

final report

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Making More from Sheep, Tasmania 2014 to 2016

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Executive summary

The key goal of Making More from Sheep was to deliver awareness, learning and supported adoption opportunities to lamb and wool producers to improve the productivity, profitability and resilience of their business. The role of the State Coordinator was to provide the local/regional input into the design of MMfS activities and facilitate the engagement of deliverers and producers through a schedule of local extension and communication events.

Working with the National Coordinator, the State Coordinator was responsible for development and implementation of a State Business Plan to achieve the awareness, engagement and practice change targets. Additionally, the State Coordinator was required to deliver the defined monitoring and evaluation data specified in the State Business Plan.

The MMfS program in Tasmania has been very successful in engaging producers on a broad range of topics that strongly align with the MMfS modules and MMfS Tasmania business plan. KPIs have been substantially exceeded, partnerships have been developed, deliverers upskilled and the participant experience has been valued. MMfS Tasmania has supported high quality activities, developing trust that the value proposition will be delivered on with Tasmanian producers, program partners and sponsors.

Achievement of delivery KPIs

Event category	Number of events	Number of participants registered per event	Number of participants KPIs (as per SoP)	Actual KPIs
A	4	334	1,015	108
B	31	599	599	327
C	6	82	327	82
Total	41	1,015	NA	517

MMfS Tasmania has successfully implemented a strategic ABC activity approach, and has demonstrated that there is an important role for feeder activities into higher value Category C activities. The MMfS program has successfully established a user pays culture for high quality red meat industry extension in Tasmania. The program has also highlighted the importance of producer champions in recruitment, reinforcing messages, and highlighting the value of upskilling.

The M&E data generated from the program would be more useful if it could be interrogated easily by participant, not by event, and if producers weren't required to continually provide the same demographic information. Additionally, the M&E data was not reported back to State Coordinators in a way which could be shared with deliverers so they could maximise the value from it. "Big data" provides a great opportunity to streamline the M&E data collection processes for extension programs.

Having State Coordinators with good local networks and contacts provides many benefits to successful engagement and delivery of high quality extension programs. Local coordinators can ensure quality control, support and train deliverers, in addition to understanding the important local issues that producers need help with and being able to help deliverers design events to address these issues in a way which will resonate with and attract participants.

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1 Background

Macquarie Franklin was engaged in January 2014, as the Tasmanian State Coordinator for Making More from Sheep (MMfS). The defining feature of this phase of the MMfS program was the requirement for producers to move beyond awareness of the program and program material, to a point where it could be demonstrated that as a result of participating in a MMfS activity, a producer had either:

- Quantifiably increased their knowledge, skills or confidence; and/or
- Implemented a practice change on farm that resulted in an economic benefit.

As a result of these requirements, each state was allocated clear key performance indicators (KPI's), against which the State Coordinators were measured, for engaging producers to achieve specific outcomes in three different categories (levels) of activities.

The three categories of MMfS activities, including the level of producer engagement required, for Tasmania are defined in Table 1. These KPIs increased from the original contract, via a number of contract variations, as outlined in Table 2. These contract variations occurred due to a combination of demand from producers and deliverers, and MLA/AWI extending the end date for the MMfS program nationally.

Table 1 Activity category definitions and KPIs for MMfS activities in Tasmania (incorporating all contract variations as per Table 2)

Category	Measure	Description	Producers Engaged	M&E method
A	Awareness of MMfS	≥30% of target sheep producers participate in Category A activities by December 2016	108	MMfS event evaluation
B	Participation in MMfS	≥ 30% of producers in A participate in MMfS Category B activities to influence a KASA change by December 2016.	372	MMfS event evaluation
C	Practice change/s from MMfS	≥ 50% of producers in B participate in Category C activities to influence adoption of ≥ 1 MMfS procedure by December 2016	82	MMfS event evaluation

Table 2 Additional KPIs negotiated for MMfS Tasmania contract variations

Category	Original contract	Contract variation July 2015	Contract variation November 2015	Contract variation April 2016	Total contracted KPIs
A	78	0	30	0	108
B	27	44	151	150	372
C	14	18	50	0	82
TOTAL	119	62	231	150	562

1.1 National key performance indicators for the 2014 - 2016 period

- At least 30% of aware producers (2,604) participate in MMfS Category A activities by December 2015.
- At least 30% of Category A producers (921) participate in MMfS Category B activities to influence a KASA change by December 2015.
- At least 50% of Category B producers (462) participate in MMfS Category C activities to influence adoption, on farm, of at least one procedure, from at least one module, resulting in a change to their sheep enterprise that delivers improved productivity and profitability by December 2015.

2 Project objectives

The key goal of Making More from Sheep was to deliver awareness, learning and supported adoption opportunities to lamb and wool producers to improve the productivity, profitability and resilience of their business.

The role of the State Coordinator was to provide the local/regional input into the design of MMfS activities and facilitate the engagement of deliverers and producers through their own schedule of local extension and communication events.

Working with the National Coordinator, the State Coordinator was responsible for delivery of an annual State Business Plan to achieve the awareness, engagement and practice change targets. Additionally, the State Coordinator was required to deliver the defined monitoring and evaluation data specified in the State Business Plan.

As detailed in the agreement with MLA, the objectives were to be achieved through implementation of the following steps.

1. State Business Plan development

Development of a State Business Plan for MMfS in Tasmania using the MLA template provided. The Business Plan was to include:

- Specific KPIs for Tasmania. The KPIs form the basis of the key deliverables of the agreement with MLA. The Business Plan was appended to this agreement once approved.

- An annual operating plan of activities, to include the process for achieving the key performance indicators, activities planned, target producer segments and delivery resources (public and/or private) appropriate for A, B & C tiers of activities.
- A process for identifying and engaging the extension delivery network in Tasmania.
- A communication plan for the delivery of MMfS in Tasmania.

2. State Business Plan implementation

Following the approval of the State Business Plan by the MMfS National Coordinator and MLA, the implementation phase would include:

- Implementing business plan activities, directing resources, training and engaging a team of public and private sector delivers/facilitators as appropriate across respective program activities.
- Complying with the “Principles for engaging with private delivery organisations” to guide the deployment of resources for program delivery.
- Being the key point of contact and coordinator for engaging the state based network of program producer advocates.
- Maintaining a database of participants and providing this information to the National Coordinator and MLA on a regular basis, using the template provided.
- Attending regular phone meetings with the National Coordinator and MLA, and up to two State Coordinator face to face meetings per year.
- Providing milestone reports promptly and to an acceptable standard to MLA.
- Sourcing relevant articles for MLA and AWI publications and the e-newsletter coordinated by the National Coordinator.
- Coordinating and integrating activities with other existing state based networks.
- Complying with MLA standard processes for event promotion and using the program brand/s in accordance with MMfS style guidelines.

3. Monitoring and evaluation

Monitoring and evaluation processes were to be executed as per agreed processes, with all data collated and provided to the National Coordinator and MLA (quarterly at a minimum) for Category A, B and C activities.

3 Methodology

3.1 Business Plan development

The MMfS Tasmanian Business Plan was developed in March/April 2014 and approved by MLA on 6 May 2014. The Business Plan was developed in consultation with the Sheep Connect Tasmania Coordinator, using intelligence gathered from their 2012 and 2013 industry surveys, the previous MMfS State Coordinator for Tasmania and the Macquarie Franklin Tasmanian Market Majority Program coordination team (who discussed industry issues with producer contacts). Given the limited scale and scope of Phase 3 of the MMfS program in Tasmania, a wider public consultation was not considered necessary.

The Business Plan was developed using Business Plan Development Guidelines provided by MLA.

3.2 Business Plan implementation

Using templates provided by MMfS South Australia as a reference, guidelines for MMfS Tasmania deliverers were finalised in mid-June 2014, along with a combined MMfS/More Beef from Pastures (MBfP) activity application form, so deliverers were able to apply for support from either MMfS and/or MBfP. This was done as activities targeting both sheep and beef producers were expected to be common in Tasmania, as there are many mixed farms.

On 24 June 2014, the opportunity for deliverers to be part of MMfS Tasmania was promoted widely through direct email to potential deliverers listed in the MMfS and MBfP business plans, and through advertising using TFGA e-newsletter (Fast News), Sheep Connect e-newsletter and media release and subsequent article in Tasmanian Country newspaper on 11 July 2014.

In order to manage potential conflict of interest, with Macquarie Franklin being both the State Coordinator and a potential deliverer, a process was put in place with the MMfS and MBfP National Coordinators to assess applications submitted by Macquarie Franklin.

A letter of offer template was developed for successful MMfS Tasmania deliverers, which clearly stated the funding allocated and associated obligations of both MMfS and the deliverer (including promotional and M&E requirements).

As State Coordinator, supporting materials were supplied to deliverers, including flyers, event registration forms and M&E templates. These were either existing MMfS templates or resources developed by other states (e.g. example knowledge and skills audit questions). Additionally, the State Coordinator provided one on one assistance to deliverers to complete activity application forms, develop flyers, implement and learn about M&E processes and tools, and also provided considerable support to deliverers for recruitment of producer participants.

In collaboration with MBfP, a producer register of interest (RoI) was established in December 2014, to enable Tasmanian sheep and beef producers to register interest in specific activity topics, types of events (Category A, B and/or C) and locations.

3.3 Monitoring and evaluation

Templates and resources for monitoring and evaluation were developed and provided to the State Coordinator by MLA. Effective M&E was an important KPI for program coordinators, including return rates of M&E materials. Deliverers were provided with support to ensure they were clear on the M&E requirements and committed to delivering them. They were also provided with further support, as required, to help develop their M&E materials, including M&E templates (e.g. how to write skills audit questions, registration template, Cat A feedback template).

Turning Point Technology clickers were made available to deliverers who preferred to use this method of collecting M&E data.

4 Results

4.1 Business Plan development

A copy of the MMfS Tasmania Business Plan is provided in Appendix 1.

4.2 Business Plan implementation

4.2.1 State Coordinator meetings

The MMfS Tasmania State Coordinator attended two face to face meetings with fellow state coordinators (in February 2014 and November 2015) and participated in phone hook ups as required.

4.2.2 Processes and guidelines

Copies of the guidelines and application form for deliverers are provided in Appendix 2.

4.2.3 Engagement of deliverers

The promotion in July 2014 to potential deliverers resulted in only a few enquiries. To ensure program delivery commenced and to generate producer interest and engagement in MMfS, Macquarie Franklin developed a number of activities to fill the delivery gap for Category A and B “feeder” activities. In addition, potential deliverers were directly approached and encouraged to become involved in the program. The State Coordinator initially invested significant time in this process and provided regular support to deliverers in helping them to develop activities and apply for funding.

As the program progressed, the MMfS/MBfP state coordinator team were successful in generating interest from a range of deliverers external to Macquarie Franklin. At the conclusion of the program, MMfS Tasmania had engaged thirteen deliverers including:

- Cat Nicholls, Hot Tin Roof Communications
- Paul Nilon, Nilon Animal Health
- Dr Jason Trompf, JT Agrisource
- Dr Bruce Jackson, DPIPW
- Dr Jess Coad, Livestock Biosecurity Network
- Luke Taylor, Ag Assist
- Peter Blackwood, TP Jones & Co
- Sandy McEachern, Holmes Sackett
- John Francis, Holmes Sackett
- Natasha Searle, Rural Directions
- Phil Holmes, Holmes & Co
- Jason Lynch, Macquarie Franklin
- Basil Doonan, Macquarie Franklin

This list does not include presenters who were contributors to events, but not the lead deliverer (who the funding arrangement was with). At many Category B events in particular there were additional deliverers (e.g. producer speakers, other expert speakers, or speakers provided by sponsors). As an example, a major Category A event (livestock handling field day) that was delivered in partnership with Sheep Connect Tasmania (SCT) and MBfP had a

range of outside presenters, including Sandy McEachern (Holmes Sackett), Graeme Rees (Low Stress Stock Handling), Lyndon Iles (DPIPWE), Alison Napier (Harefield) and Mark Inglis (JBS Australia).

4.2.4 Partnerships

As anticipated, MMfS Tasmania delivered a significant number of events in partnership with MBfP. When this occurred, the combined contribution from both programs equalled the maximum allowed for either alone (i.e. for Category B activities, the maximum contribution for MMfS/MBfP was 50%, so when the programs partnered they would each contribute a maximum of 25%).

Sheep Connect Tasmania was another regular co-supporter of activities with MMfS in Tasmania (livestock handling field day, annual series of lamb survival workshops in 2014, 2015 and 2016, sheep health under irrigation), in addition to numerous other events with a range of deliverers).

Other partners and/or sponsors for events included:

- Elders
- PGG Wrightson Seeds
- NRM South
- NRM North
- Roberts Ltd
- TP Jones & Co
- Zoetis

Many of MMfS Tasmania partners or sponsors engaged with the program more than once, supporting multiple activities.

4.2.5 Recruitment

The producer Rol distributed in December 2014 was completed by over 100 producers and proved to be a useful tool for extending information and notifications about upcoming events.

Recruitment for MMfS Tasmania activities chiefly relied on the SCT network – email newsletters and updates to sheep producers, and the MBfP network, with no dedicated MMfS network for Tasmanian considered necessary.

MMfS Tasmania applied a strategic approach to delivery of events, with a strong emphasis on linkages between activities and providing opportunities for producers to continue on a learning journey. This enabled producers to be fed into a number of “true” category C activities where they contributed the majority of the cost. Some of these activities were able to be included as part of the MMfS Tasmania KPIs (e.g. Pasture Principles groups, Business EDGE), while others were not eligible to be counted (e.g. Lifetime Ewe Management groups resulted from Lamb Survival workshops, Low Stress Stockhandling resulted from the livestock handling field day). Recruitment of producers to these courses was a direct result of MMfS Tasmania funded category A or B activities.

MMfS Tasmania engaged a number of producers as direct contributors to activities, selecting producers who could provide practical case studies or examples of putting the key messages from the activity into action. This provided two key benefits:

- Inclusion of respected producers on the program attracted producer participants to attend.
- “Made it real” for participants by showing how others put the theory into practice on-farm.

MMfS Tasmania promoted upcoming events as much as possible at activities being held, particularly where there were linkages. The annual Red Meat Updates conference was a very effective mechanism used for activity promotion.

4.2.6 Producer feedback

- The average satisfaction score was 8.38 for Category A activities and 7.89 for B and C.
- The average value score was 8.0 for Category A activities and 7.6 for B and C.
- The average pre activity skills audit score was 39%, increasing to 74% post activity (Cat B and C only).

Anecdotal feedback from producers about either individual events they attended or the program as a whole was very positive.

4.3 Monitoring and evaluation

M&E data submitted by event deliverers was quality checked by the State Coordinator and submitted to the National Coordinator on the nominated submission dates. This data was analysed and reported in the MMfS Program Evaluation Report (January 2014 to November 2016) (Wagg, 2016).

The M&E data highlights that MMfS Tasmania significantly over-achieved on engagement KPIs. A summary of key KPI data from the MMfS Program Evaluation Report (January 2014 to November 2016) follows.

Table 3: Tasmania – percent of two-year target achieved for number of participants

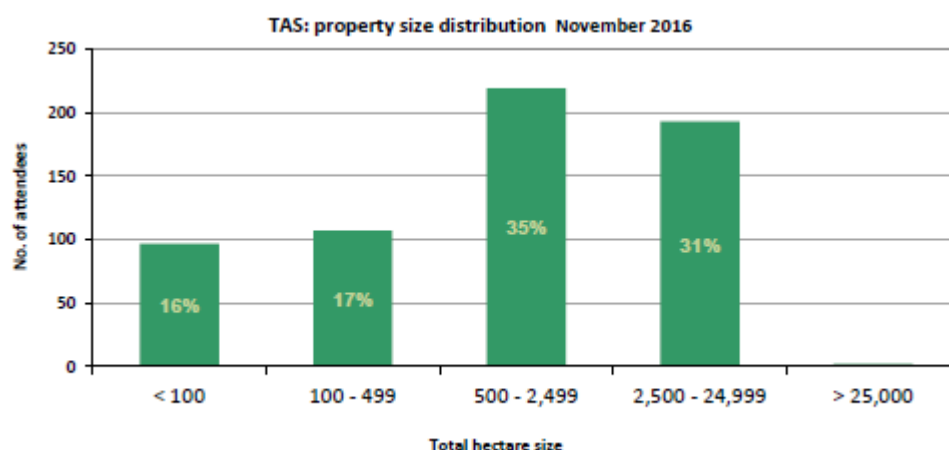
Category	As at November 2016		
	2-year target	Total to date	% Achieved
A	78	1015	1301%
B	121	599	495%
C	24	327	1363%

Table 4: Tasmania – percent of two-year target achieved for evaluation return rate

Category	Target	As at November 2016
		Actual
A	65%	44%
B	80%	91%
C	80%	63%

Table 5: Tasmania – participant flock characteristics

	Average	Median
Sheep Flock Size	7,016	5,000
Ewe Flock Size	3,969	2,800
Lambs Sold	3,213	2,000
Bales Sold	199	118

**Figure 1: Property size**

4.4 Lambs Alive tool

MMfS Tasmania collaborated with Cat Nicholls (Hot Tin Roof Communications), Dr Jason Trompf (JT Agrisource), Dr Bruce Jackson (DPIPWE), Dr David Rendell (Livestock Logic) and Sheep Connect Tasmania to develop a lamb post-mortem tool – *Lambs Alive*. The purpose of this tool was as a support resource for delivery of lambs alive/lamb survival workshops, to provide a step by step guide to assist producers in assessing the likely causes of lamb deaths, the reasons for deaths and management actions which can help prevent lamb deaths.

The development of this tool was funded upon submission and review of a proposal to MLA/AWI. Work on the tool occurred between July 2014 and June 2015. The tool has not been publicly released but is available through the member only area of the MMfS website. It has been very positively received Australia-wide with a number of lamb survival workshops being run across the country, using the tool as a resource. Over 4,000 copies have been printed.

5 Discussion

5.1 Meeting project objectives

Project objectives	Achievement of objectives
<p>1. State Business Plan development</p> <p>Be delivered using the standard MLA template provided</p> <ul style="list-style-type: none"> • Include specific KPIs for the State and form the basis of the key deliverables of this agreement. The 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. 	<p>Business Plan developed using MMfS template (Appendix 1).</p> <p>Activity operating plans were developed and updated at six monthly milestone reports</p>
<p>2. State Business Plan implementation</p> <ul style="list-style-type: none"> • 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 coordinator for engaging the state based network of program producer advocates. • Maintain a database of participants and provide this information to the National Coordinator and MLA on a monthly basis. A template will be provided. • Attend regular phone meetings with the National Coordinator and MLA. Attend up to two SC face to face meetings per year. • Provide milestone reports promptly and to an acceptable standard to MLA. • Source relevant articles for MLA and AWI publications and the e-newsletter coordinated by the National Coordinator. • Coordinate and integrate activities with other existing state based networks; and • Comply with MLA standard processes for event promotion and use the program brand/s in accordance with MMfS style guidelines 	<p>Business plan implementation has been successfully achieved, with all KPIs achieved (both original and contract extension), a significant number of deliverers new to the program engaged and working with producers, and a network of industry supporters.</p>
<p>3. Monitoring and evaluation</p> <p>All specified monitoring and evaluation processes to be executed as per agreed processes, with all data collated and provided to the National Coordinator and MLA at a minimum quarterly, for Category A, B and C activities.</p>	<p>Monitoring and evaluation KPIs were achieved, and MMfS Tasmania has upskilled the delivery network in effective event M&E, through provision of one on one support.</p>

5.2 Overview of achievements

MMfS Tasmania significantly exceeded all KPIs (Table 3).

Table 6: Achievement of delivery KPIs

Event category	Number of events	Number of participants registered per event	Number of participants KPIs (as per SoP)	Actual KPIs
A	4	334	1,015	108
B	31	599	599	327
C	6	82	327	82
Total	41	1,015	NA	517

MMfS Tasmania used a strategic approach to engaging producers and supporting them on a learning pathway through Category A, B and C activities. This approach became increasingly successful in the latter stages of the program, as the coordination team learnt the secrets to delivering successful feeder activities:

- Have a clear “call to action” with consistent messages from all presenters all pointing to the need for action and the benefits to action.
- Challenge – it must challenge participants to be prepared to take the next step.
- Use ‘champion’ producers to tell their story and encourage others to follow.
- Have opportunity for sign up on the day – there must be no ambiguity or guess work about what the next steps are – harness the momentum created at the feeder activity.
- It must have the right audience in attendance – promotion must not only target the initial activity but also the potential feeder option.

This strategic approach ensured that MMfS Tasmania was able to achieve participation in Category C activities with the full user pays contribution being 80% of the cost (for Pasture Principles this was a cost of \$1,820 per business to participants). Overall, MMfS Tasmania increased the value and acceptance of user pays Category C activities, in the process creating producer advocates for these kinds of activities.

For Category B events, producers were charged between \$50 for an evening information session to \$300 for a two session activity. For some of the Category B activities, there was a difference between producer contributions and the MMfS contribution, which was made up by sponsors or partners, an arrangement that worked very well for all parties.

Working together, MMfS and MBfP Tasmania have made significant progress in developing and training deliverers. Deliverers less experienced in extension, and particularly fee for service extension, were provided with significant support to develop strong programs and administer them effectively.

MMfS Tasmania engaged with a broad cross section of the Tasmanian sheep industry, working with a diversity of partners and deliverers. A particular highlight included the connections made with younger producers and agronomists from companies such as Elders, TP Jones and Roberts Ltd.

The program delivered across a broad range of topics that link to business sustainability and profitability, and had a broad geographic spread across the state.

The program also helped to identify RD&A needs, which have been shared with MLA (e.g. development of the Lambs Alive tool, the successful establishment of the Longford Red Meat Group Producer Demonstration Site).

The final extension granted to the program in April 2016 was highly valued, as the program had really built momentum in 2015, as stakeholders adjusted to MMfS Tasmania coordination under Macquarie Franklin and become familiar with the opportunities, processes, expectations, requirements, and high quality of events expected.

The earlier events that were delivered appeared to create momentum with producers and an increased awareness of the opportunity to improve and learn, so July 2015 to December 2016 was a period of peak performance for MMfS Tasmania.

5.3 Monitoring and evaluation

Monitoring and evaluation was an important component of MMfS activity delivery, with a particular focus on ensuring that both deliverers and the audience appreciated the importance of M&E in improving delivery and in providing information back to MLA on the results of their levy investment.

Whilst some deliverers engaged in the program had had very little previous experience with M&E, they were engaged and upskilled to be able to deliver according to program requirements by the State Coordinator.

Very little negative feedback on M&E was received from either producers or deliverers, with the exceptions being:

- When producers attended more than one session they were still required to complete all of the contact and demographic information, and there was no simple way to pre-fill this, as M&E is tracked by event not participant.
- Some concern about the level of business detail that was required for participants to provide on the M&E form, however, this appeared to dissipate over time.

By the end of the program, MMfS Tasmania had producers accepting and valuing M&E, particularly when it was delivered using the “clickers” and producers could get instant feedback and benchmark their knowledge against their peers, in addition to tracking their own progress as the activity was delivered.

Equally importantly, the program has been successful in upskilling deliverers to effectively conduct M&E, and valuing the data produced as a result.

5.4 Challenges

Some of the challenges experienced in coordinating MMfS Tasmania are as follows:

- There was underinvestment in both KPIs and funds allocated to MMfS Tasmania at project commencement, and while it was positive more funds were made available as the program progressed, it would have made planning easier if the KPIs and budget were realistically allocated from the beginning.

- Lack of templates and quality of them was ad hoc (e.g. no standard progress report template, no standard engagement agreement for deliverers, etc).
- The flyer template was not suitable for events with equal partners, and there was a lack of flexibility around adjusting this.
- The links across states possibly weren't as strong as they could have been, particularly in sharing ideas for activities/deliverers which could have been rolled out across jurisdictions.
- Improvement could be made to the process for MLA Communications to support event promotion (e.g. targeting certain post codes with flyers). This kind of support had to be chased by coordinators.
- The M&E templates were "clunky" and the fact that they had a slightly different layout for MMfS and MBfP made data entry inefficient. As mentioned previously, tracking by event rather than person is not ideal.
- The M&E data was not reported back in a way which could be shared with deliverers so they could maximise the value from it (e.g. compare themselves to others etc.).
- Separating the delivery bucket and coordination bucket without clearly defining what could be allocated to each, leaving it subject to differing interpretation between coordinators (e.g. supporting deliverers to develop M&E materials or to promote events could be classified as either).
- Getting deliverers on board initially was challenging for MMfS Tasmania, possibly due to their lack of experience in working with MMfS and not understanding the opportunities.
- User pays – it was a challenge in getting producers and stakeholders adjusted to the new operating environment and value proposition. This was further complicated by inconsistencies across RDCs (e.g. AWI preference for offering free extension activities) and this was even more complex when MMfS Tasmania partnered with SCT to deliver events, although this did become easier over time as AWI adjusted their focus away from only "free" extension activities. Additionally, some areas of the state which had been over serviced previously with free extension were resistant to paying and these areas were especially challenging to get traction in (and in some areas we were unable to successfully deliver events where a reasonable producer contribution was required, e.g. north east Tasmania).

6 Conclusions and recommendations

The MMfS program in Tasmania has been very successful in engaging producers on a broad range of topics that strongly align with the MMfS modules and MMfS Tasmania business plan. KPIs have been substantially exceeded, partnerships have been developed, deliverers upskilled and the participant experience has been valued. MMfS Tasmania has supported high quality activities, developing trust that the value proposition will be delivered on with Tasmanian producers, program partners and sponsors.

MMfS Tasmania has successfully implemented a strategic ABC activity approach, and has demonstrated that there is an important role for feeder activities into higher value Category C activities. The program has also highlighted the importance of producer champions in recruitment, reinforcing messages, and highlighting the value of upskilling.

The M&E data generated from the program would be more useful if it could be interrogated easily by participant, not by event, and if producers weren't required to continually provide the same demographic information. Additionally, the M&E data was not reported back to State Coordinators in a way which could be shared with deliverers so they could maximise the value from it. "Big data" provides a great opportunity to streamline the M&E data collection processes (and analysis) for extension programs such as MMfS, addressing many of the challenges observed.

In future extension and adoption programs ensuring that there are high quality templates and resources for coordinators to use, which have some flexibility for tailoring to meet local needs, would improve the efficiency of coordination.

Having State Coordinators with good local networks and contacts provides many benefits to successful engagement and delivery of high quality extension programs. Local coordinators can ensure quality control, support and train deliverers, in addition to understanding the important local issues that producers need support with and being able to help deliverers design events to address these issues in a way which will resonate with and attract participants.

7 Key messages

- The MMfS Tasmania program format has been very successful in engaging producers (Cat A 1015, Cat B 599, Cat C 327).
- Over the three years, the program built momentum and developed a strong reputation amongst industry (producers, deliverers and partners/sponsors).
- Phase 3 of the MMfS Tasmania program successfully established a user pays culture for high quality red meat industry extension in Tasmania.
- There is a clear role for feeder activities to encourage producers to participate in higher value category C activities.
- Producer champions play an important role in activity recruitment, reinforcing messages and highlighting the value in upskilling.

8 References

Wagg, C. 2016. MMfS Program Evaluation Report January 2014 to November 2016. MLA, Sydney, Australia.

9 Appendix

9.1 MMfS Tasmania Business Plan

State Business Plan

2014-2015

State: Tasmania

Prepared by: Leanne Sherriff

Date: April 2014

State Co-ordinator: Leanne Sherriff

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Program Goal:

Making More from Sheep will deliver awareness, learning and supported adoption opportunities to lamb and wool producers to improve the productivity, profitability and resilience of their business.

National key performance indicators for the 2014 -2015 period are

- I. At least 30% of aware producers (2,604) participate in MMfS Category A activities by December 2015.
- II. At least 30% of Category A producers (921) participates in MMFS Category B activities to influence a KASA change by December 2015.
- III. At least 50% of Category B producers (462) participate in Category C activities to influence adoption, on farm, of at least one procedure, from at least one module to their sheep enterprise that delivers improved productivity and profitability by December 2015.

Table 1 - Indicative Activity Types

Area of activity	Awareness	Basic event Participation (Category A)	KASA opportunities (Category B)	Practice Change (Category C)
Print and electronic media	✓			
Case studies	✓			
Workshops/Farm walks		✓	✓	
Field days		✓		
Demonstration sites			✓	✓
Webinars		✓	✓	
Web site	✓			
E-newsletter	✓			
E-learning activities			✓	
Producer advocates	✓			
Mentoring and coaching			✓	✓
Program partners	✓			
Forums		✓		
Champion producer competition	✓			
Facilitated series of workshops with a set group of participants				✓

Table 2: Current issues facing the industry within the State (and the fit with MMfS modules and procedures)

The following issues have been identified in consultation with Sheep Connect Tas coordinator, using intelligence gathered from their 2012 and 2013 industry surveys. The previous MMfS Tas State Coordinator was also consulted, in addition to the Macquarie Franklin MMP project team (who have discussed industry issues with producer clients). Given the limited scale and scope of the MMfS Phase 3 program in Tasmania, a wider public consultation was not considered necessary.

Industry Issue in Tas	Priority	Estimated industry impact*	Corresponding Making More from Sheep module	Making More from Sheep Procedures and Tools
Pasture utilisation and successful irrigation and grazing management of irrigated pastures and integrating native and improved pasture systems to maximise utilisation	High	High	<i>7 Grow more Pasture</i> <i>8 Turn Pasture into Profit</i>	<i>Procedures 7.2, 7.3</i> <i>Tools 7.1, 7.5, 7.6</i> <i>Procedures 8.1, 8.2, 8.3</i> <i>Tools 8.1 – 8.7</i>
Processor/producer links & meeting market specs	High	High	<i>3 Market Focused Lamb and Sheepmeat</i>	<i>Procedures 3.1 – 3.4</i> <i>Tools 3.1 – 3.10</i>
Risk management (assessing business risks, and implementing drought management strategies)	High	Medium	<i>1 Plan for Success</i> <i>5 Protect your farm's natural assets</i> <i>6 Healthy soils</i>	<i>Procedure 1.4</i> <i>Tool 1.10</i> <i>Tool 5.2</i> <i>Procedure 6.2</i> <i>Tool 6.2</i>

Stock handling (could include sheep handling equipment, labour efficiency, safety for staff)	High	High	<i>1 Plan for Success</i> <i>11 Healthy and contented sheep</i>	<i>Procedures 1.2 and 1.3</i> <i>Tools 1.6 – 1.9, 1.13</i> <i>Procedure 11.5</i> <i>Tool 11.19</i>
Low stress livestock management	High	High	<i>11 Healthy and contented sheep</i>	<i>Procedure 11.5</i> <i>Tool 11.19</i>
Basic understanding and skills in good business management practices	High	Medium	<i>1 Plan for Success</i>	<i>Procedures 1.1 – 1.5</i> <i>Tools 1.1 – 1.13</i>
Thorough understanding benchmarking process and how to implement change to improve profitability)	High	Medium	<i>1 Plan for Success</i>	<i>Procedures 1.2 and 1.3</i> <i>Tools 1.6, 1.7 and 1.9</i>
Animal health (foot rot and worm management)	High	Medium	<i>11 Healthy and contented sheep</i>	<i>Procedure 11.2</i> <i>Tools 11.8, 11.9, 11.10, 11.16</i>
Lamb survival (includes preg scanning condition scoring)	High	High	<i>8 Turn Pasture into Profit</i> <i>10 Wean more lambs</i>	<i>Procedures 8.1 – 8.3</i> <i>Tools 8.1 – 8.6</i> <i>Procedures 10.1 – 10.5</i> <i>Tools 10.1 – 10.8</i>

			<i>11 Healthy and contented sheep</i>	<i>Procedure 11.1</i> <i>Tools 11.1, 11.2, 11.4, 11.5</i>
System change – dryland to irrigated - economics (rotation vs enterprise) and soil sustainability focus	Medium	Low	<i>1 Plan for Success</i> <i>6 Healthy soils</i>	<i>Procedures 1.2, 1.3, 1.5</i> <i>Tools 1.6, 1.13</i> <i>Procedures 6.1, 6.3</i> <i>Tools 6.1, 6.3 – 6.5</i>
ASBVs Understanding what they mean and reinforcing their use (e.g. goal setting for flock genetics)	Medium	Medium	9 Gain from genetics	<i>Procedures 9.1 -9.3</i> <i>Tools 9.3 – 9.7</i>
Effective grazing of grass seed crops (increasing grass seed yield by better managing grazing). Could link with system change	Low	Low	<i>1 Plan for Success</i> <i>7 Grow more pasture</i>	<i>Procedures 1.2, 1.3, 1.5</i> <i>Tools 1.6, 1.13</i> <i>Procedure 7.2</i> <i>Tools 7.1, 7.5, 7.6</i>

* estimate based on geographical spread of issue and anticipated interest from producers

Table 3: Process for identifying and engaging a delivery network within the state**Step 1: Known potential deliverers**

Potential deliverer	Strengths	MMFS module
James Tyson (TIA, Sheep Connect, Tas)	Efficient, effective communications network. Delivers activities prioritised by industry board. Able to cost-effectively deliver Cat A events, and potential to collaborate with MMFS in delivery of activities	Various
Dr Bruce Jackson (DPIPWE, Tas)	Experienced vet, very good overview of animal health issues across Tas	11 Healthy and contented sheep (NB Bruce unable to coordinate & deliver, but willing to be part of an activity as an expert presenter)
Andrew Bailey (TIA, Tas)	Good industry networks from previous MMFS state coordinator role.	Various
Holmes Sackett, NSW	Business management	1 Plan for success, 2 Market Focused Wool Production, 3 Market Focused Lamb and Sheepmeat, 4 Capable and confident producers, 7 Grow more pasture, 8 Turn Pasture into Profit, 9 Gain from genetics, 10 Wean more lambs
Andrew Beattie (Proadvice, Tas)	Business management, benchmarking	1 Plan for success, 2 Market Focused Wool Production, 3 Market Focused Lamb and Sheepmeat, 4 Capable and confident producers
RM Consulting Group (Tas & Vic)	Business management	1 Plan for success, 4 Capable and confident producers,
Knox Heggaton (Heggaton Agribusiness, Tas)	Animal production Capacity to deliver may be limited.	2 Market Focused Wool Production, 3 Market Focused Lamb and Sheepmeat, 7 Grow more pasture, 9 Gain from genetics, 10 Wean more lambs
Jason Trompf (J.T. Agri-source, Vic)	Animal production and management systems. Has delivered Cat B events in Tas	2 Market Focused Wool Production, 3 Market Focused Lamb and Sheepmeat, 3 Capable

	previously (Bred Well Fed Well, Ram Select)	and confident producers, 7 Grow more pasture, 8 Turn Pasture into Profit, 9 Gain from genetics, 10 Wean more lambs
Macquarie Franklin (additional to the MMFS State Coordinator role)	Business management and animal production. May be potential conflict of interest issues around delivery	1 Plan for success, 2 Market Focused Wool Production, 3 Market Focused Lamb and Sheepmeat, 4 Capable and confident producers, 5 Protect your farm's natural assets, 6 Healthy soils, 7 Grow more pasture, 8 Turn Pasture into Profit, 10 Wean more lambs
Jess Coad (Livestock Biosecurity Network, Tas)	Biosecurity activities. Best suited to Cat A events.	11 Healthy and contented sheep
Anne Taylor (PASS, Tas)	WH&S. Best suited to Cat A events.	1 Plan for success (risk management section)
Low Stress Stockhandling (Qld)	Experienced deliverers of established courses in low stress livestock handling	11 Healthy and contented sheep
Paul Nilon (Nilon Animal Health, Tas)	Industry vet with excellent understanding and knowledge of sheep industry animal health issues for Tas. Capacity to deliver may be limited.	11 Healthy and contented sheep
Robert Herrmann (Ag Concepts, Victoria)	Marketing. Has previously delivered MMFS programs in Tas (Confident Livestock Marketing)	2 Market Focused Wool Production, 3 Market Focused Lamb and Sheepmeat,
Hamish Dickson (Agripartner Consulting, SA)	Animal nutrition (this subject not identified as an issue in the current business plan)	11 Healthy and contented sheep
San Jolly (Productive Nutrition, SA)	Has previously delivered to Tas groups on animal nutrition, however this subject not identified as an issue in the current business plan	11 Healthy and contented sheep

Step 2: Delivery network gap analysis

Challenges:

- There has been very limited engagement of deliverers for MMfS activities in the past – the previous state coordinator coordinated and organised the majority of activities, bringing in expert presenters to deliver the content (ie whole packages were not delivered by external providers);
- There is not an established user-pays culture for MMfS events in Tas;
- The total number of potential deliverers, across some key areas is limited (refer to table above) (examples of areas where delivery capacity is likely to be limited are Processor/producer links & meeting market specs; Risk management; Animal health (foot root and worm management); System change – irrigated to dryland);
- Many deliverers are from outside Tasmania, which will increase the cost of delivery due to time and travel;
- Many of the potential deliverers listed above are sole operators and are likely to have limited capacity to deliver MMfS activities (some have already indicated that while they are willing to be involved in MMfS activities as an “expert presenter” (ie as has been done previously for MMfS activities), they are not able to take on the overall coordination role for activities);
- Many of the potential deliverers have limited experience in M&E.

Therefore in the next 2 years of MMfS in Tas, it is likely to be challenging to engage deliverers, particularly those who are capable of supporting a user-pays culture for their services. Hence, engaging high quality deliverers who are across the key issues identified in the business plan is likely to be challenging. It is noted that Macquarie Franklin have staff with expertise and capability across many of the areas identified in Table 2, and can bring efficiencies and credibility to delivery. Where appropriate Macquarie Franklin staff will be contracted to deliver MMfS activities (using the same application process that external deliverers will be using, and assessed by the MMfS National Coordinator).

Step 3: Process for engaging delivers. The process should demonstrate transparent, fair and equitable selection of delivers and demonstrate how Conflict of Interest will be managed (3-4 paragraphs)

Whilst MMfS Tas is keen to support an increased engagement of suitable delivery partners, uptake by deliverers is likely to be somewhat limited, due to the challenges outlined above. MMfS Tas will adapt the methodologies used by MMfS SA (Rural Directions) and Victoria (DEPI) in the previous 3 years of MMfS to support engagement of deliverers, as outlined below.

Once the MMfS Tas business plan is approved, promotion of the opportunity for potential deliverers in Tas will be done using advertisements through industry networks (e.g. Sheep Connect, TFGA, ABC Radio). The advertisements will outline the key issues and activities that MMfS Tas are focussing on for the next 2 years and invite potential deliverers to contact the State Coordinator.

We also proposed directly approaching deliverers we believe have both the capacity and capability to deliver particular events (as listed in Tables 6 and 7).

Where potential deliverers register their interest in being involved in MMfS, we have adapted the EoI forms used in South Australia for Tasmania, which clearly outline the selection criteria, and enable a simple method of assessing applications against them.

Due to the fact that it is likely to be challenging to engage deliverers, there will not be a defined EoI period – deliverers will be able to approach the State Coordinator during the life of the business plan (depending on budget availability). However, in order to deliver successful Category C events in the 2 years of the program it will be essential to have feeder Category A and B activities for them in the first 6-12 months of the program and to have received EoIs from potential Category C deliverers also within this timeframe. This is because of the length of time it takes for successful delivery of Category C events.

Where there are high priority areas for activities (as listed in Tables 2, 6 and 7) which are not filled within the first few weeks of the opportunity for deliverers being promoted, then Macquarie Franklin, where they meet the selection criteria, may submit an EoI, which will be assessed by the MMfS National Coordinator.

The MMfS Tasmania State Coordinator will assess all EoIs received against the selection criteria and in situations where there are any queries will refer to the MMfS National Coordinator for advice. EoIs from all potential deliverers will be treated on their merits (value for money, proven experience, capability to deliver M&E requirements, etc) (ie no weighting will be given to private vs public organisations, etc).

Table 4 – 2014-2015 Key Performance Indicators and producer segmentation – National

Category	Measure	Description	Producers engaged	M&E method
			Total	
A	Awareness of MMfS	≥30 % of target sheep producers (pro rata to 2yrs) participate in Category A activities by December 2015	2,604	MMFS event evaluation
B	Participation in MMfS	≥ 30% of producers in A participate in MMFS Category B activities to influence a KASA change by December 2015.	921	MMFS event evaluation
C	Practice change/s from MMfS	≥ 50% of producers in B participate in Category C activities to influence adoption of ≥ 1 MMfS procedure by December 2015	462	MMFS event evaluation

(a) 31,000 sheep farms with an estimated value of agricultural output (EVAO) > \$5,000

Table 5 - Key Performance Indicators and producer segmentation – TAS

Category	Measure	Description	Producers Engaged	M&E method
A	Awareness of MMfS	≥30 % of target sheep producers participate in Category A activities by December 2015	78	MMFS event evaluation
B	Participation in MMfS	≥ 30% of producers in A participate in MMFS Category B activities to influence a KASA change by December 2015.	27	MMFS event evaluation
C	Practice change/s from MMfS	≥ 50% of producers in B participate in Category C activities to influence adoption of ≥ 1 MMfS procedure by December 2015	14	MMFS event evaluation

Key extension and communication activities

MMfS have developed the activities in the business plan based on the key issues noted in Table 2, particularly those issues which are a high priority and will have a high industry impact. The activities have then been further refined based on the principle of using category A, and in some cases B, activities as feeders for Category C (and sometimes Category B) activities. In some cases the Category C activities will be fully commercial programs, where the MMfS value-add is in M&E and in encouraging producer participation in the Category C activity (ie promoting awareness of the training opportunity). This is a key way in which MMfS can encourage the development of a user-pays culture in Tasmania – through supporting commercial activities by increasing producer awareness of the benefits of paying for extension activities.

Table 6 - Planned key extension and communication activities information (3 months – 2013/2014 financial year)

Event Title	Location and/or region	Month (or season)	Activity Type <i>Refer to Table 2</i>	Target No. of participants	MMfS module/s	MMfS Procedures & tools	Presenters/ facilitators	Cost to MMfS delivery budget	Participant fee Y/N (amount)	Delivery partner/links with other program (private, DPI etc)
Promotion to potential deliverers	State-wide	April 2014	NA	NA	NA	NA	NA	0	NA	NA
Risk management	Northern midlands	May 2014	1 day small group workshop (B)	15	1	P: 1.3, 1.4, 1.5 T: 1.1 & 1.10	Peter McGee (Victual)	\$1,500	Y (\$6,625)	Holmes Sackett

Table 7 - Proposed key extension and communication activities information (18 months – 2014/15 and 2015/16 financial years)

Please note that the actual delivery of activities listed below may depend on the capacity of service providers within Tasmania, and on the demand for them by industry. The key industry issues (Table 2) will be the primary criteria against which applications to deliver will be assessed.

Event Title	Location and/or region	Month (or season)	Activity Type Refer to Table 2	Target No. of participants	MMfS module/s	MMfS Procedures & tools	Presenters/facilitators	Cost to MMfS delivery budget	Delivery partner/links with other program (private, DPI etc)
Lamb survival#	Oatlands, Campbell Town, Deloraine	September 2014	On farm workshops (B)	45	10	P: 10.2, 10.3 T: 10.1, 10.4, 10.8	Bruce Jackson (Govt Vet DPIPW), Jason Trompf	\$7,000	Sheep Connect (TIA) (Cat B event, as feeder for LTEM or Whole farm Grazing Systems)
Whole farm grazing systems program*	Various	October 2014 – October 2015	Coaching (support learning) program held on-farm in small groups (C)	32	7 & 8	P: 7.2, 8.1, 8.2, 8.3 T: 7.1, 7.5, 7.6, 8.1 – 8.7	Holmes Sackett, TIA, Macquarie Franklin	\$4,000	Holmes Sackett, TIA, Macquarie Franklin. Sheep Connect (promotion)
Smart Stock Handling#	Northern Midlands	May 2015	Field day (A), part of Campbell Town Show	60	3 & 11	P: 3.7, 11.5 T: 3.7, 11.19	Low Stress Stockhandling instructor, meat researcher and/or processor, equipment supplier/s	\$5,000	Sheep Connect (TIA)
Meeting market specs	TBC	TBC	Small group workshop (B)	15	3	P: 3.1, 3.2, 3.4 T: 3.2, 3.3, 3.4, 3.5, 3.6, 3.7	Holmes Sackett, Macquarie Franklin	\$1,000	Sheep Connect (promotion)

Event Title	Location and/or region	Month (or season)	Activity Type Refer to Table 2	Target No. of participants	MMfS module/s	MMfS Procedures & tools	Presenters/ facilitators	Cost to MMfS delivery budget	Delivery partner/links with other program (private, DPI etc)
Using ASBVs	TBC	TBC	1 day workshop (A or B)	15	9	P: 9.1 -9.3 T: 9.3 – 9.9	Sheep Genetics	\$2,500	Sheep Connect (TIA)
Good business management	TBC	TBC	½ day workshop/field day (A) (feeder event for “Strategic business planning)	30	1	P: 1.1 – 1.2 T: 1.7 – 1.9	Holmes Sackett, Principle Focus, RMCG, Macquarie Franklin	\$2,000	Holmes Sackett, Principle Focus, RMCG, Macquarie Franklin Sheep Connect (promotion)
Strategic business planning***	TBC	TBC	2 day small group workshops on strategic business planning (B or C)	15	1	P: 1.1 – 1.3 T: 1.1 – 1.4, 1.6-- - 1.9, 1.11, 1.12	Holmes Sackett, Principle Focus, RMCG,, Macquarie Franklin	\$2,000	Holmes Sackett, Principle Focus, RMCG, Macquarie Franklin Sheep Connect (promotion)

* similar to LTEM but links pasture management with the animal management/needs. Developed by MLA, AWI and DEPI. Future Farming CRC will fund train the trainer activities across Australia

** propose delivering a version of Ram Select / Breed Well Fed Well which is focussed on helping producers use the ASBVs to select the rams that they need to meet their flock breeding goals

*** may evolve into business groups

these activities will be delivered by MMfS in collaboration with Sheep Connect

Table 8 - Communication activities

While the primary responsibility for MMfS awareness lies with corporate communication activities of MLA and AWI, state coordinators are required to identify and capture opportunities to promote the MMfS program and events in local media. Additionally, state coordinators are required to identify content and local case studies that may be applicable for the MMfS e-newsletter, MLA and AWI social media channels and MLA and AWI corporate communications to aid awareness activities.

External Communication Activities	Focus/topic	Season	Deadline/ timeframe	Delivery organisation
MMfS e-newsletter (quarterly)	Smart stock handling	Autumn or winter 2015		
MLA Feedback stories	Risk management	Winter 2014		
	Smart stock handling	Autumn or winter 2015		
AWI Beyond the Bale (quarterly)	Risk management	Winter 2014		
	Smart stock handling	Autumn or winter 2015		
Post Event media articles	All Cat A & B events will be promoted via media release	Ongoing	5 days prior to event	Local media (Tas Country, ABC radio)
Other	Deliverer Eol call	Autumn 2014	April 2014	TFGA, Sheep Connect
Social media	Deliverer Eol call	Autumn 2014	April 2014	

Table 9 - Monitoring and evaluation framework

CATEGORY	KPI	Key measure	Method	Organisation responsible	Evaluation criteria for key measure
OVERALL PROGRAM GOAL	Producers have achieved a sustainable increase in profit and/or productivity	Profitability and/or productivity increases resulting from participation in the program	Ex ante and ex post business analysis measurements from a representative sample of producers participating in B & C level activities Benefit:cost analysis	MLA / SC input	NA
AWARENESS (A)	Program participation	Satisfaction, value and intent to change scores	Feedback sheets from all events ¹	State coordinator	65% participants from every event that provide ≥ 1 of satisfaction, value or intent to change information
KASA (B)	Building knowledge, skills and confidence	Improvement in knowledge, skills and confidence.	Ex ante and ex post skills auditing of participants in B activities Feedback sheets from all events	State coordinator	80% participants at each activity that entered pre & post K&S scores

¹ See appendix 1

PRACTICE CHANGE (C)	Supporting adoption and practice change	Intention to change practices versus self- reported actual practice change	Feedback sheets and follow up (intention and act)		80% participants at each activity that complete pre & post K&S scores, complete 'intent to practice change' and / or already practice change questions
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Table 9A MMfS 2014/2015 M&E data submission timetable

Reporting period	Submission of data deadline	M&E report release date from MLA
Jan –March 2014	1 May 2014	June 2014
April –June 2014	1 August 2014	September 2014
July –Sept 2014	1 November 2014	December 2014
Oct –Dec 2014	1 February 2015	March 2015
Jan –March 2015	1 May 2015	June 2015
April –June 2015	1 August 2015	September 2015
July –Oct 2015	1 November 2015	December 2015

Table 10: Budget - CONFIDENTIAL

APPENDIX 1

Partner Logo 1

A joint initiative:



Feedback questionnaire: (EVENT NAME AND DATE)

Name: _____

Email:

Address: _____

Post Code: _____ Telephone: _____ Mobile: _____

MLA, AWI and PARTNER may contact me to further assess the impact of their programs? ☐ Yes ☐ NoMLA, AWI and PARTNER may send me newsletters and inform me of future events? ☐ Yes ☐ No**Your thoughts on the event** (Scale 1 = Poor, 5 = Average, 10 = Excellent)

Overall, how satisfied are you with this event? /10

How valuable was this event in assisting you manage your livestock enterprise? /10

	Yes	No	Not Sure
Would you recommend this event to others?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you plan to make changes to your business as a result of attending?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>If YES, briefly describe the planned changes:</p> <hr style="border: 0; border-top: 1px solid black; margin: 10px 0;"/>			
<p>If NO or NOT SURE, please tick:</p> <p>Already doing <input type="checkbox"/> Not a producer <input type="checkbox"/> Other <input type="checkbox"/></p> <p>If Other, please provide details: _____</p>			

Business details:Area managed: _____ (☐ ha or ☐ acres)

Total number of sheep: _____ Total number of ewes: _____

Number of lambs sold per year: _____ Number of wool bales sold per year: _____

Do you also run cattle: Yes ☐ No ☐ Total number of breeders: _____

Total Number of Beef Cattle: _____ (inc. breeders, calves, steers, heifers, bulls)

What age bracket are you in: <35 yrs ☐ 35–50 yrs ☐ > 50 yrs ☐**Follow-up from today:**

To assist in coordinating future MMfS event, please consider the following:

1. Making More from Sheep can offer a range of activities. Do you have any other information or training needs?	
2. What are the main issues confronting your business at the moment?	

General feedback

Please provide feedback to help us improve future events: _____

Making More from Sheep Activity Debrief Report (cover sheet for event evaluation forms)

Date of Event: _____ Event Name: _____

Event Town: _____ Event Coordinator: _____

Employer: _____ Total no. of participants attended: _____

What type of MMfS event is this considered (please tick)?

☐ Category A (Participation) ☐ Category B (KSC) ☐ Category C (Practice Change) ☐ Not Sure

Was this event delivered in collaboration with any other programs? (eg. Sheep CRC, EverGraze): _____

Name and Represented Organisation of Deliverers

Presenter Name	Employer / Producer Advocate	Delivery Topic

Activity Overview - Which MMfS Module(s) & Tool(s) did the session cover?

MMfS Module	Tick	List MMfS Tool	Tick
Plan for Success			
Market Focused Wool Production			
Market Focused Lamb & Sheepmeat Production			
Capable & Confident Producers			
Protect Your Farm's Natural Assets			
Healthy Soils			
Grow More Pasture			
Turn Pasture into Product			
Gain from Genetics			
Wean More Lambs			
Healthy & Contented Sheep			
Pastoral Module			

Event or delivery feedback for MMfS management: _____

Thank you. Please return, along with participant evaluation sheets, to:

[INSERT] State co-ordinator name, phone, address, post code, state

APPENDIX 2 – Modules, Procedures and Tools

Module	Procedures	Tools
1 Plan For Success	1.1 Establish business objectives and plans 1.2 Calculate your cost of production per kg meat or wool 1.3 Compare business performance 1.4 Quantify risks and develop a risk management plan 1.5 Assess enterprise changes and new technologies	1.1 SWOT analysis – for assessing the pros and cons of an enterprise or action 1.2 A simple process for setting goals and objectives 1.3 How to prepare a business plan 1.4 Discussion starters for imagining the future 1.5 Photovoice 1.6 MLA cost of production calculator for lamb enterprises 1.7 AWI cost of production calculator for wool enterprises 1.8 MLA cost of production calculator for beef enterprises 1.9 Indicative industry benchmarks 1.10 A farm business risk assessment template and drought example 1.11 A partial budget template 1.12 The SGS one page planning process
2 Market focused wool production	2.1 Know the features of the wool market influencing demand and price 2.2 Use a customer focus to produce, harvest and prepare wool for sale 2.3 Maximise returns from your wool sales	2.1 Simplified flow of the wool pipeline 2.2 Influence of physical characteristics on wool price 2.3 The merino dark and medullated fibre risk scheme 2.4 Guidelines to assist with the planning of shearing and wool preparation 2.5 Specifications for environmentally assured wool 2.6 Guidelines for reducing chemical residues
3 Market focused lamb and mutton production	3.1 Decide what product you can produce profitably 3.2 Manage the production system to meet market specifications	3.1 Lamb growth planner 3.2 Potential markets and specifications for sheepmeat

	<p>3.3 Decide on the most profitable selling method</p> <p>3.4 Respond to short and long term price and market signals</p>	<p>3.3 Fat scoring lambs and sheep</p> <p>3.4 Lamb production check list</p> <p>3.5 MSA production guidelines for lamb and sheepmeat</p> <p>3.6 MSA Sheepmeat processing guide</p> <p>3.7 Factors assessing carcase quality and value</p> <p>3.8 Selling options for sheep and lambs</p> <p>3.9 Selecting the appropriate marketing option</p> <p>3.10 MLA Market information</p>
4 Capable and confident producers	<p>4.1 Ensure clarity about who does what in the business</p> <p>4.2 Develop more effective communication</p> <p>4.3 Develop a sound business purpose</p> <p>4.4 Develop knowledge and skills in the business</p> <p>4.5 Maintain a happy balance between work and family time</p>	<p>4.1 Steps for establishing your business agreement</p> <p>4.2 A comparison of dialogue and debate</p> <p>4.3 Understanding different communication styles</p> <p>4.4 Developing shared values personal and business goals</p> <p>4.5 Identifying your preferred learning style</p> <p>4.6 A work – life balance exercise</p>
5 Protect your farms natural assets	<p>5.1 Shape your farms future</p> <p>5.2 Manage bushland, wetlands, waterways and native pastures for multiple benefits</p> <p>5.3 Effectively use and protect the farms water resources</p>	<p>5.1 Discussion starters for shaping the farms future</p> <p>5.2 Photovoice</p> <p>5.3 Before and after photos</p> <p>5.4 Native vegetation assessment and management sheet</p>

	5.4 Progressively reduce the impacts of pests and weeds	5.5 Riparian area assessment and management sheet 5.6 Native pasture assessment and management sheet 5.7 Establishing a photopoint 5.8 Monitoring birds on farm 5.9 Stock water supply, quality and reliability 5.10 Saltdeck plant identification cards 5.11 Best practice guidelines for saltland 5.12 The 3D weed control system 5.13 Weed control tactics 5.14 Rabbit control options 5.15 Fox control options
6 Healthy Soils	6.1 Manage according to soil capability 6.2 Maintaining groundcover to protect soil 6.3 Testing for key indicators of soil health 6.4 Implementing solutions for problem soils	6.1 A guide to mapping pasture zones for differential management 6.2 Assessing groundcover and litter levels 6.3 Assessing soil health 6.4 Taking a soil sample for laboratory analysis 6.5 Benchmarks for soil health and guidelines for problem soils
7 Grow more pasture	7.1 Build and maintain soil fertility 7.2 Graze to keep desirable species	7.1 Priorities for action in growing more pasture 7.2 Interpreting soil tests

	7.3 Establish new pastures	<p>7.3 Using fertilizer test strips</p> <p>7.4 Guidelines for fertilizer application</p> <p>7.5 Grazing management guidelines for individual species</p> <p>7.6 Pasture assessment techniques</p>
8 Turn pasture into product	<p>8.1 Improve the match between animal demand and pasture supply</p> <p>8.2 Manage the risks associated with higher levels of pasture utilization</p> <p>8.3 Implement a grazing system that suits your goals</p>	<p>8.1 Daily pasture growth estimates for different areas</p> <p>8.2 MLA rainfall to pasture growth outlook tool</p> <p>8.3 calculating stocking rate</p> <p>8.4 MLA feed demand calculator</p> <p>8.5 Pasture rulers sticks and meters</p> <p>8.6 Feed budgeting template</p>
9 Gain from Genetics	<p>9.1 Identify key production traits that drive your sheep enterprise profit</p> <p>9.2 Identify the genetic opportunities to improve key production traits</p> <p>9.3 Select the best genetics for your business</p>	<p>9.1 Sheep CRC wether calculator</p> <p>9.2 Sheep CRC Merino versus terminal sire flock model</p> <p>9.3 Australian sheep breeding value definitions</p> <p>9.4 Breeding values explained</p> <p>9.5 Using a percentile band table</p> <p>9.6 Understanding Sheep Genetics Australia breeding values</p> <p>9.7 Sheep Genetics Australia indexes</p> <p>9.8 valuing genetic merit for fleece weight</p> <p>9.10 On-farm fibre measurement (OFFM) calculator</p>

		9.11 Simultaneous assortment of sheep into joining flocks
10 Wean more lambs	10.1 Ensure most ewes get in lamb 10.2 Manage your ewes to improve lamb survival 10.3 Keep maximum numbers of lambs alive 10.4 Manage weaners for lifetime productivity 10.5 Prepare your ewes for next joining	10.1 Condition scoring and fat scoring 10.2 The lambing planner 10.3 How the “ram effect” works 10.4 Condition and fat score targets for ewes during the year 10.5 Body weight targets for weaners and young ewes 10.6 Ram check list 10.7 Pregnancy scanning of ewes 10.8 Checklist for new born lamb mortalities
11 Healthy and contented sheep	11.1 Maintain your sheep in appropriate body condition 11.2 Implement a preventative health management program 11.3 Adopt on-farm biosecurity measures 11.4 Manage outbreaks of sporadic diseases 11.5 Meet all animal wellbeing requirements	11.1 Energy and protein requirements of sheep 11.2 Condition score targets for all sheep classes 11.3 Template for a management calendar 11.4 Calculating the cost of energy and protein in common feeds 11.5 Bodyweight targets for weaners and young ewes 11.6 Water quality for sheep 11.7 Diagnosis and management of trace element deficiencies 11.8 Guidelines for management of worms 11.9 Detection and management of drench resistance 11.10 Guidelines for the management of liver fluke

		<p>11.11 Guidelines for the management of flystrike</p> <p>11.12 Guidelines for the prevention of clostridial diseases and cheesy gland</p> <p>11.13 Diagnosis of important diseases</p> <p>11.14 Undertaking risk analysis of potential sources of disease infection</p> <p>11.15 Quarantine periods for important sheep diseases</p>
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APPENDIX 3 – Proposal for additional activities

As the KPIs and associated budget for delivery of MMfS in Tas are limited, the table below outlines opportunities for potential events which are beyond the capacity of the program to deliver but which are important issues for sheep producers in Tasmania. All of these events require a program development budget, which is why they are beyond the capacity of MMfS Tas

Event Title	Location and/or region	Activity Type Refer to Table 2	Target No. of participants	MMfS module/s	MMfS Procedures & tools	Background & details	Cost to develop	Cost to deliver
<i>Foot rot eradication (Happy Feet)</i>	<i>Statewide</i>	<i>Cat C</i>	<i>Small groups of 5-10</i>	<i>11</i>	<i>P 11.16 & T 11.3</i>	AWI are funding a research project in Tas - <i>A benefit cost analysis of footrot eradication</i> . This project and the industry more broadly would benefit from follow up with an extension project which would use the findings and known best practice to provide producers with a supported eradication program. The program would need to be developed however, it is our understanding that DPI NSW ran a very successful eradication program (developed by Keith Walker at Wagga) which depending on IP issues could form the basis of a Tasmanian program. Ideally would include 3 sessions over an 18 month period	<i>Estimate \$13,500 (includes program design, support materials, M&E)</i>	<i>\$4,750 per course</i> <i>Likely producer contribution - \$500 per business?</i>
<i>Risk management</i>	<i>Statewide</i>	<i>Cat C</i>	<i>Small groups of 5-10</i>	<i>1, 5, 6</i>	<i>P 1.4, 6.2</i> <i>T 1.10, 5.2, 6.2</i>	Would require development of a program which supports producers to develop and then implement a risk management strategy (also includes assessing insurance risks and needs), with a special focus on climate/drought risk management. Likely to involve 5 sessions over 2 seasons	<i>Estimate \$4,000 (includes program design, support materials, M&E)</i>	<i>\$5,800 per course</i> <i>Likely producer contribution - \$750 per business?</i>

APPENDIX 4 – Proposal for tools

At the lamb survival workshops run in 2013 the concept of a decision tree type post-mortem tool which provides a step by step guide to the key things to look for and guides producers down a particular path depending on their response to the Qs (e.g. has the lamb walked, Y or N, if N has the lamb breathed, etc etc).

This would provide a great resource to enable the producers who attend the workshops to be more confident in doing their own post mortems at home and practising their newly learnt skills, but it could also be an easy to use tool available for download by producers more widely (or as an App).

MMfS Tas can provide a more detailed project design and budget should development of such a tool be of interest to MLA/AWI.

Making More From Sheep

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APPENDIX 5 – MMfS Deliverer application form

Activity coordinator details:	
Name	
Role / job title	
Organisation	
Mobile number	
Email address	
Proposed activity details:	
Activity name	
Activity summary (100-200 words summarising the activity, to be used for event promotion and reporting)	
Key topics & presenters	
Activity type (e.g. workshop, field day, demonstration site, webinar, coaching & mentoring, forum)	
Location/s (if planning to deliver this event at more than 1 location, please number each)	
Date/s (if planning to deliver this event at more than 1 location, please note all dates)	
Activity category (A, B or C)	
Expected number of participants	
Target audience (e.g. new participants, existing group, industry in general)	
Partner/sponsor organisations and their role in the activity	
Learning outcomes of the activity (these can be in dot point form and are specific and clear statements of what the participants are expected to learn)	

Industry issue/s (from MMfS business plan) addressed by this activity	
Main MMfS module/s that this activity aligns with	
MMfS procedures to be used	
MMfS tools to be used	
If a category A or B activity, what opportunities are there for this event to feed into Category B or C activities?	

Proposed activity budget			
INCOME (per event)	Number attending	Contribution (\$/participant)	Total income
Expected <i>paying</i> participants			
Expected <i>non-paying/reduced rate</i> participants			
Total value of partner/sponsor contribution	N/A	N/A	
TOTAL INCOME (per event)			
COST (per event)	Description (items, # units, \$/units etc.)	Total Cost	
Activity promotion/advertising			
Venue hire & catering			
Workbooks/materials			
Travel & accommodation costs			
Organisation & facilitation costs			
Presenter costs			
Other (please state)			
TOTAL COST (per event)			
MMfS FUNDING REQUEST			
MMfS Funding requested (per event)			
Number of events (if planning to deliver this event at more than 1 location)			
TOTAL MMfS FUNDING REQUESTED			

Privacy statement: Your personal information will be handled in accordance with MLA and AWI privacy policy which can be found on our website at www.mla.com.au or www.wool.com or we can send you a copy by post or email. By providing us with your personal information in this application form you consent to the terms of this privacy policy, which sets out how we collect and handle your personal information.

9.2 MMfS Tasmania deliver guidelines and application form

Making More from Sheep

Guidelines for MMfS Program Delivery in Tasmania

Version 2, October 2014

Introduction

The Making More from Sheep (MMfS) program has received funding from Meat & Livestock Australia (MLA) and Australian Wool Innovation (AWI) for the next two years (until December 2015), and as a result, the MMfS program is now entering the final stages of Phase II of delivery in Tasmania. The earlier phases were delivered by the Tasmanian Institute of Agriculture, while this latest phase is being delivered by Macquarie Franklin. Leanne Sherriff has been appointed as the Tasmanian State Coordinator for Phase II of the MMfS program.

The current phase of the MMfS program aims to build on the activities and awareness created during the previous phases of the program, and continue to strive towards achieving the primary objective of Making More from Sheep:

Provide Australian lamb and wool producers with a best practice package of information and management tools to assist them achieve profitable and sustainable sheep production.

The defining feature of this current phase of the MMfS 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 MMfS 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 program will be measured, for engaging producers to achieve specific outcomes in three different categories (levels) of activities. Fostering the progressive development of a user-part-pays and user-pays culture for industry and private good activities, respectively will also be a focus MMfS. The three categories of MMfS activities, including the total producer engagement required within Tasmania during the next 18 months, are defined in the table below. The total budget for delivery of Tasmanian MMfS activities is \$25,000.

Table 7 Activity category definitions and KPIs for MMfS Tasmanian activities

Activity Category	Definition	KPI (Producer Engagement)
Category A: Awareness	Maintaining broad industry awareness of the MMfS program, the MMfS manual, and the MMfS producer tools.	78 producers
Category B: KASA change	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.	27 producers
Category C: Practice Change	Category C activities are about supporting adoption and increasing the uptake of practice change amongst producers to achieve quantifiable increases in on farm productivity.	14 producers

Delivery opportunities for service providers

There are opportunities to deliver extension activities within the MMfS program and we invite applications from service providers with a capacity to deliver activities to Tasmanian sheep producers over the next 14 months.

The MMfS program may fund or co-fund the delivery of activities which meet the program objectives and industry issues outlined in the Tasmanian MMfS business plan, and it may also support Category A or B “feeder activities” to promote the opportunity to participate in a Category C activity. Potential activities will be assessed against the objectives and key issues in the Tasmanian MMfS business plan to justify MMfS funding and support (Tasmanian MMfS business plan issues are presented in Appendix 3). Table 2 (below) lists the key learning and extension activities listed in the Tasmanian MMfS business plan.

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 Making More from Sheep Manual. Funding is not available to subsidise existing activities, but rather to support the delivery of activities which address issues relevant to the Tasmanian Making More from Sheep 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 benefits (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 MMfS to promote the activities, assist with establishing the groups, and enable the monitoring and evaluation framework to be implemented. The extension and adoption framework that has been developed by MLA to guide delivery of the MMfS program is provided in Appendix 1.

Table 8 Examples of proposed key extension and communication activities (as listed in the MMfS Tasmania Business Plan)

Please note that the actual delivery of activities listed below may depend on the capacity of service providers within Tasmania, and on the demand for them by industry. The key industry issues (Appendix 3) will be the primary criteria against which applications to deliver will be assessed.

Event Title	Activity Type	Activity category	Target No. of participants	MMfS module/s	MMfS Procedures & tools
Lamb survival#	On farm workshops	B	60	10	<i>P: 10.2, 10.3</i> <i>T: 10.1, 10.4, 10.8</i>
Whole farm grazing systems program	Coaching (supported learning) program held on-farm in small groups	C	32	7 & 8	<i>P: 7.2, 8.1, 8.2, 8.3</i> <i>T: 7.1, 7.5, 7.6, 8.1 – 8.7</i>
Smart Stock Handling#	Field day	A	60	3 & 11	<i>P: 3.7, 11.5</i> <i>T: 3.7, 11.19</i>
Meeting market specs	Small group workshop	B	15	3	<i>P: 3.1, 3.2, 3.4</i> <i>T: 3.2, 3.3, 3.4, 3.5, 3.6, 3.7</i>
Using ASBVs	1 day workshop	B	15	9	<i>P: 9.1 -9.3</i> <i>T: 9.3 – 9.9</i>
Good business management	½ day workshop/field day (feeder event for “Preferred Futures”)	A	30	1	<i>P: 1.1 – 1.2</i> <i>T: 1.7 – 1.9</i>
Strategic business planning	2 day small group workshops on strategic business planning	C	15	1	<i>P: 1.1 – 1.3</i> <i>T: 1.1 – 1.4, 1.6-- - 1.9, 1.11, 1.12</i>

these activities will be delivered by MMfS in collaboration with Sheep Connect Tasmania

Category A delivery opportunities, funding and requirements

Category A activities are targeted at larger audiences (>20 participants) and may involve MMfS 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 MMfS resources available to assist producers with managing this issue.

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

1. MMfS templates to be used during the day, incorporating the MMfS logo;
2. The content of the day can be directly linked to a module of the MMfS Producer's Manual. Please refer to Appendix 2 for links to the Producer's Manual;
3. The MMfS 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;
4. Opportunities for participation in Category B and Category C MMfS activities are identified and promoted; and
5. The MMfS logo and brand is used on all promotion and media.

For more information on the key industry issues identified for Tasmania refer to Appendix 3.

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 user pays approach and deliverer's need to seek an appropriate contribution from participating producers to assist with the costs associated with running the activity. The producer contribution for Category B type activities must cover at least 50% of the cost of delivering the activity. Alternatively, there are opportunities for deliverers to obtain additional funds from alternative sources (e.g. sponsorship or collaborative delivery).

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 MMfS 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. Completed feedback forms must be captured from at least 80% of the attendees.
2. Opportunities for participation in Category C MMfS activities are identified and promoted.
3. MMfS will contribute a maximum of 50% of funds towards delivering the event.

For more information on the key industry issues identified for Tasmania refer to Appendix 3.

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.

Participant training needs and key areas of interest will be collected and identified as a result of participation in the monitoring and evaluation framework applied to Category A and Category B MMfS activities. It is anticipated that by using this information, groups will be established for Category C activities.

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 MMfS 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. Completed feedback forms must be captured from at least 80% of the attendees.
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.
3. MMfS will contribute a maximum of 20% of funds towards delivering the event.

For more information on the key industry issues identified for Tasmania refer to Appendix 3.

Monitoring & Evaluation

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

Implementation of the MMfS monitoring and evaluation framework by the deliverer is an essential component for any activities to gain MMfS 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 MMfS funded or co-funded events, and 80% of participants at Category B and C MMfS funded or co-funded events. An example of the MMfS Category A evaluation form is provided in Appendix 5.

Expressions of Interest for Delivery

The MMfS program in Tasmania is seeking applications from the delivery network to deliver MMfS activities as per the guidelines established in this document, with a focus on the delivery of activities outlined in Table 2, or other proposed activities which address key industry issues from the MMfS Tasmania Business Plan (summarised in Appendix 3).

Applications for deliverers for MMfS opened on 25 June 2014 and will remain open until all funds are committed. However, as there is a relatively short delivery horizon for this phase of MMfS (and an emphasis will be given to Category A and B feeder events for Category C activities), deliverers are strongly encouraged to submit EoIs as soon as possible. The application form is attached in Appendix 5.

It is recommended that potential deliverers contact the State Coordinator prior to submitting an application form, to discuss their proposal.

Funds will be allocated to the delivery of activities which best meet the needs and objectives of the MMfS program in Tasmania. We will endeavour to fund as many activities, of as broad a subject range as possible, however we are limited by the delivery budget and as a result, priority will be given to the events and topics which:

- Best align with the MMfS program goals;
- Address the industry issues identified in the business plan (Appendix 3);
- Are considered to have the greatest potential impact on increasing producer knowledge and skills; and
- Demonstrate cost effectiveness and meet the requirements for participant contributions.

Further Information

For further information on the MMfS program and the delivery of MMfS activities please contact:

Leanne Sherriff

Making More from Sheep State Coordinator – Tasmania

E: mmfs.tas@macfrank.com.au

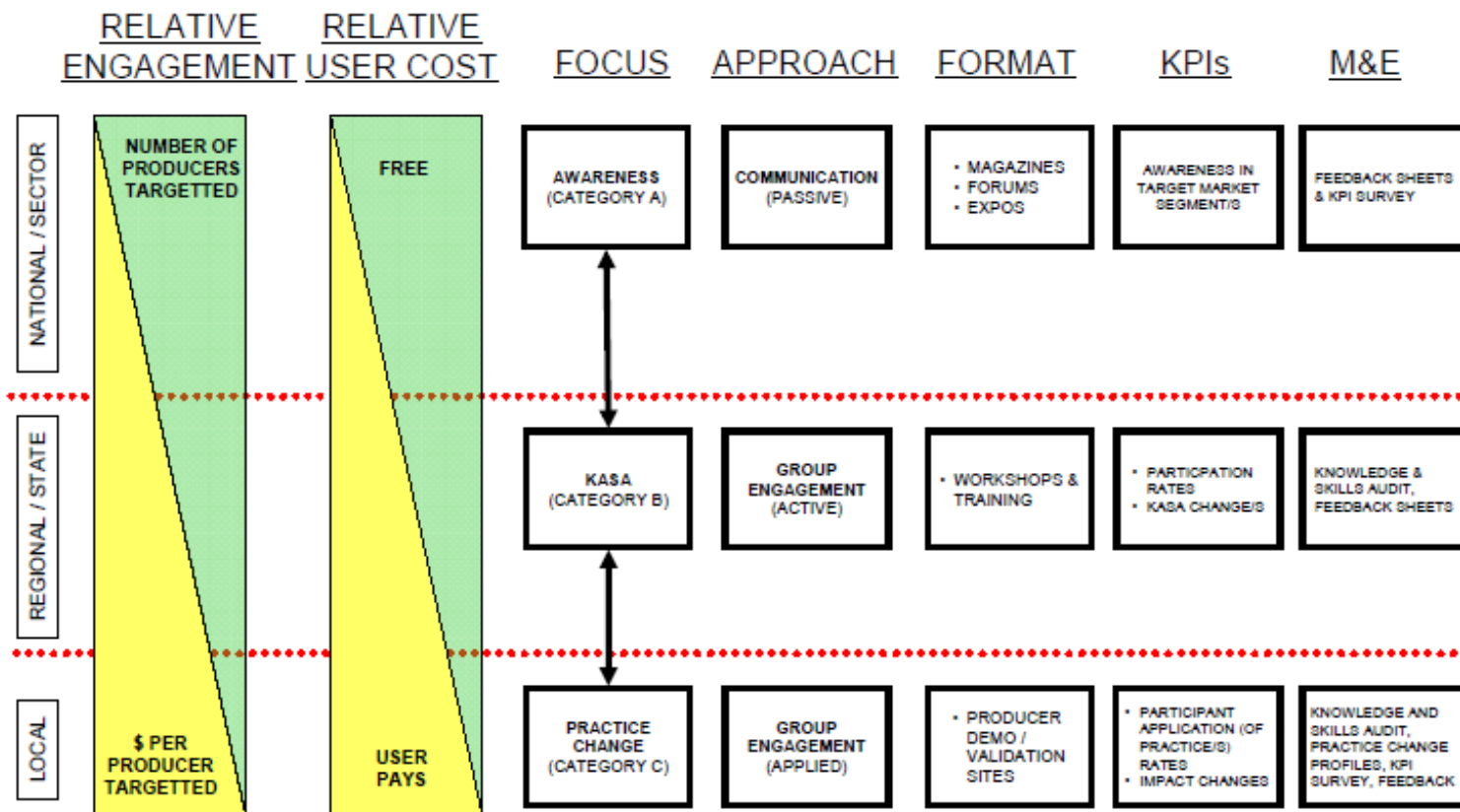
T: (03) 6341 3196 M: 0429 329 349

PO Box 475, Prospect, Tasmania 7250

Appendix 1 – Extension & Adoption Framework



EXTENSION / ADOPTION FRAMEWORK



Appendix 2 – The Producer’s Manual

See more details and download the modules at <http://www.makingmorefromsheep.com.au/>

Appendix 3 – Current issues facing the Tasmanian sheep industry (from the MMfS Tasmania Business Plan)

The following issues have been identified in consultation with Sheep Connect Tas coordinator, using intelligence gathered from their 2012 and 2013 industry surveys. The previous MMfS Tas State Coordinator was also consulted, in addition to the Macquarie Franklin MMP project team (who have discussed industry issues with producer clients). Given the limited scale and scope of the MMfS Phase 2 program in Tasmania, a wider public consultation was not considered necessary.

Industry Issue in Tas	Priority	Estimated industry impact*	Corresponding Making More from Sheep module	Making More from Sheep Procedures and Tools
Pasture utilisation and successful irrigation and grazing management of irrigated pastures and integrating native and improved pasture systems to maximise utilisation	High	High	7 Grow more Pasture 8 Turn Pasture into Profit	Procedures 7.2, 7.3 Tools 7.1, 7.5, 7.6 Procedures 8.1, 8.2, 8.3 Tools 8.1 – 8.7
Processor/producer links & meeting market specs	High	High	3 Market Focused Lamb and Sheepmeat	Procedures 3.1 – 3.4 Tools 3.1 – 3.10
Risk management (assessing business risks, and implementing drought management strategies)	High	Medium	1 Plan for Success 5 Protect your farm's natural assets 6 Healthy soils	Procedure 1.4 Tool 1.10 Tool 5.2 Procedure 6.2 Tool 6.2
Stock handling (could include sheep handling equipment, labour efficiency, safety for staff)	High	High	1 Plan for Success 11 Healthy and contented sheep	Procedures 1.2 and 1.3 Tools 1.6 – 1.9, 1.13 Procedure 11.5 Tool 11.19
Low stress livestock management	High	High	11 Healthy and contented sheep	Procedure 11.5 Tool 11.19
Basic understanding and skills in good business management practices	High	Medium	1 Plan for Success	Procedures 1.1 – 1.5 Tools 1.1 – 1.13
Thorough understanding benchmarking process and how to implement change to improve profitability)	High	Medium	1 Plan for Success	Procedures 1.2 and 1.3 Tools 1.6, 1.7 and 1.9
Animal health (foot rot and worm management)	High	Medium	11 Healthy and contented sheep	Procedure 11.2 Tools 11.8, 11.9, 11.10, 11.16

Lamb survival (includes preg scanning condition scoring)	High	High	<i>8 Turn Pasture into Profit</i> <i>10 Wean more lambs</i> <i>11 Healthy and contented sheep</i>	<i>Procedures 8.1 – 8.3</i> <i>Tools 8.1 – 8.6</i> <i>Procedures 10.1 – 10.5</i> <i>Tools 10.1 – 10.8</i> <i>Procedure 11.1</i> <i>Tools 11.1, 11.2, 11.4, 11.5</i>
System change – dryland to irrigated - economics (rotation vs enterprise) and soil sustainability focus	Medium	Low	<i>1 Plan for Success</i> <i>6 Healthy soils</i>	<i>Procedures 1.2, 1.3, 1.5</i> <i>Tools 1.6, 1.13</i> <i>Procedures 6.1, 6.3</i> <i>Tools 6.1, 6.3 – 6.5</i>
ASBVs Understanding what they mean and reinforcing their use (e.g. goal setting for flock genetics)	Medium	Medium	9 Gain from genetics	<i>Procedures 9.1 -9.3</i> <i>Tools 9.3 – 9.7</i>
Effective grazing of grass seed crops (increasing grass seed yield by better managing grazing). Could link with system change	Low	Low	<i>1 Plan for Success</i> <i>7 Grow more pasture</i>	<i>Procedures 1.2, 1.3, 1.5</i> <i>Tools 1.6, 1.13</i> <i>Procedure 7.2</i> <i>Tools 7.1, 7.5, 7.6</i>

* estimate based on geographical spread of issue and anticipated interest from producers

Appendix 4 – Activity Application Form



Making More From Sheep

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Activity Application Form – TAS

Activity coordinator details:	
Name	
Role / job title	
Organisation	
Mobile number	
Email address	
Proposed activity details:	
Program being applied for (joint program applications will be considered if they meet the requirements of both the programs)	<input type="checkbox"/> More Beef from Pastures (MBfP) <input type="checkbox"/> Making More from Sheep (MMfS)
Activity name	
Activity summary (100-200 words summarising the activity, to be used for event promotion)	
Outline of key topics & presenters	
Activity type (e.g. workshop, field day, demonstration site, webinar, coaching & mentoring, forum)	
Proposed location/s (if planning to deliver this event at more than 1 location, please number each)	
Proposed date/s	
Activity category (A, B or C)	
Expected number of participants	
Target audience (e.g. new participants, existing group, industry in general)	
Partner/sponsor organisations and their role in the activity	
Learning outcomes of the activity (these can be in dot point form and are specific and clear statements of what the participants are expected to learn)	
Industry issue/s (from MBfP / MMfS business plans) addressed by this activity	
Main MBfP / MMfS module/s that this activity aligns with	
MBfP / MMfS procedures to be used	
MBfP / MMfS tools to be used	
If a category A or B activity, what opportunities are there for this event to feed into Category B or C events?	



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AWI
Australian Wool
Production Limited



Activity Application Form – TAS

Proposed activity budget			
INCOME (per event)	Number attending	Contribution (\$/participant)	Total income
Expected <i>paying</i> participants			
Expected <i>non-paying/reduced rate</i> participants			
Total value of partner/sponsor contribution	N/A	N/A	
TOTAL INCOME (per event)			
COST (per event)	Description (items, # units, \$/units etc.)		Total Cost
Activity promotion/advertising			
Venue hire & catering			
Workbooks/materials			
Travel & accommodation costs			
Organisation & facilitation costs			
Presenter costs			
Other (please state)			
TOTAL COST (per event)			
FUNDING REQUEST (indicate which program funds are being requested from)	<input type="checkbox"/> MBfP		<input type="checkbox"/> MMfS
Funding requested (per event)			
Number of events (if planning to deliver this event at more than 1 location)			
TOTAL FUNDING REQUESTED			

Note: electronic copies of this application form are available from the State Coordinator.

Appendix 5 – Category A Evaluation Form

Feedback questionnaire: (EVENT NAME AND DATE)

Name: _____

Email:

[illegible]

Address: _____

Post Code: _____ Telephone: _____ Mobile: _____

MLA, AWI and PARTNER may contact me to further assess the impact of their programs? ☐ Yes ☐ No

MLA, AWI and PARTNER may send me newsletters and inform me of future events? ☐ Yes ☐ No

Your thoughts on the event (Scale 1 = Poor, 5 = Average, 10 = Excellent)

Overall, how satisfied are you with this event? /10

How valuable was this event in assisting you manage your livestock enterprise? /10

	Yes	No	Not Sure
Would you recommend this event to others?			
Do you plan to make changes to your business as a result of attending?			
<p>If YES, briefly describe the planned changes:</p> <hr/>			
<p>If NO or NOT SURE, please tick:</p> <p>Already doing <input type="checkbox"/> Not a producer <input type="checkbox"/> Other <input type="checkbox"/></p>			
<p>If Other, please provide details: _____</p>			

Business details:

Area managed: _____ (☐ ha or ☐ acres)

Total number of sheep: _____ Total number of ewes: _____

Number of lambs sold per year: _____ Number of wool bales sold per year: _____

Do you also run cattle: Yes ☐ No ☐ Total number of breeders: _____

Total Number of Beef Cattle: _____ (inc. breeders, calves, steers, heifers, bulls)

What age bracket are you in: <35 yrs ☐ 35–50 yrs ☐ > 50 yrs ☐

Follow-up from today:

To assist in coordinating future MMfS event, please consider the following:

1. Making More from Sheep can offer a range of activities. Do you have any other information or training needs?	
2. What are the main issues confronting your business at the moment?	

General feedback

Please provide feedback to help us improve future events: _____
