

The Agricultural Innovation Systems Perspective: What does it mean for extensionists?

Laurens Klerkx, Knowledge, Technology and Innovation Group, Wageningen University, The Netherlands



The evolution from linear to systemic models thinking

Research communication in the agricultural sector has traditionally been referred to as 'extension', and was meant to enlighten farmers with insights from science in order to enhance agricultural productivity. In many countries, public sector extension services were and still are explicitly connected to the national agricultural science system, although they are now complemented by a wide array of private advisors. Originally, these extension services were mandated to act as intermediaries between science and farmers. In many aspects, they can be compared to what are now called 'knowledge brokers'. However, the interpretation of the concept of extension, and the mandate it has or should have, has evolved with changing views on agricultural innovation, and the role of science in this process (see Table 1).

Central to this process is the shift from a linear approach in which agricultural research and extension delivers new technology in a pipeline configuration, to an innovation systems approach in

which innovation is the result of a process of networking, interactive learning and negotiation among a heterogeneous set of public, private and third sector actors. There has thus been a move from a research push approach (diffusion of innovations/ transfer of technology approach), via a research pull and research collaboration approach (AKIS) to a broad partnership approach which is referred to as the agricultural innovation systems (AIS) approach. The AIS approach recognises that agricultural innovation is not just about adopting new technologies invented by research and transferred to farmers; it also requires a balance amongst new technical practices and alternative ways of organising, for example markets, labour, land tenure and distribution of benefits. Thus, innovations do not just consist of new technical devices (which was the dominant idea in the linear model), but also of new social, organizational and institutional arrangements, such as new rules, perceptions, agreements, and social relationships. This understanding

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The Agricultural Innovation Systems Perspective

Characteristics	Diffusion of innovations/transfer of technology	Agricultural Knowledge and Information Systems (AKIS)	Agricultural Innovation Systems
Era	Central since 1960s	From 1990s	From 2000s
Mental model and activities	Supply technologies through pipeline	Collaborate in research (participatory research) and extension	Co-develop innovation involving multi-actor processes and partnerships
Knowledge and disciplines	Single discipline driven (e.g., breeding)	Interdisciplinary (e.g., plus sociology and farmer experts)	Transdisciplinary, holistic systems perspective
Scope	Productivity increase	Farm-based livelihoods	Value chains, institutional change
Core elements	Technology packages	Joint production of knowledge and technologies	Shared learning and change, politics of demand, social networks of innovators
Drivers	Supply-push from research	Demand-pull from farmers	Responsiveness to changing contexts, patterns of interaction
Relation with policy and institutional environment	Science and technology are relatively independent of political and other social partners – institutional factors as external conditioners of the adoption process	Science and technology develop and are embedded within in a historically defined social, political, economic and agro-ecological context.	Science and technology develop and are embedded within in a historically defined social, political, economic and agro-climatic context. Institutional change is considered a 'sine-qua-non' for innovation.
Innovators	Scientists	Farmers, scientists and extensionists together	Multiple actors, innovation platforms
Role of farmers	Adopters or laggards	Experimenters	Partners, entrepreneurs, innovators exerting demands
Role of scientists	Innovators	Collaborators	Partners, one of many responding to demands
Key changes sought	Farmer's behaviour change	Empowering farmers	Institutional change, innovation capacity
Intended outcomes	Technology adoption and uptake	Co-evolved technologies with better fit to livelihood systems	Capacities to innovate, learn and change

Table 1 : Shifts in theoretical perspectives on (support of) agricultural development and innovation. It is important to consider that these models are stylized, and not mutually exclusive. Based on World Bank (2006). Enhancing Agricultural Innovation: How to Go Beyond the Strengthening of Research Systems. Washington: World Bank.

of innovation implies that innovation depends on coordinated action in a network of actors, and that it is not very useful to merely look at the degree to which research outcomes are adopted or used as a measure for successful innovation processes. Research is no longer considered as external and static, but rather as an integral and dynamic part of an innovation.

Furthermore, change is often affected by complex interdependencies between actors and artefacts, unintended and unforeseen developments, and coincidence and dynamics of conflicts that challenge engineering and reductionist understanding. Within the AIS approach innovation is looked at from an evolutionary perspective, in which the idea is essentially that a variety of innovations and innovation processes compete in a dynamic selection environment. In such an environment the best fitting innovation survives. Clearly, such fit does not just involve adaptation to prevailing contextual conditions, but also the active influencing, redesign, or destruction of pre-existing conditions and institutional frameworks. This implies that innovation should be seen as a negotiation and institutional change process in which technological changes co-evolve with social and institutional changes at the farm level, but also beyond the farm level (in the supply chain, the regulatory environment,

the administrative unit the farm is located in (watershed, region, province, state, etc.)).

From knowledge brokering as research push and pull towards systemic facilitation

The above signalled changes in thinking have implications for the role of research in innovation and hence also for extension. The innovation systems perspective acknowledges that research does not equal innovation, but that innovation happens in society, and involves the contextual re-ordering of relations and institutions in multiple social networks. Communication obviously plays a role in such re-ordering, but can no longer be thought of only in terms of merely brokering research knowledge to policy and practice in a research push or research pull mode. Also, it is not just about extension as enhancing dialogue and direct collaboration between research producers and research users, considering the many factors that influence change and innovation beyond research uptake and use. Rather, it needs to be thought of in terms of a process that takes place in the context of the building, designing, and/or evolution of relations among multiple actors and

institutions. While recognizing at the same time that they cannot (and hence should not aspire to) control such processes; extension may have an influence, amid the influences of many other actors and factors.

With regards to the role of extensionists and extension organisations (including the wide array of private advisors), who typically have acted as intermediaries in the translation and exchange of research for problem solving and innovation (i.e. what is now generally called knowledge brokering), there is thus a shift to or rather the emergence of an additional and complementary role for brokers as systemic intermediary and systemic facilitator. Terms such as 'innovation intermediary' or 'innovation broker' have been coined to indicate this role. These intermediaries also aim to resolve communication problems between groups due to a cultural or institutional nature, instead of merely aiming at bridging a knowledge gap between science and practice/policy, so these intermediaries aim to bridge several other divides among groups involved in innovation. Such divides may be caused, for example, by different incentive systems for public and private

From Little Things Big Things Grow: the Indi community have their voice

Editor's note: This article was prepared by Cathy McGowan for the June edition, thus prior to the election. Watchers of Australia's national election will remember that one of the more interesting results unfolded in the Victorian electorate of Indi. Counting continued down to the last handful of votes, and an independent candidate replaced the high-profile sitting member, in a departure from the national voting trend. The winner of this contest was Cathy McGowan, a long-standing APEN member and now the first female independent member elected to Australia's national Parliament. We wish Cathy well in this exciting change of career.

Cathy McGowan, AO

Growing up in the Indigo Valley in NE Victoria, political discussions were part a regular of the family environment. With a family active in community affairs, I have always been interested in how things are done and the opportunity to try different things - that's probably why I love working in agricultural extension and with rural communities. My mother encouraged us to "bloom where we were planted" and to contribute to the community in whatever opportunities came our way. And we did.

When Roe asked for this article, it set me thinking about my journey from community member to standing as an Independent. I was studying at USW Hawkesbury in the 1990's doing my Masters in Agriculture and Rural Development, when I first began to think about a political career. Back then I thought agri politics would be my area. After graduation, I went on to complete the Australian Rural Leadership Program, eventually becoming the national President of Australian Women in Agriculture. In more recent years I have been active in the Victorian Farmers Federation and (until last month when I took leave) have been on the National Farmers Federation 2050 committee.

And now, it's federal politics that is calling. I am standing as an Independent in my home electorate, the federal seat of Indi. The electorate includes the catchments of the Goulburn, Broken, King, Ovens, Mitta and Murray Rivers as well as the ski fields of Falls Creek, Hotham, Mt Buller and the beautiful towns of Alexandra, Mansfield, Beechworth, Bright and Yackandandah.

The key reason for my decision to 'step up' was the call from local young people, some of whom had been bought up in the same type of environment as me. They wanted an opportunity to be involved in the decisions which they believed would impact on their livelihoods – climate change, access to broadband and better service provision, to name a few. From their perspective, the traditional two party system, in a safe liberal seat gave them few opportunities for meaningful discussion or participation. This was particularly the case for those who had spent some time in Melbourne, where seats were marginal and candidates actually asked for their vote. Coming 'home' seemed like a political wilderness to them.

A grassroots, community organization called Voice for Indi (V4i) provided a focus for some of this disenchantment. At the beginning of the year, V4i invited people to participate in a series of Kitchen Table Conversations – a change to talk about community, about representation and about issues. There was a strong response to the conversations and wide spread support for a candidate to be voiced – a Voice for Indi. A copy of the report: www.voiceforindi.com makes for interesting reading as it captures a perspective of a rural community at the early stages of the 21 century and how that community feels about itself.

I am delighted and proud to be part of this movement. Over the next 3 months my task is to engage in discussions on the issues outlined in the Voice for Indi report, to create a vision that could unite the electorate across our various catchments and with a bit of luck, make politics more. As you watch the TV coverage on election night – September 14, keep an eye out for "Indi" as the results of our unique community engagement and participatory democracy movement are played out.



actors (hindering collaboration, causing incoherency in planning), differences between local indigenous knowledge systems and formal scientific knowledge systems (value struggles about what is 'valid knowledge'), different perspectives from players at different places in the supply chain (a supermarket has other interests than a farmer), social differences that cause exclusion of certain actors (deviant thinkers may not be heard while they may provide an escape route from an intractable

problem), and ideological differences amongst different NGOs (e.g. should we go organic or embrace biotech?). They go beyond stimulating mutual learning among these groups, and also enable connections to draw in other resources than knowledge (e.g., finance, lobbying capacity) which are equally important for an innovation process and to create an enabling environment.

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The Agricultural Innovation Systems Perspective

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The innovation broker or systemic facilitator role connects to three main functions which are applied interchangeably:

- **Articulation of problems and possibilities:** articulating innovation needs and visions and corresponding demands in terms of technology, knowledge, funding and policy, achieved through systemic problem diagnosis and foresight exercises. This includes articulation of demand and supply for knowledge, but also aims to assess what other factors need to be addressed (e.g., policy change, different business model, attitude change consumers, etc.).
- **Network composition:** facilitation of linkages amongst relevant actors, i.e. scanning, scoping, filtering and matchmaking of possible cooperation partners. This includes optimizing the 'agricultural knowledge market', so for example do matchmaking between farmers and whom is the best knowledge provider (from research or extension) to help them with a particular problem or challenge.
- **Supporting negotiation and learning in networks:** enhancing alignment in heterogeneous networks constituted by actors with different institutional reference frames related to norms, values, incentive and reward systems. It includes a host of facilitation tasks that ensure that networks are sustained and become productive, e.g. through the building of trust, establishing working procedures, fostering learning, managing conflict, intellectual property management. In many ways, it is about dealing with dynamics of power and conflict, empowering those in weaker positions, as innovation is often about challenging the status-quo.

The role of innovation broker may take shape in different ways, and may be executed by individual researchers, by research or extension organizations, NGOs, government agencies, but also by individuals or organizations that have specialized themselves in executing innovation brokering roles. Although existing organizations such as extension services (including the wide array of private advisors) and research organizations could

perform innovation brokering as part of their mandates (and often do), they may not be ideally placed to do so given limitations in capacity to fulfil this role, conflicts of interest with other functions they perform, a lack of recognition at management level that systemic facilitation should be part of their mandate in addition to generating or brokering knowledge (i.e. being a subject matter expert).

To avoid some of these tensions, innovation brokers can also be independent, specialized organizations with a skill set especially tailored to innovation brokering. A broad range of specialized innovation brokers has emerged, for example, in the Netherlands which position themselves explicitly as distinct from conventional extension and research but rather enable extension and research to work within an AIS perspective.

In order to allow innovation brokers to emerge and become embedded, it is important to raise several points that require attention during such process. First, it is essential to adequately map and diagnose the strengths and weaknesses of the relevant innovation system in order to develop a clear vision about which weaknesses to tackle, at which system aggregation level, and with what kind of innovation ambition (radical or incremental innovation). In doing so, it should become clear whether some parties already fulfil an innovation brokerage role and the extent to which these may complement or overlap the envisioned task of the proposed innovation broker. Once established, an innovation broker should be given considerable freedom to explore new options and establish new linkages, and not be tied to prescribed input-output schemes and log-frame-determined performances indicators. It should be recognised that the primary work of innovation brokers is to improve the quality of interactions and processes during innovation trajectories, and that this includes many intangible contributions to making interdependent actors and networks collaborate effectively. In performing such roles, innovation brokers mediate between who have different goals, interests and incentives, and they are accountable to several parties. Innovation brokers will thus always have to perform a balancing act.

Further reading:

Klerkx, L., Schut, M., Leeuwis, C., Kilelu, C. (2012) Advances in knowledge brokering in the agricultural sector: towards innovation system facilitation. *IDS Bulletin* 43 (5), 53-60.

Klerkx, L. and Gildemacher, P. The role of innovation brokers in agricultural innovation systems. In: *Agricultural Innovation Systems: An investment sourcebook. Module 3, Thematic Note 4*, p. 221 - 230. Washington D.C. : The World Bank.

Klerkx, L., Hall, A., & Leeuwis, C. (2009). Strengthening agricultural innovation capacity: are innovation brokers the answer? *International Journal of Agricultural Resources, Governance and Ecology*, 8(5/6), 409-438.

Leeuwis, C. (2000). Reconceptualizing participation for sustainable rural Development: Towards a negotiation approach. *Development and Change*, 31(5), 931-959.

Leeuwis, C., & Aarts, N. (2011). Rethinking Communication in Innovation Processes: Creating Space for Change in Complex Systems. *The Journal of Agricultural Education and Extension*, 17(1), 21 - 36.

World Bank (2012) *Agricultural Innovation Systems: An investment sourcebook*. Washington D.C. : The World Bank.

This article is integrally based on:

Klerkx, L., Schut, M., Leeuwis, C., Kilelu, C. (2012) Advances in knowledge brokering in the agricultural sector: towards innovation system facilitation. *IDS Bulletin* 43 (5), 53-60.

Klerkx, L. and Gildemacher, P. The role of innovation brokers in agricultural innovation systems. In: *Agricultural Innovation Systems: An investment sourcebook. Module 3, Thematic Note 4*, p. 221 - 230. Washington D.C. : The World Bank.

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Laurens (right) at the APEN International Conference

Associate Professor Laurens Klerkx is at the Knowledge, Technology and Innovation Group at Wageningen University. He holds a MSc in Tropical Agriculture, and a PhD in Communications and Innovation Studies. His research takes place in the realm of agriculture and the life sciences and focuses on: demand articulation and multi-stakeholder negotiations for demand-driven research and innovation; newly emerging intermediary structures for matching demand and supply for knowledge to support innovation (innovation brokers); how such innovation brokers affect the dynamics in innovation networks and how they are perceived by 'traditional' knowledge intensive service providers (such as research institutes and consultants) and end-users of innovation; the structural dynamics of innovation networks over time and corresponding role divisions in innovation networks. Besides being active in academic research and teaching, Laurens' work informs policy makers, through contributions in policy oriented publications and oral presentations for organisations like the World Bank, the European Commission and the Organisation for Economic Cooperation and Development (OECD). Laurens was one of the keynote speakers at the APEN International Conference, last August in Christchurch.

FROM THE EDITOR

Good day everyone! I hope you will enjoy this edition of ExtensionNet as much as I have enjoyed putting it all together. As my first edition, I am very proud of the people presented and of the ideas discussed here. This edition obviously focuses mostly on the recent APEN International Conference that occurred in Christchurch in the beautiful country of New Zealand. Sincere thanks are due to Denise Bewsell and the conference organisation committee: Victoria Westbrooke, Ian Tarbotton, Toni White, Carole Hollier, Roe Currie, Austin McLennan, Greg Mills, Warren Hunt, Roy Murray-Prior, and Heather Stevenson. We also have a few words from Denise in this edition.

Our lead article from Laurens Klerkx discusses the historical progression from linear RD&E thinking to agricultural innovation systems perspective. I approached Laurens for this article because I was very much impressed by his keynote presentation during the conference. Part of this was probably due to my personal experience and training in research: I had, during his presentation, the feeling that my worldview was shifting, a little like watching a badly tuned TV with two channels competing in my head. Apart from this, however, I believe Laurens' text has several thought-provoking ideas for new and experienced extensionists alike for what we, as a profession, are becoming.

This edition also contains the APEN annual report, the presidential speech (minus the slip of the tongue) and the treasurer's report from the APEN Annual meeting, held as part of the conference last August. It is clear from Austin McLennan's speech that extension is no longer a profession exclusive to the public service, and as an organisation we need to evolve, recruit and continue to welcome members in the NGO and private sectors as well. The management committee and people on sub-committees are dedicated to further this goal, but any member is welcomed to get involved. If you need funds to run a regional APEN activity, there is money available. Feel free to contact Greg Mills with your ideas.

Cathy McGowan and Jeremy Lemon are two distinguished members and we are celebrating their achievements in this edition. We also congratulate the recipients of the APEN Award for Excellence in Extension by an Experienced Professional, Pauline Brightling and the People in Dairy core group team, and the APEN Amabel Fulton Award for Excellence in Extension by a Young Professional, Erin Sinclair.

Cathy McGowan, who won the seat in Indi (against her own expectations, maybe?), writes about her journey leading up to the federal election. The text was provided to us by Cathy before the election, which I think, makes it even more interesting. Beyond the modesty, Cathy's words show a strong sense of commitment to her community and the courage to step up when cynicism would have been easier. Her words and her path are truly inspirational. I encourage you to read her speech on her webpage as well as her text: http://www.cathymcgowan.com.au/cathy_s_speech. Cathy is asking us at the end of her text to "keep an eye out ... as the result of [Indi's] unique community engagement and participatory democracy movement are played out". Well, the whole of Australia noticed, and wouldn't it be nice if this was one of the first in a real movement for strong community-backed elections with good choices in candidates!

Congratulations are due to Jeremy Lemon, who was awarded the GRDC Western Seed of Light award for 2013. The award is a prestigious one awarded to people who have made a significant contribution to the Grains Industry. Jeremy's words are telling: "First you need to listen, ask questions, discuss further, then continue to listen...". Words of wisdom! Jeremy also gives us, newbie extensionists, more interesting tips, but more experienced people will surely find something useful too.

As new members on the management committee, Rebecca Wallis and I are introducing ourselves in this edition. Feel free to contact us with any queries. For my part, I will always be quite happy to have contributions to the newsletter (success stories or otherwise). Fear not for the word count (or deadline), it is my job to worry about that. We would love to hear from you. Similarly, I am considering having a short column from a newbie extensionist about lessons learnt (maybe the hard way), or maybe opinion letters? If you have any ideas, send them my way!

Finally, I would like to thank Ian Teese and Kate Charleston for their contributions as the most recent editors of ExtensionNet for the sound structure of the newsletter.

Happy reading!

Maryse

Long term APEN member, Jeremy Lemon, earns the 2013 GRDC Western region Seed of Light

Jeremy Lemon

Jeremy Lemon, long term APEN member since 1998, has been awarded the GRDC western Seed of Light for 2013. The award was presented at the Perth Agribusiness Crop Updates in February. It recognises people who communicate science outcomes in the grain industry. Jeremy reflects on the work leading to this award.

I have had the privilege of working with the Department of Agriculture and Food WA for all my professional career and while being one employer, there have been several locations and many roles – the challenges of changing jobs but without changing employer. Early work in the late 70s and early 80s was in soil and water conservation in a service role but always encouraging growers with current best practice in earthworks design and the physical farm plan. The discussion with growers and adjusting the theory to adopted practice was stimulating and rewarding to see the physical changes, even from 9000 m while flying interstate. Getting on to individual properties and discussing the whole range of farm operations and land uses stimulated my interest in learning more about many aspects of farm management. Working with growers where they seek and trust your information and its application to their situation takes time. You need to have some credible contribution to any relationship to become a trusted source. Over several years I have worked on a range of issues, identifying the questions, understanding the current state



Jeremy leading a discussion at a soil pit as part of a Stirlings to Coast Farmers project exploring seasonal variability, soil water, crop growth, yield forecasting and input management.

of knowledge, using experiments and demonstrations or surveys together with personal study, training and networking across institutions and interstate to answer the questions that constantly arise in mixed farming systems. The list includes pastures, oilseeds, pulses, budgeting, crop protection, herbicide resistance, nutrition, soil management, nitrogen dynamics, soil water, crop yield simulation, seasonal variability and decision making. All this in an extension context - what will make a difference to adoption and ultimately sustainability? I prefer to work in a learning group setting to get the best value for effort. First you need to listen, ask questions, discuss further and keep listening to discern the current issues where people are seeking answers. Grower groups are a great place to start as the discussions usually revolve around what is topical and the consensus of what is important. I have deliberately maintained technical competence as the entry to meaningful discussions using a three tiered approach. Many aspects of extension theory are encompassed in this approach but I haven't been one to spend a lot of time on theory, I prefer to get out and do it.

Working with individuals

Individual growers are a great source of questions and issues that need addressing. Many are willing to try something out and with a bit of encouragement, some are willing to set up an investigation of some sort. It's very encouraging to hear growers talk about control treatments and replication in field scale trials. People willingly share their results as often this trial work is part of a group project and some interpretation and clear presentation can make powerful case studies.

Testing ideas with a group

Small discussion groups are a great place to explore the ideas developed with individuals and where results can be interpreted in relation to several farm businesses with similar geography or production interests and tested for robustness and practicality – how does this idea or practice fit into my farm? What is stopping you now? What would convince you to change to a new practice? Why did



2013 Seed of Light winner, Jeremy Lemon (centre) receiving his award from GRDC board chair Keith Perrett and GRDC western panel chair Peter Roberts.

you stop doing something? While larger grower groups have a high profile, most events are too large for candid discussion and decision making. Even if results from an investigation do not reflect an expected outcome, local investigations initiated by the growers themselves ensure interest and a willingness to talk about variability in results, the difficulties of measurement and the many factors influencing a result.

Newsletter and media articles

Having tested new ideas critically with a grower discussion group, there is confidence to produce media articles and make statements that are likely to appeal to a wider audience. In doing this you are likely to be addressing real issues of real people.

A recent example is a herbicide resistance survey developed after a small group travelled to a Field Day and had plenty of time for discussion on the 500 km return trip. The survey comprised of 62 samples collected from 18 properties with the Stirlings to Coast Farmers, north and east from Albany in WA. Partnerships were formed with crop protection companies, the Australian Herbicide Resistance Initiative and other DAFWA staff. When results were available, workshops with researchers and a leading consultant attracted members, consultants and agronomists. The results generated a lot of interest and were publicised, generating a lot of interest and comment in the whole region. The outcomes have been a wider adoption of testing, further group testing and sharing compiled results, a presentation by a grower successfully managing glyphosate resistance and many growers bringing forward their plans for non chemical weed control measures.



APEN 2013 Annual Report



The Nineteenth Annual General Meeting of the Australasia-Pacific Extension Network (Inc) was held during the 2013 APEN International Conference at Lincoln University, New Zealand on Monday 26th August, 2013 starting at 5.15pm.

Austin McLennan, APEN President, welcomed everyone to the 2013 APEN AGM, saying how pleased he was that the meeting was being held in New Zealand – the first time an APEN AGM had been held outside of Australia. There were 36 people at the AGM; four from New South Wales, two from Northern Territory, seven from New Zealand, eight from Queensland, two each from South Australia and Tasmania, ten from Victoria and one from Western Australia. There were 147 delegates at the conference.

Austin's President's report and the Treasurer's report from Greg Mills are presented on pages 8,9,12,13 and 14.

Election of APEN Management Committee members

Jeanette Long and Sophie Folder were elected for a three year term as Regional Coordinators for SA and Tasmania respectively. The Queensland and Western Australian Regional Coordinator (RC), and the Editor positions were not filled.

During the following days at the Conference Rebecca Wallis agreed to take on the WA RC role and Maryse Bourgault, the role of Editor. At the Management Committee meeting held a month after the conference, Rebecca and Maryse were seconded to the committee and the executive positions were decided upon. Tracey Gianatti resigned as Past President, with regret, as she and her young family were moving to Karratha, WA.

The current committee is therefore:

President	Austin McLennan	Katherine, NT
Vice President	Jeanette Long	Ardrossan, SA
& South Australian RC		
Treasurer & NSW RC	Greg Mills	Moree, NSW
Secretary &	Denise Bewsell	Christchurch, NZ
New Zealand RC		
Tasmanian RC	Sophie Folder	Dunorlan, Tas
Queensland RC	Vacant	
Victorian RC	Mike Weise	Warrnambool, Vic
Northern Territory RC	Warren Hunt	Darwin, NT
Western Australian RC	Rebecca Wallis	Crawley, WA
Editor	Maryse Bourgault	Creswick, Vic

(Contact details are on the back page)

The other official duty at the AGM was to appoint the Public Officer and the Auditor for 2013/2014. The APEN Public Officer is Rosemary Currie in her role as APEN Executive Secretary and the auditor is again, Bob Travers and Associates, Albury NSW.



APEN Management Committee members at APEN ICNZ13: (L to R) – Austin McLennan (President), Mike Weise (Vic RC), Denise Bewsell (NZ RC and Conference Convenor), Greg Mills (NSW RC), Roe Currie (APEN Secretariat), Jeanette Long (SA RC), Warren Hunt (NT RC).

APEN President's Report for 2012/13

Austin McLennan, President



Austin McLennan delivering his opening address at the APEN International Conference 2013.

Delivered by APEN President, Austin McLennan at the Annual General Meeting of the Australasia-Pacific Extension Network held on 27 August, 2013. The AGM was held during the APEN International Conference (APEN ICNZ13), Lincoln University, New Zealand, 26-28 August, 2013.

It is with pleasure that I present today the APEN President's report for 2012/13.

It is with even more pleasure that I am able to deliver it to a number of our members in person!

In it, I am looking forward to outlining some of APEN's key achievements and activities over the past year, as well as some of the opportunities and challenges that lie ahead for our organisation and our chosen profession.

From this report I hope it will be clear that APEN is realising its plan to be "The (leading) organisation for extension professionals" (APEN Corporate Statement) ... and that, importantly, we have been achieving this by providing a "Platform for Professional Development, Networking and Representation" (taken from the APEN Mission Statement).

These three sign posts – Networking, Professional Development and

Representation – remain critical indicators to me and the APEN Management Committee of where to focus our efforts as we work through how APEN can best deliver benefit to our members and the broader extension and advisor community, and through that, to the industries and communities with which we work.

Management Committee

Throughout this year your Management Committee (MC) has managed the affairs of APEN to ensure that we are delivering value back to members. Within the APEN MC, your elected Regional Coordinators, one from each Australian state and NZ, have taken responsibility for managing the overall business of the organisation.

We have had some challenges this year with a number of Regional Coordinator roles and the "ExtensionNet Editor" position being vacant – a situation I am looking forward to seeing resolved at today's meeting, or at least over the next few days.

Cluster Coordinators

Ideally each Regional Coordinator is supported by one or more 'Cluster Coordinators'. This is something we have started to work on this year, with a "Cluster Coordinator" webinar held during the year

*APEN is realising
its plan to be
"The leading
organisation for
extension professionals"*

to build awareness of what APEN Cluster Coordinators do, and the benefits of getting involved.

We still need to work on this – especially to help APEN deliver more activity on the ground in the regions. I can personally think of few better ways to develop your networks and professionalism in extension than by taking on a Cluster Coordinator role and doing it well.

So I wish to thank (and congratulate) those members who are our current Cluster Co-ordinators, and look forward to a more active year in 2013/14 as we work towards our goal of at least one local activity per region per year.

Subcommittees

Under the APEN constitution, we have the ability to use subcommittees to bring in talent and energy from outside the Management Committee to assist with various initiatives. Over the last two years

Table 1: Record of APEN MC meetings and member participation, 2013

Y = Chairperson, Y* = Face to Face

Quorum: 4 Members														
Meeting	Date	Austin (President)	Tracey (Past Pres)	(WA)	Sophie	Greg M	Mike	Lauren/Jeanette	Warren	Denise	Greg S	Ian	Roe	Members
#131	9/12/2012	Y			Y		Y	Y	Y	Y	Y	Y	Y	8
#132	7/02/2013	Y			Y		Y	Y	Y	Y		Y	Y	7
#132s	7/03/2013	Y	Y		Y	Y	Y	Jeanette	Y	Y			Y	8
#133	11/04/2013	Y			Y	Y	Y					resigned	Y	4
#133s	2/05/2013	Y	Y				Y	Y		Y			Y	5
#134	6/06/2013	Y	Y		Y	Y	Y	Y	Y	Y			Y	8
#134s	4/07/2013	Y								Y			Y	2
#135	15/09/2013	Y	Y			Y	Y		Y				Y	5
#136Lincoln	28-29/08/2013	Y*			Y 28th	Y*	Y*	Y*	Y*	Y*			Y*	7
Total	Total	9	4	0	6	5	8	6	6	7	1	2	9	

the APEN MC has seriously ramped up our subcommittee structure to help us progress a number of key goals. I would like to remind all members that contributing to APEN subcommittees can be an excellent way of not just contributing to your professional organisation, but enhancing your own skills in areas that might be outside your main area of work.

One such subcommittee whose work is nearly done is the one in charge of putting together this conference, APEN ICNZ13, and special thanks are due to Denise Bewsell and her team who have done such a fine job in bringing it all together.

I am also pleased to announce that we have recently formed a new subcommittee on training, accreditation and postgraduate education in extension, to help APEN develop some higher level plans, policies and actions about improving skills development for working advisors. If you are keen to join APEN members Ruth Nettle, Peter Ampt and Scott Glyde - all connected to the university sector in Australia - in this important role, then please feel free to get involved.

In short, there are many opportunities to help out APEN (and help your own development in the process).

Teleconferences

The APEN MC has historically conducted its formal business through teleconferences held every two months and additional meetings and correspondence as required. However with a ramp up in activities over the last year we are now meeting about once/month, and have fully adopted the use of webinars for our meetings.

To all MC members who have given their all throughout the year, I would like to give my personal thanks for your diligent participation and constructive

contributions, both inside and outside our formal meetings.

The MC and APEN are also extremely fortunate to have the level of administration support provided by our Secretariat, Rosemary Currie. It is clear that APEN would achieve little if we were not able to afford this Secretariat service, and we thank Roe for her consistency and constancy in providing it.

Retirements, elections and vacancies

On the MC itself, changes throughout the year saw Lauren Thompson retire from the South Australian Regional Coordinator role after a period of exemplary service to the committee. We are also grateful to Lauren and her dedication in ensuring there was a succession plan in place before she exited. We are excited to have been able to recruit Jeanette Long to the SA Regional Coordinator position and we look forward to seeing her election to the MC ratified today.

I also look forward to the re-election today of Sophie Folder for another three-year term, following an exemplary first term as the Tasmanian Regional Coordinator. We are also looking forward to any nominations from the floor for Regional Coordinators to represent Queensland and Western Australia, as well as a new Editor for ExtensionNet. All are critical roles.

Achievements

I move now to what APEN has achieved this year within our brief of 'providing a platform for networking, professional development and representation' for the extension community.

To list our completed activities for 2012/13:

- The APEN-supported "Enabling Change and Innovation" webinars continue to be a great success, with over 100 participants for each of these

topical webinars, and the most recent being held last week, featuring APEN's Young Professional Award winner from 2011, Kate Sargeant. We look forward to this series continuing under the direction of APEN Webinar Coordinator John James, and in partnership with the Queensland Government and Citrix.

- 2012/13 has so far seen two editions of our ExtensionNet newsletter produced under the direction of editor, Ian Teese. Unfortunately, Ian was unable to continue in this role so we are seeking a new editor. ExtensionNet has been a flagship publication to be proud of over the last few years and a great opportunity to get involved and develop your networks.
- Throughout the year APEN regularly communicated with its members via monthly eBulletins, but also increasingly via social media, especially LinkedIn (grown to over 240 members since our AGM in December last year when the count was just over 130 members) and, more recently, Twitter and Facebook. I would especially urge all APEN members (and interested non-members) to get onto LinkedIn and join our APEN group as it is an ideal platform for enabling more interaction between our widely dispersed members.
- We have also developed a formal social media strategy that is awaiting tick-off from the Management Committee.
- It is fitting to end this roll-call of achievements with a reference to our major International Conference. Preparing for this event has certainly been a major activity for the Conference Committee over 2012, led by Denise Bewsell, our NZ Regional Coordinator.

Continues Page 12

APEN International Conference 2013



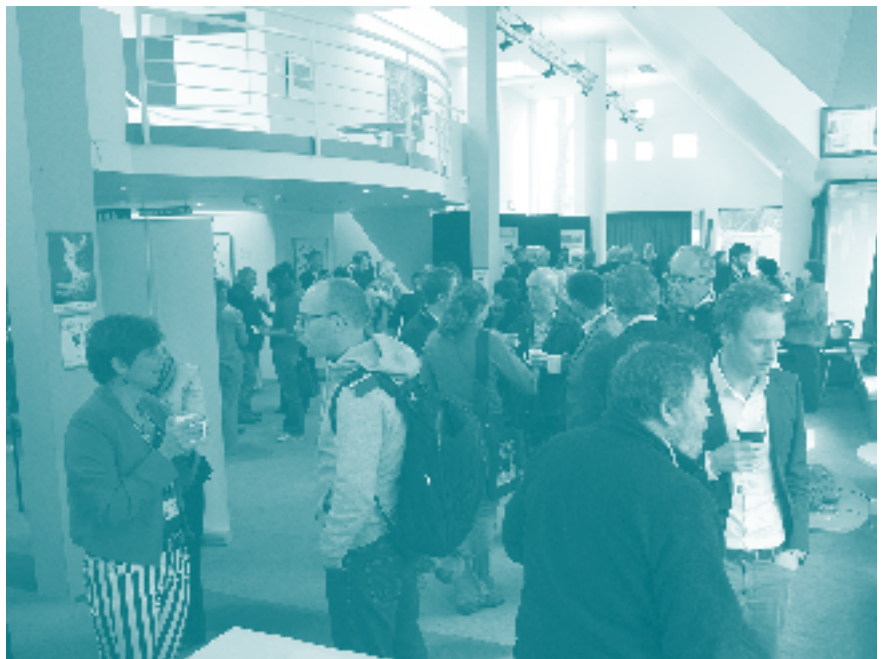
Ian Tarbotten running an ice breaking activity



Keynote Speaker Dr Caroline Saunders



Cam Nicholson



Networking in action



Rabi Maskey



GRDC representatives Alex Murray & Kathleen Allan (back row) with the GRDC Scholars Justine Severin, Joel Andrew and Maryse Bourgault (L to R)

The 2013 APEN Awards for Excellence in Extension



APEN President Austin McLennan presents the APEN Awards for Excellence to Erin Sinclair (L) and Pauline Brightling

At the conference dinner, on August 27th, the Experienced and Young professional were presented to by our president Austin McLennan.

The 2013 APEN Award for Excellence in Extension by an Experienced Professional was awarded to Pauline Brightling & The People in Dairy Core Group team for their contribution to extension through Dairy Australia's The People in Dairy program.

Pauline Brightling and The People in Dairy core group team demonstrated effectively, many spheres of extension effort. The People in Dairy program displayed its functions in delivering programmed technically focused learning activities, business problem solving retreats, and even addressed certain psycho-social issues.

The People in Dairy program also enhanced the adult learning and education capacity of those in industry engaged with farmers. Further developing E-extension and online web capabilities of Dairy Australia were also a key feature of the program.

The APEN award judges commend Pauline and the core group of The People in Dairy program for its cross-agency coordination and management, and overall industry-wide function.

The 2013 APEN Amabel Fulton Award for Excellence in Extension by a Young Professional was awarded to Erin Sinclair for her effective extension with New Zealand dairy farmers.

Erin demonstrated the following attributes in her extension work: great one-on-one extension engagement and outcome, reinforcing value of individual client engagement at the industry level; positive, animal welfare outcomes – a priority; positive human capital & capacity building outcomes; proficiency in a facilitation role; highly effective brokerage skills; effective operational/action planning skills; effective follow-up & evaluation.

The APEN Award judges congratulate Erin on her effective and thorough work with NZ dairy farmers covering all aspects of their enterprises and the dairy industry.



APEN President's Report (Continued)



Austin McLennan at the APEN International Conference 2013.

It's important to remember that APEN is an International organisation with an international vision, and having this year's conference across the Tasman for the first time in our 20 year history has been an important milestone.

Tied in with the APEN Conference, we have received a number sponsorships to enable a successful conference and we thank all sponsors for their support, and look forward to working with them – and other like-minded organisations – into the future.

Activities in progress

Some other key activities that are not yet completed but still actively being progressed are our investments into business development for APEN and our ongoing representation role.

Growth and business development

To be a truly representative organisation, APEN needs to grow.

For example, last year's membership survey highlighted the dominance of government sector employees among our membership and the need for APEN to become more representative of all the parties involved in the extension arena. A major part of this challenge is therefore how to engage better with extension in the private sector, especially among

agribusiness and private consultants/advisors who may not have a strong connection with the term 'extension'. We know that this group is a key player in the extension landscape, so engaging and delivering value for this group must remain a key focus for APEN in 2013/14.

Since early this year APEN has been investing in some business development work to address the issue of growing APEN and our resources on a number of fronts. Mike Weise was the successful tenderer and has been working on this in addition to his voluntary role with APEN as the Regional Coordinator for Victoria. We look forward to reporting on the results of this business development work in due course.

Representation and policy

Through 2012 APEN has had a number of unique opportunities to represent the interests of extension professionals at important national policy events in the Australian part of our network.

It is tempting to include the following items on APEN's completed list, but in reality the work is just beginning in this area and will be ongoing.

Three important events in 2013 at which I represented APEN in my capacity as APEN President were the following:

- National eExtension Forum (hosted by Victorian Department of Primary Industries, Melbourne, March 2013).
- Ag Institute Australia meeting on the "Future of Agricultural Extension in Australia" (Canberra, April 2013)
- Australian Farm Institute conference where I was invited to present on the topic of "Agricultural Extension: is the system dying or is a new model evolving?" (Canberra, May 2013)

In all cases, APEN funded the President's direct travel costs. I would also like to acknowledge the cooperation of my employer, the Northern Territory Department of Primary Industry and Fisheries, which allowed me to attend these meetings on work-time, acknowledging the important value of these meetings to national policy and action, even though they lay outside my main work as a regional entomologist working on mango industry projects!

It is good to ask the question about 'what impact, if any, arose from APEN being involved in these meetings?'

Certainly our impact on policy development has not been immediate – this is a much

longer term game to play. However, APEN's participation in the above events has given the organisation a higher level of recognition among key leaders and decision-makers and expanded APEN's networks. However, the most important impact of being involved in the above meetings is that APEN has started to get 'into the tent' with key people and organisations making investment decisions about innovation policy and strategy in Australia (mostly in the primary industries sector), and has been a voice for extension in these forums and its important role in enabling innovation and change.

Challenges and Opportunities – taking APEN to the next level

I want to close on two topics of importance to APEN's future and where I believe APEN should be headed in regards to them. These twin topics are those of (i) building APEN's capacity and (ii) the very exciting area of governance!

Building our capacity

For a group of professionals deeply involved in building the capacity of the individuals, industries and communities with whom we work, we have arguably been slow to tackle the challenge of building the operational capacity of our own professional organisation.

One of the key founding principles of APEN was that it was a network based on inputs from volunteers, albeit with some support from a paid secretariat. This approach may have worked adequately when extension was (arguably) centred in the public service, and the majority of APEN members were government employees who had the strong support of their employer to contribute to professional associations like APEN.

However, in my view, this approach or mindset is no longer sustainable and will not allow APEN to adequately achieve its role of 'networking, professional development and representation' for the benefit of all its members. For example, even the fairly modest goal of 'one local event per region per year' has been difficult to achieve in the current volunteer-based setting.

It seems clear that, for APEN to deliver on its potential, it needs to move to a business model where we employ more paid leadership and staff, perhaps in the form of an Executive Officer or similar type position.

The obvious barrier to doing this is the cost. Employing more staff or contractors is a significant financial challenge, perhaps equivalent to raising an extra \$100,000+ per year. However, that is not a reason for dismissing the idea, but a challenge to be attempted, and one of the reasons why APEN has invested in some business development work during 2013. The focus of business development for APEN must be to build the case for organisations and industry to invest in APEN, and for more individuals to join us. Success in both these areas will be critical to building our financial and human capacity and for laying the stronger foundations needed for APEN to become an even more active, innovative and influential network into the future.

Reforming our governance

Having discussed some of the things APEN needs to do, we also need to consider how APEN ought to be managed. In other words, 'Are our governance arrangements fit for purpose?'

APEN is currently governed by an elected management committee, which is structured so as to achieve regional representation (i.e. one representative from each Australian state/territory and New Zealand).

While this structure is sound, its weaknesses are exposed when vacancies arise and no one can be found from to re-fill the vacant regional role. Unfortunately, this has been the situation through much of 2013 and, with less people to share the load, has resulted in increased pressures on our voluntary MC members. It has also caused me to consider what our alternatives might be.

My own view is that APEN needs to transition away from our current representative-based management committee to what is commonly called a 'skills-based board'.

A move to a 'skills-based board' does not deny the importance of regional representation, but does say that the final determinant of who can be elected to APEN's management body should be what that person brings to the organisation, not where he or she lives.

There is another potential benefit in revisiting governance arrangements. It is related to how APEN presents itself to the outside world, particularly as we seek to expand our advocacy and policy influence role. In general, professional organisations have 'boards, 'board members' and 'directors' and other such labels for their governing personnel – they don't have 'management committees'. Strange as it may seem, there is an argument that renaming

our managing body as a 'Board' would help others see APEN as a more professional organisation, help our own representatives see themselves in a more professional light, and make it easier to recruit high-calibre individuals to leadership roles within APEN.

Of course, any changes to our governance arrangements can only be made by voting for a new constitution. This would be a big project, and why these ideas are being raised now as groundwork for further exploring and progressing this conversation with APEN members.

It is my strong view that these two challenges - to boost our capacity by employing an Executive Officer or similar, and to 'professionalise' our governance by moving towards a skills-based board - represent the next desirable steps in APEN's evolution and development.

Concluding remarks

Finally, to the MC as a whole, cluster coordinators, other dedicated members and, of course, to APEN Secretariat Roe Currie, I offer my sincere thanks. We have a great team on the MC and one thing that makes it great is the balance we have between private and public sector employees. I believe this can only help APEN better represent all sides of the extension community as we move ahead.

Thank you to all our members who continue to see value in what APEN does and support the profession through your continuing membership.

Finally, on behalf of the MC, we thank our employers and families who enable us to do what we do for APEN.

I look forward to leading APEN into the year ahead, into what will be my last as APEN President under the terms of our constitution, and thank you for your support thus far.

Sincerely,

Austin McLennan, APEN President

- *Footnote: Since this President's report was presented in August, two of the three vacancies on the Management Committee referred to have been filled (Editor and Regional Coordinator-Western Australia), leaving only the Regional Coordinator position for Queensland vacant.*



To be a truly representative organisation, APEN needs to grow.

A major part of this challenge is therefore how to engage better with extension in the private sector, especially among agribusiness and private consultants/ advisors who may not have a strong connection with the term 'extension'.

APEN Treasurer's Report for 2012 - 2013

Greg Mills, Treasurer

This report is based upon an audit of APEN's finances conducted by Bob Travers & Associates, Chartered Accountant, Albury, NSW.

The APEN financial position at June 30, 2013 was sound with total equity of \$111,302. This included \$85,000 in an on-line saver account, \$35,000 of which has since been returned to a Term Deposit for better interest rates. During the year we received \$2,729.97 interest from (an average of 4.13% pa) back to our operating account from our investments.

Late in the financial year we received sponsorship towards scholarship projects for APEN ICNZ13 with expenses to be paid in 2013/2014. This has resulted in an operating surplus for the 2012/2013 financial year of \$16,999.

Tables 1 and 2 record the profit and loss situation and Table 3 records the Assets and Liability situation. In 2012-13 APEN took on the management of SELN fund (\$8,575) which are now included in APEN audited reports.

A healthy surplus allows APEN to provide free webinar attendance to members, to underwrite future conferences and forums as well as cluster activities and be able to offer tenders for the completion of tasks needed to keep APEN operating as a peak body.

As Treasurer I would like thank Rosemary Currie for her management of the organisation's finances.

Greg Mills
APEN Treasurer
26 August 2013

Table 1 Income and Expenses

	2010 - 11 Total \$	2011 - 12 Total \$	2012 - 13 Total \$
Income			
Advertising	-	-	-
APEN Conference	7 770	110 791	-
APEN Roadshow workshops	2 455	-	-
APEN Webinar local event	-	-	532
Horticulture Australia (HAL) project	-	-	81 000
Shaping Change Book	6 872	2 751	2 474
Membership	21 624	19 161	26 395
SELN funds	-	-	8 575
Sundry Receipts	3 873	1 398	-
Sponsorship – GRDC & Other re Forum, DAFF	95 816	12 104	6 250
Region Income	-	127	-
Interest Received	2 893	5 016	2 741
TOTAL	157,278	151 348	127 967
Expenditure			
Accountancy & Audit Fees	1 552	1 328	1 284
Administration	24 586	29 620	30 735
APEN Award	-	1 399	-
APEN Mentoring Scheme	146	480	188
APEN project AEP & Forum 07	56,035	4 429	466
Bank & Government Charges	730	2 541	903
Cost of Meetings	1 755	4 442	6 368
Conference/Forum Costs APEN (incl. VC to HAL)	2 797	123 310	50 387
ExtensionNet	14 972	7 083	7 939
Insurance	382	377	390
Printing, Stationery and Postage	-	295	741
Promotion (Members Directory & membership brochures, APEN Banners)	1 373	2 582	2 032
SELN expenses	-	-	552
Region Events Payments	1 132	533	304
Sundry Expenses	193	801	228
Tender payment	-	-	4 160
Website	1 800	3 791	4 291
TOTAL	107 453	183 011	110 968

Table 2 Profit and Accumulated funds

	2008 - 2009 Total \$	2009 - 2010 Total \$	2010 - 2011 Total \$	2011 - 2012 Total \$	2012 - 2013 Total \$
Net Surplus/Loss	1 376	-24 499	49 825	-31 663	16 999
Accumulated Funds	100 640	76 141	125 966	94 303	111 302

Table 3 Assets and Liabilities as at June 30

		2010 - 2011	2011 - 2012	2012 - 2013
Assets	Cheque Account	64 013	26 695	20 922
	Term Deposit	60 000	70 000	0
	Online Saver	0	0	85 000
	Term Deposit SELN	0	0	10 285
	Cash	0	0	0
	Accounts receivable	17 736	1 104	1 852
	Provision for impairment of receivables	0	0	0
Total		141 233	97 282	118 257
Liabilities	Accounts owing	15 267	2 979	6 955
	GST owing	0	0	0
Total		15 267	2 979	6 955
Equity		125 966	94 303	111 302

ENET

APEN International Conference 2013 Wrap Up

Denise Bewsell, Conference Organiser



MLA Representative Jane Weatherly with MLA Scholars John James (L) and Mick Taylor



HAL Representative Jo McCloskey (centre front row) with APEN President Austin McLennan & the HAL Scholars. Back Row (L to R) Stuart Smith, Jen Rowling, Nathan Hancock; Middle Row (L to R) Gabe Kerz, Julie Petty, Trevor Randford, Helena Whitman, Virginie Gregorie, Bronwyn Walsh; Front Row (L to R) David Reid, Jesse Reader, Jo McCloskey, Austin McLennan, Robbie Commens, John McPhee

152 delegates, 6 countries, 4 keynotes presentations, 52 concurrent presentations, hundreds of questions, lots of discussion – the APEN international conference 2013 in some numbers!

It was exciting to host the APEN international conference in New Zealand, the first time the conference has been overseas. Even better was to hear the buzz on the first morning as Ian facilitated some get-to-know-the-crowd activities and realise that the conference was off to a good start. Presentations at the conference showcased what is happening in New Zealand, Australia and further afield in extension given the changing environment in which we work. Throughout the conference, delegates enthusiastically shared their experiences and learning's about dealing with opportunities and threats in the field.

Highlights included exploration of the Agriculture Innovation Systems in a session starting with a keynote presentation from Laurens Klerkx, hearing Penny Shaw reflect on lessons learnt over hard times during an extended drought, listening to great questions and discussion, the buzz of conversation that persisted for three days, as well as enjoy the

magnificent Canterbury weather in between conference sessions and during the field trip.

I particularly liked the way one delegate summed up the conference: "... myself and many others walked away with new ideas, alternative options to our current approach, new connections and a sense of comfort that we are not in this caper alone."

Thank you to all our sponsors who made this a successful conference. To Beef + Lamb NZ, Ballance agri-nutrients, DairyNZ, AgResearch Limited, Ministry for Primary Industries, OneFarm, and also to Horticulture Australia Limited, Grains Research and Development Corporation, and, Meat and Livestock Australia whose conference scholarships enabled 22 people to attend from Australia who would not otherwise have come.

Thank you to all who took part in APEN ICNZ 13 and an especially big thank you to the committee, Victoria Westbrooke, Ian Tarbotton, Toni White, Carole Hollier, Roe Currie, Austin McLennan, Greg Mills, Warren Hunt, Roy Murray-Prior, and, Heather Stevenson from Lincoln University Event Management.



The Conference had a superb turnout.



Displaying a poster for the conference.





Your New MC Member: Rebecca Wallis

Although not from a farming background, Rebecca has developed a passion for working in the agricultural industry. Rebecca grew up in Mandurah WA and loves spending time with friends and family. Prior to the Grower Group Alliance role she worked the Department of Agriculture and Food and CSBP.

In July 2012, Rebecca began working with the Grower Group Alliance, a GRDC-funded project which seeks to link grower groups, researchers and agribusiness in a network across WA and nationally. The network and its activities seek to improve the function of grower groups and therefore benefits to members by improving the development and adoption of new technologies and the capacity of members.

Her role as Project Officer allowed her to work directly with grower groups to develop a network of information sharing and capacity building, and coordinate the GGA's communication activities.

Now as Project Leader of the Grower Group Alliance, she works independently to collaborate at a strategic level with research and extension personnel working in government, agribusiness and community, and has key responsibility for the Grower Group Alliance project activities, including developing and maintaining responsive state wide and national networks and alliances.

Rebecca studied Animal Science at the University of Western Australia, and graduated in 2010 with 1st class Honours. Her honours research project investigated the palatability of the perennial shrub, *Rhagodia preissii*, by sheep.

Rebecca is always keen to learn more about how to communicate within her network and to gain more confidence in engaging with farmers and farming groups.



Maryse Bourgault, Your New Editor

Maryse Bourgault is a Research Fellow at the University of Melbourne, currently working on a climate adaptation project at the Free Air CO₂ enrichment (AGFACE) facility in Horsham, VIC. Previously, Maryse worked for the Queensland Department of Agriculture, Fisheries and Forestry as the extension agronomist based in Roma, QLD. Maryse then organized mixed farming related activities as part of the Grain and Graze II project and contributed to building a website with information and tools on production constraints in the Northern Region.

Maryse was trained as a crop physiologist, with a PhD in mungbean and navy bean response to drought from McGill University, Montreal, Canada. As part of her graduate

studies, she also worked in Uzbekistan and at the Hermitage Research Station in Warwick, QLD, with the mungbean breeding program. She then worked for CSIRO Plant Industry in Brisbane investigating wheat trait responses to elevated CO₂.

Maryse's main interest is in finding ways for scientists to engage with growers, ensure growers' needs are reflected in current research priorities, and help growers respond to current challenges.



New APEN members

If you've recently joined APEN, welcome! You'll reap plenty of professional and personal rewards. If you've been in APEN for a few seasons now, be sure to say hello to the new members.



Richard Carter

Richard is the inaugural Manager Land Services in the Central Tablelands Local Land Service based in Orange NSW. Richard manages the advisory and natural resource management operations of the Service. The service was formed from catchment management authorities, livestock health and pest authorities the advisory service of NSW Department of Agriculture, on 1 January 2014.

Previously Richard managed resource management planning and internal planning function for Agriculture NSW, part

of NSW Dept of Primary Industries. This included ensuring agricultural interests are considered in local and state government strategic planning, including reducing conflicts between agriculture, mining and coal seam gas developments. He initiated Agricultural Impact Assessments for major mining and coal seam gas developments and worked with intensive livestock industries to ensure growth.

Richard also managed a team building new agricultural industries and opportunities including growth of organic accredited marketing schemes to capture unmet demand. Richard is experienced at developing strategies and planning for the management of State and National natural resource management (NRM) and biosecurity programs with experience in pests and weed management, extension, capacity building and strategic planning. Previously he led agricultural and natural resource research and extension teams in NSW and South Australia.

He reviewed National Biosecurity Programs, Science Quality and Implementation of National Strategies for Australian and State governments.

A senior public sector leader with particular skills in NRM and biosecurity leadership, strategic management and science and innovation delivery with experience in the primary industries and natural resources sectors

Specialties: Strategy Development, Planning in Science, Natural Resource Management, Biosecurity, Pest Management, Capacity Building, Education and Extension, Monitoring Evaluation Reporting and Improvement, Agricultural Impact Assessment



James Turner

James has 19 years research experience in the New Zealand forestry and agricultural sectors for organisations such as the Ministry for Primary Industries, Ministry of Foreign Affairs and Trade, Asia-Pacific Economic Cooperation and USDA Forest Service. James started out at Scion (NZ Forest Research Institute) developing models of wood quality in standing trees. During this time he undertook part-time study towards a post-graduate diploma in Development Studies at Massey University. Then from 2000 to 2004 James studied for a PhD

in forest economics at the University of Wisconsin-Madison. Returning to Scion James moved into research on land use change and international wood product markets, and how these are influenced by policies and issues such as non-tariff barriers, phytosanitary regulations, illegal logging and carbon markets. In 2010 James joined AgResearch to undertake research on innovation in the NZ primary sector. As part of this work James is Project Leader of an MBIE-funded programme, Primary Innovation. The purpose of this 5-year programme is to deliver and demonstrate a co-innovation approach to practice change in the New Zealand primary sector in which participants in the sector form innovation networks to co-develop solutions to our sector's critical challenges.

Welcome to these new members who have joined since last edition. We're glad to have you all on board.

Imogene Gardiner	ACT
Mark Blackwell	NZ
Jeremy Neild	NZ
Mick Taylor	Qld
Greg Turner	Vic
Franklin Nlerum	Nigeria
Justin Courtney	NZ
Felicity Taylor	WA
Jackie Bucat	WA
Geoff Osborn	Qld
Rupert Tipples	NZ
Richard Pentreath	NZ
Ryan Donovan	Sth Korea
William Max	NZ
Chrissy Stokes	NZ
Jayne Chamberlain	NZ
Severine Brun	NZ
Wade Hunkin	NZ
Robert Hampton	NSW
Craig McBeth	NZ
Jenny Jago	NZ
Simon Sankey	NZ
Richard Kyte	NZ
Wade Bell	NZ
Charlotte Glass	NZ
Virginia Serra	NZ
Katrina Knowles	NZ
Lawrence Di Bella	Qld
Leon Soste	Vic
Laura Garland	Vic
Lesley Hunt	NZ
Col Freeman	NSW
Valerie Shrubbs	WA
Erin Sinclair	NZ
Robbie Sefton	NSW
Jenny Margetts	Qld
Rabi Maskey	Vic
David Shambrook	Vic
Ann Starasts	Qld
Beena Anil	WA
Penelope Shaw	Vic
Rebecca Pike	Vic
Jill Greenhalgh	NZ
Brad Warren	NSW
Danielle Auldish	Vic
Patricia Kumisya	Vic
Peter Gitau	WA
Julie Petty	Qld
Helena Whitman	Vic
Jen Rowling	Qld
Trevor Ranford	SA
Jesse Reader	Vic
Virginia Gregoire	Vic
Nathan Hancock	Vic
Gabe Kerz	NSW
Justine Severine	Vic
Joel Andrew	WA
Sue Pickering	NZ
Oleg Nicetic	NSW
Lynda Clark	NZ
Leona Reynolds-Zayak	Canada
Toni White	NZ
Verity Ingham	SA
Heather Collins	NZ
Alex Murray	ACT
Elizabeth Asah	Ghana
James Turner	NZ
Rebecca Wallis	WA
Myrtille Lacoste	WA
Paul McCauley	NZ
Aaron Meikle	NZ
Ian Knowles	NZ
Sarah O'Connell	NZ
Amanda Murray	NZ
Mark Harris	NZ
Mel Poulton	NZ
Erica Van Reenen	NZ
Andrew Jolly	NZ
Richard Wakelin	NZ
Vic Hamlin	NZ
Alison Hall	Tas
Andrew Storrie	WA
Ektear Uddin	Bangladesh
Diana Fisher	WA
Roxane Blackley	Qld
Jen Bond	Vietnam
Richard Carter	NSW
Emile Stanz	NZ
Yasmin Chalmers	Vic
Angelo Tanguanco	Philippines

New APEN members *continued*

If you've recently joined APEN, welcome! You'll reap plenty of professional and personal rewards. If you've been in APEN for a few seasons now, be sure to say hello to the new members.



Jayne Chamberlain

Jayne Chamberlain is the Licensed Varieties Manager in Zespri's Orchard Productivity Centre (OPC). Jayne is responsible for effective extension of innovative industry ideas and research findings that allow New Zealand kiwifruit growers to rapidly and effectively commercialise Zespri's new varieties. Prior to this role Jayne was part of the R&D management team in Zespri holding the role of Innovation Leader where she was responsible for the science portfolios' orchard profitability, health & nutrition, global supply and consumer sensory. Jayne is passionate about facilitating the interchange of ideas and practices between growers and in transferring practical new research findings to increase grower profitability. She feels strongly about having a multi-faceted approach to communicate consistent technical messages and, with the team, is leading a project to implement mobile technology tools and capability into OPC's programmes, eg: mobile apps, as another way of effectively disseminating and increasing uptake of best practice.



Trevor Ranford

Trevor has held a number of senior executive and management positions in the South Australian and Australian horticulture sector for over 35 years. Trevor completed a Bachelor of Science Degree in 1976 and commenced work with the South Australian Nursery Industry in 1977, initially as a Research Officer and then as General Manager of the state association. During the period 1989 to 1993, Trevor worked in amenity horticulture and training with the Nursery, Irrigation and Horticulture Technology Education Centre. From June 1993 to December 2009 Trevor worked as General Manager of the Apple and Pear Growers Association of South Australia Inc and SA Crate Pty Ltd. Trevor was the Chief Executive Officer/Executive Officer at Cherry Growers of Australia from September 2002 to December 2010. Trevor has extensive experience in leading horticulture industry organizations through change. He has worked in areas as diverse as general administration, agri-politics, advocacy, corporate governance, market access, natural resources and environment, training, communications and public relations. He has represented industry in diverse roles at Local, State and Federal government, agency and industry levels in both policy development and implementation in areas of market access, biosecurity, natural resource management, government charges, training, planning and development. The challenges throughout his career have been to represent the industry members and organizations at all levels in a professional and effective manner. Trevor is currently supplies services to the Pistachio Growers' Association Inc, the Hazelnut Growers Association and the Hardware Association of SA Inc on a part time basis. In addition to holding positions with horticulture industry organizations and private companies Trevor has been involved with a wide mix of community, sporting and industry related groups holding varying positions including chairman, secretary, committee member, coach and team manager. Trevor served in the Royal Australian Army during 1972/73 reaching the rank of 2Lt. He has represented the cherry and apple/pear industries overseas and has met with Government and industry officials in China, South Africa, Chile, Argentina and Brazil, New Zealand, Italy and the USA. In 2009, he participated in the Australian delegation as part of the Australia China Agricultural Cooperation Agreement program.



Joel Andrew

Growing up around cattle stations in Western Australia's Kimberly region and then on a farm further south in the eastern Wheatbelt has given Joel an appreciation of cropping and livestock production and led to a career in agriculture. Joel now manages a small, independent soil sampling business (Precision SoilTech) and assists WA farmers to make more informed input decisions and increase overall profitability through accurate soil testing. Over the last eight years he has been involved with two projects focussed on mapping the extent and severity of soil acidity in WA's agricultural soils which, unfortunately, he has found is southwest WA's largest production and NRM issue. In this time he has demonstrated acidity best management practices, produced acidity management plans and extended our project findings to more than 1800 farmers. Soil acidity management is beginning to be a high priority for most farmers in WA and Joel is proud to have been able to assist the industry in responding to this challenge.



Ektear Uddin

MD. EKTEAR UDDIN (1979) is an Assistant Professor of Agricultural Extension and Rural Development at Patuakhali Science and Technology University, Bangladesh. Currently he is pursuing his doctoral degree in Rural Development and Management at China Agricultural University, Beijing with the scholarship of Chinese Government and fellowship from International Poverty Reduction Center China. He completed his Bachelor in Agriculture with Honors in July 2004 and Master of Science in Agricultural Extension Education in December 2005 from Bangladesh Agricultural University with excellent results. He received fellowship from Cornell University, USA for his MS thesis. He is a life member of Bangladesh Agricultural Extension Society and general member of several professional organisations. During his seven years teaching experiences Mr. Uddin has published 14 research articles related to agricultural extension and development in home and abroad. He participated in many international seminars and conferences on development issues. His research interest includes paid agricultural extension services, technology transfer and issues related to livelihood of smallholder farmers. In personal life, Mr. Uddin is married with Subarna and is father of a daughter (Erin) and son (Ehan).



Peter Gitau

Mr. Peter Gitau is a Master of Science (Dryland Agricultural Systems) student at Curtin University of Technology at Western Australia. He received his BSc in Biotechnology from Maseno University (Kenya) in 2006 and eventually worked at Barclays Bank International as an analyst for six years where he overseen the internal operations. Peter decided to quit banking industry and moved back to university to endeavour in Agricultural sector. In addition to that, he has one year professional work experience as a Research Assistant during his internship at Ministry of Livestock & Fisheries (Kenya), where he did a Research Project in typing of bovine *Staphylococcus aureus* strains and field surveillance in Avian influenza virus. He is expecting to join Intergrain to work and earn more experience in grain Research. He currently resides in Peth, Western Australia. He can be contacted at petergitau08@yahoo.com.



Rupert Tipples

Associate Professor (Employment Relations)

Rupert comes from a Kentish family of fruit and hop growers. After a PhD in Land Economics at Cambridge and three years researching agricultural training he moved to Lincoln College (NZ) in 1977 with a staffing focus. Research continued in rural employment and industry history; then on employment and psychological contracts. The future dairy farm labour market has been a research target leading to studies of the social aspects of 'once-a-day' milking and most recently issues of fatigue in dairying especially effecting recruitment and retention of staff as part of DairyNZ's Farmer Wellness and Wellbeing Programme 2010-2017.



Yasmin Chalmers

Dr Yasmin Chalmers is currently the Director of Postgraduate Studies and coordinates R & D activities under the Centre for Study of Rural Australia at Marcus Oldham College in Geelong, Vic. Yasmin has expertise in project management with an extensive background in research and development, particularly in the plant physiology, horticulture, water management and sustainability fields. She has managed the National Centre for Sustainability at the Sunraysia Institute of TAFE and worked as a senior research scientist at the Department of Primary Industries in Mildura. Yasmin has expertise in leading and facilitating small, highly productive teams and fostering partnerships with industry, businesses, education providers and community groups. She has worked with government agencies (DPI, CSIRO, SARDI) and leading education providers (University Adelaide, University Ballarat, Swinburne University, SuniTAFE). Yasmin is presently managing a program called EntruBIZ that is focusing on inspiring and creating entrepreneurial opportunities in rural business and communities in the Shepparton and Bairnsdale regions of Victoria. Further details on the postgraduate program or CSRA activities can be found at www.marcusoldham.vic.edu.au.



Beena Anil Biswas

Before coming to Australia, Beena worked as a Field Development Officer in a Fertilizer Company, Victus Pvt Ltd, in India. She was part of their sales merchandising team. She joined the University of Western Australia for undertaking a PhD (Human Geography) in 2008 and completed the course in November 2013. Beena's research was about the study on 'the emergence, evolution and role of grower groups in Western Australia'. Her research basically focussed on a case study of five grower groups and mainly dealt with identifying factors that enhance or hinder farmer learning and group sustainability. Currently, she is working as a Research Assistant in a project related to sustainability and mining, do some casual teaching at UWA and on the lookout for jobs particularly something related to agricultural extension.

Beena holds a Masters in Agricultural Extension and Bachelors in Agriculture from India.

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Seasons' Greetings

Guidelines and deadlines

Submissions should be made in MS Word 6.0 with minimal formatting. A portrait photograph of the author is required. All photographs, figures and/or tables ought to be provided as separate files (preferably TIF or JPEG; photos scanned at 300 dpi). Feature articles should be around 1000 words and minor articles 500 words. The editor reserves the right to edit submitted material to meet space restrictions. Letters to the editor or general items of news of interest to the network are welcome. Articles should be submitted at least four weeks prior to publication.

Preference is given to articles that are grounded in some form of project or event.

Editing: Maryse Bourgault

Layout: Ross Tasker, Snap Albury Wodonga, Victoria.

Production management: Rosemary Currie, APEN Secretariat, Wodonga, Victoria.

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Stories and photos (next edition) due to Editor 1 February 2013