subsequent adoption by farm teams.

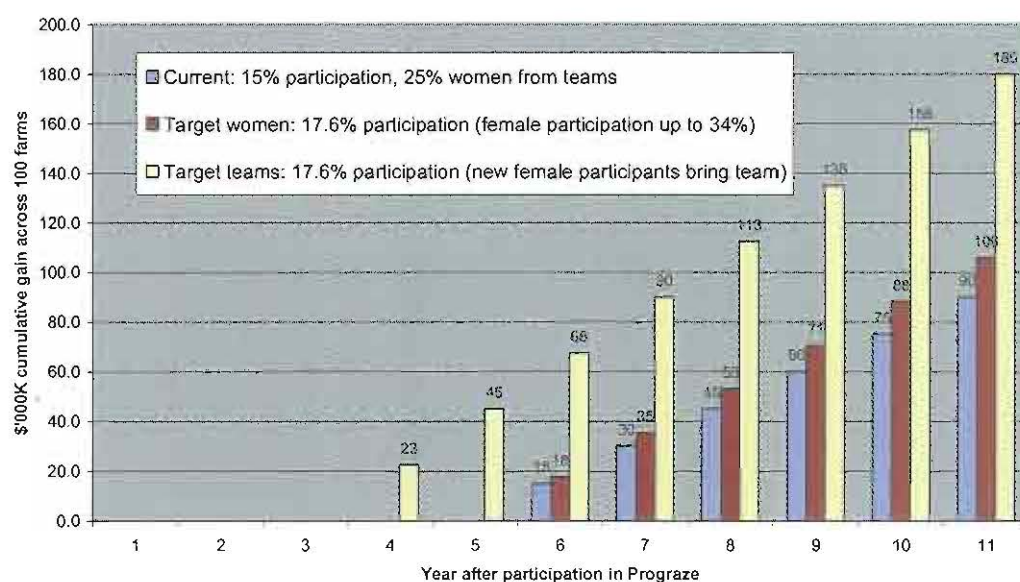
7 Impact on Meat and Livestock Industry – now and in five years time

7.1 Impact on Meat and Livestock Industry – now and in five years time

7.1.1 Impact on Meat and Livestock Industry – now and in five years time

To evaluate the potential impact of the adoption of the recommendations of the review, a hypothetical return on investment model was developed. An analysis of the returns which would be accrued through increasing participation rates of women and of farm teams in Prograze is shown in Figure 6. Fostering the participation of women, and in particular women and farm teams can double the return on investment, and also bring forward the rate of return investment by 1.6 years.

Figure 6 Returns from increasing the participation of women and teams in PROGRAZE® after 5 years.



The assumptions in this analysis are:

1. The potential target audience for one Prograze course is 100 farm businesses, each with 100ha of grazing area
2. The costs associated with targeting women and teams are absorbed in the additional income generated from increased participation in the Prograze course.
3. On average, participating farm businesses increase returns by \$100/ha per year starting in year 5.
4. The baseline participation rate is 15% of the possible *businesses* within the target audience. This is the highest participation rate achieved by Prograze to date.
5. The baseline group is 25% women (as per the EDGENetwork data to date), with all women attending with another member of the farm team (there is no data on which to base this evidence, but this seems reasonable based on anecdotal evidence). These groups thus have 35% of the businesses represented as teams.

6. The rate of adoption is directly related to the proportion of farm teams participating. That is, where the proportion of farm teams increases (for example by 10%), the rate of adoption increases in direct proportion (for the example, by 10%).
7. The extent of adoption is directly related to the proportion of farm teams participating. That is, where the proportion of farm teams increases (for example by 10%), the extent of adoption increases in direct proportion (for the example, by 10%).
8. The rate of participation of women can realistically be increased from the current level of 25%, to 35% (this is well below figures achieved in other programs both within MLA and within FarmBis)
9. The rate of participation can be increased either by increasing the participation of women as individuals; or by increasing the participation of women *and* another member of their farm team.

As can be seen, this model is based on a number of assumptions which need further investigation to verify the accuracy of the hypothetical model. The critical issue which needs further evidence is the impact of the participation of farm team members on the rate of adoption, and on the extent of adoption. In other words, how much sooner, and how much better, do farm teams adopt change than individuals?

This model's assumptions have calculated that groups with 51% participation as farm teams will adopt the changes on average 1.1 years ahead of groups with 25% participation as farm teams. In addition, the model calculates that the group of 51% farm teams will achieve average returns per hectare of \$127, rather than \$100/ha for the standard group composed of 25% farm teams. Intuitively, these figures do not seem unreasonable, but without verification, this model can serve only as a conceptual framework, rather than a predictive tool. Nevertheless, the benefits of increasing participation, and particularly of increasing participation of farm teams, are evident.

8 Conclusions and Recommendations

Increasing the participation of women and farm teams in on-farm programs by 10% has the potential to double the return on investment.

This report:

- Reviews the literature on women in agriculture
- Analyses data on women's participation in training programs and barriers
- Characterises typical roles of farm women using case studies
- Formulates practical recommendations to increase participation, and
- Describes a model to predict the impact of these changes

Recommendations address the following areas:

- Developing a culture focused on farm teams
- Customising programs for women and farm teams
- Promoting leading women producers, and
- Partnerships to address farm succession

Further research is needed to quantify the impact of targeting farm teams; and the division of labour on farms.

Recommendations are summarized in 8.1.

8.1 Recommendations

Recommendation	to June 2006	to June 2007	to June 2008
1. Increase participation of women and teams in MLA on-farm programs to increase adoption of R&D			
Work with EDGENetwork, Meat Profit Days, PrimeTime and More Beef from Pastures to pilot the development and implementation of strategies for increasing the participation of women and teams in on-farm learning programs (\$7500 per program per year, consulting fees plus consulting expenses)	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00
Build the capacity of MLA to target women and teams as customers, through annual training workshops (2 days per year)	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Sub-contract women's organisations to market specific MLA activities (\$2500 per MLA program per year)	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Promote MLA programs to women by sponsoring five Women on Farms Gatherings a year (\$2000 per Gathering per year)	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Appoint a project coordinator, to manage the implementation, coordination and monitoring of the increased participation program (15 days per year plus expenses)	\$ 20,500.00	\$ 20,500.00	\$ 20,500.00
Formally evaluating the impact of the above recommendations (PhD student or consultancy)	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
2. Capture the benefits of women's leadership contribution to the meat industry			
Sponsor and network women from leadership programs	continue	continue	continue
Support suitably qualified women to participate in committees and boards	internal cost	internal cost	internal cost
3. Address women's needs in MLA RD&E programs			
Develop and implement process to evaluate existing and future R&D and on-farm projects by gender relevance	\$ 5,000.00	internal cost	internal cost
Sponsor women to RIRDC conference on Farm Succession Planning	\$ 5,000.00	-	-
Partner with the Partners in Grains pilot on succession planning training	\$ 10,000.00	-	-
Develop a national cross-industry approach to the delivery of farm succession planning training and support (long term)	tbd	tbd	tbd
Fund a workshop on farm succession planning at a Women on Farms Gatherings (as per recommendation 1)	tbd	tbd	tbd
4. Partner with other organisations to increase MLA's return on investment in RD&E			
Partner with AWI co-delivery of recommendations 1, 2 and 3	Internal cost		
Consider further investment in RD&E to increase participation of women and to address issues important to all agricultural industries	CVCB	CVCB	CVCB
Assess the feasibility of partnering with other RDCs to broker the delivery of relevant products and services to other rural industries	\$ 10,000.00		
TOTAL	\$123,000.00	\$ 93,000.00	\$93,000.00

tbd=to be determined, CVCB=Cooperative Venture for Capacity Building. Recommendations are based on a standard consulting rate of \$1000 per day, plus expenses

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10 Appendices

Appendix 1: Case studies of farm women

Training needs of women in meat and wool

I write to invite you to participate in a meeting to discuss the training needs of women in the meat and wool industry. The meeting will be an informal discussion where we identify what training you would like to have available from Australian Wool Innovations, and from Meat and Livestock Australia, and the format in which you would like to that to be provided.

Date: Wednesday, December 1, 2004
Time: 9.45am for 10am start, closing at 12.30, lunch available if would like to stay
Venue: Launceston
Cost: No cost
RSVP: Friday, November 26, 2004
Facilitator: Amabel Fulton
Coordinator: Naomi McGrath-Kerr, 62319033

Coffee and tea on arrival, lunch provided

The opportunities and outcomes identified in this meeting, along with others being held around Australia, will be presented to Meat and Livestock Australia and Australian Wool Innovations. The results will form the basis of recommendations and strategies for both groups to increase the participation of women in industry development and training. Meat and Livestock Australia and Australian Wool Innovations are keen to foster the significant contribution women make to agriculture, and to find ways of ensuring they are addressing women's needs.

This gathering of information by Rural Development Services Pty Ltd is part of a national consultancy project being undertaken with Catherine McGowan Consulting Pty Ltd for Meat and Livestock Australia and Australian Wool Innovations.

Please call me if you have further queries, or would like more information

We would love to have your input.

Yours sincerely

Naomi McGrath-Kerr

Focus group process

1. Introduction to project, roles, how data will be used
2. Complete demographic details section, share
3. Complete vision, short term and long term strategies, share
Break
4. Complete training plans for years 1, 2 and 3, share
5. What do we see out of all this?
6. Thank you, invitation to receive report and come to follow-up meeting

Demographic Details

Name

Age group 20-30 30-40 40-50 50-60 60+

Location of farm

Industry

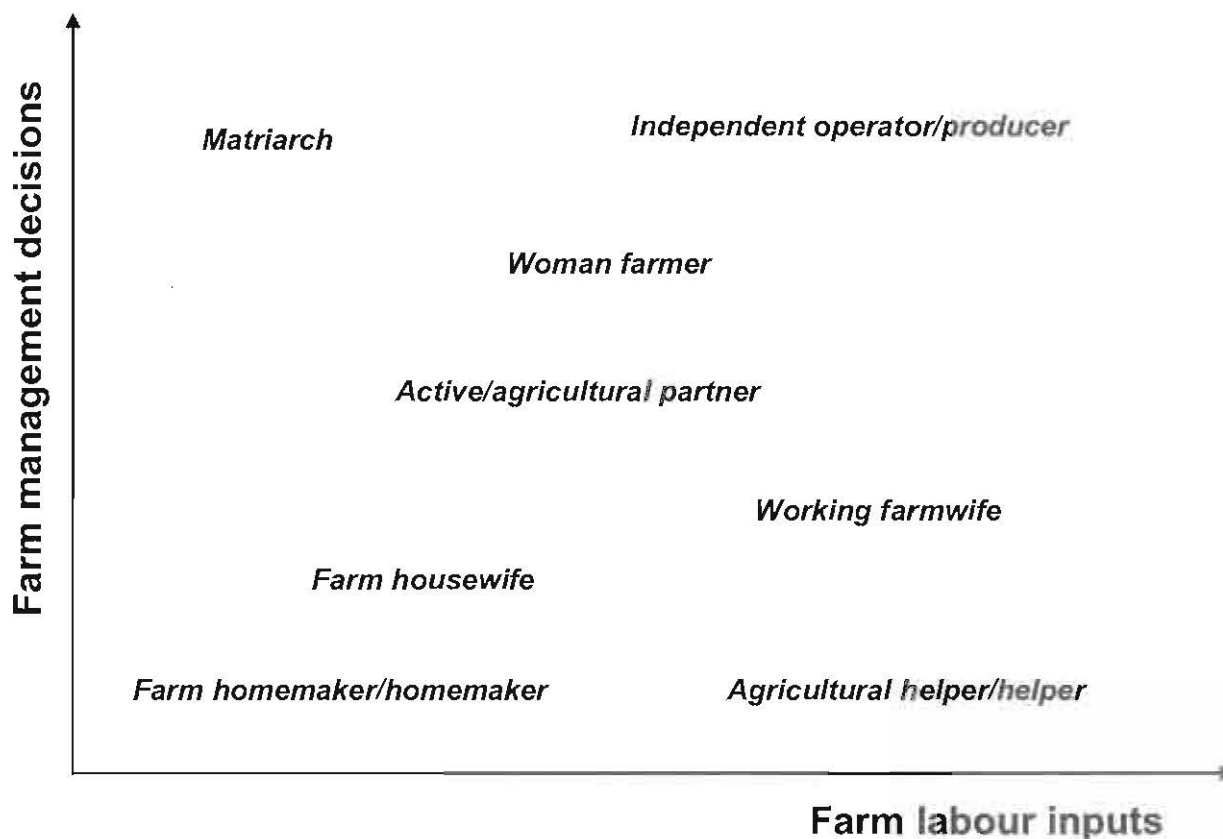
Years living on a farm

Years farming (active participant/partner)

Have you attended industry training programs?

Which programs?

Where do you fit on the map below?



Fostering women's participation in on-farm programs

<i>VISION:</i>	
<i>NOW</i>	<i>THREE YEARS</i>
people	people
business	business
environment	environment
<i>SHORT TERM STRATEGIES</i>	<i>LONG TERM STRATEGIES</i>

Fostering women's participation in on-farm programs

Year 1

January	February	March	April	May	June
July	August	September	October	November	December

Day Number	Topic	Delivery Conditions
1		
2		
3		
4		
5		

Delivery conditions: distance from home, childcare availability, type of trainer

Year 2

January	February	March	April	May	June
July	August	September	October	November	December

Day Number	Topic	Delivery Conditions
1		
2		
3		
4		
5		

Year 3

January	February	March	April	May	June
July	August	September	October	November	December

Day Number	Topic	Delivery Conditions
1		
2		
3		
4		
5		

Appendix 2: Process for gathering participation data for selected MLA programs

Name of program:
Name of program coordinator: Contact number:
.....

Please complete this table for each of the events you have conducted in your program in the last 12 months

Event	Name of event	Date	Location	Training category*	Number of participants	Number of female participants	% females
1							
2							
3							
4							
5							
6							
etc							

*Please indicate the main training category:
Financial General Business Marketing Natural Resource People
Production

After you have completed the table, we would like to discuss with you:
Does this data reflect what is going on in terms of women’s involvement/participation?
What is going on?
What are the limitations of the data?
And we would like some names of women who have participated in your programs, so we can approach them and ask them about the nature of their participation, and the benefits of participation.

Appendix 3: Self evaluation checklist for focusing on women as customers

Please complete this table and return to Cathy McGowan (cathy@cathymcgowan.com) or Naomi McGrath-Kerr (naom.rds@bigpond.net.au)

For your program, please estimate the proportion of cases for which you believe you and your team are addressing the following suggestions for increasing women's participation in training activities

	Always	Most of the time	Some of the time	Occasionally	Not at all	Don't know
Within your program, are you and your team:						
Changing the mindset						
Listening to the ideas, opinions and perceptions of both men and women?						
Recognising the varied skills, knowledge and experiences of our customers?						
Acknowledging the varied and sometimes different learning needs of men and women?						
Accommodating the learning needs of women and men?						
Inclusive language						
Within your program, are you and your team using language in which:						
People are treated equally?						
No irrelevance is introduced?						
No one is excluded?						
The style is consistent?						
With in your planning:						
Are women involved in the process?						
Do women have some ownership of the activity?						
Does the activity address the priorities of all customers including women?						
In designing the program:						
Have you discussed with women an appropriate format, venue and content for them?						
Do they prefer separate activities (to men) or combined?						
Do the speakers/contributors you have engaged reflect the input of the planning group?						
Is it possible to include women as speakers or contributors?						
Have you briefed your speakers about inviting participation from the women present?						

Fostering women's participation in on-farm programs

Networking						
Have you used women's networks by:						
Referring to your own list of women customers?						
Asking these women to invite other women?						
Within your program, are you and your team:	Always	Most of the time	Some of the time	Occasionally	Not at all	Don't know
Sending the information to relevant organisations and groups?						
Planning an activity						
Is the venue:						
Appropriate for women?						
Known to women?						
Comfortable and inviting?						
Accessible?						
Used by the community for other activities?						
Offering appropriate facilities for women and men/						
Are the timing, costs and childcare appropriate for women?						
In organising childcare:						
Have you included the costs in your administration costs?						
Does the venue have childcare facilities?						
Have you encouraged the attendance of children if childcare is not available and provided activities for them in the program?						
In your promotion:						
Have you targeted women?						
Have you direct mailed both partners?						
Have you personally invited women by telephone, word of mouth or letter?						
Have you informed community and school newsletters?						
Have you used daytime television and radio?						
In evaluating activities:						
Are the outcomes of the activity being measured against the objectives?						
Are you encouraging feedback from participants						
Do you collect data on women's participation in activities?						

Discussion topics

Are there any of these ideas which could be helpful to your program (which ones, how, why)
Do you have any other suggestions about how women's participation in your programs could be increased

Appendix 4: Case study results

These have been modified to ensure participant's anonymity

Figure 7 Model for describing the family farm structure of each case study

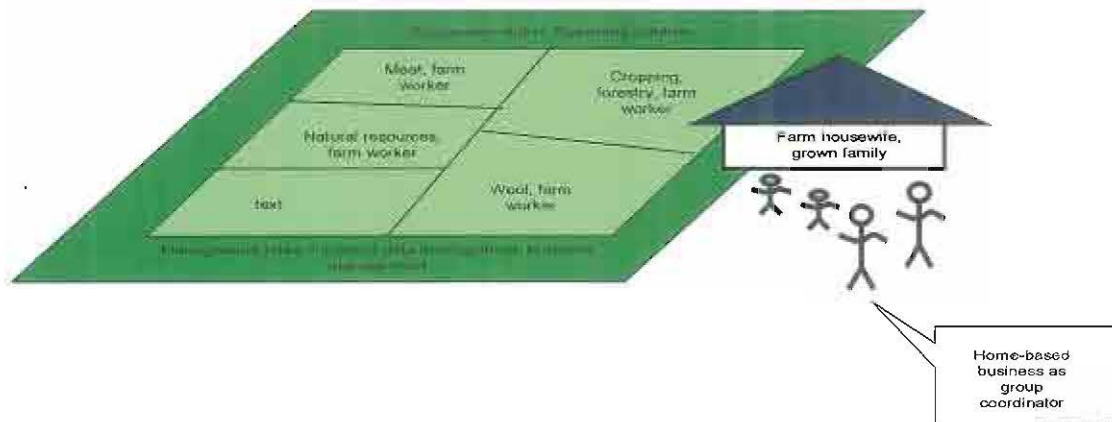
<p>Roles: Farm roles taken by the case study woman: farm labourer, farm partner, farm manager, business manager, administration, family carer, mentor Farm business size: Large (>\$200K turnover), Medium (\$100-\$200K turnover), Small (<\$200K turnover) Experience in farming: Farming background or training in agriculture = Yes; non-farming background or no training in agriculture = No Financial focus: Commercial, semi-commercial or non-commercial Ownership: Owner or part owner, or non-owner of the property; owner, part-owner, or non-owner of the business Main enterprises: Productive enterprises on the farm Succession: Stage in farm succession cycle process Age: 50-60 Children: Number and age of children</p>	<p>Vision: Vision as identified by case study woman during group interviews Three year goals: People: Goals for people on the farm Business: Goals for the business Environment: Goals for the farm environment</p>
<p>Learning topics: Identified in interviews</p>	<p>Delivery conditions: For each learning topic, identified at interviews</p>
<p>Learning topic A</p>	<p>Preferences for type of training, location,</p>

Fostering women's participation in on-farm programs

	other participants for Learning Topic A
Learning topic B	Preferences for type of training, location, other participants for Learning Topic B
Learning topic C	Preferences for type of training, location, other participants for Learning Topic C

Figure 8 Case study 1: Assistant farm manager

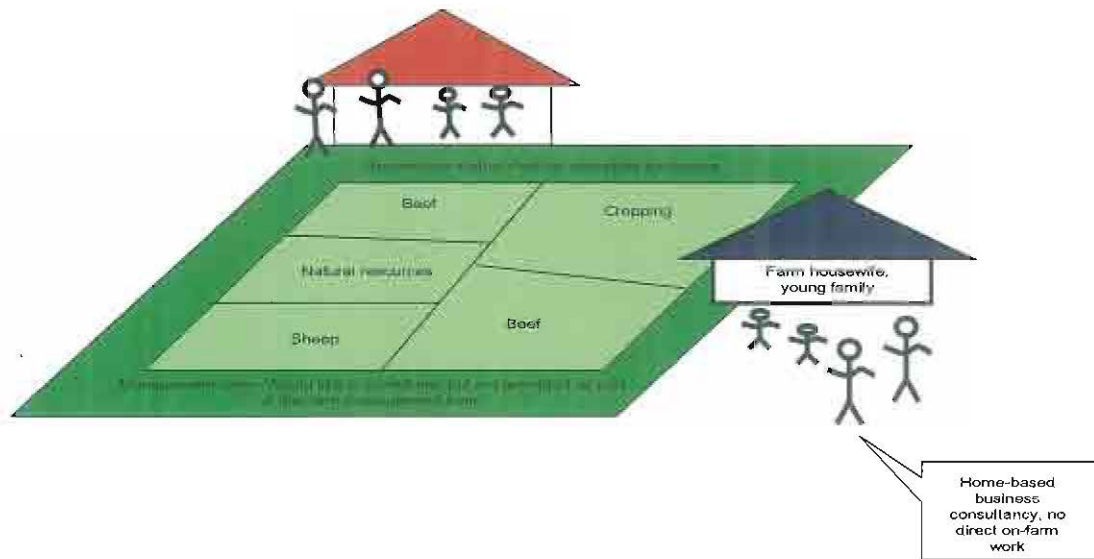
<p>Roles: assistant farm manager, farm partner, working farmwife, farm housewife, farm labourer Farm business size: Large Experience in farming: Yes Financial focus: Commercial Ownership: Farm owner, part-business owner Main enterprises: Beef, sheep Succession: Returning children Age: 50-60 Children: One working on farm, others left home</p>	<p>Vision: Happy and healthy, happy family Three year goals: People: Slowing down in work area but still involved, other family members involved Business: Profitable business and passive income Environment: Trees established plus clearing rest of log heaps</p>
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Learning topics	Delivery conditions
Business planning and development	Intensive training, followed up by one on one support
Succession planning	Workshop off-farm, then family meetings with a facilitator on-farm
Budgeting	Away from home with other farmers
Computer program	With tutor and a couple of other farmers
Refresher on Grazing for Profit school	Resource Consulting Services
Cattle scanning	Informed tutor

Figure 9 Case study 2: Off-farm income

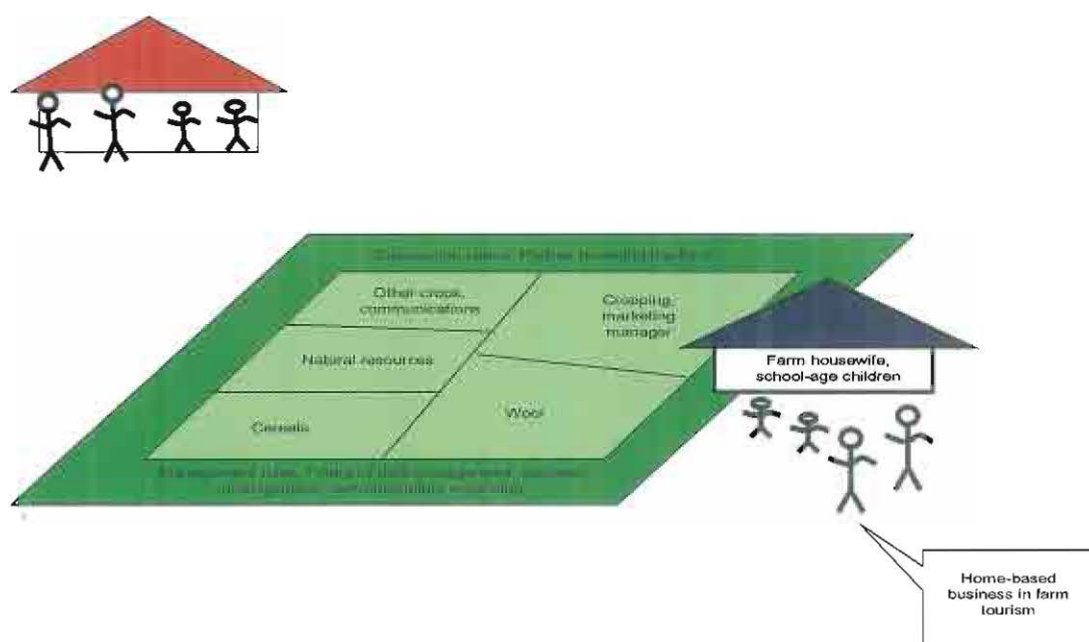
<p>Roles: off-farm income Farm business size: Large Experience in farming: Yes, and tertiary qualifications Financial focus: Commercial Ownership: No ownership of business or farm Main enterprises: Beef, sheep Succession: Partner is possible successor Age: 40-50 Children: Two pre-school age children</p>	<p>Vision: Our farm is operating with best practice in the industry Three year goals: People: To be involved in the farm. Parents in-law have moved off the farm; farm labour is not dependent on family, allowing time for off-farm and family activities. Business: Reduced reliance on off-farm income, acceptance of benefits of paying tax, implementation of all available technology and skills Environment: An effective QA system which allows us to trace-back if there are any problems.</p>
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Learning topics	Delivery conditions
Employing farm labour	Free
Marketing	Local, with people 'doing' it, sharing their experiences

Figure 10 Case study 3: Business manager

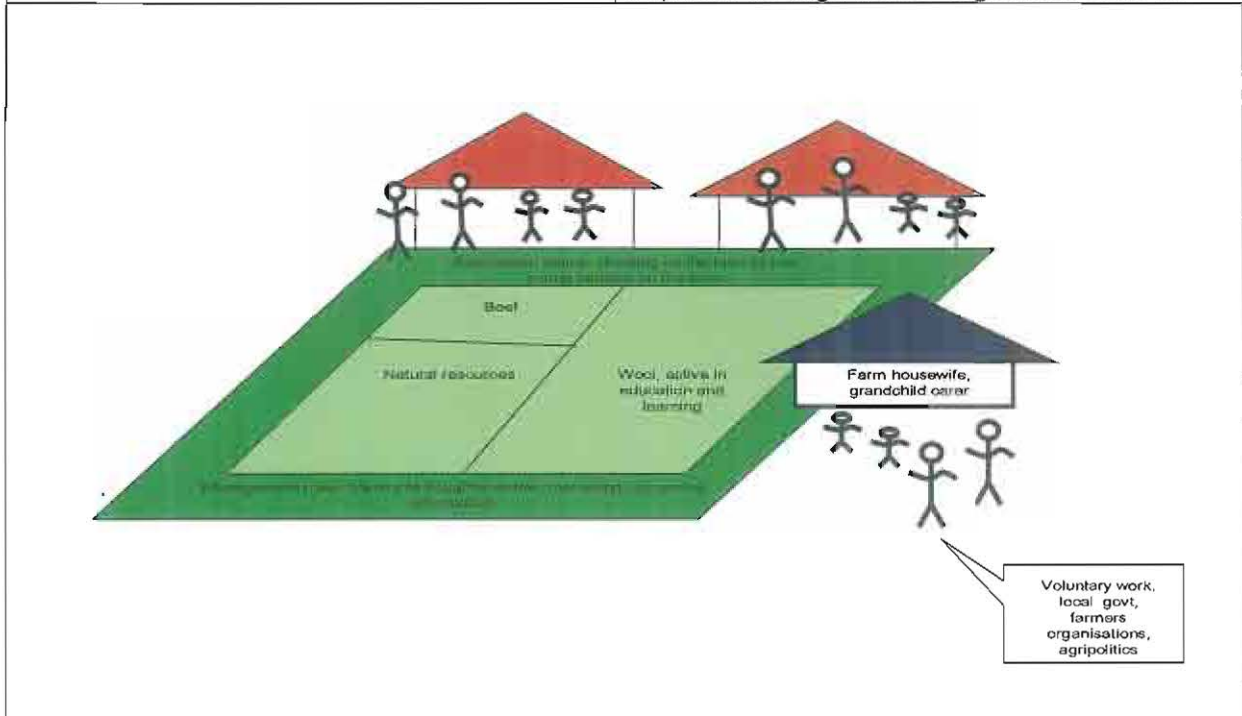
<p>Roles: Business manager, farm partner, farm housewife, farm homemaker Farm business size: Large Experience in farming: None Financial focus: Commercial Ownership: Part-business owner, no land ownership Main enterprises: Cropping, sheep Succession: Partner receiving the farm Age: 40-50 Children: Two school-age children</p>	<p>Vision: Happy, healthy, financially independent, restore and restructure our farm Three year goals: People: Increase workforce from two to three Business: Streamlined, focused, money making enterprise. Two separate flocks (merinos and fat lambs), aim to have three out of four new commodities in full-scale production Environment: More trees, restored wool shed, replaced fencing, clear our rivers</p>
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Learning topics	Delivery conditions
Advanced agribusiness marketing	Group discussion, 6-8 members, guest speakers. Outcome: how to best market ourselves
Garden tours – accessing market	Lecture or group discussion. Outcome: springboard to help me make contacts.
Whole Farm Plan – physical	One to one/two. Revision of farm plan for planning of trees, dams, riparian zones etc
Sucession planning	One to one/two personal advice relating to our situation
Computer skills	Group with computer terminals
Literary, language and art courses	Group discussions, personal learning
Prograze	Suitable for livestock manager to participate in

Figure 11 Case study 4: Mentor

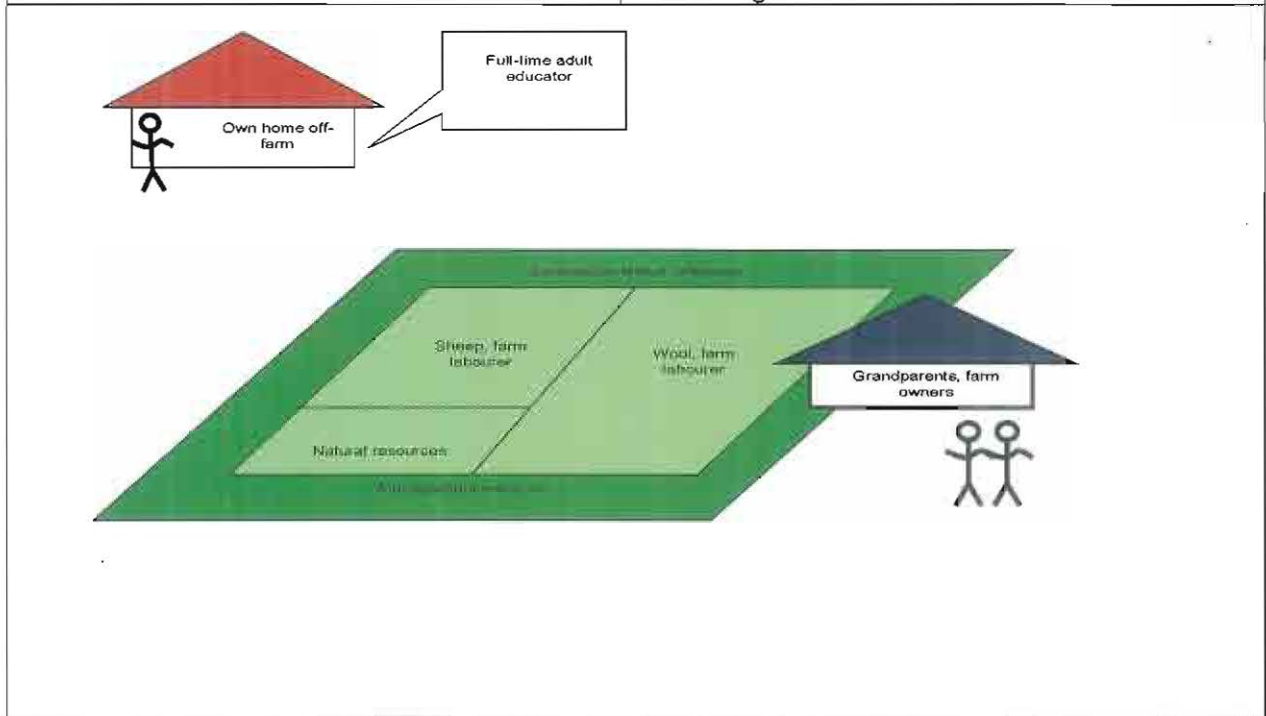
<p>Roles: farm housewife, assistant farm manager Farm business size: Large Experience in farming: Yes Financial focus: Commercial Ownership: No land ownership, part owner of business Main enterprises: Beef, sheep Succession: Returning children Age: 60+ Children: Two children settling on the farm with young families, numerous grandchildren</p>	<p>Vision: Profitable sustainable family farm business Three year goals: People: Partners (in-laws) are all fully involved and we are working well together Business: Diversity with crops, perhaps some horticulture Environment: Water equity between the catchment and irrigation areas, maintain our rabbit free status, a more practical approach to environmental systems than currently being imposed through native vegetation controls</p>
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Learning topics	Delivery conditions
Personnel management	Close to home
Marketing	Trainers who are mature, not bossy, good personality, childcare
New technology in sheep management	As above
Off-farm income earning	As above
Decision making tools	As above
Team management	As above

Figure 12 Case study 5: Farm labourer

<p>Roles: farm labourer, off-farm work Farm business size: Moderate Experience in farming: Yes Financial focus: Semi-commercial Ownership: No land ownership, no business ownership Main enterprises: Wool, sheep Succession: Hopes to inherit the property Age: 30-40 Children: None</p>	<p>Vision: Continue to Three year goals: People: Partners (in-laws) are all fully involved and we are working well together Business: Diversity with crops, perhaps some horticulture Environment: Water equity between the catchment and irrigation areas, maintain our rabbit free status, a more practical approach to environmental systems than currently being imposed through native vegetation controls</p>
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Learning topics	Delivery conditions
Business management	Hands-on, field days, trainers that can actually engage participants. Homework ok, small group work ok.
Business management	Farm tours, listening to the stories from other people.
Property plan, GIS	As above
Succession planning	As above
Marketing	As above

**Appendix 5: Characteristics of major programs for women in rural industries
(overleaf)**

Source: Interviews with coordinators of women's programs

Fostering women's participation in on-farm programs

Characteristics of major programs for women in rural industries	professional development personal development networking representation producers service providers agribusiness metropolitan areas government departments production business political social conference workshop on farm one on one website newsletter government/FarmBis members sponsors clients <\$200 \$200-\$500 >\$500 lack of money FarmBis lack of structure distance from event lack of numbers focus of group lack of services (eg: childcare) Very high High Medium Low																	
	Program objective	Target audience	Types of programs: content	Types of programs: delivery	Funding for program	Cost pp/yr or pp/event	Current limitations	AWI return on investment										
National Non Government Organisations																		
Australian Women in Agriculture	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Foundation of Australian Agricultural Women	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
National Rural Women's Coalition																		
Country Women's Association	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
State Non Government Organisations																		
New South Wales																		
Riverina Agricultural Women	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
NSW Women in Agriculture	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
NSW Gathering committee	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Shaping Our Futures Together (SOFT)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Tasmania																		
Tasmanian Women in Agriculture	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Tasmanian Gathering committee	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
South Australia																		
Women in Agriculture and Business of SA Inc. Program	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
SA Gathering committee	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Queensland																		
Queensland Rural Women's Network	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Queensland Gathering committee	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Victoria																		
Women on Farms West Gippsland	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Victorian Gathering committee	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Western Australia																		
Western Australian Women in Agriculture	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
WA Gathering committee	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
NT/ACT																		
No known activity																		
Industry programs																		
Women's Industry Network Seafood Community (WINSC)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Partners in Grains	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Women in Horticulture (WinHort)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Wincott	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Private providers																		
Rural Scope	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Rural Women in Agriculture	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Training Improvements	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Catherine McGowan Consulting	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Rural Development Services	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Figure 13 MLA sponsored participants in the Australia Rural Leadership Program

Maria Townsend (2004)
Tanumbirini Station PMB 51, KATHERINE NT 0852

Helen Murphy (1999)
Idracowra Station via ALICESPRINGS NT

Lucinda Corrigan (1999)
"Old Rennylea" BOWNA NSW 2840

Ailsa Fox (1998)
RMB 1600 MERTON VIC 3715

Kathryn Joseph (1996)
"Churinga", RMB 7310 TYRENDARRA VIC 3285