

final report

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More Beef from Pastures State Coordination – South Australia

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Abstract

More Beef from Pastures (MBfP) is Meat and Livestock Australia's (MLA's) flagship extension and adoption program for the southern beef industry. Simon Vogt, Pene Keynes and Diona Heinjus of Rural Directions Pty Ltd, were engaged to deliver the State Coordination of Phase II of the MBfP program in South Australia. Phase II of the MBfP program aims to achieve the primary objective of sustainably increasing beef productivity and/or profit through optimisation of the available feed base.

Successful engagement with the private and semi-private delivery networks in South Australia, and attracting event partners and co-funders, has been essential to the success of the MBfP program.

The MBfP program in SA engaged with sixteen different delivery organisations to deliver thirty five MBfP co-funded workshops and events to 1,089 participants between 2014 and 2016. Fifty three unique presenters were utilised to present to beef producers in this process.

South Australia recorded an excellent level of performance across our MBfP KPIs. The program achieved 189% of its target participation KPIs, averaged across all three levels of engagement. We also achieved a high level of producer satisfaction across the events delivered.

Executive summary

More Beef from Pastures (MBfP) is Meat and Livestock Australia's (MLA's) flagship extension and adoption program for the southern beef industry. During Phase II, Simon Vogt, Pene Keynes and Diona Heijnus of Rural Directions Pty Ltd, were engaged to deliver the State Coordination of the MBfP program in South Australia (SA) from 2014 to 2016.

Phase II of the MBfP program aimed to build on the activities and awareness created in Phase I and continue to strive towards achieving the primary objective of sustainably increasing beef productivity and/or profit through optimisation of the available feed base. Productivity was measured at the producer level as the number of kilograms of beef produced per hectare per unit of rainfall.

The South Australian State Coordinators worked as part of a national team, led by Peter Schuster as the National Coordinator, to deliver the program objectives. State Coordination responsibilities have included:

- Development of a state business plan that detailed an annual operating plan of activities in line with the associated state key performance indicators (KPIs).
- Allocating the delivery budget to best meet the requirements and KPIs of the program.
- Coordination and implementation of the business plan, including allocating resources and engaging public and private sector deliverers/facilitators, as appropriate to best meet the requirements and KPIs of the program.
- Engaging, coordinating, and integrating activities with the existing state based extension and delivery networks.
- Facilitating the communication of event activities and dates between the delivery network and MLA.
- Working closely with the delivery network to fulfil the monitoring and evaluation requirements of Phase III of the MBfP program.

The second phase of the MBfP project had a focus on increasing the level and permanency of both skills and enterprise performance development. There was increased rigour around monitoring and evaluation (M&E) of practice change and changes in producer skills and knowledge.

Phase II of the MBfP program in SA has been built around achieving engagement with beef producers at two different levels. These levels were defined as Category B, and Category C level engagement. In principle:

- Category B events are focused on increasing producer knowledge and skills
- Category C events are focused on achieving effective on-farm practice change.

Category A events, related to MBfP program awareness activities, were not a focus during the later stage of Phase II delivery in SA. This was because there had been a significant number of these events in earlier phases of the project and there was a need to move beyond awareness creation.

Successful engagement with the private and semi-private delivery networks in SA has been essential to the successful delivery of Phase II of the MBfP program. Attracting event partners and co-funders has also been central to the success achieved by the program. As a result of there not being a public sector beef extension and delivery platform in SA, there was an increased requirement to partner with other industry funding sources.

Michael Evans, Woottona, Angaston, SA, and Libby Creek, Hillcrest Pastoral, Avenue Range, SA continued as the MBfP Producer Advocates for SA and have added value to the program.

Across the three years of delivery from 2014 to 2016 the MBfP program delivered thirty five MBfP co-funded workshops and events in SA through engagement with sixteen different delivery organisations. The thirty five MBfP co-funded workshops were attended by one thousand and eighty nine participants and delivered by fifty three unique presenters. Co-funding and in kind support was provided by thirty one organisations. The additional funding and support greatly assisted engaging South Australian beef producers with high quality MBfP events and activities.

South Australia recorded an excellent level of performance against our KPI's. The program achieved 189% of its target participation KPI's, averaged across all three levels of engagement (Category A, B, & C). The average satisfaction score of 8.6 out of 10 across all MBfP events and an average 'value to my business' rating of 8.3 out of 10.

Successful engagement with the private and semi-private delivery networks has been central to delivering the MBfP program in SA. The integration of the national M&E framework into Phase II of the MBfP program has also added value. M&E expectations for deliverers were clear and able to be communicated. Tracking against KPIs as the project progressed was possible, and quality of delivery could be readily monitored by State Coordinators.

Recommendations for future delivery include:

- A broad based delivery network that includes a mix of private and public organisations has been established and can be used to benefit the beef industry in the future. This will require a coordinator with appropriate resources.
- Using a consultative approach to develop a project business plan with delivery network members as was applied under MBfP, ensures buy in from those in the network.
- Well developed supporting documentation, such as information memorandum and activity application forms make program requirements clear. However, some support for deliverers is still needed, to generate events, assist with applications and with monitoring and evaluation requirements.
- Scheduling and coordination of events taking into account production requirements and seasonal conditions is required to maximise participation. Event and information burnout for producers can be an issue.
- A national approach to M&E is highly valuable. Further education of delivery networks and producers in regard to processes and benefits of monitoring and evaluation is required. Provision of results may assist here and could also help with continuous improvement.
- Standardised mechanisms for promoting events are valuable.
- A contact database of beef producers that have participated in MBfP events in SA now exists. This should be used to benefit the beef industry for future delivery of extension and adoption platforms based around supported learning.
- For user pays to become an accepted practice will require culture change. Communicating event value propositions and education of private versus public good will be needed. Network engagement, often on a 1:1 basis is required. Producer advocacy will be necessary.

In conclusion, the MBfP program in SA recorded an excellent level of achievement against its KPIs for the three year period from 2014 to 2016 across all three levels of engagement. The M&E data has clearly demonstrated that the MBfP activities held within SA were able to increase producer knowledge, skills, and confidence. The evaluation data has also provided valuable insights into the level of practice change that producers were planning on

implementing within their businesses as a result attending MBfP activities and events. The level of intended practice change recorded was very encouraging.

We were successful in engaging with some producers at multiple MBfP events over this three year time period, reinforcing a high level of satisfaction with the events that these producers attended. Both the evaluation data and the producer uptake of the program suggest that the MBfP program provided a robust return on investment for MLA and its co-investors, which includes the levy-paying producer.

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1 Background

More Beef from Pastures (MBfP) is Meat and Livestock Australia's (MLA) flagship extension and adoption program for the southern beef industry. Its primary objective is to sustainably increase beef productivity and/or profit through optimisation of the available feedbase. Productivity is measured at the producer level as the number of kilograms of beef produced per hectare per unit of rainfall.

The MBfP program reported on here is the period from January 2014 to December 2016 in Southern Australia. Through earlier activity from 2004-2013, MBfP established a strong network of delivery partners, and significant industry recognition of the available tools and associated activities.

The second phase of the project aimed to build on what was established in phase one, but with an increased focus on:

- Increasing the level and permanency of both skills and enterprise performance
- Improving rigour around monitoring and evaluation of practice change and changes in producer skills and knowledge
- Enhancing the mechanisms through which new R&D ideas are collected from industry

A distinct characteristic of recent activity was the requirement for producers to move beyond simple awareness of the program and program material, to the stage where they could, after having participated in a MBfP activity:

- Have quantifiably increased their knowledge, skills or confidence, and/or
- Implemented a practice change on farm that has resulted in an economic benefit

Rural Directions Pty Ltd, was engaged to deliver the State Coordination of MBfP II, initially for a two year period that then extended to the 2016 year post a project variation. Simon Vogt was appointed, having delivered MBfP I in 2011 - 2013. A change in State Coordinator occurred twice throughout the three year project term. Pene Keynes followed Simon into the role, with Diona Heinjus completing the final six month period. Although personnel changed, consistency in delivery was maintained with Simon acting in a mentoring role for each of his successors; and through continued use of existing project management systems that were well established.

The SA Coordinators worked as part of a national team, led by Peter Schuster as the national coordinator, to deliver the program objectives.

State Coordination responsibilities included:

- Development of a state business plan that detailed an annual operating plan of activities in line with the associated state KPIs.
- Allocating the delivery budget to best meet the requirements and KPIs of the program.
- Coordination and implementation of the business plan, including allocating resources and engaging public and private sector deliverers/facilitators, as appropriate to best meet the requirements and KPIs of the program.

- Engaging, coordinating and integrating activities with the existing state based extension and delivery networks.
- Facilitating the communication of event activities and dates between the delivery network and MLA.
- Promoting upcoming MBfP events to SA producers.
- Working closely with the delivery network to fulfil the M&E requirements of the MBfP program.

2 Project objectives

The project objectives for the MBfP State Coordination – South Australia project, as stated in the research agreement, were as follows.

This project defines the roles, responsibilities and deliverables for the MBfP State Co-ordinator (SC) position. The SC will provide the local/regional input into the design of MBfP activities and facilitate the engagement of deliverers and producers through their own schedule of local extension and communication events.

Working with the National Co-ordinator, the State Co-ordinator is responsible for delivery of an annual State Business Plan to achieve the awareness, engagement and practice change targets. Additionally, the State Co-ordinator will deliver the defined monitoring and evaluation data specified in the State Business Plan.

Working as part of a national team lead by MBfP program National Co-ordinator, the following will be delivered under this agreement:

1. State Business Plan

A State Business Plan will:

- Be delivered using the standard MLA template provided
- Include specific KPIs for the State and form the basis of the key deliverables of this agreement. This Business Plan will be appended to this agreement once approved;
- Include an annual operating plan of activities in line with appropriate state key performance indicators and activities targeting specified producer segments and across delivery resources (public and/or private) appropriate for A, B & C tiers of activities.
- Present a clear process for identifying and engaging a delivery network within the state
- Outline the state communication plan for the program

2. State Business Plan implementation

- Including implementation of the business plan activities, directing resources
- Training and engaging a team of public and private sector deliverers/facilitators as appropriate across respective program activities
- Comply with the “Principles for engaging with private delivery organisations” to guide the deployment of resources for program delivery
- Be the key point of contact and co-ordinator for engaging the state based network of program producer advocates.
- Maintain a database of participants and provide this information to the National Co-ordinator and MLA on a monthly basis. A template will be provided.
- Attend regular phone meetings with the National Co-ordinator and MLA. Attend up to two state SC face to face meetings per year

- Provide milestone reports promptly and to an acceptable standard to MLA.
- Source relevant articles for MLA publications and the e-newsletter co-ordinated by the National Co-ordinator
- Coordinate and integrate activities with other existing state based networks; and
- Comply with MLA standard processes for event promotion and use the program brand in accordance with the MLA style guidelines.

3. Monitoring and evaluation

All specified monitoring and evaluation processes are executed as per agreed processes, with all data collated and provided to the National Co-ordinator and MLA at a minimum quarterly. Quarterly reports of analysed data will be provided to the state co-ordinators by MLA. Individual names and results will not be released or published. The standard MBfP monitoring and evaluation processes will include:

Category A: Measuring awareness, satisfaction, value and intention to change

At least 60% participant feedback sheets completed in accordance with the MBfP Monitoring and Evaluation Standard Operating Procedures, using the standard MBfP template are to be collected for all Category A activities and entered into the supplied excel spreadsheet.

Category B: Measuring shifts in knowledge, skills and confidence (KSC)

At least 80% of participants complete pre and post activity knowledge and skills assessments in accordance with MBfP Monitoring and Evaluation Standard Operating Procedures. Full results of the pre and post knowledge and skills assessments are required to be entered into the standard MBfP spreadsheet and submitted to MLA and the National Co-ordinator.

Non accredited training KSC assessment

Non accredited training will require the 100% usage of the generic (but adapted regionally) MBfP pre and post knowledge and skills assessment questions.

Accredited training KSC assessment

Accredited training activities will ensure key MBfP assessment questions are used for at least 30% of accredited courses delivered to ensure these courses can be included in the overall MBfP M&E reporting.

Category C: Measuring practice change and program impact

Practice change as defined by the MBfP Monitoring and Evaluation Standard Operating Procedures will be recorded for 80% of participants in all Category C activities. This will require the State Co-ordinators to ensure shifts in practice change are recorded by deliverers using the standard template provided and mapped against practices within the MBfP manual modules. Results are to be recorded in the standard excel spreadsheet, including names and contact details of participants.

Identifying case studies to measure impact

The State Co-ordinator will assist in identifying and recruiting case studies to enable tracking of profitability and productivity gains as a result of participating in the MBfP program.

All events (Category A, B and C) will have an event record which will be provided to MLA using the standard Excel spreadsheet.

3 Methodology

The methodology for the MBfP project is outlined below.

3.1 Network engagement through consultation

Consultation with networks was important from two perspectives: Initial consultation occurred to inform the development of business plans in each year. It also then occurred on an ongoing basis throughout the project to stimulate leads and ensure event flow.

A variety of methods was utilised, as below:

- The development of an Information Memorandum for program delivery in SA for 2014, 2015 and 2016.
- Running a consultation period with the delivery network during early 2014, 2015 and 2016. This consultation period worked really well at stimulating ideas for activities and events and engaging the delivery network.
- Targeted emails to the delivery network each quarter to remind them that the MBfP program is open for business.
- Targeted phone calls to key deliverers to remind them of the opportunity and foster new ideas.
- Fostering new leads for activities and events wherever possible.
- Always being open to new potential 'channels' or 'pathways' to reach beef producers in SA.
- Attendance at key activities to promote opportunities to producers, groups and deliverers.

An important conduit here was the South Australian Livestock Consultants (SALC) group. Presentations were made to this group. The following potential deliverers were consulted :

- The University of Adelaide – Stephen Lee, Wayne Pitchford, Phil Hynd
- Rural Solutions SA – Tiffany Bennett, Merri Tothill, Bruce Hancock, Anne Collins
- Angus Australia – Penny Schulz, Trent Walker
- Malcolm Buckby
- South Australian Limousin Committee – Jason Schulz
- Landmark – Daniel Schuppan, Amanda Ratcliff
- Productive Nutrition – San Jolly
- T Prance Consulting – Tim Prance
- Pro Advice – Chris Schied, Lachlan Hood
- Pro Ag Consulting – Colin Trengove
- Rural Directions – John Squires, Simon Vogt, Natasha Morley (also Making More from Sheep Coordinator)
- Agri-Partner Consulting – Hamish Dickson
- Natural Resources South East –,Melissa Hunter and Hannah Keynes
- Schulz Livestock – Penny Schulz
- Rural Press – Catherine Miller (Stock Journal)
- MSA representatives – Neroli Smith, Jarrod Lees, Rashelle Levonian
- Adelaide and Mount Lofty Natural Resource Management - Nicole Bennett

- South Australian Arid Lands Natural Resource Management - Andrew Wilson, Kirrily Baylock and Lelia Kamphorst
- Shorthorn Australia – Graham Winnell
- Climate and Agricultural Support – Melissa Rebbeck and the Fleurieu Beef Group
- Livestock Biosecurity Network – Emma Rooke
- Meg Bell Consulting – Meg Bell and Hereford Australia
- Linda Eldridge and Associates
- PIRSA and Biosecurity SA – Trent Scholz
- Barossa Improved Grazing Group – Brett Nietschke, Georgie Keynes and Rebecca Barr (Ag Communicators subcontractor)
- Elke Hocking Consulting – Elke Hocking
- MacKillop Farm Management Group
- Limestone Coast Red Meat Cluster
- Rayner Ag - Alistair Rayner
- Veterinarian Kate Litchfield
- Shorthorn Australia and Southern Beef Technology Services (SBTS)

Importantly, some were active in earlier phases of the project and continued to be active, while other newer deliverers came on stream as the project progressed.

The end result of consultative processes was that a continually expanding delivery network for MBfP events was established in SA.

3.2 Business Plan development

There were a series of business plans developed during the project. The first covered the 2014 -15 years, with a review and update of the plan in 2015. In 2016 a plan was developed following the project extension.

The business plans were designed to ensure that the overarching program goal “to achieve sustainable increases in beef productivity (kilograms of beef per hectare) and/or profit through optimisation of the available feed base” could be achieved.

Central to development was successful engagement of private and semi private delivery networks in SA. Networks already established were an important focus, but an aim was also to attract additional delivery partners. To this end, two processes were initiated:

- Two “Information Memorandum for Program Delivery in South Australia” documents were developed, the first covering 2014 -15 and the second covering 2016.
- An expression of interest process for the delivery of MBfP activities in SA was promoted. It requested that interested parties contact the MBfP State Coordinator to receive a copy of the “Information Memorandum for Program Delivery in South Australia”

Based on expressions of interest received, and consultation with industry networks in SA, the State Business Plans were developed. These business plans:

- Provided industry background, including acknowledging the prior phases of the MBfP program and learning from them

- Highlighted current challenges within the beef industry, with a specific South Australian focus
- Provided a list of likely program delivery partners
- Provided key performance indicators
- Outlined proposed extension and communication activities
- Described linkages to other programs and organisations
- Addressed monitoring and evaluation requirements
- Described producer advocates and their role
- Provided a draft budget

The business plans were reviewed, refined and approved in consultation with Peter Schuster, as the MBfP national coordinator, and with MLA. They were then used to inform and drive the subsequent project delivery.

3.3 MBfP Producer advocates

Two MBfP producer advocates continued in SA on an informal basis following on from the earlier phase of the project. This involved Michael Evans, Woottona, Angaston, Barossa Valley SA, and Libby Creek, Hillcrest Pastoral, Avenue Range, South-East SA.

Michael was originally selected as the northern producer advocate with his Woottona property being located between the Fleurieu Peninsula, Barossa Ranges, and Mid North beef regions of the State. Michael was selected to represent a mixed livestock enterprise with the Woottona operation involving a prime lamb and self-replacing merino enterprise in conjunction with their beef herd.

Libby Creek was originally selected to represent the South East region of SA, an important beef production region in the State with more than half of the State's beef cattle numbers. Libby was selected because of her management role with a large scale, specialist beef operation in the region. Hillcrest Pastoral runs more than 2,000 breeding cows and pursues a number of different target markets.

The SA MBfP Producer Advocates were engaged in the following ways.

Michael Evans, Woottona, Angaston SA

- Michael participated in the "Mid North Beef Producers TFI Tour & MSA Session" on the 17/06/2014. He participated in the presentation on the MSA index and increasing meat quality.
- Michael participated in the "A date with Dick Richardson" event on the 31/07/2014. The event was hosted at his property. He was a keen advocate of the grazing management principles focussed event.
- Michael participated in the "Retail Agriculture" event on the 29/07/2015
- Michael participated in the "Better Bull Selection" event on the 5/02/2016

Libby Creek

- Libby attended the beef nutrition workshop held at Avenue Range
- Libby was involved in the delivery of the 2014 SA Beef School, as a committee member of the SA Branch of Angus Australia.
- Libby attended the Beef Innovation and Profit drivers day in the South East, provided feedback and was very positive in regard to presentations.

In addition to attending events both Michael and Libby were contacted informally to provide support, feedback and suggestions for activities for MBfP. Libby provided valuable feedback during the consultation phase for delivery.

3.4 MBfP delivery and the event application process

Following the development of the business plans in each of the three years work commenced so that on ground operational activity occurred in SA. This involved continuing to liaise and communicate with delivery networks to generate applications for the intended activities. Face to face, email and phone contact was maintained.

Critical to on ground activity occurring was the “Information Memorandum for Program Delivery in South Australia” provided to the delivery network each year.

The availability of this document meant that potential delivery partners had a ready reference point regarding how the MBfP program operated. They were able to develop a clear understanding of the MBfP program, the categories of activities, event launch and promotion processes, budgetary and matching funding requirements, and the reporting, monitoring and evaluation process that was required. In this way clear expectations were established at the commencement of the program.

This information formed the basis for then being able to complete the activity application form. An event application form and process was developed to facilitate any expressions of interest to access MBfP co-funding. This event application form captured a wide range of essential information against which applications for co-funding could be assessed. A full event budget was captured on the event application forms such that other event partner and producer contributions could be easily recognised.

The State Coordinator was also available to assist with any queries as applications were being developed. Once applications were received, they were reviewed, fine tuned if necessary and selected for co-funding.

Event coordinators were formally advised via email when applications were approved. These emails reiterated the next required steps through to conclusion of the event, again reinforcing M&E requirements. If needed, reminder calls and emails were made so that timelines were met.

3.5 Event promotion

Event promotion was achieved through the development of a contact database of previous MBfP participants which was updated regularly post each event. Previous participants were made aware of upcoming MBfP events through an email or mail out campaign. Event promotion also occurred through the MLA website, MLA Feedback magazine, and targeted email campaigns to MLA members. Traditional avenues such as Rural Press advertising were also used for MBfP key events by the delivery organisations. Some event coordinators also phoned key producers prior to their events to discuss the content of their workshops and recommend why producers should be there.

3.6 Delivery outcomes

Appendix 1 presents a summary table of the events that occurred for MBfP SA from 2014 -16. Across the three years of delivery the MBfP program in SA delivered thirty five MBfP co-funded workshops and events through engaging with sixteen different delivery organisations. These delivery organisations included:

1. Landmark

2. The University of Adelaide
3. ProAdvice
4. Angus Australia (SA Branch) and Penny Schulz
5. Rural Solutions SA
6. Limousin SA
7. South East NRM
8. Climate and Agricultural Support
9. Rural Directions Pty Ltd
10. Coorong and Tatiara Local Action Plan
11. Meg Bell Consulting
12. Hereford Australia
13. Elke Hocking Consulting
14. Barossa Improved Grazing Group
15. Ag Communicators
16. Shorthorn Australia

In the delivery of the MBfP co-funded workshops and events held within South Australia between 2014 and 2016, fifty three unique presenters were utilised to present to beef producers. A total of one thousand and eighty nine participants were engaged with the MBfP program through the thirty five co-funded workshops and events that were held.

In total there were thirty one organisations, including some of the above delivery organisations, that provided co-funding or in kind support to MBfP SA activities. These additional sources of funding and support greatly assisted us in reaching South Australian beef producers with high quality events and activities.

3.7 Meetings and teleconferences

The State Coordinators (SC) in SA (Simon Vogt, Pene Keynes and Diona Heinjus) participated in nine national SC meetings, either face to face or via teleconferences. These sessions brought together the State Coordinators from WA, SA, Tasmania, Victoria, and NSW with the MBfP National Coordinator and the MBfP project manager from MLA. The meetings were held at the following times and locations:

- February 2014 in Sydney (face to face)
- July 2014 in Adelaide (face to face)
- Other teleconferences as scheduled in 2014
- February 2015 in Sydney (face to face)
- May 2015 teleconference
- November 2015 in Sydney (face to face)
- September 2015 post teleconference calls with the National Coordinator and MLA Program Manager
- February 2016 teleconference
- September 2016 teleconference

These sessions were invaluable in establishing national consistency across the program, including for the M&E framework and for sharing ideas for workshops and events. The meetings meant State Coordinators understood who specialist speakers on certain topics were, relevant to beef production in SA.

Holding most of the meetings in Sydney also enabled insightful updates on other MLA projects and programs to be provided, including how they could be integrated with the MBfP program. Involvement in these national meetings also enhanced the professional networks

between the national MBfP delivery team, MLA, and other industry stakeholders. The strategic nature of these meetings was also valuable.

3.8 Supporting M&E

To support the implementation and application of the MBfP M&E framework, strong levels of support from the State Coordinator were offered to each of the delivery organisations in SA. State Coordinators reviewed all of the pre and post evaluation questions that were applied at each of the MBfP co-funded events to ensure consistency against the requirements. This review process also ensured that the questions were pitched at the right technical level and could be linked to the key learning outcomes for the event. Application of the national M&E framework was outlined as a condition of funding for all MBfP co-funded events held in SA. Payment was conditional on receiving all of the required evaluation data from events.

Monitoring and evaluation data was provided as required to the National Coordinator and to MLA. This included maintaining event records, a database of participants, collating information from feedback sheets and from pre and post activity knowledge and skills assessments, and recording shifts in practice change. Standard templates were used for data collection.

4 Results

The following results are extracted from the MLA MBfP “Evaluation report – Rolling Data January 2014 through to November 2016”. It was authored by Dr Cathy Wagg of Jarrapool Project Management and Consulting Pty Ltd.

4.1 Performance against KPI's

The following level of performance was achieved against KPI's for South Australia

4.1.1 Participation KPI's

Table 2: Percentage of three year target achieved for 'Number of Participants' in Category A, B and C activities for South Australia

	Participation-KPI	Participation	% Achieved
Category A KPI	892	1089	122%
Category B KPI	447	1089	244%
Category C KPI	203	409	201%

These results demonstrate that an excellent level of performance against each of our participation KPIs was achieved. They also demonstrate the SA focus maintained around prioritising the delivery of Category B and Category C events.

It should be noted that no Category A or Category C events were completed during the project period. In table 2 above, awareness KPIs were generated by default, understanding that for a producer to participate in a Category B event, they must be aware of the program. Those Category B participants who indicated intent to or actual practice change were similarly

recorded against Category C. The discussion section provides a more detailed explanation in regard to Category A and Category C events.

4.1.2 Evaluation return KPIs

The following evaluation return rates were achieved across SA for each of the different categories of events.

Table 3: Percentage of three year target achieved for “Evaluation Return Rate” in Category A, B and C activities in South Australia

	Return rate -KPI	Actual returns that meet SOP	Return rate
Category A KPI	65%	N/A	N/A%
Category B KPI	80%	666	61%
Category C KPI*	80%	N/A	N/A%
*Cat C participation KPIs met by some of the Cat B events			

In table 3 above, the return rates for Category A and Category C activities are marked not applicable because there were no events in these categories that were actually held in SA. The focus of delivery in SA was on the delivery of Category B activities.

For Category B events the return rate was lower than the target that was set. This occurred despite the emphasis placed on M&E requirements with delivery partners, and the same emphasis at actual events.

Return rates were influenced by a number of factors. In some cases individuals at events arrived late or departed early, meaning that they missed part of the evaluation process. Sometimes there were multiple attendees from the one business at an event and not all filled in evaluation forms. An example was when stations had full teams of ringers and station hands at a pastoral event. They were reluctant to fill in a form as they were not owners of the business. Attending industry personnel and exhibitors sometimes chose not to complete evaluation forms.

4.1.3 Number of events per state

As of November 2016, a total of 391 MBfP activities were organised by State Coordinators nationally. Figure 1 shows thirty five occurring in South Australia.

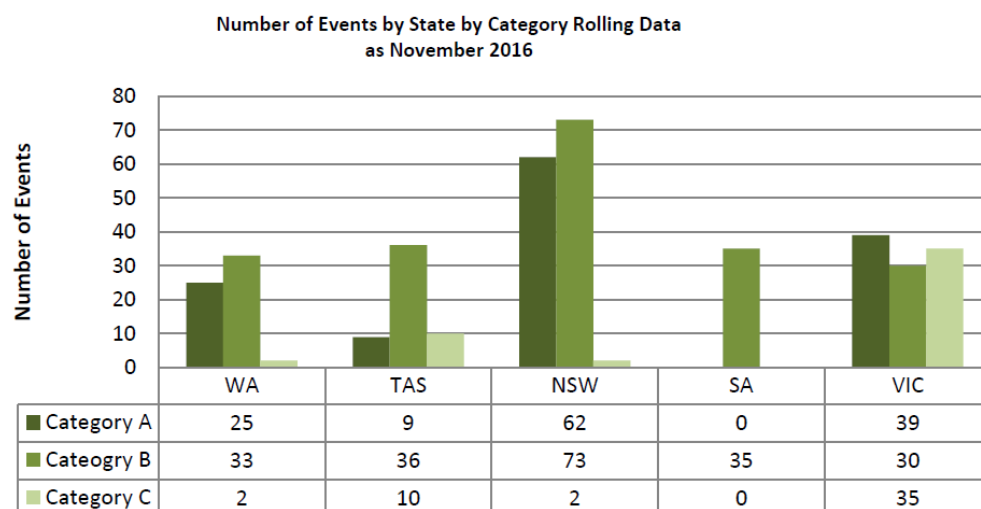


Figure 1: Number of MBfP activities by state and by Category

4.1.4 Number of attendees per activity

As of November 2016, a total of 1,089 attendees had participated in MBfP events in South Australia, as shown in figure 2.

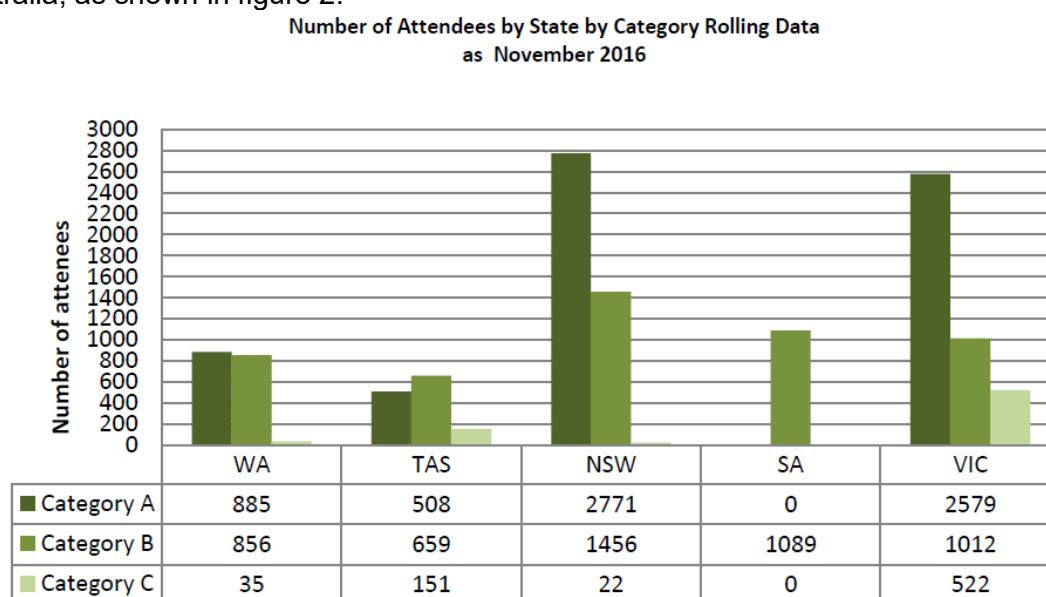


Figure 2 Number of MBfP attendees per activity by state from Event Log

4.1.5 Frequency of module delivery

Figure 3 demonstrates the frequency of delivery in South Australia for each of the respective modules that make up the MBfP Manual. Herd health and welfare, meeting market specifications, pasture utilisation and setting direction were most frequently delivered.

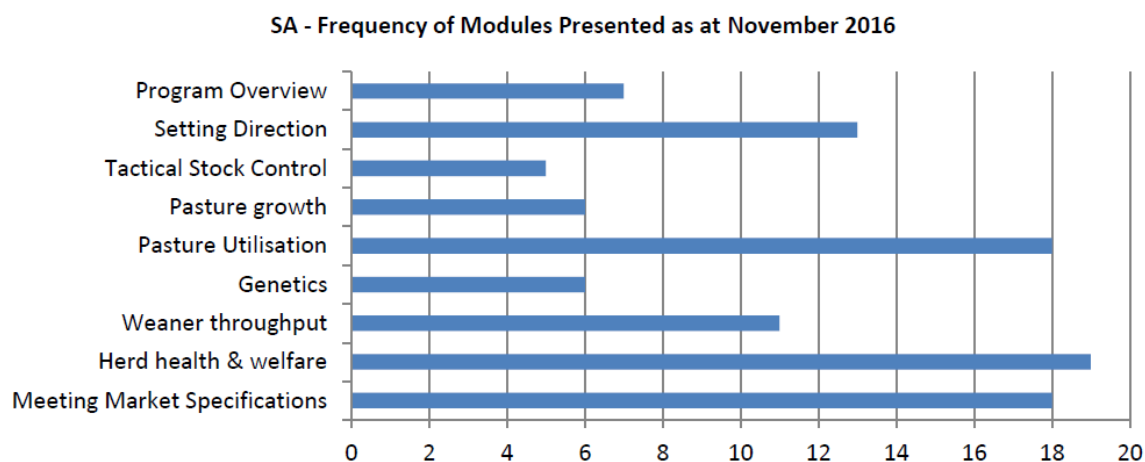


Figure 3 SA MBfP modules delivered =103

4.1.6 Event satisfaction scores

Participants were asked “Overall, how satisfied are you with this event? The national average was 8.5 out of 10. Category A events scored 8.4, and Category B and C scored 8.5.

For South Australia, the satisfaction score was 8.6 out of 10, consistent with the national average as demonstrated in figure 4.

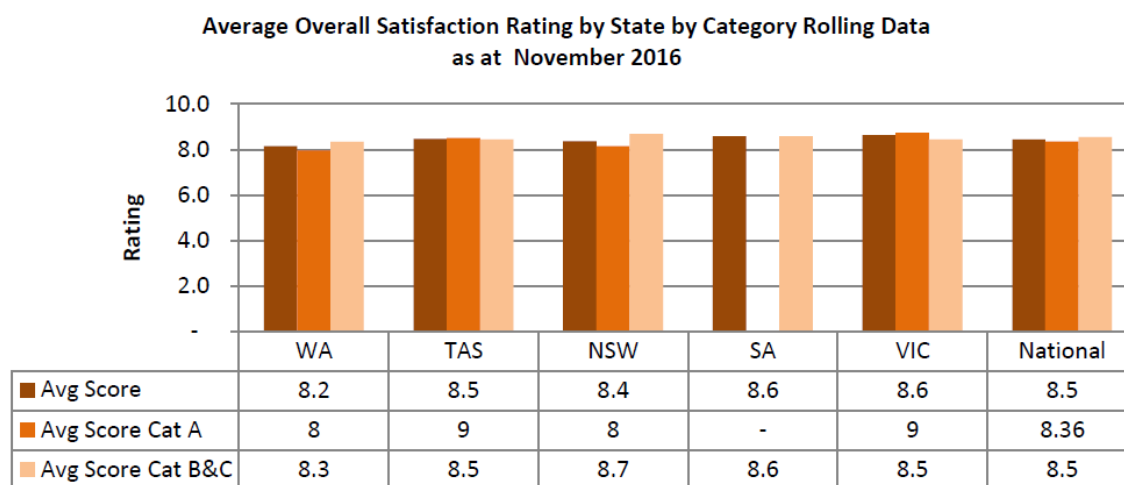


Figure 4: Average overall satisfaction rating by state

4.1.7 Event value rating

Participants were asked “How valuable was this event in assisting you to manage your livestock enterprise?”. The national average rating was 8.1 across all categories and 8.3 for Category B and C. For SA the 8.3 score was the same as the national average, as demonstrated in figure 5.

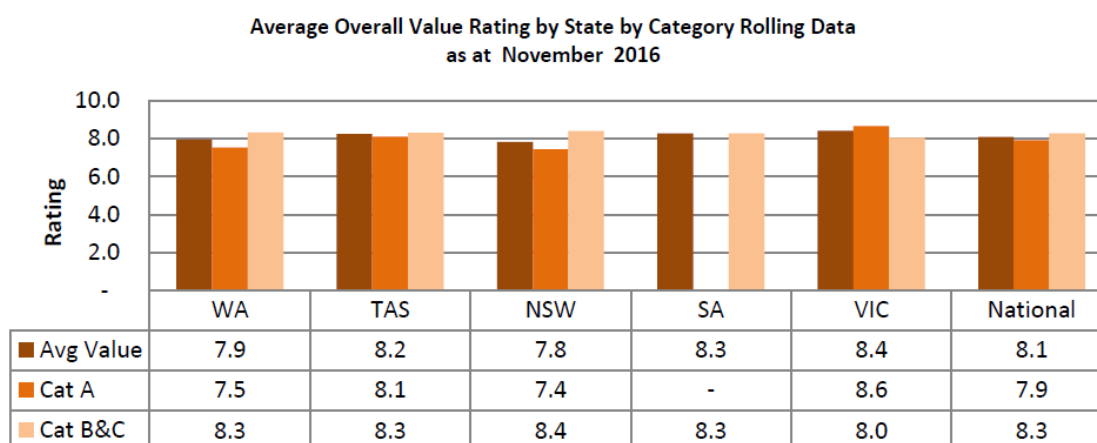


Figure 5: Overall value rating by state

4.1.8 Pre and post workshop skills and knowledge

Figure 6 demonstrates the average pre workshop and post workshop scores for the knowledge and skills questions asked at each MBfP workshop. The national average pre workshop correct score was 41% and the post workshop score was 78%.

The average percentage of correct answers for the pre workshop knowledge and skills questions was 51% in SA. Post the workshops the average percentage of correct answers increased to 79%. This demonstrates that the MBfP workshops added value and increased producer skills and knowledge.

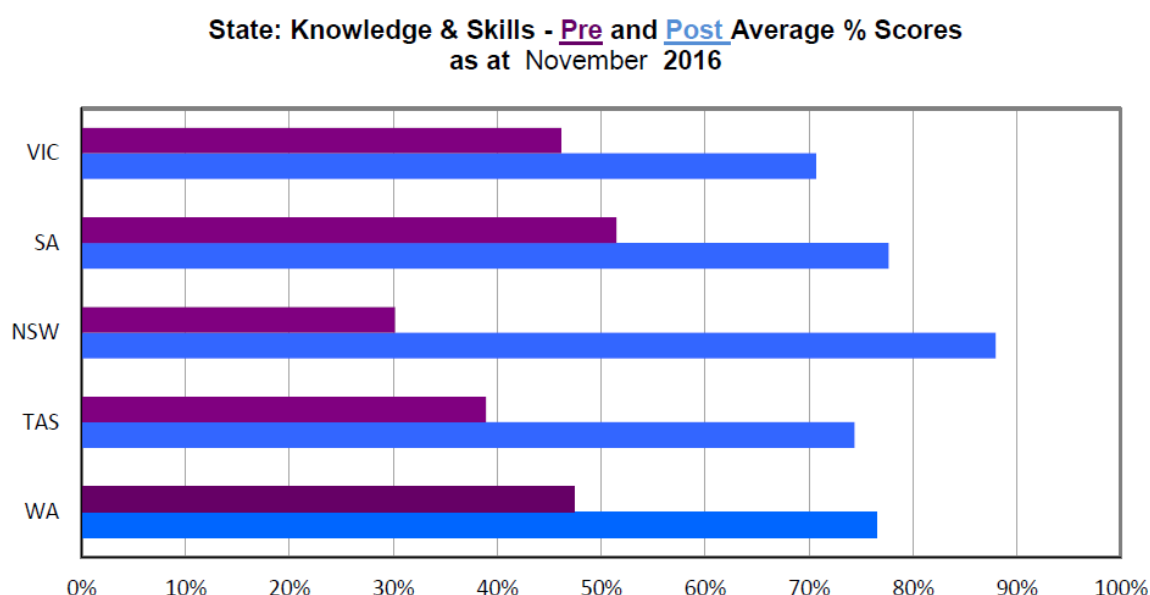


Figure 6: Percentage of correct scores for pre and post workshop knowledge and skills audit

Figure 7 below demonstrates that in South Australia the completion rate of pre and post workshop knowledge and skills audits was at 61%. This was at the low end of that achieved nationally.

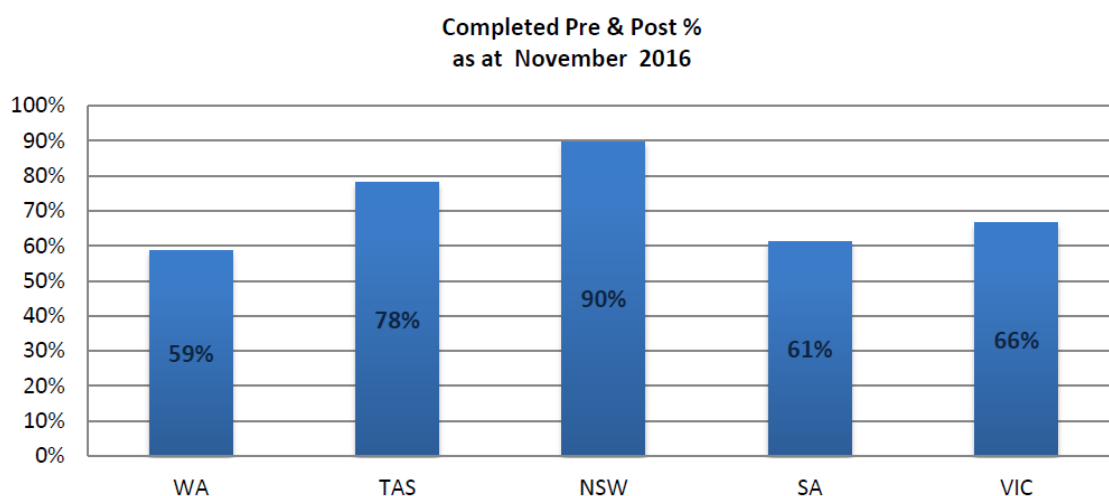


Figure 7: Completion rate for pre and post workshop knowledge and skills audits

4.1.9 Pre and post workshop confidence

Producer confidence in regard to a specific workshop topic was also captured at a number of events. The range of confidence scores pre and post each of the national MBfP workshops are demonstrated in figure 8. The yellow bars capture the individual pre workshop confidence scores while the blue bars capture individual post workshop scores. This graph shows that the MBfP workshops held nationally resulted in a significant increase in producer confidence in regard to the topic at hand.

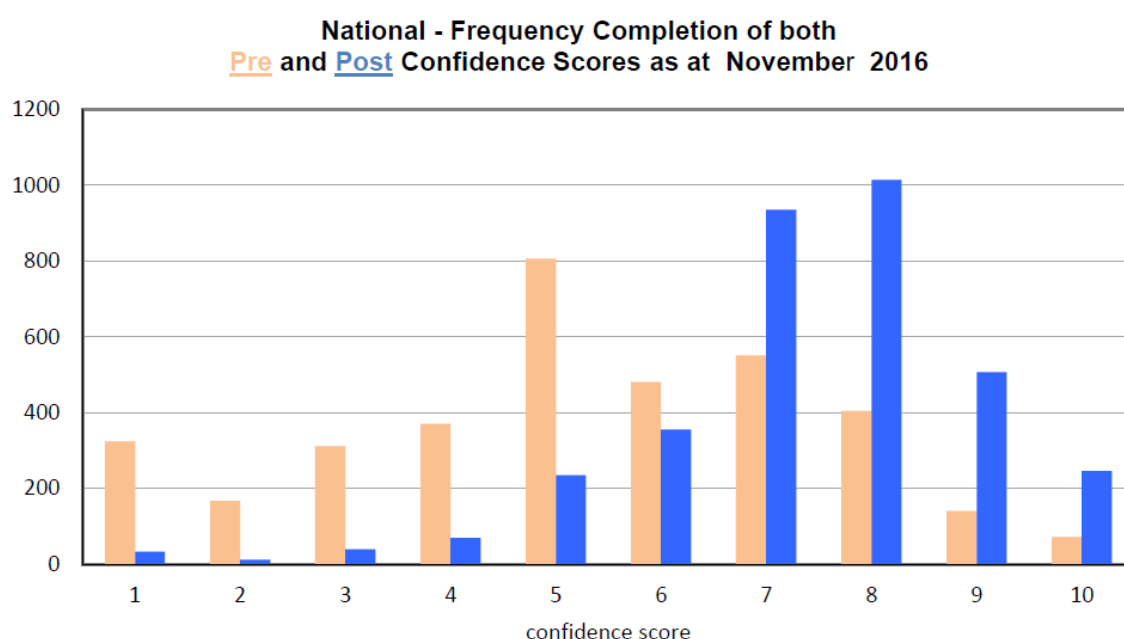


Figure 8: Pre and post workshop confidence

4.1.10 Herd and property sizes reached

Figure 9 and 10 and table 3 demonstrate the herd and property size information for MBfP participants that were reached in SA.

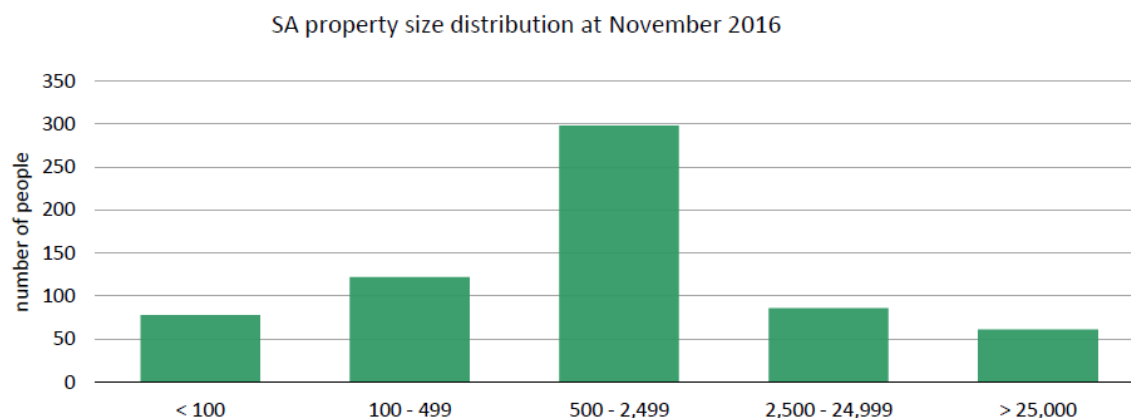


Figure 9: Median property size of SA MBfP participants = 1,000 ha

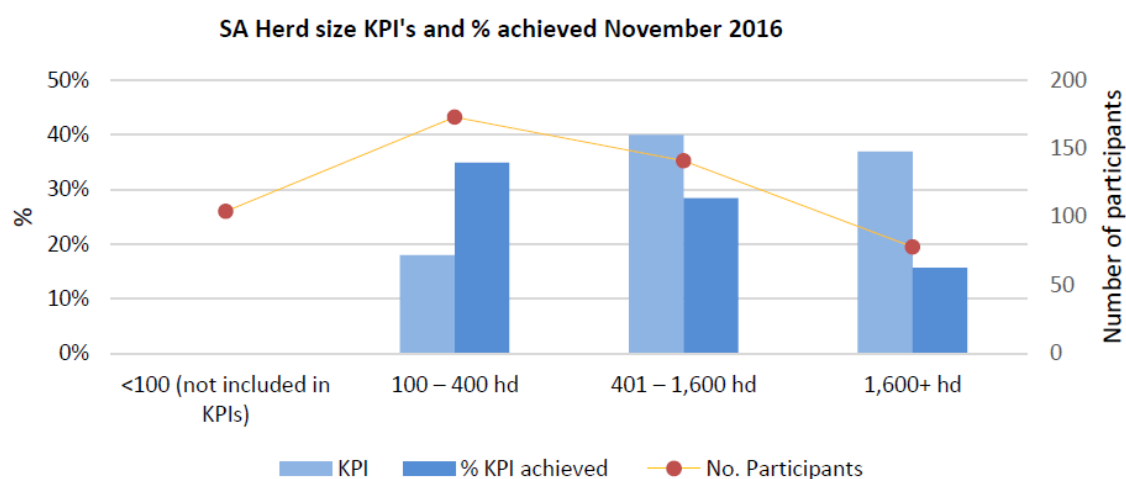


Figure 10: Median cattle number of SA MBfP participants = 350 head

Table 4: SA number of cattle of MBfP participants

	November 2016			
	<100 (not included in KPIs)	100 – 400 hd	401 – 1,600 hd	>1,600 hd
KPI as %		18%	40%	37%
No. Participants	104	173	141	78
% KPI achieved		35%	28%	16%

The tables and graphs above indicate that KPIs on herd size have been exceeded for smaller producers, but have not been achieved for mid and larger producers.

The KPI targets for larger producers that were set were challenging given the profile of the producer base in SA. As the figures reflect, there are many more small producers and few that fall into the large herd size Category. More information is provided in the discussion section.

4.1.11 Practice change and intent

Nationally, 41% of participants indicated intent to change their management practices as a result of attending a MBfP activity.

For South Australia, 65% of those who responded to the intent to change question indicated that they would change a management practice as a result of attending a MBfP activity.

For Category B and C style events, participants were asked if they had already implemented a management practice change as a result of attending an earlier MBfP activity.

Nationally, 27% responded that a change had been made. For some, more than one change occurred.

For SA, 34% indicated that they had already made a practice change as a result of attending a MBfP activity.

Figure 11 below shows that nationally actual practice change was predominately associated with the MBfP pasture growth and pasture utilisation modules.

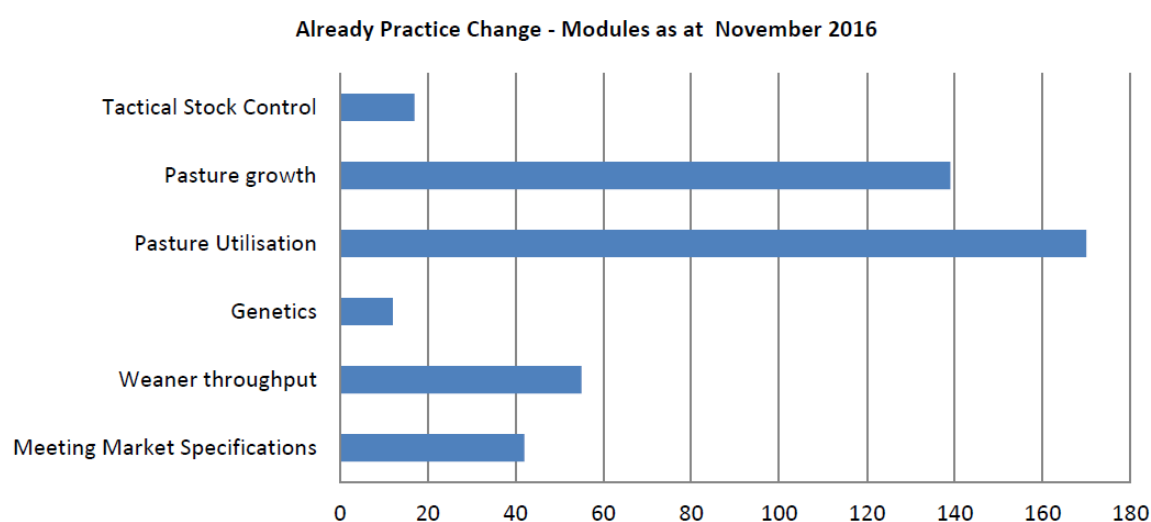


Figure 11: Number of practice changes aligned with MBfP modules

5 Discussion

5.1 Performance against KPI's

SA recorded an excellent level of performance against the MBfP KPIs. For participation (table 1), an average 189% level of achievement across the three categories of engagement occurred. Individual percentages achieved were 122%, 244%, and 201%, for A, B and C Category activities respectively.

For event satisfaction South Australian participants recorded an average 8.6 out of 10 (figure 4) across all events, and an average value to the business of rating of 8.3 out of 10 (figure 5).

Value was also demonstrated via a positive change in participants knowledge and skills, where pre workshop percentages of 51% correct answers increased to 79% post workshop (figure 6). Corresponding with these improved knowledge and skills was an associated increase in confidence level in regard to the covered topics (figure 8).

Importantly participants were satisfied that events were of value to their business, and knowledge, skills and confidence were improved.

For South Australia, 65% of participants who responded to an intent to change question indicated that they would change a management practice as a result of attending a MBfP activity. 34% of South Australian participants for Category B and C events had already made a practice change as a result of attending a MBfP activity.

In summary South Australian beef producers that participated in MBfP were satisfied with, and highly valued events. The result was improved knowledge, skills and confidence that was likely to or had already resulted in practice change within individual businesses.

This level of achievement was the result of:

- A structured and planned approach to delivery using annual business plans
- Successful engagement with government, private and semi private delivery organisations within SA.
- Increased network engagement and expansion of the delivery network through consultation, provision of Information Memorandum for Program Delivery in South Australia, and an event application form.
- Effective promotion of MBfP activities and events, supported by producer advocates.
- Ensuring that offered events were relevant and of high value to producers.
- Having a focus on Category B and Category C events.

5.2 M&E framework

The national M&E framework for MBfP has been very successful. It has taken significant efforts in relation to coordination, implementation, and data entry however the process has demonstrated the value that MBfP has added to SA beef producers.

Despite the required M&E processes being emphasised to deliverers, and significant support being provided by the state coordinators to ensure pre and post evaluation documentation was of the required standard prior to event delivery, some challenges remained. Providing forms to participants to complete does not always mean that this actually occurs, even if requested by the deliverer. For one event, despite repeated requests for information, no post event data was able to be obtained from the delivery partner. As a result, this deliverer was not paid.

Table 2 and Figure 7 shows that the evaluation return rate for Category B activities was lower than the KPI, and that completion of knowledge and skill audits was also lower than ideal.

Table 3 also shows a not applicable return rate for both Category A and Category C activities. For Category A activities no events were held. Category C style events did commence in late 2016, but the coaching component will be delivered into 2017. For this reason, for the purposes of finalising the project, only the two day introductory workshop component of the activity has been included in evaluation data. Hence, they have been classified as Category B activities. This is expanded on below.

5.3 Delivery of Category A and Category C events

5.3.1 Category A events

In SA, a significant number of Category A on ground events had already been held earlier in the MBfP program between 2011 and 2013 (also coordinated by Rural Directions Pty Ltd). Given this, significant awareness already existed prior to the 2014-2016 period. As detailed and accepted in the business plan by the MBfP national coordinator and MLA program manager, the focus was on Category B and C activities within SA. For this reason, there is no evaluation data specifically for Category A events, as none were planned or held. Awareness KPIs were generated by default, understanding that for a producer to participate in a Category B event, they must be aware of the program. Those Category B participants who indicated intent to or actual practice change were similarly recorded against Category C.

5.3.2 Category C events

Late in 2016 two “Pasture Principles” workshops were delivered by Rural Directions Pty Ltd at Mt Compass and Naracoorte. The Pasture Principles package was developed by Macquarie Franklin and delivered under license in SA by Rural Directions Pty Ltd. The up front two day workshop component of the Pasture Principles Package was classed as a Category B event. It was this component that MBfP funding was provided for. The Pasture Principles package also involves six group based, on farm coaching sessions to create a supported learning environment for participants.

In reality, the two day workshop will be followed up by the series of individual coaching sessions throughout 2017. A significant producer contribution funds these sessions. Given that the follow on sessions are going to occur post MBfP project conclusion, these activities could not be recorded as Category C activities, although in practice when complete they will be.

Similarly a Southern BusinessEDGE workshop delivered in July 2016, again by Rural Directions Pty Ltd, may have a follow on coaching component that occurs post the completion date of the MBfP program.

Both Pasture Principles and Southern BusinessEDGE event delivery will continue post the current MBfP program. The remaining coaching component, and any newly scheduled events, will be recorded as part of the new Profitable Grazing Systems initiative, and will contribute to this programs KPIs.

There were other potential Category C events that were suggested by deliverers as business plans were developed. However, in practice they proved difficult to successfully implement. The required level of co-contribution from potential participants was sometimes a barrier. Some members of the delivery network were reluctant to develop events where producers had to provide a significant user pays contribution. Others applied for and promoted events,

but then needed to cancel due to a lack of participants. This was despite spending significant time on event promotion and personally approaching possible participants. In one instance the work in organising business data required for a benchmarking related activity prior to a workshop could not be overcome. These factors will need to be considered for new programs such as profitable grazing systems.

5.3.3 Effect on KPI achievement

Although no specific Category A events were held, nor any Category C activities fully completed, the M&E data has shown that a significant number of producers involved in MBfP events or activities:

- Are aware of MBfP, its events and activities
- Have shown an intention to change, or have already made changes, based on attending a MBfP event or activities.

Given this, table 2 shows that the KPIs for both Category A and C activities have been exceeded significantly, even though table 3 shows not applicable return rates for these event categories.

5.4 Expenditure of funding, event numbers and timing

The presented financial reconciliation shows that there remains surplus delivery funds. Contributing to this were funds in the 2014 and 2015 years that rolled over to subsequent delivery years. Unexpended delivery funds will be returned to MLA. A number of factors contributed to the surplus that remains for delivery.

5.4.1 Co contributions received

The MBfP program was very well supported by the delivery network involved and by other beef industry stakeholder organisations. There were other matching funds and substantial in kind contributions that assisted to fund individual events.

In fact, a guiding principle (as per table 4) was that a co contribution was required. This meant that participating producers also provided a portion of the funding.

Table 4 Guidelines for use of MBfP delivery funds

Event Category	% MBfP delivery funds	% coinvestment funds	Target max spend per participant from MBfP.
Category A	80%	20%	≈ \$50
Category B	50%	50%	\$150 - 200
Category C	20%	80%	\$200 - 400

The above guidelines were used as part of the event assessment and approval process.

Pleasingly for the Pasture Principles and Southern BusinessEDGE events producers were prepared to outlay a significant cost, at the 80% self funded level for Pasture Principles and 100% for Southern BusinessEDGE. To achieve this level of user pays the value proposition for these events was clearly articulated and promoted to secure producer engagement. To secure minimum numbers contacting networks with personal phone calls was needed to explore the value generated from participating, requiring substantial time. It was more challenging to convert leads into registrations with a user pays contribution of between \$1000 and \$2000 per business, however it is possible.

Participating producers did recognise a substantial benefit to their individual businesses from being involved and the robustness of both of these extension packages enabled some advocacy to be developed.

Supporting events with a much stronger user pays contribution reduced the investment that needed to be made from the MBfP delivery funds. It is a positive result, because effectively this is beginning to move the market more toward a user pays business model. This is going to require a culture change in SA, but it is good to have started the transition.

5.4.2 A narrow delivery window

Typically for SA, the start of the calendar year is known for low grower engagement at beef extension activities. This is despite regular contact and interaction with delivery networks across the full year.

Some of the reasons include the clash with school holidays in January, the autumn bull sale season dominating February, and seeding being predominant in April, May, and early June. Hence, the delivery networks generally plan to hold activities in the second half of the year when attendance rates can be maximised.

The result is sometimes a concentration of events planned within a short time frame, meaning that some events identified in business plans did not eventuate. When there are multiple activities in the same delivery window in a region there is competition for producers time to attend events.

5.4.3 Influence of seasonal conditions

In 2015 seasonal conditions in spring, particularly in the South East (the largest beef production area in SA) were very dry and producers were managing a workload associated with water security, destocking, early weaning and supplementary feeding. These conditions also affect the enthusiasm for attending some industry events. Hence, less events were run than planned, with some promoted activities not having sufficient registered numbers to proceed.

Conversely, in 2016 the season was late with exceptionally high growing season rainfall extending well into spring. This meant that peak periods of work were at times delayed, again impacting on time available to attend some events.

5.4.4 Total event numbers

In part due to the reasons described, the MBfP program in SA in phase three ran less events than in the previous campaign. A final contributing factor here was the deliberate decision to target only Category B and C events and activities. No Category A events were run.

Although less events were run, the focus on Category B and C activity did have demonstrable benefits. Each topic was covered in a greater level of detail, resulting in the knowledge, skill and confidence of participants being improved. Corresponding with this was strong intention to, or actual, practice change.

Ultimately for a program such as MBfP to be regarded as successful, on ground practice change must occur. To do this does require moving beyond awareness creating activity. Hence, there were less events, but a focus on higher quality events.

Although less events were run, participation KPIs for Category A, B and C events were significantly higher than the minimum required, at 122%, 244% and 201% respectively.

5.5 Herd size considerations

Table 3 and figure 10 indicate that KPIs on herd size have been exceeded for smaller producers, but have not been achieved for mid and larger producers.

Providing context helps to understand why this is the case. ABARES data shows only 3% of South Australian Beef Producers run more than 1600 head and 19% run between 401 and 1600. By far the largest groups are those between 100 – 400 head and <100 head, being 42% and 36% i.e 78% of the total are small producers. I

It is easy to see why reaching the herd size KPIs for larger producers was a considerable challenge for SA. This was recognised early, and in response there were events run in both the pastoral zone and in the South East where larger producers were deliberately targeted.

Although only 3% of beef producers in SA run more than 1600 head, table 3 shows there were 78 participants in MBfP events; a solid representation from this group.

When setting KPI's for future projects and programs the herd size distribution in SA needs to be taken into consideration.

5.6 Meeting project objectives

Each of the project objectives, and the extent to which they were met, are summarised in table 5.

Table 5: Project objective achievement summary

Objective number	Requirement	Objective met
1 State Business Plan	Standard template used, KPI's and key deliverables stated, annual operating plan of activities capturing producer segments and across delivery networks for A. B and C tier activities, process for engaging network, a communication plan.	Yes
2 Implement state business plan	Train and engage deliverers, both public and private, according to required principles; contact point and coordinator for producer advocates; database of participants maintained; attend national meetings and teleconferences; provide milestone reports; source relevant articles; use standard processes, program brand and MLA style guidelines for event promotion.	Yes
3. Monitoring & evaluation	All monitoring and evaluation processes executed as per agreed processes and SOPs, tailored to each Category of event; event records maintained; results recorded in standard spreadsheets, target KPI's met identify and recruit case studies.	Partial Process, SOPs all followed, data provided. Event records maintained % participants completing feedback sheets and assessments target not met, however overall participant KPIs were significantly exceeded. Standard spreadsheet used

6 Conclusions/recommendations

6.1 Project insights and recommendations

There are a number of insights that can be gained from the MBfP project in SA. These include:

- It is possible to develop and maintain a broad based delivery network that includes a mix of private and public organisations, and for this network to grow and develop over time.
 - A coordinator is needed to drive this, and there must be appropriate resources to enable both face to face and other forms of engagement, on a continuing basis.
 - Employing a consultative approach to develop a business plan ensures buy in from those networks
 - An initial investment has been made to establish this network. It should be maintained into the future as a ready made conduit to reaching and engaging red meat producers.
- Use of the Information Memorandum and activity application form style documents certainly helped with developing an understanding of the MBfP program and its operation.
 - In general these were very well utilised by delivery networks, although some additional support was still required. These support mechanisms need to be in place.
- Appropriate scheduling of events, and across region coordination of events, to maximise participation is essential.
 - Role out of programs needs to account for production cycles, and for seasonal variation. Flexibility is required.
 - Organisations must be aware of “event and information burnout” from the producers perspective
- Having a national approach to M&E, using standard operating procedures and templates, and coordinated analysis of results is highly valuable.
 - Establishment of KPIs needs to consider nuances for individual states.
 - Despite high levels of support, delivery networks still require educating in regard to the mechanisms, purpose and value of monitoring and evaluation activities.
 - The same can be said for producer participants. If they understand why monitoring and evaluation is important they may be more likely to complete assessment tasks. This often comes down to how well the deliverer pitches the positives associated with the M&E process.
 - To assist with this education process, providing comparative results of analysed M&E data to deliverers should be potentially considered. This will also assist with continuous improvement of events.
- Similarly, a standardised mechanism for promoting events was also of value.
- There now exists a contact database of beef producers that have participated in MBfP events in SA across the last six years.
 - This database should be utilised to benefit the red meat industry into the future, providing that appropriate MLA and any other permissions for use have been sought. It will be valuable for the next extension and adoption platform that will be based around supported learning.
- There is some resistance from deliverers about asking producers to co invest in activities at substantial levels. This is mirrored by producers themselves. There is a culture change that will be required for user pays to become an accepted practice.

- Educating deliverers about developing value propositions for events may assist
- Producer education is also required. Increased understanding of private versus industry wide benefit is needed.
- Programs will need appropriate funding levels to enable intensive network engagement, often on a 1:1 basis.
- Developing advocacy amongst producers for the value of higher cost, supported learning programs will be necessary.

6.2 Conclusion

The MBfP program in SA has exceeded its KPIs for producer participation for Category A, B and C activities. Producers have developed skills, knowledge and the confidence to plan to or actually implement change on farm as a result of participating in MBfP events. The events delivered were highly valued by producers.

The delivery network that has been developed and the associated producer database should both be utilised in the future by MLA to benefit the red meat industry. Deliverers require coordination support to be able to deliver events, particularly when it comes to event promotion, communication and monitoring and evaluation.

There will always be some resistance to a user pays delivery model, particularly where the user paid co-contribution is large, from both delivery networks and producers themselves. It does however enable the development of more commercial delivery models which are beneficial for all involved (investors, producers and deliverers). MBfP South Australia did successfully run two Pasture Principles groups and a Southern BusinessEDGE workshop where sizeable producer investments were made to be involved. Producers who did attend highly valued the workshop sessions, and the supported learning component to come is highly anticipated by participants. Building early advocacy for events requiring a greater producer investment will be an important enabler for more of these events in the future.

7 Key messages

Key messages from the MBfP project are that producers should continue to apply the skills and knowledge gained through attendance at MBfP events to implement change within their own enterprises.

Consider where improvements can be made, whether it be in setting direction; pasture growth or utilisation, genetics, weaner throughput, herd and health welfare or meeting market specifications. Obtain support if needed to implement change, and continue to seek new information as needed.

Remain in contact and communicate with the delivery and MLA networks that have been established as part of the MBfP project. This will mean you are aware of and can benefit from future initiatives for the red meat industry that will follow post the MBfP program.

These industry initiatives are designed to improve economic, sustainability and social outcomes for the red meat industry. Be aware that future delivery models are likely to change, with a greater level of co-investment required. However, this will involve more supported learning, which generates a greater degree of personal benefit for the individual business and drives more robust skill development.

8 Bibliography

Wagg Dr C (December 2016) MLA More Beef from Pastures Evaluation Report Rolling Data
January 2014 through to November 2016.

9 Appendix

9.1 Appendix 1: Deliverer guidelines

Guidelines for MBfP Program Delivery

Introduction

The More Beef from Pastures (MBfP) program aims to build on the activities and awareness created during previous phases of the program and continue to strive towards achieving the primary objective of More Beef from Pastures:

To achieve a sustainable (economic and environmental) increase in kilograms of beef produced per hectare through optimal management of the feedbase.

The defining feature of the new phase of the MBfP program is the requirement for producers to move beyond awareness of the program and program material, to a point where it can be demonstrated that as a result of participating in a MBfP activity they have either:

1. Quantifiably increased their knowledge, skills or confidence; AND/OR
2. Implemented a practice change on farm that has resulted in an economic benefit.

As a result of these requirements, each state has been allocated clear Key Performance Indicators (KPI's), against which the State Coordinators will be measured, for engaging producers to achieve specific outcomes in three different categories (levels) of activities. The three categories of MBfP activities, including the producer engagement are defined in the table below:

Table 6 Activity category definitions and KPIs for MBfP activities

Activity Category	Definition
Category A: Awareness	Maintaining broad industry awareness of the MBfP program, the MBfP manual, and the MBfP producer tools.
Category B: KASA change Knowledge Attitudes Skills Aspirations	Category B activities are about building producer knowledge, skills and confidence. KASA change is defined as a measurable increase in Knowledge, a positive change in Attitude, an increase in Skills or a change in producers Aspirations.
Category C: Practice Change	Category C activities are about supporting adoption and increasing the uptake of practice change among producers to achieve quantifiable increases in on farm productivity.

Delivery opportunities for service providers

There are opportunities to deliver extension activities within the MBfP program and we invite expressions of interest from service providers with a capacity to deliver activities to South Australian beef producers over the next 18 months.

The MBfP program may fund or co-fund the delivery of activities which meet the program objectives and industry issues outlined in the South Australian MBfP business plan. Potential activities will be assessed against the objectives and key issues in the business plan to justify MBfP funding and support.

Note that the delivery budget will be allocated strategically to best achieve the program goals and provide support to activities which are closely linked to modules included in the More Beef from Pastures Manual. As such, funding is not available to subsidise existing activities, but rather to support the delivery of activities which address issues relevant to the South Australian More Beef from Pastures program.

The three activity categories form a continuum from activities which create public good (Category A), to activities that have both public and private (industry) good (Category B), to activities which create mostly private producer good (Category C). As a result of this, as we move from Category A type activities (which are generally provided to producers free of charge) towards Category C activities, a user pays model will be adopted. The delivery of Category C activities will be funded predominantly by the producers participating in these activities, however support will be provided by MBfP to promote the activities, assist with establishing the groups, and enable the monitoring and evaluation framework to be implemented.

Category A delivery opportunities, funding and requirements

Category A activities are targeted at larger audiences (>30 participants) and may involve MBfP providing funding or co-funding to support the delivery of a field day, forum, seminar or farm walk targeted at increasing awareness of specific issues identified in the business plan and the MBfP resources available to assist producers with managing this issue.

The requirements to receive funding or co-funding from MBfP for Category A events include:

1. MBfP templates to be used during the day, incorporating the MBfP logo;
2. The MBfP monitoring and evaluation framework is implemented by the event deliverers and information is captured in regard to the number of participants, participant contact details, enterprise type and scale, participant satisfaction, and the future training needs of participants. Completed feedback forms must be captured from at least 65% of the attendees;
3. Opportunities for participation in Category B and Category C MBfP activities are identified and promoted; and
4. The MBfP logo and brand is used on all promotion and media.

Category B delivery opportunities, funding and requirements

Category B activities are targeted at medium sized audiences generally with between 10-20 participants. These may include workshops or training events where in depth information is presented, with the objective of building producer knowledge, skills, and confidence. Category B activities are to involve active group engagement.

Category B activities must involve a significant user pays approach and deliverer's should seek an appropriate contribution from participating producers to assist with the costs associated with running the activity. The MBfP contribution for Category B type activities may fund up to 50% of the cost of delivering the activity, however additional funds will need to be sourced (e.g. sponsorship, collaborative delivery, participant fee).

A defining feature of Category B activities is the requirement to objectively measure the change in producer knowledge and skills as a result of participating in the activity. The additional requirements (over and above the Category A requirements) to receive MBfP funding for Category B activities include the following:

1. Participants undertake a pre and post workshop survey to objectively measure the change in knowledge and skills as a result of attending the activity; and
2. Opportunities for participation in Category C MBfP activities are identified and promoted.

Category C delivery opportunities, funding and requirements

Category C activities are targeted at small groups of 8-10 producers and typically involve a series of events during which the adoption of practice change is supported. The adoption of practice change requires the hurdles associated with adoption to be overcome and this is best achieved when a deliverer and the producer can work together, over time, to implement beneficial on farm practice change.

Category C activities are for the benefit of the 8-10 producers taking part in the activity, and as a result, are to be predominantly funded by the participating producers.

Well-structured and well executed Category C activities have the potential to both generate income streams for the deliverers involved, while also delivering significant value to participating producers by working closely with them to achieve productive practice change and overcome implementation challenges that they may face.

The additional requirements to receive MBfP funding and support for Category C activities (over and above the requirements detailed for Category A activities) include the following:

1. Participants are required to complete a pre and post activity survey (as per Category B), as well as document and record what practice changes they have implemented as a result of participating in the series of Category C activities; and
2. As part of the evaluation process, MLA may follow up via phone calls to Category C event participants to confirm that the documented practice changes have been implemented and in some situations, MLA may conduct case studies on these producers to quantify the economic benefit generated from the implemented practice change.

Monitoring and evaluation

Continuous monitoring and evaluation is an integral and valuable aspect of the MBfP program. Monitoring and evaluation will enable the measurement of KASA change and practice change and will enable MBfP activities to be continually improved to meet producer needs and requirements.

Implementation of the MBfP monitoring and evaluation framework by the deliverer is an essential component for any activities to gain MBfP funding. Timely delivery of participation records and feedback data to the State Coordinator is essential. Templates will be provided to capture participant feedback and these forms must be fully completed by a minimum of 65% of participants at category A activities and 80% of participants at category B and C activities funded or co-funded by MBfP.

Table 7 List of SA MBfP activities conducted for 2014 – 2016

	Event Location	Event Topic	Event Date	MBfP Modules Covered	Primary Delivery Organisation	Primary Delivery Contact	Participant numbers
1	Murray Bridge	Increasing eating quality and MSA compliance	17/06/14	Setting Directions & Meeting Market Specifications	Landmark	Daniel Schuppan	28
2	Avenue Range (SE)	Beef Cattle Nutrition	24/06/14	Setting Directions, Pasture Growth, Genetics, Herd Health & Welfare, Meeting Market Specifications	The University of Adelaide	Stephen Lee	44
3	Langhorne Creek	Grazing management principles	29/07/14	Setting Directions, Pasture Growth, Pasture utilisation	ProAdvice	Chris Scheid and Dick Richardson	15
4	Meadows	Grazing management principles	30/07/14	Setting Directions, Pasture Growth, Pasture utilisation	ProAdvice	Chris Scheid and Dick Richardson	21
5	Flaxman's Valley	Grazing management principles	31/07/14	Setting Directions, Pasture Growth, Pasture utilisation	ProAdvice	Chris Scheid and Dick Richardson	21
6	Mt Compass	SA Beef School	13/08/14	Weaner throughput,	Angus	Penny	65

				Genetics, Meeting Market Specifications	Australia	Schulz	
7	Marree	Beef Innovation & Profit Driver Day	28/10/14	Setting Directions, Meeting Market Specifications, Pasture Utilisation	Rural Solutions SA	Anne Collins	120
8	Mt Compass	Beef 4 Profit workshop	31/10/14	Meeting Market Specifications, Pasture Growth, Genetics	Limousin SA	Jason Schulz and Penny Schulz	25
9	Kingston SE	Dry Times Workshop	08/12/14	Setting Directions, Herd Health & Welfare	Natural Resources South East	Tarnya Dalla	31
10	Bordertown	Dry Times Workshop	09/12/14	Setting Directions, Herd Health & Welfare	Natural Resources South East	Tarnya Dalla	24
11	Penola	Dry Times Workshop	10/12/14	Setting Directions, Herd Health & Welfare	Natural Resources South East	Tarnya Dalla	30
12	Tintinara	Dry Times Workshop	12/12/14	Setting Directions, Herd Health & Welfare	Natural Resources South East	Tarnya Dalla	14
13	Naracoorte	South East Beef Innovation and Profit Drivers	27/3/201 5	Setting Directions, Herd Health and Welfare, Meetign Market Specifications	Rural Solutions SA	Tiffany Bennett	47
14	Kingston South East	Making More out of Beef	15/06/15	Herd Health and Welfare, Meeting Market Specifications and Weaner Throughput	Rural Solutions SA & Landmark- Kingston	Tiffany Bennett Janette Johnson	61
15	Warooka, Yorke Peninsula	MSA Beef- Understanding Carcase Feedback	22/06/15	Meeting Market Specifications	Landmark, Warooka	Daniel Schuppan	23
16	Port Elliot, Fleurieu Peninsula	Better Soils- Better Beef	21/07/15	Pasture Growth and Pasture Utilisation	Climate & Agricultural Support Pty Ltd	Melissa Rebbeck	32

17	Kapunda, Mid North	Retail Agriculture	29/07/15	Setting Direction, Pasture Utilisation, Meeting Market specifications	Rural Directions Pty Ltd	Pene Keynes	43
18	Mt Compass, Fleurieu Peninsula	Retail Agriculture	30/07/15	Setting Direction, Pasture Utilisation, Meeting Market specifications	Rural Directions Pty Ltd	Pene Keynes	23
19	Naracoorte, South East	Retail Agriculture	31/07/15	Setting Direction, Pasture Utilisation, Meeting Market specifications	Rural Directions Pty Ltd	Pene Keynes	38
20	Furner, South East	Beef Health and Production Update	17/07/15	Herd Health	Rural Solutions SA	Tiffany Bennet	32
21	Keith, South East	Adapting your Farm Business to Dry and Variable Seasons	24/09/15	Setting Direction, Pasture growth and utilisation, Herd Health and Welfare	Coorong and Tatiara Local Action Plan & Rural Solutions SA	Tiffany Bennett Tracey Strugnell	58
22	Cradock, Pastoral	Beefing up your business	28/09/15	Setting Direction, Herd Health and Welfare and Meeting Market Specifications	Rural Solutions SA	Anne Collins	15
23	Blinman, Pastoral	Beefing up your business	29/09/15	Setting Direction, Herd Health and Welfare and Meeting Market Specifications	Rural Solutions SA	Anne Collins	10
24	Millicent, South East	Weaning Acclimation Field Day	16/11/15	Weaner Throughput & Herd Health and Welfare	Meg Bell Consulting & Hereford	Meg Bell	40
25	Naracoorte, South East	Beefing Up the Bottom Line	25/11/15	Setting Directions, Pasture Utilisation & Cattle Genetics	Elke Hocking Consulting & SA Limousin Society	Elke Hocking	24
26	Peake, Mallee	Drought Management Opportunities	7/12/15	Setting Direction, Pasture Utilisation, Herd Health and Welfare	Rural Solutions SA and Coorong Tatiara Local Action Plan	Graham Gates Tracey strugnell Tiffany Bennett	54

27	Keith, South East	Drought Management Opportunities	8/12/15	Setting Direction, Pasture Utilisation, Herd Health and Welfare	Rural Solutions SA and Coorong Tatiara Local Action Plan	Graham Gates, Tracey Strugnell, Tiffany Bennett	42
28	Tungkillo, Tailem Bend	Better Bull Selection	5/02/16	Cattle Genetics, Herd Health and welfare	Barossa Improved Grazing group through Ag Communicat ors	Kara Henery	21
29	Naracoorte	BullSELECT	14/04/16	Cattle Genetics	Shorthorn Australia	Graham Winnell	
30	Maree	Better Bull Selection and Improving female productivity	12/04/16 to 13/04/16	Cattle Genetics, Meeting Market Specifications	Rural Solutions SA	Anne Collins	30
31	Lochaber	Faster Better Beef	20/05/16	Cattle Genetics, Weaner Throughput and Meetign market Specifications	University of Adelaide	Michael Wilkes	45
32	Mt Compass, Fleureiu Peninsula	Meeting Market Specifications		Meeting Market Specifications	Climate and Agricultural Support	Melissa Rebbeck	35
33	Naracoorte, South East	Southern Business Edge	18-19/7/16	Setting Direction	Rural Directions Pty Ltd	Simon Vogt	12
34	Mt Compass, Fleurieu Peninsula	Pasture Principles	26/10/16 - 27/10/16	Setting Direction, Pasture Growth, Pasture utilisation	Rural Directions Pty Ltd	Simon Vogt	9
35	Naracoorte, South East	Pasture Principles	12/10/16 19/10/16	Setting Direction, Pasture Growth, Pasture utilisation	Rural Directions Pty Ltd	Simon Vogt	11