

TASMANIAN WOMEN IN AGRICULTURE



ABSTRACT

This four-year strategic plan documents the strategic direction, interventions, monitoring, and evaluation framework for Tasmanian Women in Agriculture.

Strategic Plan 2023 - 2026

Table of Contents

Tables	13
Figures	13
Abbreviations	13
1. Executive Summary	14
2. Introduction	14
2.1 Purpose	14
2.2 Situational Analysis	15
2.3 Overview of Tasmanian Women in Agriculture	16
2.4 Core Values	16
2.5 Governance and Management	17
3. Vision, Mission, and Goals	17
3.1 Vision	17
3.2 Mission	17
3.3 Goals	17
4. Monitoring and Evaluation Plan	18
4.1 M&E Plan Guiding Principles	18
4.2 Program Theory of Change	19
4.3 Program Logic	20
4.3.1 TWiA Broader Goals and Outcomes	20
4.3.2 Broader Goals	21
4.3.3 Longer Term Outcomes	21
4.3.4 Intermediate Outcomes	21
4.3.5 Outputs and Activities	21
4.4 Performance Framework	23
5. Key Evaluation Questions	24
6. Monitoring and Evaluation Approach and Methodology	25
6.1.1 Monitoring and Evaluation Approach	25
6.1.2 Specific Methods and Tools	26
6.1.3 Primary Data Sources	27
6.1.4 Data Collection and Analysis	28
6.1.5 Data Quality	28
6.1.6 Data Management	28
7. Annexes	29
Annex 1: TWiA Strategic Plan 2023 - 2026	29
Annex 2: Performance Framework	35
Annex 3: Legislative and Policy	40

Tables

Table 1: Indicative Outputs and Activities against Intermediate Outcomes

Table 2: Primary Methods to address Key Evaluation Questions and Tools

Figures

Figure 1: TWiA Core Values

Figure 2: Program Logic

Abbreviations

AGM	Annual General Meeting
AES	Australasian Evaluation Society
CEO	Chief Executive Officers
DAC	Development Assistance Committee
KEQ	Key Evaluation Question
IO	Intermediate Outcome
M&E	Monitoring and Evaluation
MORLP	Marcus Oldham Rural Leadership Program
MoU	Memorandum of Understanding
OECD	The Organization for Economic Cooperation and Development
TWiA	Tasmanian Women in Agriculture
SDG	United Nations Sustainable Development Goals
SIPP	Strategic Industry Partnership Program

1. Executive Summary

Tasmanian Women in Agriculture (TWiA) is a not-for-profit volunteer organisation established in 1994 focusing on connecting and empowering rural women from primary production, professional, business, and academic backgrounds.

This document presents both a revised Strategic Plan and Monitoring and Evaluation (M&E) plan relevant to activities being undertaken between 2023 and 2026, which focus on four priorities designed to promote women's leadership and decision-making to enhance rural families' and communities' economic and social resilience, including:

1. Strengthening networking opportunities.
2. Building collaborative partnerships with government, industry, private enterprise, and academic institutions which support advocacy initiatives and best practices.
3. Targeted skill-based training, sponsorship, and leadership development, emphasising farm safety, management, and digital literacy.
4. Enhancing TWiA executive governance to ensure effective and efficient use of resources.

The ultimate goal of TWiA is to contribute to ensuring socio-economic, sustainable, and environmentally resilient communities and ecosystems which promote gender equity. The TWiA vision is a vibrant, connected, relevant and socio-economically resilient community with sustainable ecosystems where Tasmanian rural women equally participate, are empowered, and have equitable access to resources. TWiA achieves this by supporting rural women's leadership and empowerment, farm management skills and practices, and increasing networking, partnerships, advocacy, and representation.

The Strategic Plan and M&E plan reflects members' expectations, opinions and recommendations from annual surveys and discussions. The design of the M&E plan focuses on TWiA priorities, addressing key evaluation questions and the need to provide timely and accurate information to meet executive and stakeholder reporting requirements. Performance monitoring collects and analyses data on key indicators to measure progress towards longer-term outcomes and advise improvements.

The strategic plan and M&E plan must be responsive, flexible, and adapt to changing priorities, with both documents reviewed annually. The M&E plan is iterative, incorporating key stakeholders' information needs and promoting further clarifications of strategic plan objectives and actions while improving communication and learning.

2. Introduction

This document is the TWiA four-year strategic plan for 2023 – 2026 with a M&E framework building on past achievements and lessons learned. The strategic plan reflects responses by the organisation to changes in Tasmanian government agricultural policy and legislation, current challenges faced by the agricultural industry and community, best-practice research supporting implementation strategies and members' expressed needs identified through annual surveys.

TWiA is flexible, responsive, and continually evolving as it seeks to implement activities and partnerships across multiple Tasmanian food and fibre operations and academic and business-related enterprises. The M&E framework reflects the need for interventions to be flexible. It is outcome-focused and acknowledges the relationship of the Tasmanian agricultural industry to broader global initiatives, goals and innovative research requiring adaption to local contexts.

2.1 Purpose

This strategic plan and monitoring and evaluation framework reflect a revised TWiA vision, mission, goals, and strategic objectives identified from a desktop review of TWiA organisational documents, strategic plans, research literature, and grants. The strategic plan objectives are aligned with the TWiA M&E logic model and program theory and are broad statements of goals that list supporting activities.

The M&E performance framework (Annex 2) documents the evaluative criteria, performance indicators, and data sources as well as the information needs of stakeholders, including members, partners and government grant agencies providing information for:

- **Learning and improvement:** to provide accurate and timely information on progress for stakeholders, beneficiaries, program funders and partners to understand what has worked, not worked and why so that adjustments improve organisational effectiveness and efficiency.
- **Management and accountability:** for the effective management and internal and external accountability of resources and funding.
- **Enhancing agricultural sector knowledge:** TWiA communicates the impact of government policy and resource needs specific to rural women and identifies and promotes innovative agricultural best practices specific to rural women. The situational analysis summarises industry, academic, and policy concerns of interest to TWiA. TWiA surveys of current members, past member, and social networks, to inform strategic directions.

2.2 Situational Analysis

Rural agricultural communities face multiple challenges, including loss of productive farmland, soil health, fertility and biodiversity to climate change, extreme weather, and population pressures; the rising cost of living and increased production costs (interest rates, fertilisers, fuel, insurance, transport, food, rent, energy); a shrinking agricultural workforce with an increasing burden of care responsibilities and lack of social protection. Federal and state legislation and policies (Appendix 3) may further impact farming practices and initiatives.

Mitigating the impact of these challenges requires the rapid uptake of cost-effective and efficient technologies, approaches, and practices, including rapid agricultural technological and digital transformation; regenerative and carbon farming and biosecurity; enhancing financial structures and succession planning.

In the Australian agricultural sector, women account for 34 per cent of employees, contributing to an estimated one-third of all on-farm income and 84 per cent of off-farm income. Women account for 56 per cent of students in agriculture, environmental and related disciplines, and 50 per cent of women are in managerial roles. Women's representation in large corporations and industry bodies is disproportionate, with males making up almost 90 per cent of rural representative bodies and females making up only 2.3 per cent of Chief Executive Officers (CEOs) in Australian agribusinesses, compared with an average of 17 per cent across other industries¹. These gender gaps contribute to around fifteen per cent of agricultural economic loss in gross domestic product.² Also, traditional, and patriarchal family structures in rural communities potentially normalise male control and abuse.³ Gender inequality is a crucial determinant that underpins violence against women with rural and remote women facing higher levels of poverty, disadvantage, and homelessness than urban women.⁴

¹ WOMEN'S WORK. (2020). Available at:

<https://www.anz.com.au/content/dam/anzcomau/documents/pdf/infocus-oct-2020-women-in-agri.pdf>.

² Cuberes, D. and Teignier, M. (2016). Aggregate Effects of Gender Gaps in the Labor Market: A Quantitative Estimate. *Journal of Human Capital*, 10(1), pp.1–32.

³ Campo, M. and Tayton, S. (2015). Domestic and Family Violence in regional, Rural and Remote Communities | Australian Institute of Family Studies. [online] aifs.gov.au. Available at: <https://aifs.gov.au/resources/policy-and-practice-papers/domestic-and-family-violence-regional-rural-and-remote>.

⁴ aifs.gov.au. (n.d.). Gender equality and violence against women | Australian Institute of Family Studies. [online] Available at: <https://aifs.gov.au/resources/practice-guides/gender-equality-and-violence-against-women>.

Empowering women by increasing women's decision-making authority related to agricultural resources, equal participation in existing markets, management and production and income⁵ while having access to decent work, control over their own time, lives and bodies, increased voice, agency, and meaningful participation ensures economic and social benefits for both women and the community ⁶.

2.3 Overview of Tasmanian Women in Agriculture

Tasmanian Women in Agriculture (TWiA) is a not-for-profit volunteer organisation established in 1994 focusing on connecting and empowering rural women from primary production, professional, business, and academic backgrounds.

TWiA's ultimate goal of socio-economic, sustainable, and environmentally resilient communities and ecosystems which promote gender equity aligns with the United Nations Sustainable Development Goals (SDGs), including SDG 2: achieve food security, improved nutrition, and promote sustainable agriculture; SDG 5: Achieve gender equality; SDG 14: Conserve and sustainably use the oceans, seas and marine resources; SDG 15: Protect, restore and promote sustainable land management and halt biodiversity loss.

TWiA does this by implementing initiatives aligned with its strategic plan objectives that promote women's leadership and decision-making to enhance rural families' and communities' economic and social resilience by focusing on four components including:

1. Strengthening networking opportunities.
2. Building collaborative partnerships with government, industry, private enterprise, and academic institutions which support advocacy initiatives and best practices.
3. Targeted skill-based training, sponsorship and leadership development which emphasise farm safety, management, and digital literacy.
4. Enhancing TWiA executive governance to ensure effective and efficient use of resources.

Member feedback and opinions from annual surveys aligned with current research underpin initiatives. TWiA recognises the optimal learning environment for women and promotes skill development through action learning techniques that foster interconnectedness in a supportive environment that values networks, collaboration, and knowledge sharing⁷. TWiA partners with academic and industry leaders to deliver activities ensuring best practices and implementation of innovative technologies. TWiA activities include:

1. Opportunities to participate in women's leadership programs.
2. Forums, meetings, roundtables, workshops and webinars on farm safety, farm financial and management practices, occupational health and safety, women's health, and gender violence.
3. Field days and regional conferences.
4. Digital communication platforms and publications.
5. Advocacy to government, industry, and other stakeholders to improve gender participation in the rural and Agri-food sectors.

2.4 Core Values

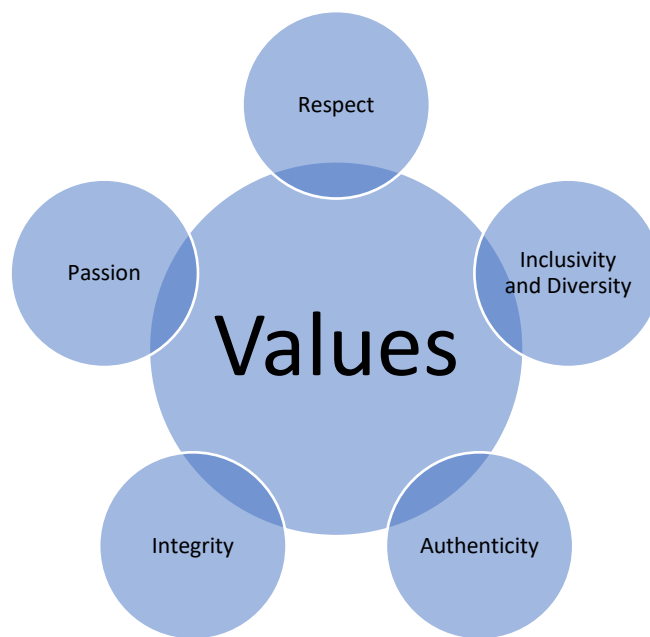
The diagram below demonstrates TWiA core values which underpin organisational culture, behaviours, relationships, and decisions.

⁵ Anderson, C.L., Reynolds, T.W., Biscaye, P., Patwardhan, V. and Schmidt, C. (2020). Economic Benefits of Empowering Women in Agriculture: Assumptions and Evidence. *The Journal of Development Studies*, pp.1–16.

⁶ UN Women (2018). *Facts and Figures: Economic Empowerment*. [online] UN Women. Available at: <https://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures>.

⁷ Brue, K. and Brue, S. (2016). Experiences and outcomes of a women's leadership development program: A phenomenological investigation. *Journal of Leadership Education*, 15(3), pp.75–97.

Figure 1:
TWiA Core
Values



2.5

Governance and Management

TWiA is governed by an executive which is the main decision-making body for the organisation. The Executive provides strategic direction, evaluates implementation, and endorses major changes in activities. The Executive meet monthly or more frequently as matters arise.

3. Vision, Mission, and Goals

3.1 Vision

A vibrant, connected, relevant and socio-economically resilient community with sustainable ecosystems where Tasmanian rural women equally participate, are empowered, and have equitable access to resources.

3.2 Mission

To connect, support, celebrate, educate, empower, and promote women with a passion for agriculture to ensure a sustainable, vibrant, socially inclusive women's network who can mentor and strengthen each other in their need to achieve better outcomes for themselves, their agribusinesses, their families, and the environment.

3.3 Goals

The overall aspirational goals of TWiA as summarised in the performance framework include:

- I. Socio-economic and environmental empowerment of rural, regional, and remote Tasmanian women and support for their full and equal participation in decision-making at all levels in both the formal and informal economies.

- II. To upskill women in production methods, new and emerging crops, and technology, as well as strengthening biodiversity and use of regenerative agriculture to improve soil health and build resilience to climate change.
- III. Improved capacity of women entrepreneurs and smallholder farmers to access grant and finance opportunities.
- IV. Cohesive and responsive corporate governance.

Annex 1 details the TWiA strategic plan, executive responsibilities, and links between activities to the performance framework.

4. Monitoring and Evaluation Plan

TWiA's monitoring and evaluation framework defines the theory of change and associated indicators to assess organisational success. The theory of change sets out a sequence for the hierarchy of inputs, intended outputs and outcomes linked to higher-level intentions and goals and enables the formulation of key evaluation questions (KEQ). The organisation's conceptual logic framework diagrammatically presents the results and impacts to be achieved. The performance framework (Annex 2) identifies baseline and realistic indicators and details how evidence will contribute to KEQ. The term objectives encompass goals, intentions, aims, purposes, objectives, and measurable outcomes. And the phrase monitoring and evaluation describes diverse activities aimed at assessing the impact of TWiA activities.

4.1 M&E Plan Guiding Principles

Maintaining high-quality M&E standards is essential to maximise the utility of results. The results support accountability, learning, improvement, and advocacy. They must be defensible, representative, and useful, and the research underpinning the M&E approach must be robust and ethical. In broad terms, the M&E Plan will follow guidelines for high-quality research and analysis, including:

- Accounting for all available evidence and developing an evidence chain.
- Addressing alternative interpretations and explanations.
- Addressing the most significant aspects and most important issues.
- Using expert knowledge and available literature to validate findings.

The following principles will guide the implementation of the M&E Plan:

- **Maintaining Credibility:** Qualified and trained people conduct monitoring and evaluation activities. M&E processes and reporting should be transparent and practical, reflect the skill level of partners, and meet their needs through credible reporting.
- **Maximising Utility:** The M&E Plan must be responsive and flexible to adapt to changing program priorities that guide TWiA activities. M&E information must be relevant, useful, timely, and accessible, with the information presented clearly and concisely. It should reflect the different information needs of key stakeholders, including promoting further clarification of objectives, improving communication, increasing learning, and laying the groundwork for follow-up action. The information needs of stakeholders and partners shape the focus of the M&E Plan. The M&E Plan aligns with the OECD DAC criteria and Australian Evaluation Ethical Standards.
- **Enhancing Partnership Engagement:** The M&E system significantly strengthens partnership engagement through sharing information and building trust. Information sharing can break down barriers and facilitate meaningful collaboration.
- **Ensuring Validity and Accuracy:** Validity and accuracy strategies are designed to increase the dependability of information for decision-making. Ensuring the data and information collected is accurate as practicably possible with findings and recommendations explicitly justified and contextually relevant.
- **Practical and Feasible M&E Processes and Data Collection Methodologies:** M&E processes and data collection systems must be realistic, fit for purpose and appropriate to the context of the organisational environment. These processes should not place an unnecessary burden on the executive.

- **Maintaining Ethical Standards:** The program will adopt the Australasian Evaluation Society (AES) Guidelines for the Ethical Conduct of Evaluations.

The principles adopted by this M&E Plan have been informed by:

- Australasian Evaluation Society (AES) Guidelines for the Ethical Conduct of Evaluations⁸
- The OECD Development Assistance Committee (DAC) Revised Evaluation Criteria Definitions and Principles for Use 2019⁹

4.2 Program Theory of Change

Tasmanian Women in Agriculture aims to improve socioeconomic, sustainable, and environmentally resilient communities and ecosystems where Tasmanian rural women equally participate, are empowered, and have equitable access to resources. It assumes that enhancing women's leadership competencies and farm management skills and practices while increasing networking, partnerships, advocacy, and representation improves food and fibre production, adaptivity, and access to economic resources.

The theory assumes that men and women process information, relate to one another and experience leadership and empowerment differently and that improving women's decision-making and leadership capacity (empowerment) in managing agricultural resources boosts farm productivity, diversification, and economic and social benefits for themselves, their households, and the community.

If TWiA can deliver training in transformational leadership and agricultural management practices and skills for women, then women's allocative decisions will improve sustainable and adaptive food and fibre productivity, farm safety, and the socioeconomic resilience of their families and communities.

If TWiA strengthens networks maximising women's unique learning strategies and collaboration, then these networks will empower leadership capabilities that enhance social capital and economic growth, resilience, and sustainability.

The theory assumes that women are crucial in diversifying farm output and increasing soil quality and productivity. However, women have substantially less access and control over and ownership of resources than their male counterparts. Women's contribution is significantly undervalued and underrepresented in rural industries, further exacerbating the loss of earning capacity and social potential for rural families and communities. This inequity (power imbalance) can lead to financial disadvantage, domestic violence, poverty, and homelessness.

If TWiA's partnerships with the government, academic institutions and industry organisations and women's leadership and empowerment are enhanced then advocacy for rural women and policy dialogue will facilitate women's access to socioeconomic resources and industry representation will be enhanced.

If TWiA implements effective internal governance, distributes knowledge products, and uses monitoring and evaluation systems, strategic decision-making, and investments consistent with their values then this will ensure sustainable improvements to women's agricultural skills and participation.

⁸ <https://www.aes.asn.au/ethical-guidelines>

⁹ <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

4.3 Program Logic

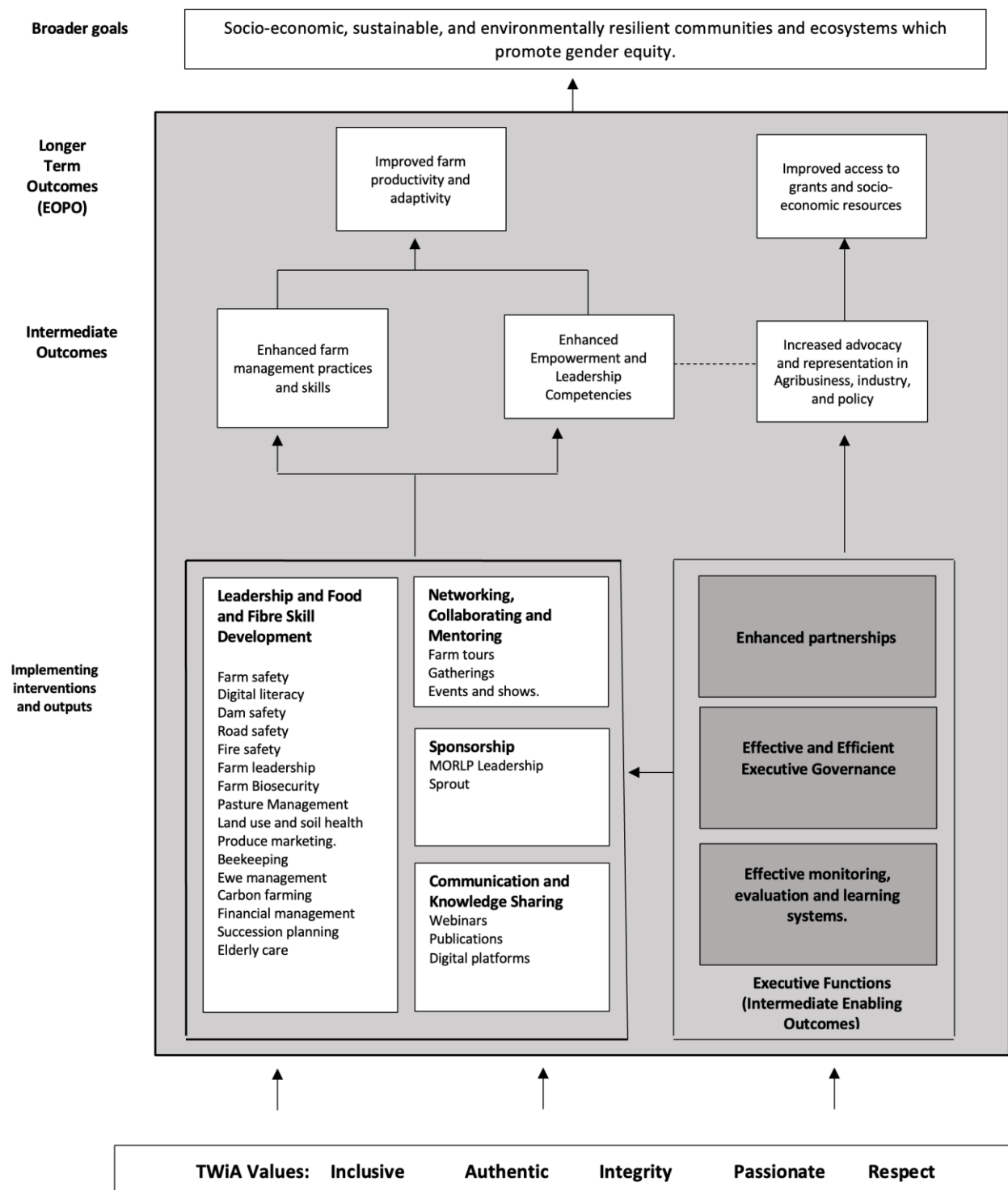


Figure 2: Program Logic

4.3.1 TWiA Broader Goals and Outcomes

Figure 2 outlines the relationship between the broader goals, longer-term outcomes, intermediate outcomes, and interventions. These are discussed below in relation to performance measurement and expectations.

4.3.2 Broader Goals

The program's ultimate goal is to contribute to socio-economic, sustainable, and environmentally resilient communities and ecosystems that promote gender equity. This goal aligns with the UN SDG goals related to food and fibre production, sustainability, and gender equity. Supporting these are longer-term goals of improved farm productivity, adaptivity, access to government grants, and socio-economic resources.

It is unlikely that detectable changes in SDG indicators attributable to TWiA initiatives will occur during this strategic plan period. However, TWiA can demonstrate contribution by ensuring women have enhanced leadership, farm management practices and skills and that women are empowered to implement new knowledge, for which increased advocacy and representation improve access to socio-economic resources.

4.3.3 Longer Term Outcomes

There are two longer-term outcomes (EOPOs) that TWiA interventions will contribute toward the ultimate goal. There will be measurable differences after this strategic plan in the following areas:

1. **Improved farm productivity and adaptivity:** Performance will measure changes (or projected changes) in farm reported estimates of outputs and inputs and a farm's ability to ensure continued resilience, robustness, adaptability and transformability during change, shocks, and stressors to demonstrate socio-economic, sustainability and environmentally resilient, communities and ecosystems.
2. **Improved access to grants and socio-economic resources promoted by TWiA:** Performance will be measured by assessing TWiA members' access to Tasmanian government grants and other environmental, social, and economic initiatives promoted by TWiA.

4.3.4 Intermediate Outcomes

Intermediate outcomes (IOs) are those that result from Executive activities and outputs. This relationship is shown in Figure 2, indicating the executive functions which support TWiA activities and outputs that support intermediate outcomes. Changes in these areas are measurable during this four-year TWiA strategic plan from 2023 to 2026.

The intermediate outcomes that lead to improved farm productivity and adaptivity are:

1. Improved farm management practices and skills
2. Enhanced leadership competencies and empowerment

The intermediate outcome that leads to improved access to government grants and socio-economic resources is increased advocacy and representation in agribusiness, industry, and policy.

These intermediate outcomes are underpinned by an executive who can enhance partnerships and ensure effective and efficient governance, monitoring, evaluation and learning systems.

4.3.5 Outputs and Activities

TWiA outputs and activities are determined by members' feedback from annual surveys, challenges facing the agriculture sector and changes in Tasmanian government agricultural policy and legislation.

These include training in leadership, food and fibre production, farm tours and gatherings to support networking, sponsorship of women to attend leadership and farm production courses, and communication and knowledge products, including webinars, publications, and digital applications. An indicative list of activities and outputs against outcomes is provided in Table 2:

The uptake of these outputs will influence changes in farm businesses and organisational and individual performance by raising awareness, enhancing skill development, enhancing networks, and strengthening coalitions, demonstrating new implementation know-how and improving consensus and teamwork.

Intermediate Outcomes	Indicative TWiA Outputs and Activities
Improved farm management practices and skills	• Strategic Industry Partnership Program (SIPP) skill development and other workshops focused on dam, road and fire safety, financial management and succession planning, digital literacy, biosecurity, produce marketing, ewe and pasture management, land use and soil health, beekeeping, and carbon farming. • Sprout sponsorship of rural women • Forums, farm tours, events, shows, and workshops. • Webinars: Paddock Talk
Enhanced leadership competencies and empowerment	• MoRLP sponsorship of rural women • SIPP courses on leadership • Gatherings and Regional Hubs
Increased advocacy and representation	• Policy dialogue, discussions, and policy briefs • Representation by TWiA on national, state, regional and local committees, and agricultural sectoral agencies
Enhanced partnerships	• MoUs or collaborations developed with partner organisations to share resources, work together or implement activities. • Conducting regular and annual discussions on performance and strategic directions of TWiA with key partners; reviewing progress at AGM and learning forums, providing regular reports and communication products.
Effective and Efficient Internal Governance	• Annual General Meeting • Organisational chart and terms of reference updated. • Operational guidelines updated. • Strategic plan developed. • M&E plan developed. • Social Network Tree • Executive training • Member database updated. • New member orientation program and materials • Funding streams identified.
Effective monitoring, evaluation and learning system	• Annual process evaluation • Annual member survey • Surveys and tools developed. • Publications and knowledge products distributed including Bluegum, E-Gumnut • Digital platforms updated.

Table 1: Indicative outputs and activities against intermediate outcomes

4.4 Performance Framework

Annex 2 details the Performance Framework, which provides key performance indicators, data sources and responsibilities for measuring performance at the goal, longer-term outcomes, intermediate outcome, output, and program implementation level. The KEQ aligned with the highest related outcome.

The impact indicators describe high-level impact UNSDG indicators for which the TWiA will strive to influence through the implementation of interventions but for which causality cannot be solely attributable to program achievements. Although the Performance Framework demonstrates impact indicators for completeness, the TWiA strategic plan timeframe prevents capturing impact data.

The longer-term and intermediate outcome indicators demonstrate how the outputs and activities have resulted in or contributed to individual, organisational, farm and institutional changes. Many factors external to the program influence these changes, so the performance framework seeks to identify changes attributable to the outputs produced by the TWiA. Suggested sub-questions are also provided and will be used to guide the line of inquiry for evaluation and be modified depending on the issues that arise during implementation.

5. Key Evaluation Questions

Questions about Impact

- 1. What contribution has the TWiA made to improving socio-economic, sustainable, and environmentally resilient communities and ecosystems which promote gender equity? (Broader Goal)**

This overarching KEQ informs a summative assessment of the TWiA contribution and how it will impact and improve the socio-economic and UN SDGs, which are unlikely to be detectable or directly attributable to TWiA activities. Evaluations of key deliverables and case studies will support an assessment of longer-term outcomes.

This question also evaluates how the TWiA improved rural community resilience to prepare better for socio-economic, disaster and other shocks, minimise the negative consequences of such disruptions, recover as quickly as possible, and adapt by learning lessons from the experience to perform better.

Questions about Sustainability and Scalability

- 2. To what extent will the TWiA activities be scaled up, and will the net benefits of interventions continue?**

This question examines the capacity of beneficiaries to sustain TWiA benefits over time. It involves an analysis of resilience, risks, and potential trade-offs. It will document the flow of net benefits and estimate the probability of the net benefits continuing over the medium to long term. Sub-questions include: Have TWiA initiatives increased access to socio-economic resources and government grants? Did leadership training empower women's representation and advocacy in the agricultural sector and enable more significant influence in on-farm decisions? Have improvements in farm management practices reduced farm inputs and increased farm outputs? Has the use of technology increased and influenced farm production? Did the TWiA activities address the needs of the target audiences, beneficiaries, and members? Will any changes and adaptations need to be made to improve activities? What other external factors inhibit or promote participation? What were the barriers and enablers to implementation?

Questions about Effectiveness

- 3. To what extent were TWiA activities effective at achieving strategic objectives and improving farm management practices, skills, women's leadership, representation, and advocacy?**

This question seeks to evaluate the extent to which the TWiA achieved the objectives and results specified in grant proposals and whether the activities enhanced farm productivity, safety, adaptability, and improved access to socio-economic resources. In addition, the question seeks to evaluate the effectiveness of workshops, networking, partnerships, knowledge products, sponsorship programs and other forums in strengthening advocacy and women's representation in the agricultural sector and whether these interventions improved farm management practices and empowerment. Sub-questions include: To what extent did TWiA increase membership and engagement? To what extent did TWiA strengthen networks? What factors contributed to, or prevent achievement? Did the partnership approach foster greater collaboration and engagement from partners and key stakeholders?

Questions about Efficiency

- 4. How well has the TWiA efficiently identified and supported initiatives?**

This question addresses the extent to which TWiA initiatives delivered results economically and timely, representing value for money. It explores the efficiency of the delivery modality, provides recommendations for delivery improvement and how TWiA identified and addressed activities. Sub-questions include: To what extent was the available budget sufficient to cover program costs? To what degree were available resources (budget, volunteers, time) used to best effect? To what degree was there good governance and management? To what degree were the costs of program delivery justifiable against results?

Questions about Relevance and Coherence

5. How relevant were TWiA activities, and did TWiA initiatives address expressed members' needs, and were those interventions coherent with national, state, and local strategies and policies?

This question addresses the extent to which the TWiA activities, design of interventions and objectives responded to the expressed needs of members and beneficiaries. To what extent were the interventions relevant, sensitive, and responsive to a member's socio-economic, environmental, equity and capacity concerns? It assesses the compatibility of TWiA activities with other interventions in the state. Sub-questions include: Were TWiA activities aligned and coherent with Tasmanian government strategies and initiatives? Was the implementation of TWiA activities consistent with best practices? Did TWiA initiatives complement and support other initiatives to improve women's farm management skills, leadership, empowerment, advocacy, and representation? To what extent did the TWiA program theory and logic capture program intent?

6. Monitoring and Evaluation Approach and Methodology

6.1.1 Monitoring and Evaluation Approach

The M&E Plan focuses on the priorities of the TWiA, addressing the KEQ; and providing timely and accurate information to meet the needs of the members, partners, and other key stakeholders. Performance monitoring uses collected information for analysing key indicators' performance, measuring progress towards longer-term outcomes, and advising on improvement.

The TWiA uses various methods to support a robust approach to M&E and reporting results. These tools can be categorised as follows:

- **Descriptive:** Using TWiA data to describe program results – what, where, and when questions. The situation will describe before and after an intervention to understand what has changed.
- **Explorative:** Focus group discussions, and key informant interviews will explore 'how' and 'why' results were successful or not and why some processes and interventions were more effective than others at influencing outcomes.
- **Normative:** Rubrics, or qualitative performance descriptions, will assess institutional and organisational performance by comparing accepted health sector benchmarks or standards.
- **Cause and Effect:** Indicators will examine cause and effect to analyse trends, interpret results and understand what causal factors have influenced outcomes where they are readily available. Part of this process involves examining alternative explanations for results to eliminate other possible causes. Experimental randomised control designs will not be possible, given the complexities of the environment, resources available, and the possible number of variables involved. Instead, the digital health workstream will use the following approach:
 - Contribution Analysis: this is an approach to ascertain the contribution TWiA has made to outcomes.
 - Success/Case study design – this is used to get an in-depth description and understanding of the TWiA activities and their context. Case studies will be of components, processes, or partners and use the tools such as surveys and in-depth interviews described above to explain performance, outcomes, and cause and effect for a particular case.

- A Realist Evaluation approach to survey design will examine what works, for whom, in which circumstances, and why.

Table 2 lists the main methods and tools to address the KEQs. The primary method of addressing the KEQs will be through evaluations assessing the processes and outcomes of major contributing interventions. These evaluations will be developed and coordinated by TWiA. The indicators listed in Annex 2 will contribute to each evaluation as supporting evidence.

6.1.2 Specific Methods and Tools

A convergent “mixed method” approach captures qualitative and quantitative data, which is then analysed and synthesised with other information and context to address the KEQs and presented in TWiA reports. Table 3 below demonstrates the primary methods to address KEQ and tools.

Performance Framework Indicator Level	Key Evaluation Question	Comments in relation to performance criteria	Methods	Tools
Broader Goals	What contribution has the TWiA made to improving socio-economic, sustainable, and environmentally resilient communities and ecosystems which promote gender equity?	Focuses on how results have or will have impacted UN SDGs and strengthened sustainable socio-economic sustainable ecosystems and communities while improving gender equity. Contributes to understanding relevance and coherence, effectiveness, and sustainability.	Longer-term outcome evaluation at the end of the current strategic plan Internal evaluation on Strategic Plan implementation completion. Synthesis of case studies, surveys and mapping more significant interventions to outcomes and analysing their potential contribution to UN SDGs, gender equity and sustainable and resilient ecosystems and communities.	Structured survey to be administered at the end of the four-year strategic plan to assess activity implementation, farm productivity, resilience, and sustainability. Annual plan Grant objectives, implementation schedules, and workshop concept notes. Structured in-depth interviews and focus group discussions with key stakeholders and beneficiaries of TWiA activities.
Longer-term Outcomes	To what extent will TWiA activities be scaled up, and will the net benefits of interventions continue?	This question examines the ability of beneficiary's capacity to sustain the net benefits of TWiA interventions over time and enabling/inhibiting factors. Contributes to understanding sustainability, scalability, relevance, effectiveness, and impact of the TWiA activities.	In-depth analysis of context, the mechanisms needed for implementation success, the reach and acceptability and delivery and resources needed for sustainability and scale-up. Participant surveys In-depth interviews M&E assessments results	Success and other case studies using a realist approach. Surveys following capacity development initiatives. • Partner survey • Partner log • Policy log • Representation log
Longer-term Outcomes and Intermediate Outcomes	To what extent were TWiA and activities effective at achieving strategic objectives and improving farm management practices, skills, women's leadership, representation, and advocacy?	This question evaluates the achievement of TWiA objectives and the ability of interventions to improve farm management practices, women's leadership competencies, empowerment, advocacy, and representation and includes assessing the effectiveness of workshops,	Analysis of plans, resource allocation and resource mobilisation Participant and beneficiary surveys In-depth interviews Social Network Analysis	• Program Theory • Success stories • Executive member skill survey

Performance Framework Indicator Level	Key Evaluation Question	Comments in relation to performance criteria	Methods	Tools
		knowledge products and other digital health forums in strengthening networks and partnerships. Contributes to understanding impact, relevance and coherence, sustainability, and scalability.		
Intermediate Outcomes	How well has TWiA efficiently identified and supported initiatives?	This evaluates the efficiency of the TWiA capacity development initiatives.	Cost-benefit analysis and value for money assessment	
Intermediate Outcomes	How relevant were TWiA activities, and did TWiA initiatives address expressed members' needs, and were those interventions coherent with national, state, and local strategies and policies?	This domain examines how TWiA initiatives align with the expressed needs of member's and beneficiaries and includes stakeholder and partner relationships, engagement, and sustainability.	Review of internal reports Participant surveys Focus group discussions. In-depth key informant interviews.	

Table 2: Primary Methods to address Key Evaluation Questions and Tools

6.1.3 Primary Data Sources

This section identifies the principal data sources and describes the methods used to measure program performance and answer the KEQs.

1. **TWiA financial management systems** track the status of implemented TWiA activities and associated costs.
2. **Policy Log:** This monitoring tool records TWiA input into policy and, if possible, the perceptions of beneficiaries on the use of supported policy and outputs. It records the agencies involved and whether the policy reflects the needs of rural women. The log documents policy interventions that empower rural women, whether there are constraints to the use of the policy and whether there are unintended consequences to its use.
3. **Partner Log:** This monitoring tool records TWiA partners, their partnership commitment to shared visions, leadership and management structures and practices, mutuality including trust, satisfaction, and willingness to participate in joint activities outcomes including perceived benefit and knowledge products shared.
4. **Representation Log:** This monitoring tool records the organisations, committees, and boards that TWiA members contribute to as a direct result of TWiA interventions.
5. **Participant Surveys:** These surveys are designed for specific activities and include open and closed questions about perceptions, use, outcomes, and benefits. They will focus on training outcomes and applying new tools and systems as well as user satisfaction.
6. **Annual TWiA member surveys:** These surveys will assess member's needs, priorities, the influence, and uptake of policy to which TWiA has contributed, improvements in farm management practices and skills from TWiA activities, enhanced leadership and empowerment, farm productivity and adaptivity and access to grants and socio-economic resources.

7. **Annual Internal Process Evaluation:** this internal evaluation will determine whether TWiA activities were implemented as intended and per expected results.
8. Success stories and TWiA publications:
9. **End of strategic plan evaluation:** This will be a summative evaluation and involve a contribution analysis that looks at how TWiA has contributed to outcomes and broader goals. It will include a synthesis of any independently conducted evaluations of key deliverables. This evaluation is undertaken towards program completion to test the program theory and assumptions with results supporting completion reports.
10. **Independent Evaluations:** Case Studies and Causal Tracing Studies: These studies will assess elements of the program theory and significant interventions. These studies will examine key concepts and assumptions underpinning the intervention design and provide robust evidence about how the TWiA interventions have worked. These studies will rely on focus group discussions, key informant interviews with partners and beneficiaries, and analysis of available indicators. A mixed methods approach will be encouraged.

6.1.4 Data Collection and Analysis

The process of data collation will be ongoing throughout the activity implementation. Data collection tools, detailed as data sources in the preceding section, will capture information according to the KEQs and outcome areas while allowing space for reporting against emergent themes. TWiA will analyse data and triangulate results with other evidence sources to identify trends and understand the context to inform reports, forums, and events. Data analysis will consider the quality of the data provided.

6.1.5 Data Quality

Data quality has several dimensions: accuracy, reliability, completeness, timeliness, and confidentiality. Many of the approaches to ensure data quality are addressed in section 4.1: M&E Plan Guiding Principles. TWiA has an evaluation consultant guiding M&E activities, including the design of reporting tools and protocols. Data management practices will ensure the safe storage of program information to maintain confidentiality.

6.1.6 Data Management

TWiA monitoring and evaluation data is uploaded and maintained on a secure cloud-based server and does not contain any personal information.

Annex 2 details the TWiA performance framework, KEQs, indicators and required evidence, methods, and sources of data.

7. Annexes

Annex 1: TWiA Strategic Plan 2023 - 2026

Tasmanian Women in Agriculture Strategic Plan 2023 -2026		Activity	Activity Completion Date	Responsible Executive Role	Key Milestone	Outcome Ref	Reporting Timeframe (Year and Quarter)	Cost
Strategic Objective 1	Strengthen networking opportunities and member engagement							
Activity	Active Regional Hubs (farm tours, events)	Regional hub meeting and farm tours organised		All executive	Calendar of events distributed	IO 1	Quarterly	
Activity	Gatherings coordinated	Gathering committee established		Gathering sub-committee	Calendar of events distributed	IO 2	Bi-Annual	
		Annual General Meeting (AGM)		Chair	Annual conference organised	IO 6	Annual	
Activity	Publication development	Bluegum developed		Secretary	Bluegum distributed	IO 5	Quarterly	
		E-Gumnut		Secretary	Gumnut Distributed	IO 5	Monthly	
		Facebook, Instagram postings		Secretary	Postings uploaded	IO 5	Monthly	
		Paddock Talks		Emeritus Chair	Podcasts posted	IO 1	Quarterly	

Tasmanian Women in Agriculture Strategic Plan 2023 -2026		Activity	Activity Completion Date	Responsible Executive Role	Key Milestone	Outcome Ref	Reporting Timeframe (Year and Quarter)	Cost
Activity	Network development	Network tree development		Vice Chair	Network tree created and connections developed	IO 4	Ongoing	
Strategic Objective 2	Build collaborative partnerships with government, industry, private enterprise, and academic institutions							
Activity	Partnerships and advocacy	Partnership prospectus created and Memorandum of Understanding implemented		Executive	Partnership meetings held and MoUs signed	IO 4	As required with monthly review of progress	
Activity	Grant applications	Grant applications identified and developed and submitted		Executive	Grant applications implemented and evaluated	EOPO 2	Quarterly	
Activity	Research, Development, and Innovation	Research priorities identified and developed		Executive	Research results evaluated and published	IO 5	Annual	
		Agricultural innovative practices and research distributed to members.		Executive	Innovative practices performance measured and published.	IO 5	Quarterly	

Tasmanian Women in Agriculture Strategic Plan 2023 -2026		Activity	Activity Completion Date	Responsible Executive Role	Key Milestone	Outcome Ref	Reporting Timeframe (Year and Quarter)	Cost
Strategic Objective 3	Targeted skill-based training and leadership development							
Activity	Food and Fibre training skills and leadership training	Food and Fibre training skills and Leadership development program created and distributed		Executive	Training program implemented	EOPO 1 and IO 1	Annual plan	
		Post surveys analysed		Vice Chair	Post-survey reviews indicating enhanced skill development		Ongoing	
Activity	Sponsorship (MORLP, Sprout, Agriculture Shows)	Participants selected, course evaluated, success story completed		Sponsorship sub- committees	Sponsorship programs implemented		Annual	
Strategic Objective 4	Enhanced executive governance							
Activity	Effective Executive Governance skills	Executive skills and training program identified		Chair	Training implemented and skills enhanced	IO 6	Annual	

Tasmanian Women in Agriculture Strategic Plan 2023 -2026		Activity	Activity Completion Date	Responsible Executive Role	Key Milestone	Outcome Ref	Reporting Timeframe (Year and Quarter)	Cost
Activity	Interventions effectively monitoring and evaluated	Strategic plan with Monitoring and Evaluation Framework developed		Vice chair	Strategic plan and M&E results analysed with activities modified to achieve outcomes and reports provided to stakeholders	IO 5	Monthly	
		Member survey analysed and disseminated		Vice chair	Member survey results disseminated	IO 5	Annual	
		Social Network Analysis analysed and disseminated		Vice chair	Social Network Analysis results disseminated	IO 5	Annual	
		Analysis of training surveys/skill development		Vice chair	Training performance analysed	IO 5	Quarterly	
		Process evaluation		Vice chair	Processes requiring updating identified and addressed	IO 5	Annual	
Activity		Member database accurate		Public Officer	Updated database	IO 6	Quarterly	

Tasmanian Women in Agriculture Strategic Plan 2023 -2026		Activity	Activity Completion Date	Responsible Executive Role	Key Milestone	Outcome Ref	Reporting Timeframe (Year and Quarter)	Cost
	Administrative functions executed	Organisational chart accurate with new positions appointed and accurate position descriptions (membership officer position created)		Public Officer	Organisational chart and position descriptions updated and distributed	IO 6	Annually	
		Representation and policy log available; Guidelines and document log available		Vice Chair	Updated policies, guidelines, and documents	EOPO 2 and IO 3	Annual	
Activity	Member orientation - New Member package and also Executive Orientation package	New member orientation program developed		Public Officer	New members welcomed, assigned mentor, and oriented to organisation	IO 6	Annual	
Activity	Revenue Streams	Investigate diversified revenue streams including government core funding, grant funding, memberships, merchandise, endorsements, sponsorship, advertising.		Executive	Revenue streams identified	IO 6	Annual	

Annex 2: Performance Framework

Result Level	Key Evaluation Questions	Quantitative Indicator/ Qualitative Evidence	Methods/Source of Data	Baseline	Targets
Broader Goals Socio-economic, sustainable, and environmentally resilient communities and ecosystems which promote gender equity. (Provided for completeness but will not be measurable by the end of the current strategic plan efforts).	What contribution has the TWiA made to improving socio-economic, sustainable, and environmentally resilient communities and ecosystems which promote gender equity?	1. Overall improvements in Sustainable Development Goals indicators 2. Overall improvements in OECD production indicators 3. Overall improvements in ABARE productivity indicators 4. Overall improvements in the Workplace Gender Equality Australia Indicators	ABARES annual report Australian Government Status of Women Report Card UN report on SDG progress Synthesis of case studies, surveys and mapping more significant interventions to outcomes and analysing their potential contribution to UN SDGs, gender equity and sustainable and resilient ecosystems and communities. Longer-term outcome internal evaluation which analyses the potential contribution of activities to socio-economic and gender equity goals, environment and biodiversity, farm, and community resilience.		
Longer Term Outcome	To what extent will the TWiA activities be scaled up, and will the net benefits of interventions continue?	1. Change in reported estimates for Total Factor	Member estimates for total productivity and inputs with annual		

Result Level	Key Evaluation Questions	Quantitative Indicator/ Qualitative Evidence	Methods/Source of Data	Baseline	Targets
Improved farm productivity and adaptivity EOPO 1		Productivity (Gross outputs/Total inputs) 2. Changes in estimates for indicators for farm system robustness, resilience and adaptivity. 3. Proportion of beneficiaries reporting continued practice of acquired skills and knowledge.	member survey to include modified questions from assessment of resilience in farming systems. In-depth analysis of context, the mechanisms needed for implementation success, the reach and acceptability and delivery and resources needed for sustainability and scale-up. Participant surveys In-depth interviews M&E assessments Success stories		
Intermediate Outcomes					
Enhanced farm management practices and skills IO 1	To what extent were the TWiA and activities effective at achieving strategic objectives and improving farm management practices, skills, women's leadership, representation, and advocacy?	1. Number of capacity development workshops 2. Number of farm tours and events 3. Number of webinars (paddock talks) 4. Number of persons sponsored for improving farm practices by program and organisation. 5. Number and proportion of beneficiaries reporting improved farm management skills workshops including	Training workshop outcomes and participant surveys and reports In-depth focus group discussions and key informant interviews, surveys, and reports		

Result Level	Key Evaluation Questions	Quantitative Indicator/ Qualitative Evidence	Methods/Source of Data	Baseline	Targets
		data on participant sex, age, location, occupation.			
Enhanced empowerment and leadership competencies IO 2	To what extent were TWiA and activities effective at achieving strategic objectives and improving farm management practices, skills, women's leadership, representation, and advocacy?	1. Number of persons sponsored for improving leadership by program and organisation. 2. Number of gatherings 3. Proportion of beneficiaries reporting changes in the annual survey from TWiA interventions to indicators reflecting the following domains: health (access to services), human development (basic needs, education, and vocational training), leadership (indicators on leadership qualities and community participation).	Partnership survey and reports Focus group discussions and in-depth key informant interviews. Success stories		
Longer Term Outcome Improved access to grants and socio-economic resources EOPO 2	To what extent were TWiA and activities effective at achieving strategic objectives and improving farm management practices, skills, women's leadership, representation, and advocacy?	1. Proportion of beneficiaries reporting increased changes in financial decision-making. 2. Number and proportion of beneficiaries accessing government grants, funding, or services with TWiA support or information sharing	Annual member survey and reports		
Intermediate Outcomes					
Increased advocacy and representation in agribusiness, industry, and policy	To what extent were TWiA activities effective at achieving strategic objectives and improving farm management practices, skills, women's	1. Number of TWiA members represented on national, state, regional and local committees and	Representation and policy and output monitoring		

Result Level	Key Evaluation Questions	Quantitative Indicator/ Qualitative Evidence	Methods/Source of Data	Baseline	Targets
IO 3	leadership, representation, and advocacy?	agribusiness, and industry agencies. 2. Number of policies, policy discussion with ministers and briefs influenced by TWiA.			
Intermediate Enabling Outcomes					
Enhanced partnerships IO 4	How relevant were the TWiA activities, and did TWiA initiatives address expressed members' needs, and were those interventions coherent with national, state, and local strategies and policies?	1. Number of partnership arrangements 2. Number and proportion of partners indicating shared commitment (continued engagement, shared purpose), mutuality (Trust, satisfaction, and willingness to contribute to joint activities) outcomes (shared knowledge products and activities) 3. Senior Government Officials and Members of Parliament support the partnership and provide clear messages of importance	Partner survey Social Network Analysis		
Effective monitoring, and evaluation and learning systems implemented IO 5	How well has TWiA efficiently identified and supported initiatives?	1. M&E systems are informing decision making and communication requirements. 2. Number of knowledge products and publications distributed. 3. Number of publications distributed which include	TWiA monthly and other executive minutes Analysis of plans, resource allocation and mobilisation		

Result Level	Key Evaluation Questions	Quantitative Indicator/ Qualitative Evidence	Methods/Source of Data	Baseline	Targets
		innovative agricultural practices and research. 4. Number of research priorities identified and developed	Value for money assessment and cost-benefit analysis Review of internal reports		
Effective and efficient executive governance IO 6	How well has TWiA efficiently identified and supported initiatives?	1. Relevant and appropriate executive officer terms of reference, operational guidelines, strategic plan 2. Proportion of executive members indicating adequate skills to implement terms of reference. 3. Member database accurate 4. Number of new members 5. Proportion of new members orientated. 6. Number of funding streams 7. AGM held	Focus group discussions and in-depth key informant interviews. Program Theory TWiA publications (E-Gum Nut and Blue Gum)		

Annex 3: Legislative and Policy

TWiA provides a forum for disseminating information about legislation and policy changes and grants opportunities to members. The legislative environment underpinning farm practice is difficult to navigate, with the federal (Commonwealth), state and territory and local governments all imposing regulations and policies on the agriculture, fisheries, and forestry sectors.

Legislation and policy impacting TWiA members include:

- The Work Health and Safety Regulations 2012
- The Work Health and Safety Act 2012
- The Tasmanian Land Use Regulation
- Tasmanian Land Use and Planning Schemes
- Tasmanian Environmental Management and Pollution Control Act 1994
- National Regulation of Farm Animal Welfare
- National Regulation of Technologies and Agricultural and Veterinary Chemicals
- The Commonwealth Biosecurity Act (2015)
- The Commonwealth Biosecurity Regulation (2016)
- Tasmanian Biosecurity Regulations
- The National Heavy Vehicle Law
- Food Safety Regulation and Food Standards Australia New Zealand
- Australian Safety and Product Liability Standards
- Labour Regulations
- Work Health and Safety
- Foreign Investment Legislation
- Export regulations
- Water rights
- Tasmanian Primary Industry Activities Act 1995
- Various industry standards

The following national policy and grant initiatives indicate areas where TWiA can direct support to members, including innovation, climate resilience and protection of the natural environment, biosecurity, and digital agriculture.

On 11 October 2021, the Australian Government released the National Agricultural Innovation Policy Statement. The statement:

1. Provides direction for improving the Australian agricultural innovation system to drive productivity growth across agriculture and its supply chain.
2. Establishes four new National Agricultural Innovation Priorities that target exports, climate resilience, biosecurity, and digital agriculture.

The federal Department of Agriculture, Water, and the Environment (DAWE) provides grants, investments, financial assistance and tax concessions to the agriculture, fisheries, and forestry industries to boost productivity and exports, protect the environment and promote climate action. DAWE has provided support and concessions to Australian farmers in the following forms:

1. Bushfire recovery: financial aid, including funding to help farmers and rural communities.
2. Drought and rural support: funds to help manage current drought-related conditions and prepare for future drought.
3. Tax concessions for donations to eligible organisations that work to conserve and protect the natural environment.