

1 Our Work Program in 2018 - 2020

| Key | S&R = Strategy and Research Division | S&HP = Stakeholder and Hunting Programs Division | C&I = Compliance and Intelligence Division | CORP = Corporate Division | | | |
|---|--|--|--|---------------------------|---------------|------------------|--|
| Goal 1 | Make evidence-based education a cornerstone of our work | | | | | | |
| Key result | The content and information used in educational programs is based on the best available science and evidence and compliance has improved because we have applied our understanding of motivations and behaviours | | | | | | |
| Success | Performance indicators | Strategies | Time frame | Lead Div | Person | Support Division | |
| A strategic approach to delivering targeted and relevant education to hunters and stakeholders | Critical areas for education and communication are identified and prioritised for action | 1. Develop a Communications Strategy and Stakeholder Engagement Strategy (P1.7, 1.8) | 2018 - 2019 | S&R | Manager Comms | S&HP | |
| | | 2. Annually review the Communications Strategy and Stakeholder Engagement Strategy (P4.5, 4.6) | Annual | S&R | Manager Comms | S&HP | |
| All licensed game hunters in Victoria to understand the game hunting laws and good hunting practice. Compliance has improved because we have applied our understanding of hunter motivations and behaviours to our products and practices. | All new hunters must pass a test before obtaining a Game Licence allowing them to hunt | 1. Develop and implement new mandatory Game Licence test in consultation with stakeholders. Includes reviewing and revising existing tests for incorporation into the new test (P1.2, 2.3, 2.4) | 2020 - 2021 | S&HP | Manager S&HP | C&I | |
| | | 2. Develop a communications plan on how to best inform people on how to find information regarding the new mandatory test and promote the importance of the test towards achieving sustainable and responsible hunting | 2020 - 2021 | S&R | Manager Comms | S&HP | |
| | | 3. Review hunter test results to identify problem areas and improve education materials to address these (P2.4, 2.6) | 2020 - 2021 | S&HP | Manager S&HP | C&I | |
| | | 4. Deliver advice to the government regarding mandatory practical training for all new game hunters, including exploring logistics | 2019 - 2020 | S&R | Director S&R | S&HP | |

| | Performance indicators | Strategies | Time frame | Lead Div | Person | Support Div |
|--|--|---|--|-------------|---------------|---------------|
| | Conduct six Shotgun Education Program field days during 2018-19 and increase participation rates. Explore the practicality of the SEP becoming mandatory | 1. Rebrand the program to encourage more people to participate and produce support marketing materials (SR) | 2018 - 2019 | S&R | Manager Comms | S&HP |
| | | 2. Publicise hunter testimonials on how they found the program and how it has helped to make them better hunters | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 3. Conduct a survey of the participants to see if they improved in the field during the 2019 duck season (P2.6) | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 5. Use ambassadors to endorse and help promote the program (SR) | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 6. Create incentives to increase participation in the program P2.7) | 2018 - 2019 | S&HP | Manager S&HP | S&R |
| | | 7. Retrain SEP trainers to ensure they deliver a quality program to participants | 2019 - 2020 | S&HP | Manager S&HP | S&R |
| | | 8. Review how effectively we are engaging with our key stakeholders | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 4. Explore the practicalities of making SEP field days mandatory for all new duck hunters and provide advice to government (P1.3) | 2019 - 2020 | S&HP | Manager S&HP | S&R |
| | | 5. Explore the development of a practical field day for deer hunters and the practicalities of making this mandatory(P1.3) | 2019 - 2020 | S&HP | Manager S&HP | S&R |
| | | Produce relevant, targeted and accessible education materials which are easily understood by all sectors of the game hunting community. | 1. Increase the use of video, images and infographics to help explain important complicated information (e.g. licencing system process, partner agency structure, research results) (P4.5, 4.6) (SHAP 1.2) | 2018 - 2019 | S&R | Manager Comms |
| | 2. Review and publish an updated edition of the Game Hunting in Victoria Manual online. | | 2018 - 2019 | S&HP | Manager S&HP | S&R |
| | 3. Convert the Game Hunting in Victoria Manual into an e-book or other appropriate electronic medium (P4.5) (SHAP 1.1.1) | | 2020 - 2021 | S&R | Manager Comms | S&HP |
| | Increase the number of people visiting the GMA website, following social media and downloading the | | 4. Review the information in the Game Hunting in Victoria Manual to ensure it meets the requirements of the new mandatory Game Licence test (SHAP 1.2) | 2019 - 2020 | S&HP | Manager S&HP |

| | hunting app by 30% | Strategies | Time frame | Lead Div | Person | Support Div |
|--|--------------------|---|-------------------|-----------------|---------------|--------------------|
| | | 5. Review the structure and relevance of information on the GMA website and redevelop the website and phone app to be more contemporary, easier to use and more compatible with mobile technology (P4.5) (SHAP 1.1.1 and 2.1) | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 6. Conduct a survey of hunters and hunting industry to understand their communication needs. (SHAP 4.5.1) | 2018 - 2019 | S&R | Manager Comms | S&HP |
| | | 7. Audit the effectiveness of our communications platforms to ensure information is always relevant, targeted and accessible (P4.5) | Ongoing | S&R | Manager Comms | S&HP |
| | | 8. Test the need for multilingual education materials and identify which particular groups to target (P1.4) | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 9. Provide multi-lingual material to identified communities (P4.6) | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 10. Develop an annual social media schedule (P3.3) | Annual | S&R | Manager Comms | S&HP |
| | | 11. Develop targeted education campaigns to address specific hunting issues (e.g.: hound hunting, spotlighting, bird wounding, leave no waste, hunt a hind). Work closely with hunting stakeholders to promote GMA education campaigns (P4.6) | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 12. Conduct market research to measure and establish baseline data on the knowledge of hunters on specific topics and the effectiveness of the current education materials and programs. Identify the gaps and develop materials to address the issues (P4.6) | Ongoing | S&R | Manager Comms | S&HP |
| | | 13. Attend all relevant industry, regional and stakeholder expos and shows (SHAP 1.4.3) | Ongoing | S&HP | Manager S&HP | C&I |

| Success | Performance indicators | Strategies | Time frame | Lead Div | Person | Support Div |
|--|--|---|-------------|----------|---------------|-------------|
| Continue to develop a stronger culture of respect and responsibility among hunters | Reduced levels of complaints from the public regarding illegal hunting and improve the level of compliance | 1. Deliver targeted education campaigns to address specific hunting issues (e.g.: hound hunting, spotlighting, hunt a hind, leave no waste, bird wounding) (P4.6) | 2019 - 2020 | S&HP | Manager S&HP | S&R |
| | | 2. Deliver targeted education campaign promoting the use of GPS tracking systems for hunters using scent-trailing hounds (Parliament Victoria) | 2018 - 2019 | S&HP | Manager S&HP | S&R |
| | | 3. Highlight the impact of non-compliance on victims / loss of social licence. Identify and deliver specific case studies and impact statements | Ongoing | S&R | Manager Comms | S&HP |
| | | 4. Encourage people to report illegal hunting activity and publicise compliance outcomes (P3.3) | Ongoing | S&R | Manager Comms | S&HP |
| | | 5. Introduce a reporting function into the app to make it easier to report illegal hunting (P1.5, 3.3, 4.5) | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 6. Develop incentives to get hunters to act responsibly and promote when hunters act responsibly | Ongoing | S&HP | Manager S&HP | S&R |
| | | 7. Hunting organisations take the lead in improving hunting culture, including assisting in the development and promoting of GMA educational materials (P3.3) | Ongoing | S&HP | Manager S&HP | S&R |
| | | 8. Continue the RESPECT: Hunt Responsibly program and include community and industry in program development (SHAP 1.4.1) | Ongoing | S&HP | Manager S&HP | S&R |

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| Goal 2 | Understand the ecology and biology of game species and the impact of hunting on these species in order to achieve sustainability | | | |
| Key result | Hunting does not adversely affect the sustainability of game species | | | |

| Success | Performance indicators | Strategies | Time frame | Lead Division | Person | Support Division |
|---|--|--|-------------|---------------|----------------------|------------------|
| Hunting doesn't impact on the conservation status of native game species and Hog Deer, while maximising the harvest | We have an improved understanding of game species population drivers | 1. Work collaboratively with the scientific community, stakeholders and government agencies to improve our understanding of the ecology and biology of game species and the impacts of hunting | Ongoing | S&R | Research Coordinator | S&HP |
| | | 2. Develop a whole-of-government draft Game Management Research Strategy following broad stakeholder consultation (SHAP 4.1.1) | 2018 - 2019 | S&R | Research Coordinator | S&HP |
| | | 3. Develop a GMA research strategy informed by government's Game Management Research Strategy | 2019 - 2020 | S&R | Research Coordinator | S&HP |
| | | 4. Implement the Hog Deer abundance and distribution study (2018 Budget) | 2018 - 2019 | S&R | Research Coordinator | S&HP |
| | | 5. Engage a PHD student to implement a radio tracking program for Stubble Quail (SHAP 4.1.3) | 2019 - 2020 | S&R | Research Coordinator | S&HP |
| | | 6. Gain animal ethics approval to undertake the Stubble Quail abundance and distribution monitoring program (SHAP 4.1.3) | 2018 - 2019 | S&R | Research Coordinator | S&HP |
| | | 7. Implement the Stubble Quail abundance and distribution monitoring program (SHAP 4.1.3) | 2019 - 2020 | S&R | Research Coordinator | S&HP |
| | | 8. Implement a waterfowl banding program to support an Adaptive Harvest Management Framework for Victorian waterfowl (SHAP 4.1.3) | 2020 - 2021 | S&R | Research Coordinator | S&HP |
| | | 9. Develop a guide to age and sex waterfowl to support an Adaptive Harvest Management Framework for Victorian waterfowl (SHAP 4.1.3) | 2018 - 2019 | S&R | Research Coordinator | S&HP |

| Performance indicators | Strategies | Time frame | Lead Div | Person | Support Div |
|--|---|-------------|----------|----------------------|-------------|
| The harvest of native game birds and Hog Deer is sustainable | 1. Commission development of improved research design to ensure representative sampling during duck opening weekend bag surveys (SHAP 4.1.3) | 2019 - 2020 | S&R | Research Coordinator | S&HP |
| | 2. Develop an Adaptive Harvest Management Framework for Victorian waterfowl (SHAP 4.1.5) | 2019 – 2020 | S&R | Research Coordinator | S&HP |
| | 3. Convene an Expert Panel on waterfowl to advise on the Adaptive Harvest Management Framework. | 2019-2020 | | | |
| | 4. Implement an Adaptive Harvest Management Framework for Victorian waterfowl to guide sustainable game duck harvesting arrangements in Victoria (SHAP 4.1.5) | 2020 - 2021 | S&R | Research Coordinator | S&HP |
| | 5. Review research into the Blue-winged Shoveler and provide advice to government on a research program to determine its future as a game species | 2018 - 2019 | S&R | Research Coordinator | S&HP |
| | 6. Identify game species that are at risk from harvesting and provide advice to government | Ongoing | S&R | Research Coordinator | S&HP |
| | 7. Conduct annual harvest surveys of game species | Annual | S&R | Research Coordinator | S&HP |

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| Goal 3 | Be respected and recognised as an effective regulator | | | | | | | |
| Key result | All stakeholders clearly understand our role and the importance we bring to achieving sustainable and responsible game hunting | | | | | | | |
| | | | | | | | | |
| Success | Performance indicators | Strategies | Time frame | Lead Division | Person | Support Division | | |
| All stakeholders understand the role of the GMA | Relevant government departments understand the role of the GMA and recognise their responsibilities in game management (P2.7) | 1. An Accountability Framework is developed and implemented across partner agencies (P1.6, 3.1) | 2019 - 2020 | CORP | CEO | C&I | | |
| | | 2. Positive and productive relationships with partner agencies are developed, maintained and documented as required (e.g. SLA, MOU) (P1.6, 3.1) | 2019 - 2020 | CORP | CEO | C&I | | |
| | Stakeholders understand the role of the GMA and are informed of the responsibilities of other agencies | 1. A number of communication products are developed that inform stakeholders of partner agency roles and responsibilities (P2.1) | 2019 - 2020 | S&R | Manager Comms | CORP | | |
| | Positive working relationships are maintained with all stakeholders | 1. Review the status of relationships annually (P1.8) | Annual | CORP | CEO | C&I | | |
| The impact of hunting on game species (specifically native), is demonstrated | Robust harvest setting processes are implemented to ensure sustainable hunting | 1. Implement an Adaptive Harvest Management Framework for Victorian waterfowl to guide sustainable game duck harvesting arrangements in Victoria (SHAP 4.1.5) | 2020 - 2021 | S&R | Research Coordinator | S&HP | | |
| | | 2. Implement the Stubble Quail abundance and distribution monitoring program (SHAP 4.1.3) | 2019 - 2020 | S&R | Research Coordinator | S&HP | | |
| | | 3. Commission development of research design to ensure representative sampling during duck opening weekend bag surveys (SHAP 4.1.3) | 2018 - 2019 | S&R | Research Coordinator | S&HP | | |

| Success | Performance indicators | Strategies | Time frame | Lead Div | Person | Support Div |
|---|---|--|-------------|----------|----------------------|-------------|
| | The effectiveness of hunting as a control measure is understood | 1. Commission research to understand the efficacy of different hunting methods in controlling deer | 2020 - 2021 | S&R | Research Coordinator | S&HP |
| Improved welfare outcomes from game hunting and a reduction in illegal hunting incidents | 80% satisfaction rate of reporting process for illegal hunting | 1. Stakeholders are surveyed to gauge their awareness of reporting avenues open to them | 2019 - 2020 | S&R | Manager Comms | S&HP |
| | | 2. An effective reporting process and feedback system is developed for illegal hunting (P2.4, 3.3, 4.2) | 2019 - 2020 | C&I | Director C&I | S&R |
| | | 3. Targeted communication is implemented to lift awareness of who, what and where to report illegal hunting incidents | 2019 - 2020 | S&R | Manager Comms | S&HP |
| Wounding rates for ducks are reduced following the introduction of targeted training programs | | 1. Hunter skills and knowledge are improved through theoretical and practical education, training and testing programs (P1.2, 2.3) | 2020 - 2021 | S&HP | Manager S&HP | S&R |
| | | 2. Survey and monitoring to understand baseline wounding rates for waterfowl and impacts of training programs undertaken | 2020 - 2021 | S&R | Research Coordinator | S&HP |
| | | | | | | |
| | All new hunters have acceptable minimum knowledge of effective and humane hunting practices | 1. New hunters are subject to mandatory testing (P1.2, 2.4) | 2020 - 2021 | S&HP | Manager S&HP | S&R |
| Contemporary and agile compliance approach | 30% increase in community satisfaction of compliance activities over three years | 1. New technologies are investigated and used (P1.5) | 2019 – 2020 | C&I | Director C&I | S&HP |
| | | 2. Statistical analysis is undertaken to understand locations and origins of non-compliance (P2.4, 4.2) | | C&I | Director C&I | S&HP |
| | | 3. Risk-based compliance approach is implemented (P4.1) | | C&I | Director C&I | S&HP |

| Success | Performance indicators | Strategies | Time frame | Lead Div | Person | Support Div |
|--|--|---|-------------|----------|--------------|-------------|
| Regulated individuals and parties are appropriately licensed | An interactive licencing system is developed with enhanced reporting and monitoring functions (P2.3) | 1. A suitable supplier is identified through a Request for Tender process (SHAP 3.6, 1.1.3) | 2018 - 2019 | S&HP | Manager S&HP | S&R |
| | | 2. A contemporary, interactive licensing system is developed and used (SHAP 3.6 1.1.3) | 2019 - 2020 | S&HP | Manager S&HP | S&R |

| Goal 4 | Implement an effective risk-based compliance strategy | | | | | |
|---|---|---|-----------------|---------------|----------------------|------------------|
| Key result | We are able to accurately measure compliance, track it and improve it through work across the compliance spectrum | | | | | |
| Success | Performance indicators | Strategies | Time frame | Lead Division | Person | Support Division |
| Achieve a high level of compliance with game hunting laws | A strategic and structured approach is applied to delivery of game compliance activities | 1. Develop a GMA compliance strategy which spans the full compliance spectrum, from information provision to enforcement action (P2.5, 2.7) | 2019 - 2020 | C&I | Director C&I | S&HP |
| | | 2. Develop annual regional compliance plans which are consistent with the compliance strategy (P2.5, 4.2) | Annual | C&I | Director C&I | S&HP |
| Determine compliance priorities are risk-based and intelligence-led | | 1. Complete risk assessments for compliance in all game hunting activities and prioritise (P4.1) | 2018 - 2019 | C&I | Director C&I | S&HP |
| | | 2. Review risk assessment every two years or sooner if operational or legislative settings change | Every two years | C&I | Director C&I | S&HP |
| | | 3. GMA invests in intelligence capability (P2.4, 2.6) | Ongoing | C&I | Director C&I | S&HP |
| | | 4. Establish a Tasking and Coordination Committee to enable prioritisation of compliance activities based on risk and informed by intelligence (P2.3) | 2018 - 2019 | C&I | Director C&I | S&HP |
| Establish methods of measuring and monitoring compliance levels | | 5. Undertake research to understand hunter motivations or inability to comply (P2.4) | 2020 - 2021 | S&R | Research Coordinator | C&I |
| | | 1. Develop method/s to measure and monitor the level of compliance with game hunting laws, including establishing a baseline (P2.8, 4.2) | 2019 - 2020 | S&R | Research Coordinator | C&I |
| | | 2. Develop a method/s to assess stakeholder views of compliance in game hunting (P2.8) | 2019 2020 | S&HP | Manager S&HP | C&I |

| Performance indicators | Strategies | Time frame | Lead Div | Person | Support Div |
|--|--|-----------------|----------|----------------------|-------------|
| Improve compliance outcomes | 1. Identify achievable improvements in compliance from baseline data (P2.8, 2.9) | 2019 - 2020 | C&I | Director C&I | S&HP |
| | 2. Adapt compliance activities to target areas for improvement (P2.8) | 2019 - 2020 | C&I | Director C&I | S&HP |
| | 3. Regularly review the effectiveness of compliance approach (P2.8, 4.2) | Every two years | C&I | Director C&I | S&HP |
| | 4. Regularly review the effectiveness of operations (P2.8, 2.9) | Annual | C&I | Director C&I | S&HP |
| | 5. Regularly report on compliance effort and outcomes on the GMA's website (P2.9) | 2018 - 2019 | C&I | Director C&I | S&R |
| | 6. Explore alternative mechanisms to regulate hunter density/impacts (P1.1) | 2019 - 2020 | S&R | Research Coordinator | C&I |
| Staff involved in compliance are well trained, well equipped and operate to high standards | 1. Review risk management policy for compliance operations and if change required (e.g. officers to be armed), advice on costs, risks and efficiencies considered by the Board (3.2) | 2019 - 2020 | C&I | Director C&I | S&HP |
| | 2. Authorised officers receive training in surveillance (P4.3, 4.4) | 2019 - 2020 | C&I | Director C&I | S&HP |
| | 3. Authorised officers receive engagement skills training (P1.8) | 2019 - 2020 | C&I | Director C&I | S&HP |
| | 4. Adopt the use of drone technology following a feasibility study (P1.5) | 2020 - 2021 | C&I | Director C&I | S&HP |
| | 5. Advances in technology are monitored and adopted following feasibility assessments (P1.5) | Ongoing | C&I | Director C&I | S&HP |
| | 6. Best practice and contemporary policies and procedures are in place as a result of ongoing annual review program (P2.3) | Annual | C&I | Director C&I | S&HP |
| | 7. Effective operating systems are in place (P2.3) | Ongoing | C&I | Director C&I | S&HP |

| Goal 5 | | Increase our capability and expertise | | | | |
|---|---|--|------------------------|---------------|------------------|------------------|
| Key result | | We have sufficient internal capability and capacity to achieve effective regulation and the provision of reliable advice to government | | | | |
| Success | Performance indicators | Strategies | Time frame | Lead Division | Person | Support Division |
| Achieve sufficient capacity | | | | | | |
| <ul style="list-style-type: none"> Full recruitment Achieve operational effectiveness | All positions filled in 12 months | 1. Complete organisational restructure P2.1, 2.3, 2.5, 2.6, 4.2, 4.5) | 2019 - 2020 | CORP | CEO | All |
| | Staff performing to expectations | 2. Develop and implement business stream strategies to guide delivery | Annual | CORP | Business Manager | All |
| GMA's systems and procedures meet government standards (P2.3) | No non-conformances with standards | 1. Review existing systems and identify gaps (P3.2) | Ongoing | CORP | Business Manager | All |
| | Achieve efficiency gains in systems and processes | 2. Revise/introduce new systems to manage business processes, including complaints handling (P1.9) | Ongoing, 2019 - 2020 | CORP | Business Manager | S&HP |
| Introduce new technologies | Review the effectiveness of drones, mobile devices, vehicle satellite locators, body cameras (P1.5) | 1. Work with partner agencies in testing/adopting new technologies (P1.5) | Ongoing | C&I | Director C&I | S&HP |
| | | 2. A minimum of two items of technology each year (i.e. six over the three-year period) (P1.5) | Annual | C&I | Director C&I | S&HP |
| Each business unit meets its performance targets | Performance management system is in place (P2.5) | 1. Performance reporting tool is developed and implemented. Performance progress is regularly reported to the Board (P2.9) | 2018 – 2019, quarterly | CORP | Business Manager | All |
| High-level staff job satisfaction | Less than 10% staff loss compared to VPSC standard | 1. Participate in the People Matter survey and respond to findings | Annual | CORP | Business Manager | All |
| | | 2. Each staff member has a performance development plan which includes training and development | Annual | CORP | Business Manager | All |

| Success | Performance indicators | Strategies | Time frame | Lead Div | Person | Support Div |
|--|--|---|-------------|----------|------------------|-------------|
| Appropriately trained staff | All staff trained in 12 months (P4.3, 4.4) | 1. Recruit appropriately skilled staff and provide relevant training where required | 2019 - 2020 | CORP | CEO | All |
| | | 2. Establish a training program and record in a calendar | 2018 - 2019 | CORP | Business Manager | All |
| Workplace safety is a priority | No lost time caused by workplace injuries | 1. Continue GMA's Safety Excellence Team and its reports on matters relating to staff safety | Ongoing | CORP | Business Manager | All |
| | | 2. Inform staff and encourage attendance at relevant training, such as OHS, anti-bullying, discrimination etc. | Ongoing | CORP | Business Manager | All |
| Informed decision-making by government (P1.7, 2.7) | Timely, accurate and evidence-based advice provided to government on game management matters | 1. Provide advice to government on the establishment of a Ministerial Advisory Council to provide advice to government on game management matters | 2019 - 2020 | S&R | Director S&R | S&HP |
| | | 2. Advise government on necessary legislative reform, including to the <i>Game Management Authority Act 2014</i> | Ongoing | S&R | Director S&R | C&I |
| | | 3. Provide advice to government on the implications to extend mandatory testing from new duck hunters to all new game hunters | 2018 - 2019 | S&R | Director S&R | S&HP |
| | | 4. Provide advice to government on the implications of making attendance at a SEP field day mandatory | 2019 - 2020 | S&R | Director S&R | S&HP |
| | | 5. Consider and provide advice to government on the co-regulatory model of game management as adopted by other jurisdictions (e.g. New Zealand) (P2.7, 4.6) | 2019 - 2020 | S&R | Director S&R | S&HP |
| | | 6. GMA to hold discussions with Parks Victoria on the options for the co-management of State Game Reserves (P2.7) | 2019 - 2020 | S&HP | Manager S&HP | S&R |
| | | 7. Provide advice to government on the hypothecation of Game Licence fees for research, education and training (P4.1) | 2019 - 2020 | CORP | Business Manager | S&HP |

Note:

"P" denotes Pegasus recommendation number

"SHAP" denotes *Sustainable Hunting Action Plan 2016 – 2020* action number

"Parliament Victoria" refers to the Inquiry into the control of invasive animals on Crown Land

"SR" refers to actions required under a Victorian Government Sport and Recreation Grant