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Making More from Sheep - Victoria

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Abstract

Making More from Sheep is a majority market extension program funded by Meat & Livestock Australia and Australian Wool Innovation. Phase II of MMfS commenced in Victoria with a business planning process in October 2010 and delivery from April 2011 until November 2013. Lyndon Kubeil from DEPI was the State Coordinator with responsibility for planning, project implementation, monitoring and evaluation. Delivery involving 40 partner organisations provided best practice management information and tools to sheep producers with target KPIs exceeded across all three tiers of engagement category. Seventy-five events were delivered to 3291 participants. Satisfaction and value scores averaged across all events measured 8.5 and 8.2 respectively. Eighty-nine percent of participants either have or intend to implement practice change as a result of their involvement.

Executive Summary

MMfS is the key extension and communication program for MLA and AWI for the sheep industry. The primary aim of this program is to provide producers with knowledge and skills that will enable greater profitability, sustainability and capacity to better manage risk. Using a multitude of tools including the producer manual, workshops, seminars, and various communication channels, MMfS is designed to enable producers to engage at different levels with the program through a standardised but flexible delivery framework. Engagement for MMfS were categorised into three levels;

Category A - Awareness type activities

Category B - Activities designed to increase skills and knowledge and

Category C - Activities which facilitate/support practice change

State Coordinators were appointed to ensure the overall objectives and KPIs of the program were delivered. State Coordinators provide the local/regional input into the design of MMfS activities and facilitates the engagement of producers. The State Coordinator was responsible for delivering on the State Business Plan that was annually updated and approved by the MMfS Executive.

The delivery mechanism of MMfS in Victoria was primarily through the BESTWOOL/BESTLAMB (BWBL) producer network. The BWBL program has 58 established groups supported with professional coordination. MMfS was a perfect partner for BWBL as this funding supported the provision of technical specialist to deliver best practice management (from the manual). MMfS was also delivered to producers outside of the BWBL network. Partnering with the BWBL network to deliver MMfS events was one of the key factors in the successful delivery of MMfS in Victoria. Along with access to producer groups, the BWBL network provided excellent linkage with the private sector to enable a smooth process for delivery of MMfS. Having the established network in the form of producer groups, has resulted in the seam-less delivery of category B events and enhanced the success of participation and impact of category C activities. Established groups that are comfortable in their surrounds, accustomed to the learning environment and well supported in decision making have also greatly enhanced the practice change process for MMfS. The continuity of the BWBL program also provides the opportunity for follow up of MMfS activities, to further increase the likely chance of practice change being achieved and therefore impact of this investment.

MMfS delivery in Victoria commenced in October 2010 delivering 75 events to 3,291 participants through to November 2013. In Victoria the main delivery focus was on category B and C activities which made up 71 of the 75 events delivered. Delivery key performance indicators for all category types were significantly exceeded as shown in the table below.

Category	3-year target	Total to date	% Achieved
A	860	1771	206%
B	303	1005	332%
C	152	515	339%

Fifty percent of Victorian sheep industry businesses consist of flocks less than 1000 sheep. MMfS had a target to engage with producers running larger flock sizes. Victoria's three year target was to deliver MMfS to 15% of flocks with greater than 2000 sheep. In Victoria 56% of MMfS participants, for category A,B and C activities were from flocks with greater than 2000 sheep. This demonstrates that MMfS is very appealing to larger producers.

Each state was given the task of delivering four priority modules; Plan for Success, Turn Pasture into Product, Gain from Genetics and Wean More Lambs. These modules were to account for 60% of the total MMfS events delivered. In Victoria we were close to achieving this target with the four modules making up 53% of MMfS delivery. Wean More Lambs was the most popular module with producers and appeared to have a significant effect in achieving practice change. The most commonly reported management changes were; pregnancy scanning ewes, managing the twin and single bearing ewes separately and to monitor more closely ewe condition and nutrition. The only module to be delivered more than the priority modules, other than Wean More Lambs was Healthy and Contented Sheep.

The success of MMfS in Victoria was highly evaluated, including producer assessment of the average value (8.2/10), satisfaction (8.5/10) and preparedness to recommend to other producers (96%). Participants of category B and C events were required to complete a pre and post event skills and knowledge audit, to assist with continuous improvement of the MMfS delivery process and to further capture the success of the program. The results of the skills and knowledge audit showed an overall increase from 42% of correct answers in the pre survey compared to 79% in the post survey.

The real success of the MMfS program will be measured by the impact on the Victorian sheep industry. As already stated, the main aim was to increase the sustainable profitability of Victorian sheep producers by implementing improved business management practices. In Victoria the MMfS program has initiated practice change or planned practice change on 89% of participating businesses. Participants were asked to document planned practice changes or already implemented changes as a result of attending a MMfS activity. A wide range of practice changes were captured, which should lead to a more viable businesses and Victorian sheep industry in to the future.

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1 Background

A long history of investment in research and development by the wool and sheep meat industries means that much of the information, technologies and tools already exist which allow sheep and wool producers to significantly increase their productivity, profitability and sustainability. However, the information is widely spread and often difficult to find. MLA and AWI have produced a manual as part of their continuing efforts to deliver on-farm knowledge and technology to help producers increase the long-term profitability and sustainability of sheep and wool production, and pave the way for a successful industry for the next generation.

MLA and AWI recognise the importance of delivering on-farm knowledge and technology to sheep producers to help reduce costs and increase production while minimizing risk in an ever-changing environment. This project provided the resources required to manage the delivery of the messages and tools from the MMfS manual to Victorian sheep producers.

MMfS is the key extension and communication program for MLA and AWI for the sheep industry. The primary aim of this program is to provide producers with knowledge and skills that will enable greater profitability, sustainability and capacity to better manage risk. Using a multitude of tools including the producer manual, workshops, seminars, and various communication channels, MMfS is designed to enable producers to engage at different levels with the program through a standardised but flexible delivery framework. The levels of engagement for MMfS were categorised into three different levels;

Category A - Awareness type activities

Category B - Activities designed to increase skills and knowledge and

Category C - Activities which facilitate practice change

State Coordinators are a critical component to achieving the overall objectives and KPIs of the program. Working as part of a national team guided by the MMfS Executive and National Coordinator, the State Coordinator provides the local/regional input into the design of MMfS activities and facilitates the engagement of producers through their own schedule of local extension and communication events. The State Coordinator was responsible for delivering on the State Business Plan that was annually updated and approved by the MMfS Executive.

This program was delivered in Victoria by the Meat and Wool Services Branch, within the Farm Services Division of DEPI. MMfS was a key productivity focused service offered to sheep producers across the State.

The lamb industry is a DEPI priority and hence a key focus which allows strong alignment with MMfS. BESTWOOL/BESTLAMB (BWBL) has been the primary delivery mechanism for MMfS. BWBL is a sheep producer network with 2385 members, including 1200 members in groups and 1185 more passive associate members. This provided an effective model with BWBL providing the audience and the enabling process and MMfS providing one of the technical delivery options, or the curriculum. MMfS was delivered by both private providers and DEPI Meat & Wool staff. MMfS was also promoted and delivered outside of the BWBL network, which provided a growth benefit for BWBL.

2 Project Objectives

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

This project provided Victorian State Coordination for the national MMfS program. Working with the National Coordinator (NC), the State Coordinator was responsible for delivery of the annual state business plan to achieve the awareness, engagement and practice change targets as outlined in table 1 below. Additionally, the State Coordinator delivered the defined monitoring and evaluation data specified in the State Business Plan.

2.1 Table 1: Victorian Key performance indicators

Category/Measure		Medium 500-1000 hd	Large 1000-2000 hd	Very Large >2000 hd	Total
A	Awareness of MMfS	483	258	119	860
B	Increased Knowledge & Skills	170	91	42	303
C	Practice change/s from MMfS	85	46	21	152

Working as part of a team, led by the National MMfS Co-ordinator, the following was delivered:

2.2 State Business Plan

The State Business Plan formed the basis of the key deliverable. The business plan included 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 including;

- Outline of the state MMfS delivery team, including public and private deliverers;
- Engaged the private sector in line with the MLA extension investment principles.

2.3 Implementation of the State Business Plan

- Included implementation of the business plan activities, allocating resources, training and to engage a team of public and private sector delivers/facilitators across respective program activities.
- The key point of contact and co-ordinator for engaging the state based network of program producer advocates.
- Maintain a database of participants and provide this list to the NC on a monthly basis. Utilising the Excel template provided.
- Attend regular phone meetings to report on completed activities, engagement of producers and achievements towards the operational plan targets and a list of planned activities, including dates and location of events to be posted on the MLA and AWI websites and respective MLA and AWI publications.
- Attend up to two state co-ordinator face to face meetings per year to present an update of key achievements and milestones and assist in continuous improvement of program delivery, activities and tools.
- Provide milestone reports promptly and to an acceptable standard to MLA.

- Co-ordinate and source articles for MLA and AWI publications and the e-newsletter from delivery team members.
- Co-ordinate 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.

2.4 Monitoring and Evaluation Data

All specified monitoring and evaluation processes were executed as per agreed processes, with all data collated and provided with monthly and six monthly reports to the National Co-ordinator and MLA. The standard MMfS monitoring and evaluation processes included:

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

At least 60% participant feedback sheets using the standard MMfS template to be collected for all category A activities and entered into the supplied excel spread sheet.

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

Pre and post knowledge and skills audits conducted with at least 80% participants of category B activities. Full results of the pre and post knowledge and skills audits were required to be entered into the standard MMfS spread sheet

Non accredited training KSC assessment.

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

Accredited training KSC assessment.

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

Category C: Measuring practice change and program impact

Practice change will be recorded for 80% of participants in all category C activities. This will require the State Co-ordinator (SC) to ensure shifts in practice change are recorded by group facilitators using the standard template provided and mapped against practices within the MMfS manual modules. Results are to be recorded in the standard excel spread sheet, including names and contact details of participants.

Case studies to measure impact.

The SC was required to assist in identifying and recruiting case studies to enable tracking of profitability and productivity gains as a result of participating in the MMfS program.

All events (category A, B and C) have an event record which was provided to MLA using the standard Excel spread sheet.

3 Methodology

The delivery mechanism of MMfS in Victoria was primarily through the BWBL producer network. The BWBL program has 58 established groups with professional coordination. MMfS was a perfect partner for BWBL as the MMfS funding supported the provision of technical specialist to deliver best practice management (from the manual). MMfS was also delivered outside of the BWBL network. Other non BWBL MMfS events were delivered to McKinnon clients, Tatyoon Rural Supplies, West Wimmera Women in Agriculture, RIST and cropping groups across Victoria.

Where MMfS was delivered to an existing BWBL group, the BWBL coordinator was responsible for ensuring the evaluation was developed in conjunction with the state coordinator and the deliverer. The coordinator was also responsible for facilitation on the day and providing the activity debrief and the evaluation paper work to the state coordinator after the event.

Guidelines for available funding were calculated by dividing the delivery budget allocation by the KPI's (number of participants) to ensure that the KPI's were met. MMfS events required a minimum of ten participants to obtain \$1000 to pay for specialist deliverers. The KPI's were exceeded due to shared costing of activities and greater than 10 businesses attending many events (20 participants on average).

The emphasis on category A, B and C events was guided by AWI and MLA, with table 2 showing the progression from Category A & B in year 1 through to an increased emphasis on category C in year 3. The delivery budget was predominantly targeted toward category B and C events.

At the beginning of each 12 month period, a call for expressions of interest to run category B events was made to BWBL and other groups. The groups were made aware that priority would be given to the delivery of Plan for Success, Turn Pasture into Product, Gain from Genetics and Wean More Lambs modules. This assisted us to deliver more of the priority modules. Groups that applied for funding were supplied with the Standard Operating Procedure for running a category B MMfS event (Appendix 2) and the guidelines for developing evaluation questions (Appendix 3). The provided clear direction to the event organiser and were the key to ensuring MMfS requirements were met.

3.1 Table 2: Relative Emphasis on Activity Types

Category	Year 1	Year 2	Year 3
A	XX	X	X
B	XXX	XXX	XX
C	X	XX	XXX

In year three, groups were offered the opportunity to submit an expression of interest to run a category C activity. Guidelines for funding a category C event were supplied to each group (Appendix 4). Category C events could be up to 6 sessions, with a focus on a specific topic.

To be eligible for this funding, group were required to;

- Submit a plan which outlined the key objectives to be addressed,
- Outline the current performance in those areas (where applicable),
- Provide some targets for the group members (KPI's)
- Include a delivery plan and budget

Eight of the 11 funded activities focused on Wean More Lambs, 2 on plan for success and 1 on Healthy and Contented Sheep.

The majority of the MMfS delivery in Victoria was conducted by private consultants. Only 4 of the 75 events were delivered by Department of Environment and Primary Industries staff. Groups selected the deliverer, with most groups choosing to use the opportunity to fund the use of a private consultant. The relationship between BWBL and the private sector is very strong which made this delivery partnership simple to manage.

One of the more innovative delivery models was a Victorian coordinated (in partnership with EverGraze) national MMfS phone seminar on lamb survival. The seminar generated a lot of publicity for MMfS with expansive advertising of the event and significant media coverage post the phone seminar. 160 registrations were taken for the event which included representation from each state and even one from NZ. Participants were asked 5 questions to evaluate the success of the event. The evaluation results are displayed in Appendix 5.

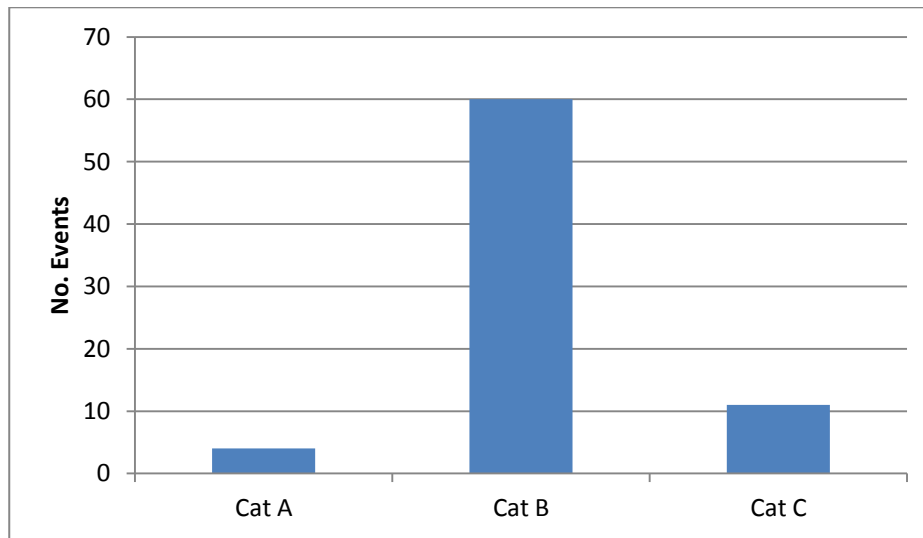
Limited use was made of the producer advocate. Tim Leeming, the Victorian advocate, presented at three field days to promote MMfS. Using the producer advocates in this way provided more useful than just the state coordinator talking about MMfS, as the advocate was able to discuss their farming operation and build the MMfS story into his own experience. The ability to use the producer advocate was limited by budget and the time they had to offer to the program. I believe utilisation at field days is the most appropriate use of the advocates time.

The state coordinator meetings were useful to share ideas and experiences. These meetings provided the opportunity to discuss any issues such as developing good evaluation questions, which resulted in the development of guidelines for this process. These meeting generated a team environment which stimulated the sharing of various templates and processes for improved delivery of MMfS.

4 Results

In Victoria, 75 MMfS events (listed in appendix 1) were delivered to 3,291 participants surpassing its three-year target for all category events (table 3). As documented in the business plan, years one and two of MMfS had a strong emphasis on category B level activities and in year three an increased emphasis was placed on category C events. The seventy-five events were delivered to a wide cross section of Victoria (as can be seen in figure 2), four at category A level, sixty category B and eleven category C events (figure 1).

4.1 Figure 1: Number of MMfS Events by Category



4.2 Table 3: Percentage of 3 year target achieved - number of participants

Category	3-year target	Total to date	% Achieved
A	860	1771	206%
B	303	1005	332%
C	152	515	339%

4.3 Figure 2: MMfS Delivery Locations

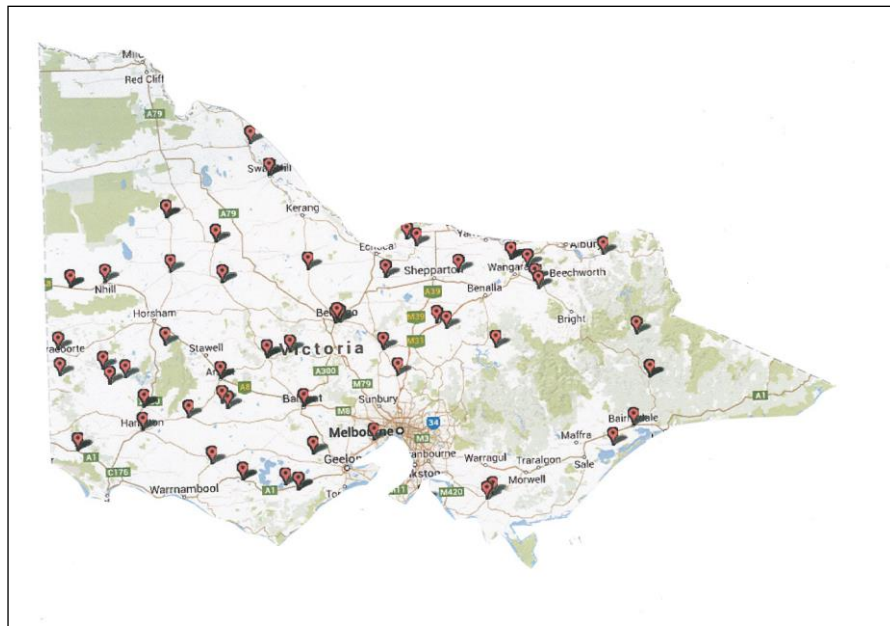


Table 4 provides the achieved evaluation return rate as per the SOP. The evaluation return rate, is low for category A activities primarily due to a single large event of 380 participants with 141 evaluations completed. Large events are often more difficult to achieve high evaluation return rates. Return rates for category C activities were also low as four events had not delivered the final session, therefore had not completed the final evaluation and a number of participants did not complete the evaluation to the standards required in the SOP and therefore did not count as completed evaluations. Also in many cases participants were either late and missed the “pre” survey or have had to leave early and not completed the “post” survey. Table 5 provides the evaluation return rate as a proportion of participants

4.4 Table 4: Percentage of 3 year target achieved for evaluation return rate

Category	Target	Actual
A	65%	42%
B	80%	63%
C	80%	28%

4.5 Table 5: Evaluation return rate as a proportion of participants

Category	Percentage
A	43%
B	79%
C	63%
Average	66%

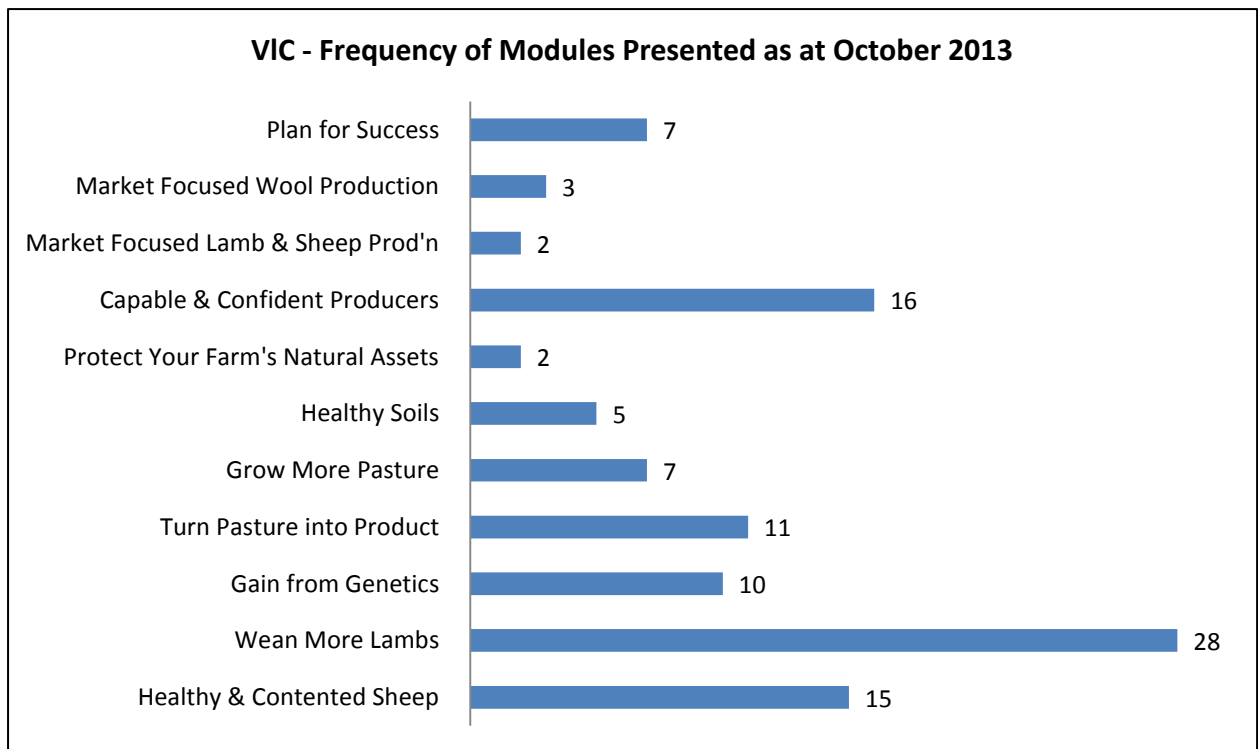
Each state was given the task of delivering four priority modules as listed in table 6 below. The KPI was for these modules to account for sixty percent of the total MMfS events delivered. In Victoria we were close to achieving this target with the four modules making up 53% of MMfS

delivery, Wean More Lambs being the most popular module to be delivered. The only module to be delivered more than all of the priority modules, other than Wean More Lambs was Healthy and Contented Sheep, as shown in figure 3.

4.6 Table 6: Percentage of 3 year target for priority module delivery

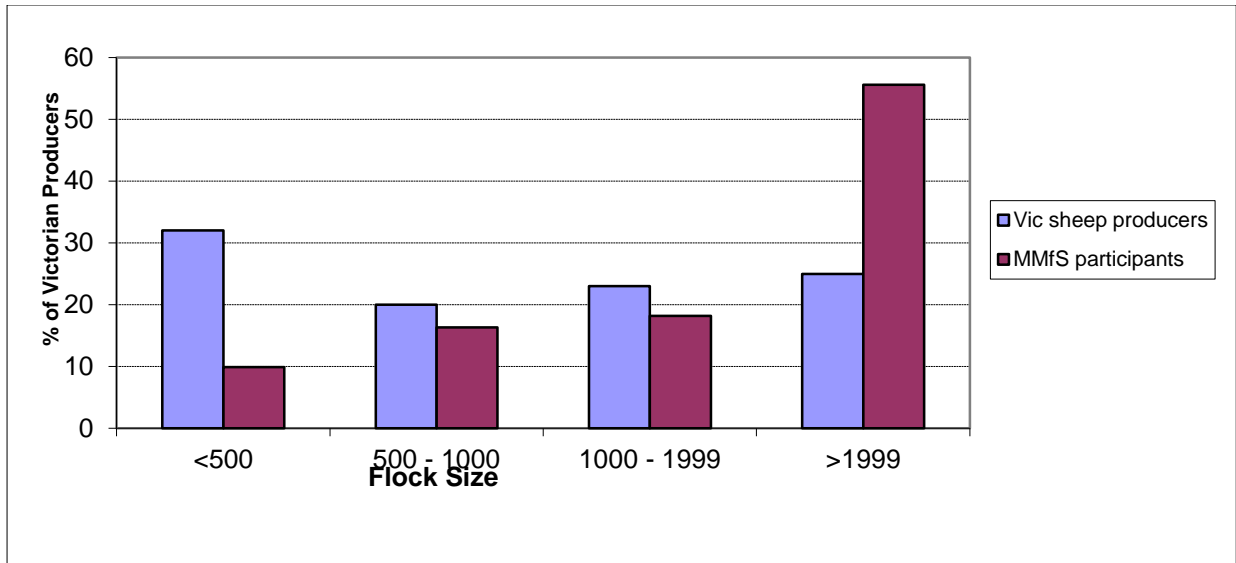
Module	Actual
Gain from Genetics	10
Wean More Lambs	28
Plan for Success (Business Plan)	7
Turn Pasture into Product	11
% Modules delivered as per KPI	53%

4.7 Figure 3: Frequency of modules presented



MMfS had a target to engage with producers running larger flock sizes. Victoria's three year target was to deliver MMfS to 15% of flocks with greater than 2000 sheep. Victoria has delivered Category A, B and C MMfS activities to 56% of producers with a flock size greater than 2000 sheep. This demonstrates that MMfS is appealing to the larger producers considering the significant number of small producers who make up the Victorian flock as shown in figure 4.

4.8 Figure 4: MMfS participant engagement

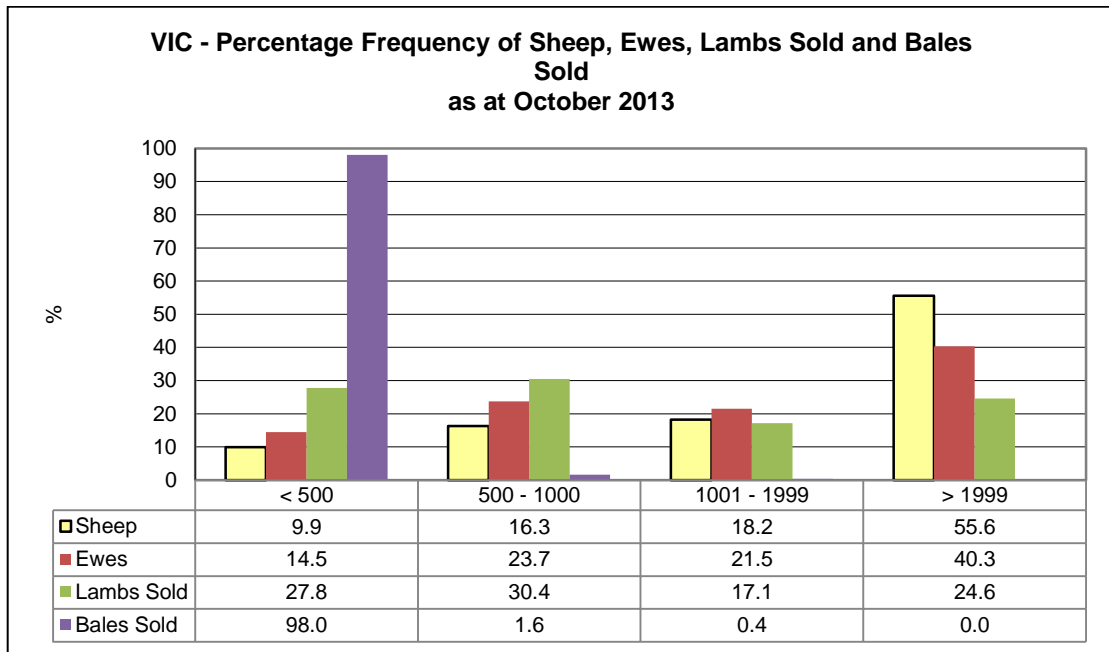


Of the participants who supplied flock size information (76%) the median number of sheep was 2400.

4.9 Table 7: Victorian participant flock demographics

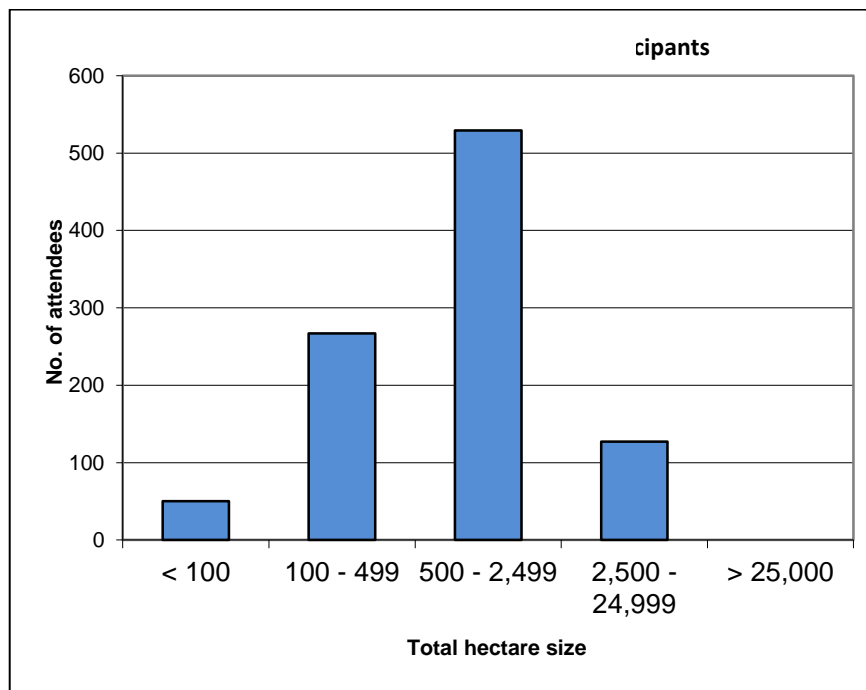
	Average Number	Median Number
Sheep Flock Size	3642	2400
Ewe Flock Size	2417	1500
Lambs Sold	1441	900
Bales Sold	105	60

4.10 Figure 5: Attendance by number of sheep, ewes, lambs sold and bales sold



Of the participants who supplied property size information (87%), the median property size was 809 ha

4.11 Figure 6: Frequency of property size



5 Discussion/Conclusion

In Victoria the key performance indicators for delivery of category A, B and C events was exceeded. Category B & C events exceeded the required participation rates by more than 300 percent and category A by 206 percent. The high degree of participation at both category B and C level reflects the emphasis that was placed on this level of activity.

Partnering with the BWBL network to deliver MMfS events was one of the key factors in the successful delivery of MMfS in Victoria. Along with access to producer groups, the BWBL network provided excellent linkage with the private sector to enable a smooth process for delivery of MMfS. Having the established network in the form of producer groups, has made delivering category B activities straightforward and enhanced the success of category C activities. Established groups that are comfortable in their surrounds and accustomed to the learning environment has also greatly enhanced the practice change process for MMfS. The continuity of the BWBL program has also provided the opportunity for follow up of MMfS activities to further increase the likely chance of practice change.

The average satisfaction and value ratings are a good indicator of successful delivery of MMfS activities in Victoria. The average satisfaction and value ratings were 8.5 and 8.2 out of 10. Another very good gauge of the success of MMfS events was the level of participants that would recommend the activity to other producers, with 96% of participants replying that they would recommend the event. The primary aim of MMfS is to provide producers with knowledge and skills that will enable greater profitability, sustainability by introducing best practice management into their business. As a result of MMfS 89% of participants planned to make a change to their business as a result of attending a MMfS activity, another highly successful outcome.

Return rates of evaluations was lower than the aspirational target for each category of activities. There are a number of reason for this with the main factor being incomplete evaluation forms. The return rate for category B events when partially completed forms are included is 79%, almost meeting the 80% target. Only four category A events were delivered in Victoria, one of these being an event with 380 participants. This event achieved 180 returned evaluations which is a reasonable return rate for such a large event, however this result had a significant influence over the average return rates for all category A events. Category C evaluation return rates is 28% for complete evaluations and rises to 63% when all returned evaluations are included. Another factor in the low return rate of category C events was that four category C activities had not completed the final session prior to November 2013.

In the initial stage of MMfS delivery, it became clear that deliverers were struggling to remember the processes required to deliver a MMfS activity. This was resulting in a lack of understanding of the evaluation requirements and in particular a lack preparation time for developing appropriate evaluation questions. The other issue early was the significant amount of time that was spent chasing up paper work. To overcome these issues event organisers were provided with a simple flow chart outlining the standard operating procedures for delivering a MMfS activity and the guidelines for writing evaluation questions. The standard operating procedures reduced the number of phone calls required and increased the speed of the evaluation returns, as it was made clear that payment was linked to completion of evaluations and the activity debrief. The document which assisted the most was the guidelines for writing evaluation questions. After this document was provided to event organisers the time spent writing evaluation questions was significantly reduced.

At one event the coordinator used one sheet for the pre and post evaluation so that the producers could see their original answer, finding this method very useful to reinforce the value

of the session and the increase in knowledge. This could be considered for future evaluation processes for MMfS.

One of the real success stories of MMfS was the development and delivery of Category C activities. In the final year most of the emphasis of MMfS was centred around the delivery of category C events. As discussed in the methodology, all groups, and none existing groups, were offered the opportunity to submit an expression of interest to develop and deliver a category C activity. The detailed guidelines for this process are included in appendix 4, however in summary groups were required to:

- submit a plan which outlines the key objectives to be addressed,
- outline current performance in those areas (where applicable),
- provide some targets for the group members (KPI's)
- include a delivery plan and budget

The funding for category C events was to cover delivery/facilitation expenses to allow the group to bring in outside expertise, not to pay the coordinator of the group. To qualify for the funding group members were asked to identify a common key issue to address (preferably within the priority modules) and be willing to implement and evaluate changes on farm or in the business. Group members were also required to agree to participate in a case study (Benefit:Cost Analysis) detailing the change implemented if requested. Feedback from these events has been very positive, however delivery of category C events is much more expensive, with a significantly greater chance of leading to a more significant change to the farming business. Future delivery models of MMfS need to take this into consideration when allocating the delivery budget.

Table 10 below provides a list of the topics, locations and event organisers for the category C activities delivery from the expression of interest

5.1 Table 10: Category C activities delivered

Topic	Location	Organiser
Expanding the business	Glenelg	Tim Leeming
Increasing kg lamb per hectare	Bairnsdale	Craig Bush
Top Paddock	Cavendish	Andrew Speirs
Top Paddock	Avoca	James Whale
Top Paddock	Birregurra	Nathan Scott
Labour and staff management	Dartmoor	Peter Schroder
Ewe health	Leongatha North	John Bowman
Increasing kg lamb per hectare	Glenthompson	Jason Trompf
Increasing reproductive performance	Boorahaman	Tim Ekberg

Mike Stephens and Associates used the expression of interest opportunity to develop a category C event called Top Paddock. The Top Paddock program was delivered to three groups and compared pasture performance and animal performance from a quality pasture and a poor pasture on each participants property. The program was very detailed and included monitoring of soil fertility, pasture growth rates, pasture quality and animal growth rates.

There were few challenges involved with the delivery of MMfS in Victoria. The most significant of the challenges was ensuring the development of GOOD evaluation questions, at the appropriate level. The questions need to be, at a level that producers were not able to easily answer them before the activity and not too hard to scare them from participating in the evaluation process. Questions needed to be developed to allow us to determine if the activity had achieved the desired outcome, a change in knowledge and/or skills. There were also some modules that were easier to write good questions for compared to others. Plan for Success is an example a module which can be very difficult to write good questions. This appears to be due to the grey areas of business planning with less definitive answers. In other modules with issues which have a correct and an incorrect response, writing questions is much easier.

Another challenge for MMfS delivery was ensuring that the evaluation process was framed in a positive light at the beginning of each event. The best evaluation processes occurred at events where the coordinators discussed the evaluation process, explaining that the evaluation was important to ensure that continuous improvement of the MMfS program and to gauge the success of the event.

In Victoria development of the funding model for MMfS and More Beef from Pastures (MBfP) events was developed together to create consistency between the two programs. The two state coordinators discussed the potential to co-fund beef and sheep relevant activities with a mixed audience and discuss regularly opportunities to work together.

MMfS in Victoria was open to partnering with other organisations to deliver events. This was one of the reasons that the KPI's were exceeded within the budget. The most significant delivery partner was EverGraze with delivery of the Your Lambs Your Profit workshop to five groups.

6 Appendices

6.1 Appendix 1 MMfS Activity Table

Event Date	Event ID	Event Name	Event Town	Event Co-ordinator	Total No of Participants	Category
19/04/2011	MMS190411VSH	Managing Scanned Ewes	Shelford	Chris Shands	18	A
28/04/2011	MMS280411VWE	Mackinnon Project Seminar	Werribee	John Webb Ware	68	A
29/06/2011	MMS290611VBE	BWBL Annual Conference	Bendigo	Lyndon Kubeil	380	A
19/04/2012	MMS190412VEN	Lamb Survival Workshop	Ensay	Jenny O'Sullivan	14	A
25/02/2011	MMS250211VWH	Managing Pasture for Climate Change	Whorouly	Tim Ekberg	120	B
20/04/2011	MMS200411VTO	Managing Scanned Ewes	Toobarac	Chris Shands	20	B
05/05/2011	MMS050512VAV	Avoca BWBL	Avoca	Charlie DeFegely	10	B
12/05/2011	MMS120511VME	Lice Workshop	Meerlieu	Craig Bush	19	B
15/06/2011	MMS150611VIR	Sheep performance recording how it works and how to use it	Irrewarra	Raquel Waller	15	B
31/05/2011	MMS310511VBA	Sheep Health Afternoon	Ballarat	Sam Clayfield	33	B
27/06/2011	MMS270611VCO	NEBWBL Intro to Grazing Management	Corowa	Dr Kristy Howard	7	B
28/07/2011	MMS280711VTA	Sheep Health and Ewe Nutrition	Tatyoan	Jayne Drum	35	B
29/07/2011	MMS290711VSH	Lamb Survival Workshop	Shelford	James Whale	14	B
26/09/2011	MMS260911VKI	Sheep Health and Welfare	Kilmore	James Whale	9	B
21/10/2011	MMS211011VSH	Managing weaners to Thrive	Shelford	James Whale	14	B
02/08/2011	MMS020811VBU	BWBL Wild Dog Group	Bullioh	Jenny O'Sullivan	20	B
03/08/2011	MMS030811VBE	BWBL Wild Dog Group	Benambra	Jenny O'Sullivan	18	B
9/12/2011	MMS091211VDA	Planning for Success	Dartmoor	Peter Schroder	14	B
29/09/2012	MMS290912VWE	Capture the boom	Werribee	John Webb Ware	31	B
28/02/2012	MMS280212VPI	Healthy Ewes Healthy Lambs	Picola	Kristy Howard	30	B
23/11/2011	MMS231111VEV	Sheep Breeding & Enterprise Management	Everton	Tim Ekberg	10	B
20/02/2012	MMS200212VSW	Planning for Production	Swan Hill	Rick Ellis	35	B
17/04/2012	MMS170412VMA	Maryborough BWBL Meeting	Maryborough	Kieran Ransom	15	B
20/04/2012	MMS200412VBI	Ewe Nutrition & Lamb Survival	Birchip	Alison Frischke	18	B
21/04/2012	MMS210412VDO	Ewe Nutrition & Lamb Survival	Donald	Kate Reilly	13	B
8/05/2012	MMS080512VMA	Managing Price Risk	Mansfield	Tim Ekberg	14	B
25/05/2012	MMS250512VCR	Worms, OJD and EID the costs, benefits and options for your sheep enterprise	Creightons Creek	Alison Desmond	26	B
23/02/2012	MMS230212VPH	Nutrient Transfer on Farm	Phillip Island	John Bowman	19	B
21/05/2012	MMS210512VBA	Making More from Merino Genetics	Bairnsdale	Craig Bush	13	B
31/05/2012	MMS310512VAR	Profitable Perennials	Ararat	Rob & Debbie Shea	10	B
4/06/2012	MMS040612VCA	Gain from Genetics	Camperdown	John Marriott	7	B

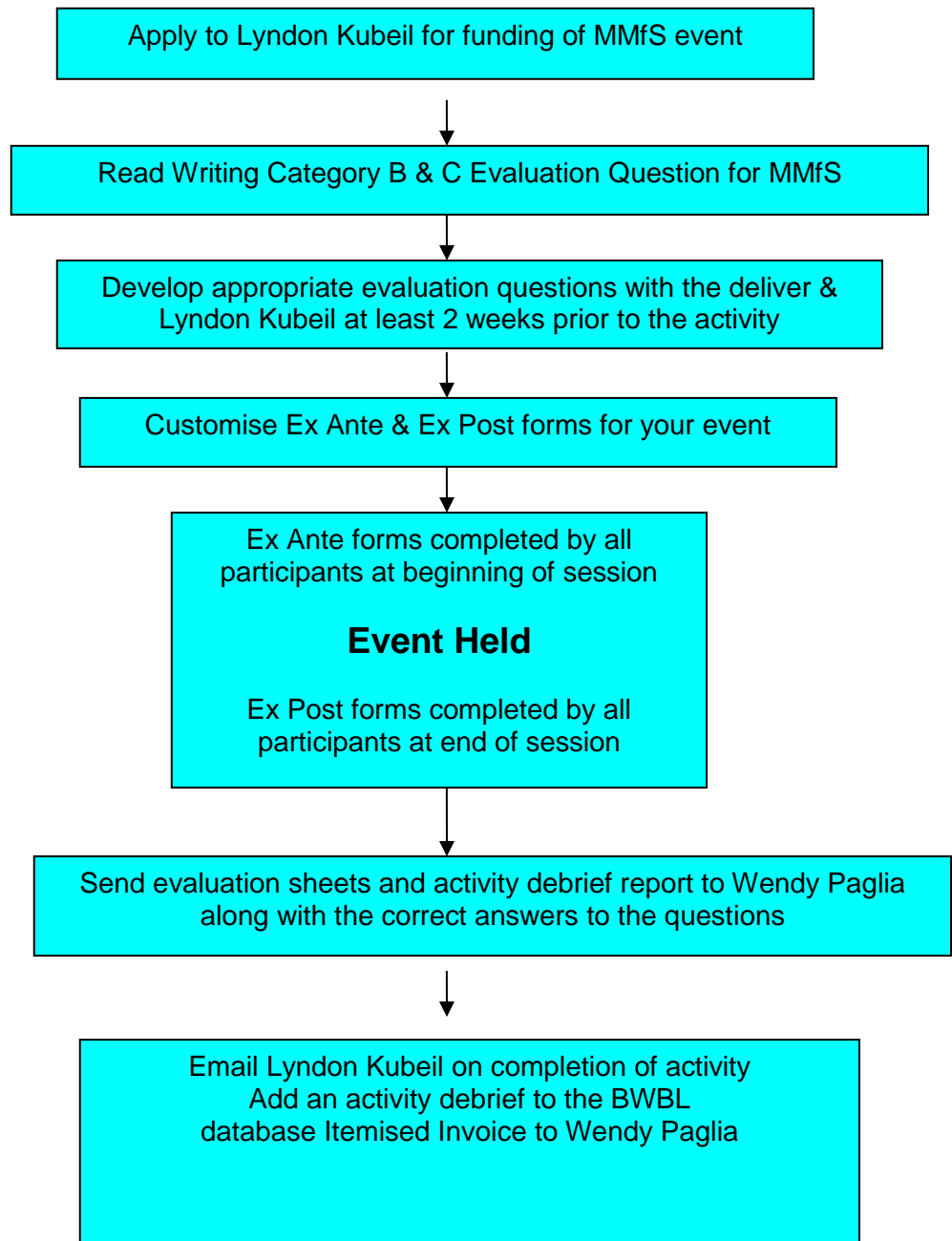
6.2 Appendix 1 continued. MMfS Activity Table

Event Date	Event ID	Event Name	Event Town	Event Co-ordinator	Total No of Participants	Category
7/06/2012	MMS070612VPO	Gain from Genetics	Poolajelo	John Marriott	7	B
8/06/2012	MMS080612VHA	Gain from Genetics	Harrow	John Marriott	11	B
15/06/2012	MMS150612VBO	Grow More Grass through Grazing Management	Boorowa	Norman Tozer	12	B
28/05/2012	MMS280512VCO	Worm and OJD - Options and Management for your sheep enterprise	Coonooer	Greg Smith	8	B
29/05/2012	MMS290512VLO	Worm and OJD - Options and Management for your sheep enterprise	Lodden Valley	Greg Smith	7	B
25/06/2012	MMS250612VSW	Wool Production	Swan Hill	Rick Ellis	45	B
14/06/2012	MMS140612VMO	Healthy Soils	Mortlake	Ken Solly	13	B
2/08/2012	MMS020812VEN	Lamb Survival Workshop	Ensay	Jenny O'Sullivan	11	B
11/07/2012	MMS110712VTI	Grow More Pasture	Timmering	Erica Schelfhorst	5	B
12/07/2012	MMS120712VCA	Grow More Pasture	Campaspe	Erica Schelfhorst	14	B
30/08/2012	MMS300812VKA	Confident Livestock Marketing	Kaniva	Karen Raebone	7	B
23/08/2012	MMS230812VLE	Reproduction Lamb Survival	Leongatha	John Bowman	18	B
31/08/2012	MMS310812VGI	Lamb Survival Workshop	Gifford	Craig Bush	23	B
21/09/2012	MMS210912VLO	Managing weaner sheep for improved performance	Longwood	Alison Desmond	14	B
8/11/2012	MMS081112VHO	Marketing Strategies	Hopetoun	Danielle McMillan	11	B
19/10/2012	MMS191012VHA	Scanning for litter size and managing the ewe to optimise lambing %	Hamilton	Kate Joseph	12	B
28/02/2013	MMS280213VDO	What Makes Healthy Soil	Dookie	Kristy Howard	5	B
13/03/2013	MMS130313VGM	What Makes Healthy Soil	Goulburn Murray	Kristy Howard	13	B
26/03/2013	MMS260313VVA	Turning Reproductive potential into reality	Warracknabeal	Dannielle McMillan	14	B
27/03/2013	MMS270313VKA	Turning Reproductive potential into reality	Kaniva	Dannielle McMillan	14	B
26/04/2013	MMS260413VLA	Your Lambs Your Profit	Laharum	Ken Solly	20	B
28/06/2013	MMS280613VPI	Integrating livestock into a no-till farming system	Piangil	San Jolly	24	B
10/07/2013	MMS100713VBI	Weaner Performance	Birchip	Dannielle McMillan	5	B
10/07/2013	MMS100713VDO	Weaner Performance	Donald	Dannielle McMillan	4	B
11/07/2013	MMS110713VHO	Weaner Performance	Hopetoun	Dannielle McMillan	8	B
11/07/2013	MMS110713VNH	Weaner Performance	Nhill	Dannielle McMillan	7	B
15/08/2013	MMS150813VBY	Right plant, right place, right purpose	Byawatha	Kristy Howard	6	B
19/08/2013	MMS190813VAR	Understanding ASBVs	Ararat	Rob & Debbie Shea	6	B
26/08/2013	MMS260813VAP	Calculating Supplementary Feed Options	Apsley	John Marriott	15	B
27/08/2013	MMS270813VBA	Calculating Supplementary Feed Options	Balmoral	John Marriott	17	B
29/08/2013	MMS290813VFI	Calculating Supplementary Feed Options	Fiery Creek	John Marriott	7	B
26/04/2013	MMS260413VLA	Your lambs your Profits Session 1 & 2	Laharum	Ken Solly	23	B
4/07/2013	MMS040713VCA	Lamb Survival Your lambs Your Profits	Camperdown	Jason Trompf	17	B

6.3 Appendix 1 continued. MMfS Activity Table

Event Date	Event ID	Event Name	Event Town	Event Co-ordinator	Total No of Participants	Category
3/05/2012	MMS030512VHA	Adding up the benefits from Applying LTEM	Hamilton	Darren Gordon	46	C
4/05/2012	MMS040512VBA	Adding up the benefits from Applying LTEM	Ballarat	Darren Gordon	14	C
20/02/2013	MMSVGL	Expanding the business	Glenelg	Tim Leeming	12	C
22/1/2013	MMSVBA	Increasing Kg Lamb per hectare	Bairnsdale	Craig Bush	12	C
21/08/2012	MMSVBA	Top Paddock	Cavendish	Andrew Speirs	14	C
21/09/2012	MMSVAV	Top Paddock	Avoca	James Whale	9	C
25/01/2013	MMSVBI	Top Paddock	Birregurra	Nathan Scott	9	C
25/10/2012	MMSVDA	Labour and Staff management	Dartmoor	Peter Schroder	12	C
8/04/2013	MMSVLE	Ewe Health	Leongatha	John Bowman	14	C
1/02/2013	MMSVGL	Increasing Kg Lamb per hectare	Glenthompson	Jason Trompf	10	C
19/03/2013	MMSVBO	Increasing reproductive performance	Boorahaman	Tim Ekberg	12	C

6.4 Appendix 2 Standard Operating Procedures for MMfS Events



Writing questions or unfinished statements (stems)

- The question should be clear, and simple to avoid confusion
- The question should be meaningful, and be able to stand alone, without having to read all the options first
- The question should contain material only relevant to answering the question
- Where possible, design questions which avoid simple recall.
-

Writing responses

- Avoid using 'all of the above':

When a participant is considering the 'answers', recognition of one wrong option eliminates 'all of the above', likewise, recognition of two correct options identifies 'all of the above' as the answer.

- Avoid using 'none of the above' as an answer option:

This option does not necessarily measure the participants ability to identify the correct response.

- Try not to repeat wording from the question in an answer option
- Avoid negative questions: eg which one does not work to avoid confusion in interpretation

Writing the incorrect answer options (the distractors)

This is one of the most difficult aspects of writing multiple choice questions. A few things to keep in mind when writing the incorrect answer options:

- Avoid including responses that are obviously wrong
- The options should be attractive and credible to the uninformed
- Statements developed around common misconceptions often make strong distractors
- Avoid using 'never', 'always', 'all', as participants will rule these out.
- Keep the distractor appropriately different to the correct response in 'content', not just by using 'clever' or 'subtle' wording.

Writing the correct response

- Try to avoid giving a clue by having the correct response noticeably different in length, grammar etc
- Try to avoid questions which are opinion based or are open to interpretation, there needs to be a correct response

General tips

- Try to avoid using extremes such as: never; always and only
- Look out for typos and grammatical errors

Typos: These are likely to appear in a distractor/ incorrect answer option rather than in the question or correct answer option.

Grammatical inconsistency: Can appear between questions and distractors. Often the question and correct answer are grammatically consistent; however distractors are potentially afterthoughts and may not mesh properly with the stem. Participants will pick up on this.

It is also good practice to allow enough time at the end of the session to work through the

questions with the group. Working through the answers to the questions, and perhaps even why the distractors are not the appropriate answer will help reinforce the key messages and confirm the learning's from the day for the participants.

An option may be to provide a handout which covers a summary around the questions asked.

6.6 Appendix 4 Guidelines for MMfS Category C Events

Making More from Sheep is providing groups, new and existing, with the opportunity to address a specific issue.

Making More from Sheep is offering to pay for up to six sessions which;

- Target a specific issue over the next 12 months (until June 30 2013)
- Issues aligned to one of the four priority modules (1- Plan For Success, 8 - Turning Pasture into Product, 9 - Gain from Genetics, 10 - Wean More Lambs) are higher priority.
- The offer will be open to new or existing groups who submit a suitable applications
- The first 10 suitable applications will be funded

To be eligible for this funding groups must;

- Submit a plan which outlines the key objectives to be addressed,
- Outline current performance in those areas (where applicable),
- Provide some targets for the group members (KPI's)
- Include a delivery plan and budget.

Each plan will be assessed to determine the appropriate funding allocation.

The funding will cover delivery/facilitation expenses to allow the group to bring in outside expertise (not to pay the coordinator of the group). To qualify for the funding group members must have a common key issue to address (within the priority modules) and be willing to implement and evaluate changes on farm or in the business. The evaluation will be at category C level which means a slightly more detailed pre (at the start of the year) and post (at the end of the year) evaluation. Group members must also agree to participate in a case study (Benefit Cost Analysis) detailing the change implemented if requested.

6.7 Appendix 4. National Lamb Survival Phone Seminar Evaluation

Question 1	To what extent did this seminar increase your knowledge for strategies to increase lamb survival?		
Digit	Response	Total Votes	Percentage

1	No increase in knowledge	7	11
2	Some increase in knowledge	39	59
3	High increase in knowledge	20	30

Question 2	Producers: What actions will you take as a result of this seminar?		
Digit	Response	Total Votes	Percentage

1	No action	10	21
2	Seek more information or training	17	35
3	Make a change in your management	21	44

Question 3	Advisers: What actions will you take as a result of this seminar?		
Digit	Response	Total Votes	Percentage

1	Seek more information or training	4	11
2	Use the information or publication provided to advise clients	28	74
3	No action	6	16

Question 4	Do you currently scan your ewes and manage twin and single bearing ewes separately?		
Digit	Response	Total Votes	Percentage

1	Yes	24	49
2	No	25	51

Question 5	Would you recommend this event to others?		
Digit	Response	Total Votes	Percentage

1	Yes	61	100
2	No	0	0