



# AgFutures

Interim Developmental Evaluation Report

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# About this report

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This evaluation was funded by the Victorian Government through the Workforce Training Innovation Fund (WTIF).

It was undertaken by the Brotherhood of St. Laurence and aligned with the reporting requirements of WTIF.

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# Executive summary



## PROBLEM WE ARE SOLVING FOR

AgFutures is an initiative in the Barwon South West region of Victoria that brings together young people, employers, industry representatives and a training provider to co-design and co-deliver a new employment based, entry-level pathway into agriculture.

The six partners in the AgFutures initiative have identified four problems the initiative is solving for:

- limited involvement of employers in training
- employer dissatisfaction with the current VET training options
- young people's perception of the agriculture sector
- a lack of sustainability in current workforce solutions.

## WHAT IS HAPPENING AND ENABLING CONDITIONS

Phase 1 of AgFutures (Aug 2022 – Feb 2023) focused on the co-design of a fit-for-purpose training product. The six partners met monthly to discuss the ambition for AgFutures, strategies for engaging employers and the units to be included in the training.

Partners identified the following governance mechanisms and structures that had enabled their meaningful involvement:

- strong facilitation by the initiative lead with clear objectives for meetings
- space for rapport building between partners
- shared enthusiasm for the ambition of AgFutures
- respect for the expertise held by each partner.

## CHALLENGES AND DISABLING CONDITIONS

Reflecting on phase 1, partners felt that meetings had focused too heavily on operational logistics rather than setting up the conditions needed for sustainability. Limited collateral for dissemination meant partners have been unable to meaningfully leverage their networks to promote AgFutures.

These challenges were affected by:

- delayed recruitment of key initiative staff
- lack of readiness of local project partner to implement key operational and governance mechanisms
- a lack of shared understanding of what is needed for sustainability.

## IMPLICATIONS FOR ADAPTATION

Proposed adaptations in response to challenges and disabling conditions

- Establish a separate meeting that focuses on the operational components of implementation
- Set up a public-facing platform for AgFutures, such as a website
- Create visibility of AgFutures in the region through running of and attendance at events

Status

Established

Established

In progress

# What is AgFutures?



## AgFutures

AgFutures is a innovative approach to the co-design and co-delivery of entry-level accredited training in conjunction with 6 months paid on-farm employment. Based in the Barwon South West region of Victoria, it aims to match 50 young people with 40 employers. The first 12 months focus on co-designing the training product and model of delivery, followed by 6 months of piloting.

The Barwon South West region was chosen for testing this new approach as it is the state's largest Food & Fibre region, producing over \$2.3 billion in annual agricultural output.

The partners in the initiative are Food and Fibre Great South Coast, Dairy Australia, Skills Insight, Brophy Family and Youth Services (Brophy), South West TAFE, and the Brotherhood of St. Laurence (BSL).

## A systemic change approach to skills and training

This initiative adopts an [applied systemic change approach](#) which focuses on re-aligning the stakeholders in the skills and training system. By involving diverse stakeholders, the systemic change approach addresses the siloing that currently exists between training providers, industry, young people, employers and community. As a result of this siloing, the skills and training system is not setting young people up with the technical skills needed to convert their training into meaningful and sustainable employment outcomes.

## Context for implementation

AgFutures aims to address three interconnected problems:

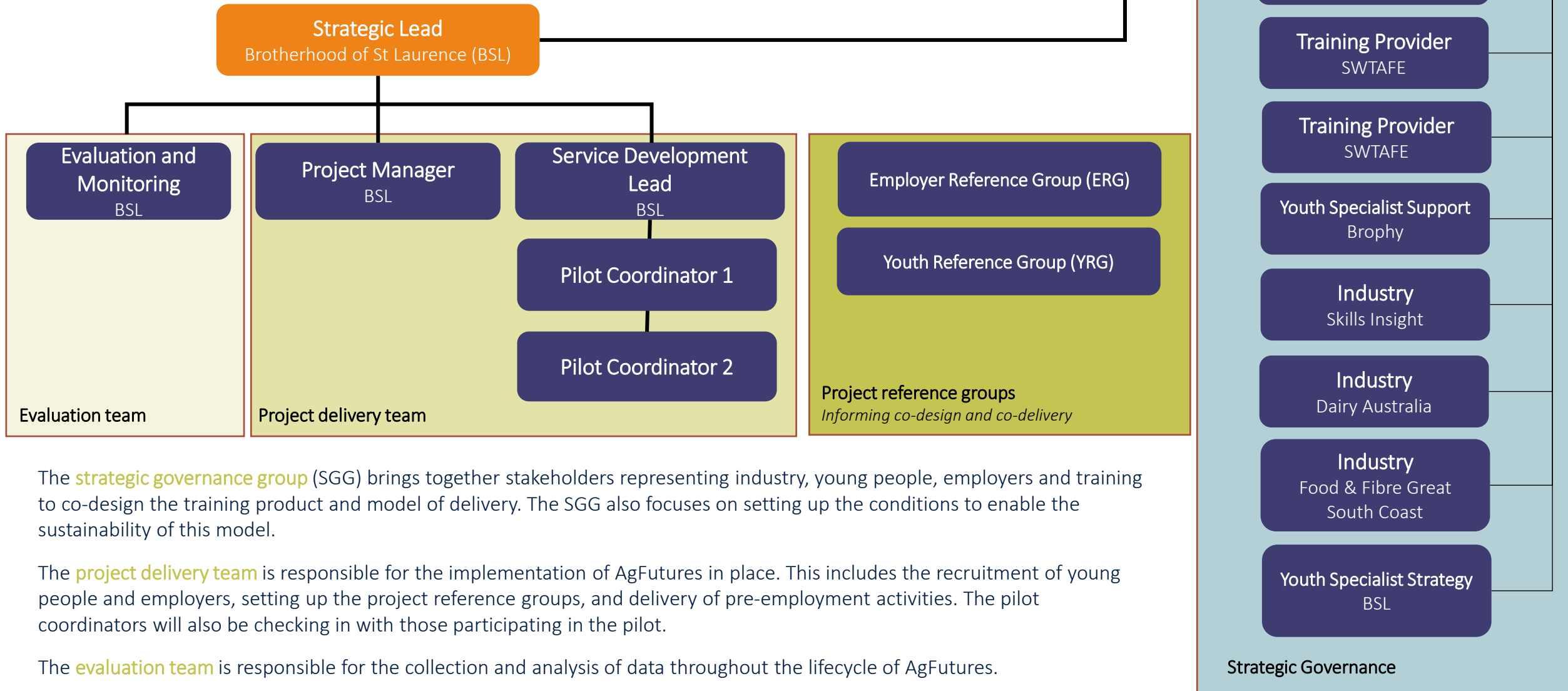
- **Australia has an agricultural workforce that is ageing and a sector that is struggling to attract and retain young people.** This has contributed to a 25% decline in on-farm employment over the last three decades. The median age of this workforce is [51 years](#) with [less than a quarter](#) under the age of 35. Attracting young people into this sector poses an immediate challenge. There has been an overreliance on casualised and migrant workers, resulting in a poor public perception of the sector. It has been estimated there will be a shortfall of [101,000 full-time equivalent](#) workers by 2030.
- **Enrolments in and completion of agricultural training courses continue to decline despite current federal investments in skills and training.** In the Barwon South West region, the number of young people enrolled in agricultural courses declined from 276 in 2017 to just 185 in 2020. This decline includes those undertaking an apprenticeship or traineeship (from 134 in 2017 to just 85 in 2020). The fall in numbers completing agriculture-related programs is even more dire (from 134 in 2017 to just 61 in 2020).
- **Youth unemployment and underemployment remains high in the region, despite a demand for workers in the agricultural sector.** This mismatch between agricultural labour market demand and youth unemployment points to the need for an approach that addresses the needs of young people in place.

# AgFutures theory of change



<b>Outcomes.</b>	System (local)	Sustained and strengthened relationships between local stakeholders, enabling the design and delivery of fit-for-purpose employment-based training	
	Practice model	Tested and refined practice model being sustained in place and adapted to other regions and sectors	
	Employers	Short term: access to skilled entry-level workers; long term: training providers and a training system that are more responsive to the workforce development needs of local employers	
	Young people	Completion of training, connection to decent work, support for continuing career development	
<b>Mechanisms</b>	Intentional reference group mechanisms	Diverse expert partner group, collaborative co-design, needs analysis, evaluative effort	Wrap-around support, pre-employment offer, diverse expert partner group
<b>Assumptions</b>	Designing training aligned with employer and youth voices will strengthen its utility and outcomes.	A broad foundational set of skills will set young people up for agency and choice in career decision making.	A supported, employment-based delivery model will meet the needs of both employers and young workers.
<b>Strategic objectives</b>	Centring the voices of young people and employers in design and delivery of training	Designing and delivering a foundational employment-based training product	Designing and delivering a fit-for-purpose pre-employment, in employment and post-pilot support model for young people and employers
<b>Target population</b>	Young people 17 to 25 years of age	Agriculture employers in Barwon South West	
<b>Problem statements</b>	Severe and long-term <b>workforce shortages</b> in agriculture and production horticulture	Sustained disengagement and youth <b>un/underemployment rates among disadvantaged young people</b> in the region	Declining uptake and completion of entry-level agricultural programs among young workforce entrants, and <b>an identified lack of sustainable entry-level pathways for young people</b> pursuing Food & Fibre careers

# AgFutures governance structure



The **strategic governance group** (SGG) brings together stakeholders representing industry, young people, employers and training to co-design the training product and model of delivery. The SGG also focuses on setting up the conditions to enable the sustainability of this model.

The **project delivery team** is responsible for the implementation of AgFutures in place. This includes the recruitment of young people and employers, setting up the project reference groups, and delivery of pre-employment activities. The pilot coordinators will also be checking in with those participating in the pilot.

The **evaluation team** is responsible for the collection and analysis of data throughout the lifecycle of AgFutures.

# Project timeline overview



AgFutures is a 2-year initiative with four phases. The first 2 phases focus on the co-design of the training product, employer and young person recruitment and delivery of the pre-employment support. Having a year to design the training product and model of delivery will ensure that the training product designed meets the needs of all stakeholders involved. Phase 3 is the piloting of the training product and model of delivery, with 50 young people matched with 40 employers. The final phase focuses on the reporting and sharing of learnings through a practice guide and final evaluation.

	Phase 1 (August 2022 – January 2023) Co-designing a training product	Phase 2 (February – July 2023) Co-designing a model of delivery	Phase 3 (August 2023 – January 2024) Piloting in place	Phase 4 (February – July 2024) Reporting and prepare to scale
Employer recruitment	●————○			
Young people recruitment		●————○		
Training product design	●————○			
Pre-employment support		●————○		
Employment based pilot + training delivery			●————○	
Post-pilot support and tracking				●————○
Evaluation and monitoring	●————○			

# Evaluation – guiding principles



## Adaptive methodology

For the evaluation of AgFutures an adaptive methodology approach is being used. This uses cycles of feedback loops for the interrelated purposes of continuous practice improvement and sustainable systems change. This approach shares characteristics with other evaluation approaches, including the participatory and inclusive aspects of action research ([Wadsworth 1997](#)), the focus on identifying effective program mechanisms of realist evaluation ([Pawson 2013](#)), and the motivation of service development and system change advocacy of collaborative and developmental evaluation ([Montague 1996](#); [Patton 2010](#)).

The adaptive ARC below depicts the application of the methodology in AgFutures.

### Ambition

Identifying & defining



Co-design and defining the systemic change ambitions for AgFutures

September 2021 – October 2022

Shaping of the project submitted for funding and the consolidation of the ambition in the first three months.

### Reality

Refining, adapting & improving



Collecting, understanding and using evidence to inform implementation

October 2022 – ongoing

Data collection with project partners, employers, young people and other stakeholders

**Developmental evaluation feedback loops**

- Sharing of findings through the SGG and Community of Practice

### Change

Influencing systemic change



Influencing practice and systemic change

Phase 4 (2024 onwards)

Leveraging learnings from across the project to enable adaptations, scaling and translation of lessons to other geographic regions, the wider training system and other areas within agricultural workforce development.



# The three streams of AgFutures evaluation and monitoring



## Developmental evaluation

- The aim of the developmental evaluation is to understand the implementation and adaptations made in the AgFutures initiative to the Foundational Capability model, to inform ongoing development of the model's design and operationalisation.
- This is the focus of the remainder of this report.

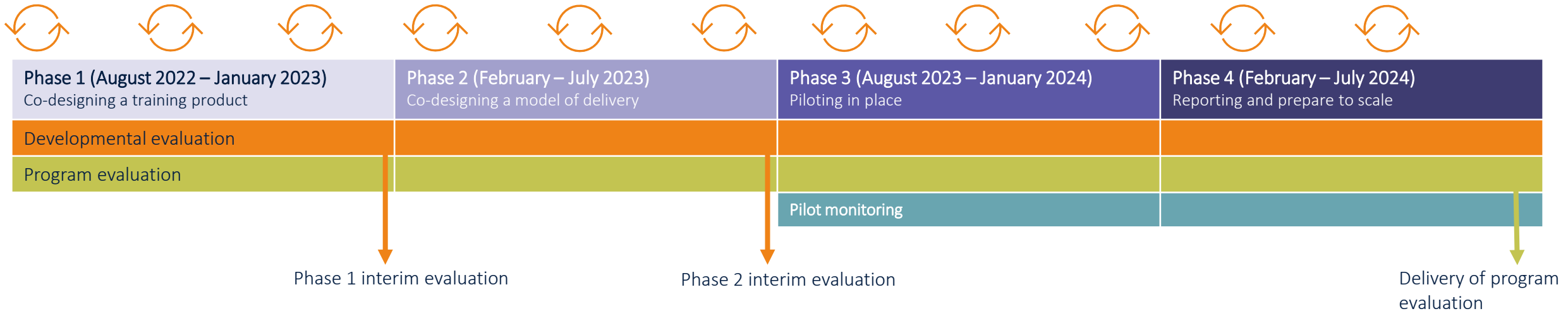
## Program evaluation

- The aim of the program evaluation is to understand the extent to which the implementation of the AgFutures initiative has met the reporting deliverables of the Victorian Department of Education. As it focuses on the outcomes of the implementation of AgFutures, it is not the focus of this interim report.

## Pilot monitoring

- The aim of the pilot monitoring is to track the milestones and outcomes of young people and employers participating in AgFutures.
- This stream of data collection will commence towards the end of phase 2, once the AgFutures Foundational Capabilities Pathway has been finalised. As a result it is out of scope for this report.

Learning loops are being sustained throughout the life of the initiative to enable real-time adaptations to be made.



# Evaluation and monitoring data collection activities



Data collection activity	Phase 1 Co-designing a training product		Phase 2 Co-designing a model of delivery		Phase 3 Piloting in place		Phase 4 Reporting and preparing to scale	
	Beginning	End	Beginning	End	Beginning	End	Beginning	End
Interviews with initiative partners	×	×		×				×
Observations of strategic governance group meetings	×	×	×	×	×	×	×	×
Observation of needs analysis workshop		×						
Monitoring of young people					×	×	×	×
Monitoring of employers					×	×	×	×
Observations of community of practice			×		×			×
Observations of youth reference group		×	×	×	×	×	×	×
Observations of employer reference group		×	×	×	×	×	×	×

# Developmental evaluation design and methodology



## Design in detail

The overall purpose of the developmental evaluation is to understand **what is working, challenges for implementation, and opportunities for refining the model and its implementation**. Through the collection of data (see previous slide), the developmental evaluation will provide opportunities to refine whether or not the **mechanisms** are right to enable the **system-level** outcomes as outlined in the theory of change. The key evaluation questions are listed in the Appendix.

One of the key evaluation questions for AgFutures is:

**How well did project partners collaborate to co-design the training product for the Foundational Capabilities Pathway?**

This question informed the design of the interview schedules and observations in phase 1, with the following sub-questions the focus of the phase 1 interim evaluation.

- What adaptations do we need to make going into the next phase?
- Are we clear on the collective ambition for AgFutures?
- How are partners working together?
- Have we got the governance mechanism right?

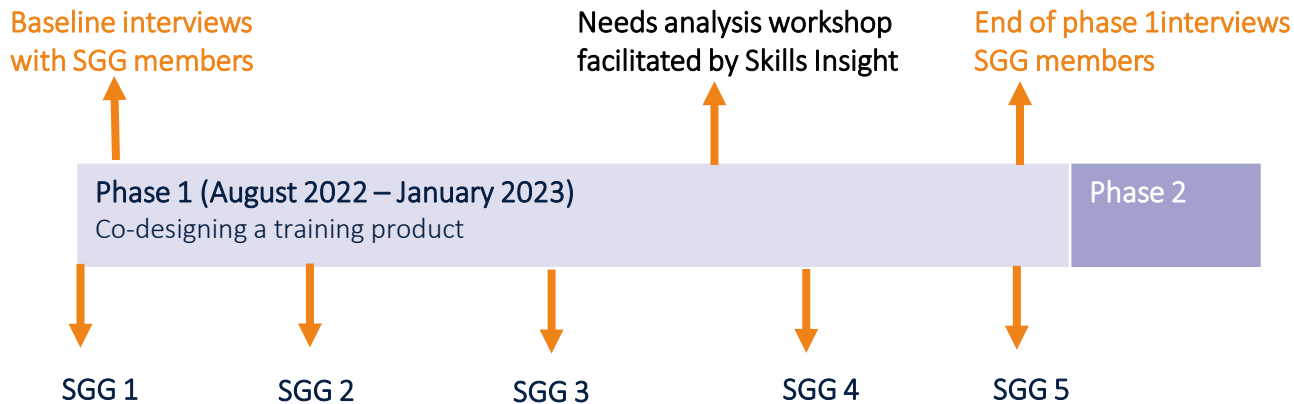
Dimensions of theory of change	
<b>Outcome</b> System (local)	Sustained and strengthened relationships between local stakeholders for enabling the design and delivery of fit-for-purpose, employment-based training
<b>Mechanism</b>	Diverse expert partner group, collaborative co-design, needs analysis, evaluative effort

# Developmental evaluation design and methodology (cont.)



## Phase 1 data collection activities

- Interviews lasted 30–45 minutes. Baseline interviews asked questions that related to the developmental and program evaluations. The interviews at the end of phase 1 focused on understanding progress towards the ambition and what the enabling and disabling conditions of phase 1 were. The interviews were done at these two points to capture change over time.
- Data collected at the needs analysis workshop included observations and a short pulse-check survey with partners who attended.



- Observations and minutes of all SGG meetings. Observations focused on capturing group dynamics, how partners responded to and engaged with each other in meetings, and any adaptations needed. Minutes noted actions agreed on each meeting.

## Summary of phase 1 partner interviews

Organisation	Role	Baseline interview	End of phase 1 interview
SWTAFE	Director of Strategy & Research	X	X
SWTAFE	Senior Educator		X
Skills Insight	Industry Engagement Manager	X	X
Brophy Family and Youth Services	Employment Engagement Lead	X	X
Brophy Family and Youth Services	Pilot Coordinator		X
Dairy Australia	Lead, Learning and Development Partners	X	X
Food and Fibre Great South Coast	Chief Executive Officer	X	X
Brotherhood of St. Laurence	Strategic Lead	X	X

Baseline interviews were conducted with partners who were on board and in relevant roles in August 2022.

# Data analysis and reporting



## Data analysis

The initial rounds of deductive analysis used indicators based on the key evaluation questions. This is complemented by inductive analysis to identify emerging themes. The deductive and inductive analysis identified the enabling conditions and challenges that emerged during phase 1. The interim findings presented also include observational analysis of meeting minutes and documents. Data collection and data analysis is ongoing and additional interim reports will be released at the end of each phase of the initiative.

## Feedback mechanisms utilised in phase 1

In the diagram below, the arrows represent the feedback mechanisms that were utilised during phase 1. These mechanisms are a key dimension of the adaptive methodology and provide opportunities for initiative partners to respond promptly to emerging findings and suggested adaptations.

Data collection activities

Baseline interviews with SGG members

Needs analysis workshop facilitated by Skills Insight

End of phase 1 interviews SGG members

Phase 1 (August 2022 – January 2023)  
Co-designing a training product

Phase 2

Governance mechanism



Feedback loops

Emergent themes from baseline interviews presented

Analysis of baseline interview data on ambition presented and implications for adaptations needed going forward. Observations from Need Analysis also reflected back.

## Some notes on the presentation of the interim findings

- Throughout this interim findings presentation, indicative quotes are used to illustrate key themes.
- Minor editing of quotes has been used to protect the anonymity of participants.

# Conditions needed for success



The purpose of the baseline interviews with initiative partners was to understand what their ambition for AgFutures was, what they had learnt from previous projects, and what they saw as the benefits and challenges of co-design. Four major themes emerged:

1. **The majority of partners identified that AgFutures would require strong project governance to avoid the failings of other projects.** Partners described project governance as having a strong steering committee with active communication among those involved.
2. **All partners mentioned that the advantage of co-design was that it brought together diverse expertise.** This allowed those involved to hear the issue/topic being discussed from a different viewpoint and enabled those involved to connect with different stakeholders.
3. **Industry partners felt that one of the biggest challenges would be getting the agricultural industry involved in the co-design of AgFutures.** Partners viewed industry involvement as key to enabling the sustainability of AgFutures but this would require wider industry buy-in to address the workforce challenges the sector is facing.
4. **A couple of partners noted that an advantage of co-design in general is that it provides a mechanism to include young people.** However, other partners felt that some of the partners may not be ready or used to working in a way that intentionally includes young people.

*“[Learning from other projects] you need a strong steering committee or committee that sets a good strategic approach and keeps the eye on the ball in terms of the strategy and sticking very much with the strategic approach. Because if it's not in the strategy, you don't do it.” (theme 1)*

*“everyone sort of brings a different part to this project and you can see that in the complementary nature of the stakeholders that are there, but also in tapping into audiences [employers and young people] that maybe we you wouldn't traditionally.” (theme 2)*

*“We [partners] can do all the beautiful co-design stuff. But at the end of the day, if they [industry] don't buy in and don't contribute then they're [industry's] going to still be stuck with the same issue.” (theme 3)*

*“[a] young person centric co-design project may not have been something they've [other partners] done before, so having to take into account those views could be a little bit of a shake-up for some people.” (theme 4)*

# Problems we are solving for



Through early discussions with initiative partners and engagement with employers prior to WTIF submission, four key problems AgFutures is solving for were identified. These problems were reiterated during interviews and SGG meetings, enabling partners to develop a shared understanding. These problems were also discussed in the employer needs analysis workshop.

- 1. Industry partners identified that employer capability building is an issue that will continue to be an issue in the sector unless employer practices do not change.** These partners have spoken about the reluctance of employers to engage and participate in professional development. This reluctance was also observed in the employer needs analysis workshop where employers resisted the idea of undertaking training to help them take on and teach a young person. Discussion on how to address this was a major focus of the SGG meetings in phase 1.
- 2. Limited opportunities for employers to meaningfully engage in the content of agricultural training offers has led to a mismatch between training and employer expectations.** A couple partners identified that addressing this mismatch would require leveraging the voices of employers during the co-design of AgFutures. In the first SGG meeting it was suggested that an employer reference group should be established as a mechanism to meaningfully include employer voices.
- 3. Current workforce development solutions aren't enabling sustainable change.** Existing workforce solutions don't position agriculture as a long-term career choice and often target those who already have a connection to or interest in the sector. Phase 2 will need intentional discussions on what it will take to achieve sustainable outcomes.
- 4. The perception and understanding of the agricultural sector is a barrier to young people pursuing a career in the sector.** Overcoming this requires intentionality in how AgFutures is promoted to young people and in building their knowledge of the diversity of career opportunities available.

*“There's a very, very, very small percentage [of farmers] who themselves have gone through any accredited training ... So you're talking about an audience where the majority don't really understand or necessarily appreciate the value of accredited training.” (problem 1 and 2)*

*“My ambition for the work and the objective of the way we've designed it is to ensure that we go beyond a tokenistic relationship between training providers and employer.” (problem 2)*

*“I think a lot dairy farmers, have been burnt in the past by that workforce [young people]. Because of the workforce shortage ... they have been forced to take in anyone that walks through their front gate ... so there is an aversion to people with a disadvantaged background.”(problem 3)*

*“[The training system isn't working for young people as they] need to spend a lot of time studying at TAFE before or out of [a] training institution before they get [enough] experience on farm to decide whether it is the right career for them.” (problem 4)*

*“I'd love the project to change people's perception and especially young people's perception of what a career in agriculture can mean for them long term.” (problem 4)*

# Summary of enablers and disablers



The table below summarises what the initiative partners identified as the enabling conditions in phase 1, what was currently not happening and the disabling conditions.

What happened?	Enabling conditions	What is not happening	Disabling conditions
5 strategic governance meetings held	Facilitation of SGGs enabled initiative partners to meaningfully engage in meetings	<ul style="list-style-type: none"> <li>Meetings focused too much on the operational logistics of AgFutures rather than the co-design.</li> <li>The operational focus of the SGG has meant not enough time has been spent discussing the sustainability of AgFutures.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed recruitment of key project staff had affected operational and strategic progress.</li> <li>Among partners there is a perceived lack of shared understanding of the sustainability aspect of AgFutures.</li> </ul>
2 co-design workshops <ul style="list-style-type: none"> <li>Employer needs analysis workshop, 23 November</li> <li>Training product co-design workshop, 2 February</li> </ul>	Agenda was circulated prior to each meeting, enabling partners to contribute.		
Government launch event <ul style="list-style-type: none"> <li>29 September</li> </ul>	Consistent attendance by partners at SGGs is indicative of continued enthusiasm to participate in AgFutures.	<ul style="list-style-type: none"> <li>Partners have been unable to activate their networks because of the limited collateral that has been developed.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed recruitment of project staff and the lack of readiness of local partners have delayed preparation of collateral materials.</li> </ul>
	Partners value the expertise each partner brings to the design of AgFutures.	<ul style="list-style-type: none"> <li>Youth and employer voices were recognised by partners as key to AgFutures; however the youth and employer voice mechanisms had not been established.</li> </ul>	



# Key activities and enabling conditions



In phase 1, 5 SGG meetings and 2 co-design meetings took place. As part of the adaptive methodology, observations of these meetings and interviews with partners were used to understand how the governance mechanisms are working and how partners viewed the effectiveness of these mechanisms for enabling the ambition for AgFutures. Four key mechanisms were identified:

1. **All partners cited that the facilitation of the initiative enabled them to meaningfully engage and contribute.** Facilitation referred to the setting up of clear expectations in terms of the commitment and contributions partners needed to make.
2. **All partners have displayed continuing enthusiasm and excitement in their involvement in AgFutures.** This has been evidenced by consistent attendance of SGG meeting and the sharing of materials via email in response to what was discussed in meetings. The consistent engagement has enabled rapport to be built among partners.
3. **The majority of partners mentioned that the agenda for each SGG meeting enabled their engagement.** Receiving the agenda in advance allowed partners to see what would be discussed in each meeting. This allowed them to prepare, creating the space for them to making meaningful contributions. The structuring of the agenda also reflected the ambition for AgFutures.
4. **All partners value the inclusion of diverse expertise in the governance group.** In SGG meetings partners have been active in asking those partners that hold specific knowledge to contribute their expertise on the topics discussed in meetings. This engagement has enabled the co-design of the training product to be responsive to the needs of each stakeholder.

*"I'd be saying that certainly I feel quite comfortable that the project, for what it's been designed to do and you know the objectives of it, I feel like we are on track. We're not deviating." (number 1)*

*"I think that the that governance group is really good. I like the fact that we call each other out on things and that we're prepared to, if we don't think something's quite right, put our hand up and say it." (number 2 and 4)*

*"I feel that I have a lot of trust, [and] I'm OK to ask questions because everyone's at the same time very approachable and down to earth and grounded and makes a huge effort to be connected in a group, but [also] one on one as well." (number 3)*

*"This project to me seems super functional and healthy in terms of there's a mutual respect, everyone's able to have their say, everyone cares enough to have a say." (number 2 and 4)*

# What wasn't happening and disabling conditions



Alongside understanding the enabling conditions, the observations and interviews also focused on identifying which governance mechanisms were not working and which aspects of the model have not been fully operationalised. Four areas were identified as impeding progress:

- 1. Most partners observed that the SGG meetings in the phase 1 focused more on operational details rather than the co-design mechanism.** A couple of partners observed that meetings often got too bogged down in specific rather than strategic ambition.
- 2. A couple of partners observed that discussions on the sustainability of AgFutures had been missing from SGG meetings due to the focus on the operational aspects.** For these partners, the lack of discussion on sustainability and setting up the conditions in place has meant that their ambition for AgFutures has not yet been fulfilled. These partners had also observed there is a lack of shared understanding of the sustainability aspects of AgFutures.
- 3. Partners representing industry had not been able to activate their networks because of insufficient data and collateral for dissemination.** These partners spoke of their desire for dissemination materials that communicated the aim and ambition of AgFutures for different audiences.
- 4. A couple of partners observed that there had been a delay in the establishment of core components of the model: youth and employer voices.** In the first two SGG meetings there was agreement from all partners on the importance and urgency of establishing a youth reference group (YRG) and an employer reference group (ERG). At the time the interviews were done with partners, at the end of phase 1, these mechanisms had not been established.

In addition to these four areas, a couple of partners noted that the delayed recruitment of key initiative staff had impacted the operationalisation of the model during phase 1. The readiness of local partners also delayed preparation of collateral materials.

*“There's lack of strategic thought and strategic intention, pull it back to the operation[s] side of things and they do [some partners] keep bringing up the same thing expecting a different outcome.” (number 1 and 2)*

*“One thing also could be, I know you guys [BSL] have sort of been leading in the meetings, is there also a consideration for developing one of the partners that's going to be long term here, as strategically the chair and the leader of that governance group.” (number 1 and 2)*

*“Who are the other key stakeholder groups that could benefit from periodical updates on this. It could be as simple as, you know, a newsletter piece or a one page or something like that.” (number 3)*

*“Look, I'm really quite disappointed that this part of the project's governance [YRG] hasn't been established. I think it's really disappointing given the government's investment in that dimension of the model. The government were very clear in their feedback that having youth voice was central to why they funded this innovation piece.” (number 4)*

# Implications for adaptation



To address the disabling conditions identified by initiative partners, adaptations are needed in phase 2. While the primary focus of phase 2 is on recruiting employers and young people, and running pre-employment activities, the sustainability dimension of AgFutures also needs to be front and centre. To enable this, the following adaptations are in the process of being operationalised.

Disabling conditions identified	Proposed adaptation	Status
Delayed recruitment of key project staff had affected operational and strategic progress.	<b>Establish a separate operational working group.</b> This will be attended by employed initiative staff and will provide more space within SGG meetings to focus on the strategic and long-term sustainability discussions.	Completed
Among partners there is a perceived lack of shared understanding of the sustainability aspect of AgFutures.		
Delayed recruitment of project staff and a lack of readiness by local partners has delayed preparation of collateral materials.	<b>Set up AgFutures website.</b> Support will be needed from initiative partners to record short videos and testimonials, and to provide access to young farmer ambassadors for creating videos. The building of a website addresses calls from partners for the creation of collateral they can share.	Completed
	<b>Set dates for strategic partnership events in the region.</b> Creating visibility for AgFutures will be beneficial engaging with wider stakeholders in the region. Seeding these relationships during this phase will be important for the sustainability of the initiative.	In progress

# Appendix



## Key evaluation questions for programmatic and developmental evaluation

**Standardised evaluation questions (SEQ) prescribed by the funding criteria. These SEQs are:**

1. Have strong and effective partnerships been developed with industry?
2. Are innovations and learnings being shared across the training and TAFE system and industry?
3. Are your project outcomes sustainable? Will they continue once WTIF funding ceases?
4. Have workplaces and industry benefited from the project?
5. Has the program been delivered within its scope, budget and expected timeframe?
6. Has the training and TAFE system been responsive to industry needs through the project?
7. Were all contract milestones (including reporting obligations) met throughout the life-cycle of the project?

**The program evaluation plan also included a set of project-specific key evaluation questions (KEQs). The KEQs endorsed by the funders are:**

1. How well did project partners collaborate to co-design the training product for the Foundational Capabilities Pathway?
2. How well did project partners collaborate to co-design the model of delivery for the Foundational Capabilities Pathway?
3. Does the Foundational Capabilities Pathway Practice Guide reflect the input and feedback of partners and participating young people and employers, and the lessons from the piloting of the Foundational Capabilities Pathway?
4. Are Food & Fibre employers and industry partners using the product, model of delivery and practice guide to plan for and enable further workforce development in the Barwon South West region?
5. Are employers and industry partners in other regions of Victoria using the product, model of delivery and practice guide to plan for and enable further workforce development in the region?
6. Did young people participating in the project complete their training and secure employment?
7. Did young people participating in the project increase their awareness of and access to Food & Fibre careers?
8. Did employers participating in the Foundational Capabilities Pathway pilot benefit from their involvement?
9. To what extent does the co-designed training product reflect the skilled labour needs of employers?