

final report

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South Australia Making More from Sheep State Coordination

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Executive summary

The Making More from Sheep program was designed to influence and enable producers to adopt best practice management practices into their enterprises. Learning events that provided producers with the knowledge, skills and confidence to implement practices were categorised as Category A, Category B or Category C events. From 2014 to November 2016, 51 MMfS co-funded events have taken place engaging 977 participants.

In South Australia, MMfS has delivered a range of positive outcomes including exceeding all participation KPI targets. The Category A participation target (339) is at 288%, Category B (120) at 293% and Category C (60) at 464%. The program was also successful in engaging with larger scale South Australian sheep enterprises, where 53% of producers have greater than 2000 head (target was 15%).

South Australian MMfS events have met the expectations of participants with the state average satisfaction score being 8.69 out of 10 (8.47 out of 10 was the National average) for all event Category types. Producers also rate the events as having been of value to their business, with a national averages score of 8.5 out of 10 (8.2 out of 10 was the National average).

The South Australian average pre workshop score was 54% correct answers with a post workshop score of 77%, indicating a positive change in knowledge and skills develop as a result of the events. Pre and post confidence scores were also collected from Category B and C participants. The average confidence score prior to taking part in the event was 5.8 out of 10 and the average score for confidence after completed the event was 7.4 out of 10 in South Australia, which was slightly higher in than the National average.

A total of 515 (53%) participants in South Australia indicated intent to change their management practices as a result of attending an MMfS event. A total of 126 participants indicated they had already made changes and of this number, 120 provided details of such change. The actual change documented relies on repeat participation from producers to capture such information.

The events have been delivered across most regions of South Australia, except the Pastoral Zone (given presence of AWI and MLA funded Pastoral Profit).

The events delivered in South Australia have linked to the objectives of the Making More from Sheep program including linkage to the Making More from Sheep manual and associated tools. New tools, including 'Lambs Alive' were also piloted.

New partner and collaborative arrangements were established in addition to leveraging from existing networks and relationships. Organisations and producers not previously engaged with the MMfS program were offered opportunities during this project period.

Through this project, it has been demonstrated that it is possible for a broad delivery network to be engaged, built upon and maintained which includes private and public organisations. The role of a state coordinator facilitates this, by providing resources, governance and consistency in management which has resulted in a fair, practical and relevant program of events provided to sheep and wool producers.

The flexibility of the program to deliver events to meet producer needs, to allow them to gain skills and knowledge to handle current seasonal and business challenges has also worked very well.

In summary the level of achievement could be attributed to:

- Effective leverage of networks, systems and momentum generated in previous phases of Making More from Sheep in South Australia
- An informed, and planned approach to program design and delivery of events across the state
- Enabling a network of delivery organisations to engage in the program and to deliver high quality events based on producer needs
- Targeted promotion of MMfS events
- Collaboration with delivery partners
- Flexibility in event design to ensure relevant, timely, practical and high value outcomes were delivered to producers from Category A to C.

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1 Background

Making More from Sheep (MMfS) was delivered in South Australia from January 2014 – December 2016. Originally contracted for a two year period, MLA and AWI extended this project twice, with associated contract variations (of 6 months each), which resulted in the project being a 3 year term.

For the period 2014 – 2016, Making More from Sheep (MMfS) has been the key extension and communication program for MLA and AWI for the Australian sheep industry. The primary aim of this program was to provide sheep producers with knowledge and skills that would enable greater profitability, sustainability and capacity to better manage risk. Using multiple tools, including the Making More from Sheep Manual and website, workshops, seminars, and various communication channels, MMfS enabled producers to engage with the program at different levels through a standardised, but flexible delivery framework.

State Coordinators were appointed to assist in achieving the overall objectives including the key performance indicators (KPIs) of the program. The South Australian State Coordinator, Rural Directions Pty Ltd worked as part of a national team, led by the MMfS Executive and National Coordinator. The role of the state coordinator has involved the provision of local and regional input into the design of MMfS activities, including the facilitation of producer engagement by scheduling local extension and communication events. The state coordinator was responsible for delivering on the State Business Plan, including regular development and extension of event plans throughout the program period.

South Australian State Coordination has been delivered by Natasha Searle (nee Morley), Rural Directions Pty Ltd. Natasha has led this project for the contracted period, and undertook the State Coordination role in the previous project phase, 2010-2013, providing consistency and efficiency in delivery.

Much of the systems, processes, networks and momentum developed during Phase II (2010-2013) were leveraged for this project period.

2 Project objectives

The overall objective of the State Coordination role 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 Co-ordinator, the State Co-ordinator was responsible for delivery of an annual State Business Plan to achieve the awareness, engagement and practice change targets. Additionally, the State Co-ordinator was responsible for the delivery of the defined monitoring and evaluation process specified in the State Business Plan.

Working as part of a national team lead by MMfS program National Co-ordinator, the following was to be delivered within the project period:

- State business plan
- State business plan implementation
- Monitoring and evaluation

The objectives of each of these components are outlined below, and as communicated in the Research Agreement.

2.1 State Business Plan

A State Business Plan will:

- Be delivered using the standard MLA template provided
- Include specific KPIs for the State and form the basis of the key deliverables of this agreement. 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

2.2 State Business Plan implementation

State Business Plan implementation

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

2.3 Monitoring and evaluation

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

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

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

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

At least 80% participants complete pre and post activity knowledge and skills assessments in accordance with Making More from Sheep Monitoring and Evaluation Standard Operating Procedures. Full results of the pre and post knowledge and skills assessments are required to be entered into the standard MMfS spreadsheet and submitted to MLA and the National Coordinator monthly .

None accredited training KSC assessment

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

Accredited training KSC assessment

Accredited training activities will ensure key MMfS assessment 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 as defined by the Making More from Sheep Monitoring and Evaluation Standard Operating Procedures will be recorded for 80% of participants in all category C activities. This will require the State Co-ordinators to ensure shifts in practice change are recorded by 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 spreadsheet, including names and contact details of participants.

- Identifying case studies to measure impact

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

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

South Australia's Key Performance Indicators, and producer segmentation for the project period 2014-2015 (original contracted period) is shown in Table 1.

It should be noted that despite two six month extensions, the KPIs were not adjusted. Progress was measured against the KPIs set for the period 2014-2015 (original contracted period).

Table 1 Key Performance Indicators, South Australia – MMfS (2014 – 2015)

Category	Measure	Description	Two year target
A	Awareness of MMfS	≥30 % of target sheep producers participate in Category A activities by December 2015	339
B	Participation in MMfS	≥ 30% of producers in A participate in MMfS Category B activities to influence a KASA change by December 2015.	120
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	60

3 Methodology

3.1 Business plan development

The MMfS SA State Business Plan was delivered via the standard MLA template provided. It was submitted in March 2014 and was finalised and approved May 2014 following consultation with MMfS National Coordinator and MLA. The Planned Events Table was reviewed on an ongoing basis and communicated to the National Coordinator and MLA.

The business plan outlined the specific KPIs for South Australia (Table 1), and as a result formed the basis of the key deliverables of this project. The existing operating budget was also developed based on the KPIs and was reviewed periodically. Although KPIs have been exceeded, the same standard methodology was applied for planning events throughout the entire delivery period to enable consistency.

The business plan outlined the process for identifying and engaging the delivery network which would establish a range of activities for delivery to meet the program KPIs and overall program goal. The information package and application process was reviewed regularly to ensure it remained relevant, and access to Making More from Sheep by delivery partners for the benefit of producers was practical and approachable.

Given the project was extended twice (at the end of 2015 and during 2016); this also enabled revision of delivery plans in line with the Business Plan.

The business plan is provided in **Error! Reference source not found..**

3.2 Event planning and EOI process

The Information Memorandum and application process was carried over from the previous project phase and contract. The process implemented for this project evolved over the three years via a continuous improvement process; however, the guidelines remained consistent to demonstrate a transparent program approach to the delivery network.

A similar process was implemented by MBfP State Coordination SA, delivered by Rural Directions Pty Ltd. This ensured consistency across both programs and allowed for ease of management for events where MMfS and MBfP co-funded delivery.

Key features of the application process adopted throughout the project included:

- Event contact person and contact details
- Event name, date, location
- Activity type
- Anticipated number of businesses and participants
- Group history
- Presenters names, organisation and topic
- Details of partner organisations (sponsors, collaborators) and role, and value of involvement
- Activity learning outcomes
- MMfS module/s and associated procedures and or tools to be covered
- Budget, outlining funding request
- Pre and post promotion
- Session plan
- M&E plans

To secure funding, applications were required to demonstrate how MMfS was adding value to the event. This ensured the funding was being allocated effectively.

When events were approved as a Category B or C event, the State Coordinator assisted the delivery organisation in the development of the pre and post skills audit. Generally, at least four knowledge and skills questions (multiple choice) per module and at least one confidence style question were developed for these events. The preference was for the number of modules covered in any one event to be limited to ensure robust delivery and learning outcomes were delivered. This ensured greater coverage of the topic within the time allocated, which was generally a half day or full day event.

Interested parties could apply for MMfS funding at any time. There was times where targeted promotion was undertaken to plan events for the key delivery periods of Feb to April and July to November. In South Australia, the delivery period was generally isolated to this timing given the nature of farming systems across the state also generally incorporating a cropping enterprise.

Investment in events varied from event to event; however, funding principles were developed to guide funding approval (including capping of funding, and a link to KPIs to be achieved). Level of funding was also dependant on other contributions from sponsors/co-funders, and producers.

All applications were handled in a confidential manner, to respect the delivery organisation and associated IP to be delivered.

The information memorandum and application process is provided in Appendix 17.

3.3 Network engagement

The business plan outlined a clear process for identifying and engaging the delivery network. The strategy implemented leveraged from existing program networks and stakeholder relationships. The process also considered methods of engaging networks, groups and service providers not previously engaged with Making More from Sheep in SA. Development of a dedicated web page for MMfS on the Rural Directions Pty Ltd website at www.ruraldirections.com/mmfs which provided an overview of MMfS SA where producers and service providers could register interest in being kept informed of project updates and opportunities. This added value to the existing information available at www.makingmorefromsheep.com.au.

- Participation at the SA Sheep Industry Forum, 13th March 2014, including delivery of a short MMfS presentation.
- Promotion and delivery of a webinar to service providers and sheep producers: 'Making More from Sheep – how to get involved', 17th March 2014. Promotion included advertisement in the Stock Journal.
- Survey, live from 17th March 2014 to capture issues, opportunities and ideas for MMfS delivery
- Development of and communication of an 'Information Package' and 'Application Form' which was updated throughout project period to reflect currency
- Targeted communication to the delivery network
- Adoption of an opportunity focused project culture to ensure leads were fostered and developed for the benefit of South Australian producers

MMfS SA complied with the 'Principles for engaging with private delivery organisations' set by MLA to guide the deployment of resources for program delivery. The private sector had a strong presence in South Australia. During this phase of the project, with networks already established for Making More from Sheep were built upon. There was also an increasing level of interest through producer groups (often groups who have had a focus on cropping traditionally) which was less common in the previous project phase. This has been a good outcome for MMfS SA as it widened the producer network.

Overall however, there seems to have been less engagement with the program than the previous three years by deliverers as a whole. It's understood that the guidelines surrounding funding co-contributions via producers or other parties created some barriers for some deliverers. However, there was good engagement with a core group who made the most of the opportunities and delivered good outcomes to their clients / groups / producers within their area.

Communication was maintained with the delivery network (both the active and previously active network) throughout the project to ensure they continued to be aware of opportunities to develop events, and ensure they understood the flexibility and support available to them. Targeted, personalised emails, and follow up calls to delivery organisations to assess interest and perceived need for MMfS events in their area was also used to plan events.

While Rural Directions Pty Ltd did deliver some events (12 events, across three years through 6 different consultants), 76% of events were delivered by other organisations from the public and private sector.

Other success factors which can be attributed to successful delivery partner engagement include:

- Building trust within the delivery network and working in a transparent, confidential manner to protect intellectual property and charging structures of deliverers.
- Providing effective support in a timely manner to all delivery organisations to assist in the implementation of the monitoring and evaluation process, including development of pre and post questions.
- Through the implementation of the application process, organisations were able to present their event concept, and outline a budget. This allowed for assessment of applications in a non-biased way. Having an appreciation of the commercial needs for businesses also assisted. Attracting other event partners and seeking contributions from producers assisted with ensuring that enough resources were available to make their involvement in delivering MMfS co-funded events a commercial proposition.

During this phase of the project (based on experience from the previous three years) we were comfortable with facilitating events in our own right (where MMfS was the key funding contributor). This had a number of advantages including efficient project management for the delivery organisation planning the event and also good flow of information from the MMfS modules and tools to producers which could be at risk of being overlooked with multiple partners.

It became apparent early in the project that reaching the target participation rates was going to be very achievable. Therefore, for the remainder of the project MMfS took a more strategic and targeted stand-alone approach, where MMfS funded events with participant contribution and collaborated where vital for event success.

Event applications received for MMfS co-funding were evaluated against each of the following criteria:

- Alignment to the MMfS Producer Manual and corresponding modules and tools
- The alignment of the activity with the primary goal of the MMfS program to improve the productivity, profitability, and resilience of lamb and wool producers
- The level of producer contributions that are being sought to support the event
- The percentage of the total budget that is being requested from MMfS
- Achieving an appropriate geographical spread of activities within South Australia in accordance to the distribution of the sheep flock within the state
- Achieving an appropriate level of diversity between topics and the available MMfS modules
- The nature and extent of the anticipated practice changes that are likely to flow from producers participating in the event
- The overall quality of the written application
- The level of collaboration with other industry programs or between consulting organisations that is reflected within the application
- Incorporation of MMfS branding and promotion of the event
- Recognition of the M&E process and practice change focus
- Target number of businesses

By adopting this approach, we operated transparently and equitably.

Following assessment, applicants received a letter of offer if successful, outlining the level of funding approved. This acted as their funding agreement. Non successful applicants also received a letter explaining the outcome of their application with feedback.

Please see Appendix 17 for Information Memorandum from November 2014, May 2015 and June 2016, plus application form and promotions template used and communicated throughout the program in event planning and development.

3.4 Event promotion

All activities supported by MMfS carried the appropriate program branding on promotional material and workshop materials where applicable.

In majority of instances, the MMfS flyer templates, as developed by MLA were utilised for event promotion. The State Coordinator would format these flyers using content submitted by the delivery organisation. This enabled quality assurance and consistency in branding and promotion. At other times, event promotional material was sent to the State Coordinator for approval prior to distribution to ensure the MMfS logo was appropriately placed on the promotional material. These situations arose typically when MMfS was co-funding an event with one or more other collaborators.

The MLA targeted email communication was utilised for events where the delivery organisation determined additional assistance to promote the event would be required. This system was not used for every event.

If appropriate, in addition to listing on the Making More from Sheep events page at www.makingmorefromsheep.com.au, MMfS supported events were communicated via the State Coordinator through the following mediums:

- Our extensive contact database (Appendix 13) of previous South Australian MMfS participants and sheep producers that have indicated that they are willing to be contacted about future events. We have over 600 individual contacts in this database which was updated following each event for the 2014-2016 period. Details of upcoming events were sent to past participants via email from the MMfS SC email address/signature (mmfs-sa@ruraldirections.com). This allowed us to leverage from the past investment in these participants, and continue the learning pathway where some producers participated in more than one event.
- A growing contact database of consultants, service providers and other networks/stakeholders that operate in South Australia.
- The MLA website
- The AWI website
- MLA email campaigns for feature events (although has only been required for a limited number of events)
- Friday Feedback as deemed appropriate by the team developing this e-newsletter
- MLA Feedback Magazine – when we had a suitable lead time from event approval to publishing. It was often more appropriate to run 'post' event updates via MLA Feedback.

Where possible, article suggestions were also provided to the National Coordinator for publication in the MMfS e-newsletter. Post event photos and summaries were also provided for this newsletter.

The A5 MMfS flyer provided by MLA and AWI has been an effective tool in developing awareness of Making More from Sheep and the resources available through the website. Bundles of flyers were posted to all event coordinators to distribute at event.

In some cases, and where technology to do so was available, deliverers showed the MMfS videos which were made available to the project in 2014.

Examples of event promotional material is provided in Appendix 15 and Appendix 16

In addition to event specific communications, an outline of communication activities which have been undertaken to date to promote MMfS in South Australia is included in Appendix 14. MMfS SA did not have a specific communications role, apart from assisting in promoting MMfS branded activities.

3.5 User pay

Part way into the first year of this project (during 2014) a user pay policy was developed and implemented by MLA and AWI for future MMfS events. This policy was implemented and changes communicated to the delivery network.

It was found that it tended to be the funding model that was the barrier as opposed to the mode of delivery. As mentioned earlier, it was evident during this phase of the project, a low number of delivery organisations applied for MMfS support for events. Anecdotally, across the program in SA, the user pay requirements for some providers was a barrier to developing activities and/or engaging their clients.

It was evident that striving for an 80:20 user pay contribution as per the policy for Category C was challenging (particularly when events are producer funded only, with no co-funding collaborators involved). As a result, after meeting all participation KPIs and with approval from the National Coordinator a percentage of funding which was allocated for Category C events was transferred to the delivery of Category A and B events. This decision was based on delivering opportunities of value to sheep producers. It's important that producer's needs continued to be met with high value extension activities.

Based on experience, it was anticipated that Category C outcomes would be achieved (intent and actual practice change), but they would be predominantly delivered through Category A or B events.

Two Category C events were delivered, and late in 2016, MMfS supported 2 Category C type ongoing programs where MMfS supported the workshop, and the producers funded the ongoing coaching groups. This was treated as Category B events, due to the workshop involvement from MMfS; however it was encouraging to see a Category C delivery model emerging which will be delivered into 2017.

3.6 Monitoring and evaluation

The monitoring and evaluation process was prescribed at project commencement, including the key performance indicators (KPIs) to be delivered against. MMfS activities were developed with the M&E guidelines in mind. Activities were designed to influence sheep and wool producers to adopt management practices within their business to improve productivity, profitability and resilience.

Category A style events were typically larger, forum style activities that usually included delivery of a number of topics, by different speakers. Reality for the later part of the program, Category A events were adopted for workshop style events with smaller group sizes as the funding model for Category A events allowed for increased investment from Making More from Sheep compared to Category B and C events. Evaluation for Category A events was based on a straightforward feedback sheet.

Category B style events (where MMfS would not invest more than 50% of the cost of the event) involved a knowledge and skills audit of participants prior to the commencement of the MMfS event, followed by a similar audit at the end. This enabled assessment of the shift in knowledge, skills and confidence achieved. Generally these events would take the form of a workshop, and typically would be 0.5-1 day in length.

Category C style events (where MMfS would not invest more than 20% of the cost of the event) were specifically designed to facilitate practice change. Category C evaluation was measured by producers reporting an actual practice change that occurred as a result of an MMfS activity, resulting from either Category B or C events. The pre and post skills and knowledge audits were implemented at Category C events as well.

To support the implementation and application of the MMfS monitoring and evaluation framework, State Coordinator support was offered to each of the delivery organisations.

For Category B and C events, skills and knowledge audits and confidence questions were required for inclusion in the 'Pre and Post' / 'Ex-Ante and Ex Post' evaluation process. The State Coordinator worked closely with the delivery organisations to develop and prepare the associated skills and knowledge pre and post questions plus a confidence question (pre and post). Questions needed to have close linkage to the learning outcomes and content delivered during the session to allow effective evaluation to take place. Once the questions were finalised, a final review was conducted by the State Coordinator to ensure consistency against the requirements and to ensure that the questions were pitched at the right technical level.

The pre and post question development process was one of the most time consuming components associated with preparing the evaluation forms for each event and delivery organisation. Despite a set of pre and post questions being developed for each module and stored on the MMfS intranet plus a bank of previous questions being available from the previous three year project, a high percentage of these questions were not suitable due to the unique nature of individual events and the content to be delivered. Therefore in almost all cases, new questions were developed for each event.

At all times, evaluation forms were finalised and converted into PDFs by the State Coordinator. This ensured the integrity of the evaluation process was maintained. The delivery organisations however had the ability to provide additional evaluation questions to meet their requirements where applicable. This was a successful method, as at no stage did MMfS SA experience return of forms that had been altered, impacting data collection.

Attached with the evaluation forms would be 'Guidelines for effective M&E' which provided instructions and tips as to how to effectively engage the group in the M&E process. This was a fact sheet developed in the previous phase of the program.

Generally the delivery organisation would promote their event, and take registrations. In a small number of cases, the State Coordinator undertook the registration process to assist in delivery of the event.

Invoices were paid upon event completion and when all evaluation forms and the debrief form was submitted to the State Coordinator by the delivery organisation.

See Appendix 18 for M&E forms including Category A, B and C evaluation forms, debrief form, and factsheets for delivers including 'effective incorporations of evaluation into MMfS events' and 'Writing Category B&C questions' that were utilised throughout the project.

3.7 State Coordinator point of contact

Natasha Searle led the project in South Australia and developed and implemented the business plan, directing resources and engaging a team of public and private service providers.

For the purposes of transparent project communications, Natasha utilised an MMfS specific email address to communicate with the delivery network. This email address (mmfs-sa@ruraldirections.com) had an MMfS specific signature, including the MMfS logo, contact details and link to the MMfS website.

Natasha was based in Clare, South Australia for 2014 and 2015. The project was extended for 2016, during which time Natasha delivered this project from Dubbo, NSW. This did not impact the delivery or outcomes achieved by the project in South Australia as the project was well established, being in its 6th year that Rural Directions had been managing it.

3.8 State Coordination meetings

The State Coordinator actively participated in the face to face state coordination meetings, and phone meetings as organised by the National Coordinator and MLA. The State Coordinator actively participated in all discussions and delivered progress reports as required and shared experiences with the other State Coordinators.

To date, the following State Coordination meetings have been attended:

Meeting	Type	Location	Date	Who
MMfS State Coordination Meeting	Face to face	Sydney	11-12 Feb 2014	Natasha Morley
MMfS State Coordination Teleconference	Teleconference	Phone	6/5/14	Simon Vogt (MBfP SC) on behalf of Natasha Morley
MMfS State Coordination Teleconference	Teleconference	Phone	1/7/14	Natasha Morley
MMfS State Coordination Meeting	Face to face	Sydney	28/10/14	Natasha Morley
MMfS State Coordination Meeting – CANCELLED	Face to face	Sydney	26/5/15	N/A
MMfS State Coordination Teleconference	Teleconference	Phone	26/5/15	Natasha Morley
Meeting with National Coordinator	Face to face	Freeling	9/4/15	Natasha Morley
MMfS State Coordination Meeting	Face to face	Sydney	17/11/15	Natasha Morley
MMfS State Coordination Webinar	Webinar	Online	21/9/16	Natasha Searle (nee Morley)

4 Results

4.1 Network engagement

Making More from Sheep was successful in engaging 21 different event coordinators for events in South Australia. These 21 event coordinators came from one of 17 delivery organisations.

Delivery organisations included:

- Rural Directions Pty Ltd
- Best Wool Best Lamb
- Landmark
- Elke Hocking Consulting
- ProAdvice
- Yorke Peninsula Alkaline Soils Group
- Landmark
- AgriPartner Consulting
- YP Alkaline Soils Group

- Upper North Farming Systems Group Inc
- Mid North Young Guns
- Partners in Grain
- Pro Ag Consulting
- Rural Solutions SA
- AC Ag Consulting
- Evergreen Farming
- Natural Resources SE

Making More from Sheep initiated a number of mutually beneficial events in collaboration with More Beef from Pastures, however in most cases collaborative arrangements were established through the lead deliverer organisation in development of the event.

Sheep Connect SA was involved in a number of collaborative events in SA. Sheep Connect SA is AWIs network in SA.

Other collaborators which provided cash or in-kind to at least one event included:

- Sheep Connect SA
- SAMDB NRM
- MBfP
- MLA
- Landmark
- Partners in Grain SA
- SASAG Sheep Industry Fund
- Elke Hocking Consulting
- Natural Resources Adelaide & Mt Lofty
- Natural Resources SE
- Rural Business Support
- Livestock SA
- Mackillop FMG
- Elders
- Coorong Tatiara LAP
- Mil-Lel
- Millicent & Lochaber Ag Bureau
- Upper North Farming Systems Inc

Events were delivered in a range of regions across South Australia including the following 32 unique locations:

- Appila
- Avon
- Booborowie
- Booleroo Centre
- Bordertown
- Brentwood
- Clare
- Coonalpyn

- Cradock
- Curramulka
- Flaxman's Valley
- Kapunda
- Keith
- Langhorne Creek
- Loxton
- Lucindale
- Mallala
- Mannum
- Meadows
- Minlaton
- Mintaro
- Mt Compass
- Mundulla
- Naracoorte
- Orroroo
- Penola
- Rhynie
- Riverton
- Robertstown
- Tintinara
- Tumby Bay
- Woodchester

All regions were covered by the project during the period 2014 – 2016 except the pastoral zone, however Pastoral Profit (an initiative of MLA and AWI) services this region with extension activities. While not organised by MMfS SA, an MMfS event was delivered at Kangaroo Island, however this involved Western Australian participants. This is counted in South Australia's results given location of event. MMfS was unsuccessful in getting events off the ground on Kangaroo Island during this phase, where at least one event was cancelled due to lack of engagement.

See **Error! Reference source not found.** and Appendix 11 for Planned Events and M&E cumulative data (2014-2016) respectively.

4.2 Performance against Key Performance Indicators (KPIs)

This section outlines the results achieved by Making More from Sheep South Australia. The data draws on extracts from MMfS SA M&E data (2014-2016) monitored and maintained by the SA State Coordinator and the MMfS Evaluation Report January 2014 through to November 2016, prepared by Dr Cathy Wagg, Jarrapool Management and Consulting Pty Ltd, November 2016.

4.2.1 Summary of MMfS performance for South Australia

Table 2 Summary of MMfS evaluation data for South Australia

	Results
1. Number of MMfS events	51 (24 Cat A, 25 Cat B and 2 Cat C)
2. Number of MMfS participants	977
3. Achievement of Category A KPI	288%
4. Achievement of Category B KPI	393%
5. Achievement of Category C KPI	462%
6. Average attendance at Category A events	20 (Max 80, Min 5)
7. Average attendance at Category B events	18 (Max 43, Min 6)
8. Average attendance at Category C events	13 (Max 14, Min 11)
9. Average satisfaction score	8.69 (National average – 8.5)
10. Average value score	8.50 (National average – 8.2)
11. Category B&C average pre workshop score correct	54% (National average – 43%)
12. Category B&C average post workshop score correct	77% (National average – 69%)
13. Average confidence score pre workshop	5.8 (National average – 5.6)
14. Average confidence score post workshop	7.4 (National average – 7.3)
15. Intent to change	515 (53% of MMfS SA participants)
16. Number of participants indicating what the change would be	489 (50% of MMfS SA participants)
17. Number of unique delivery organisations engaged to run events	17 organisations and 21 unique main contacts that coordinated events from these organisations.
18. Number of deliverers/speakers engaged to deliver at events	91
19. Number of unique deliverers/speakers engaged to deliver at events	46 (Max number of times one deliverer engaged in MMfS over the project period was 8)
20. Number of event partners engaged to deliver collaborative events, including joint funders	At least 18 unique organisations collaborated with. Sheep Connect SA collaborated with MMfS for 15 events, and MBfP for 10 events
21. Percentage of events delivered which had a user pay component	53%
22. Percentage of events delivered at no cost to producers (however had collaborative funding to support delivery)	43%

4.2.2 Overview of individual KPIs and performance measured

South Australia delivered a total of 51 events during the project, of which 24 were Category A events, 25 were Category B events and 2 events were Category C activities Figure 1.

Figure 2 demonstrates the break down of number of participants by Category. In South Australia, MMfS engaged 480 participants in Category A events, 472 participants in Category B events and 25 participants in Category C events. When assessed, based on progress against Key Performance Indicators and the SOP for measuring this, the program exceeded all targets Figure 3 and Table 3.

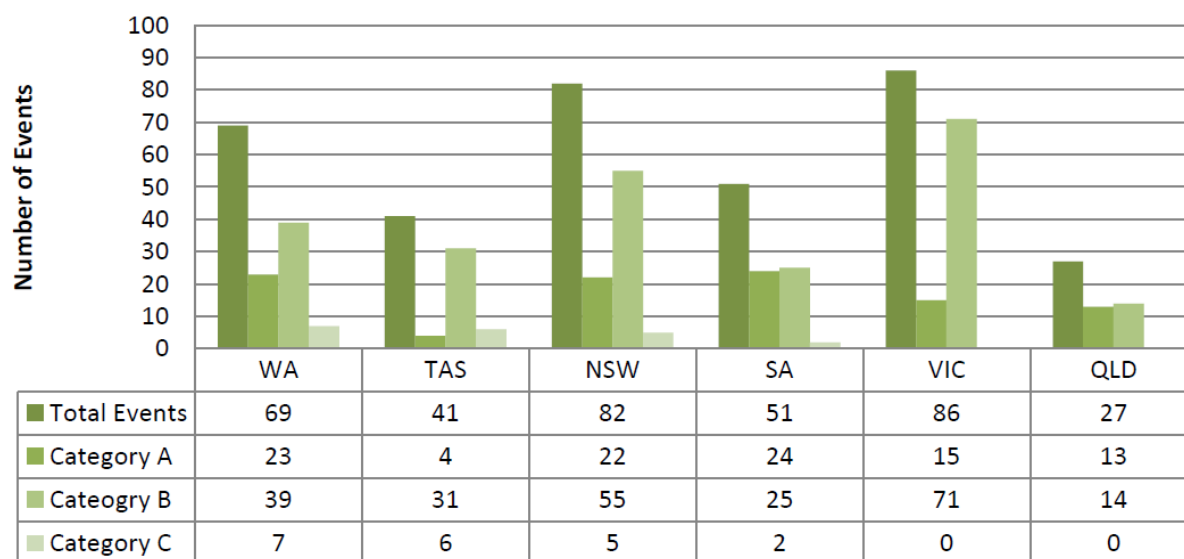


Figure 1 Number of events by state, by category as at November 2016

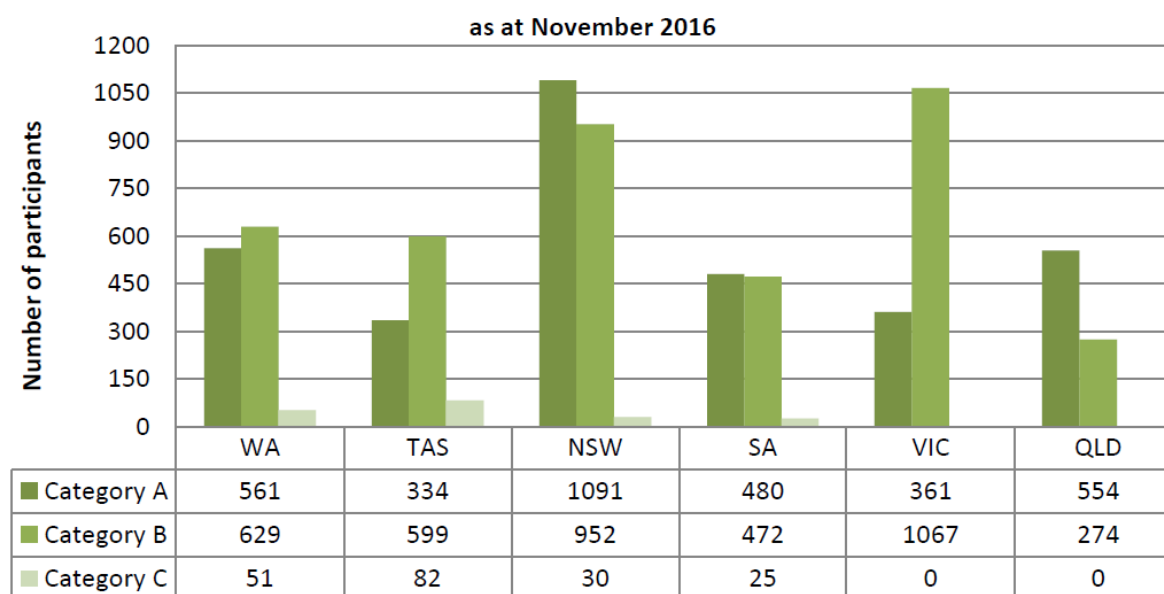


Figure 2 Total attendees per event category by state, as at November 2016

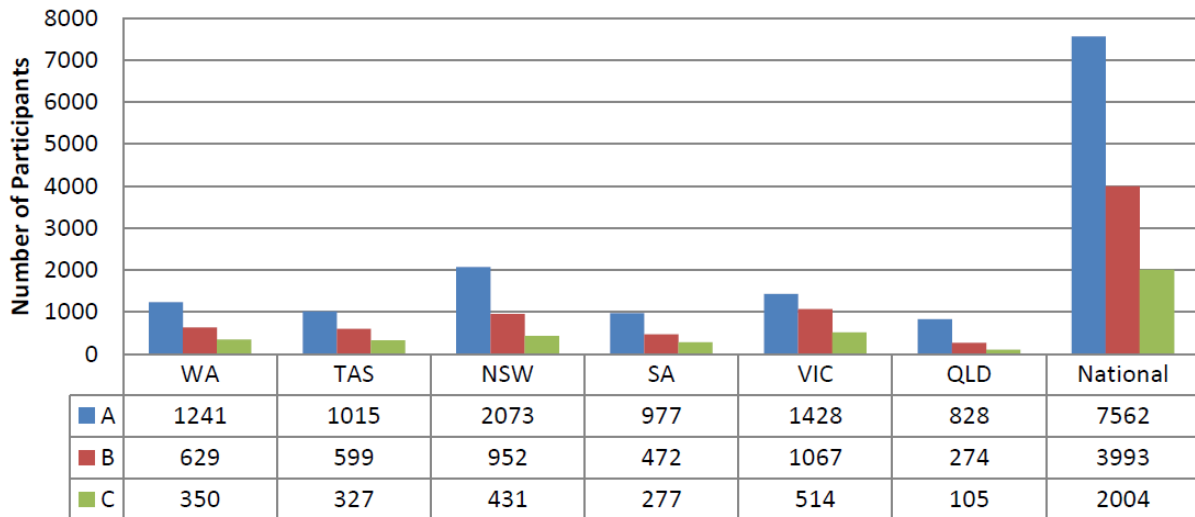


Figure 3 Number of attendees by category based on SOP calculations against KPIs by state, as at November 2016

Table 3 Percentage of two year target achieved for ‘Number of Participants’ in Category A, B and C events for MMfS SA

Category	As at November 2016		
	2 year target	Total to date	% Achieved
A	339	977	288%
B	120	472	393%
C	60	277	462%

Evaluation return rate targets were achieved for Category A and C events; however return rate for Category B was 68%, while the target was 80% (

Table 4). Actual return rate is demonstrated in Figure 4.

Table 4 Percentage of two year target achieved for ‘Evaluation return rate’ in Category A, B and C events for MMfS SA as per SOP

Category	Target	As at November 2016
		Actual
A	65%	71%
B	80%	68%
C	80%	100%

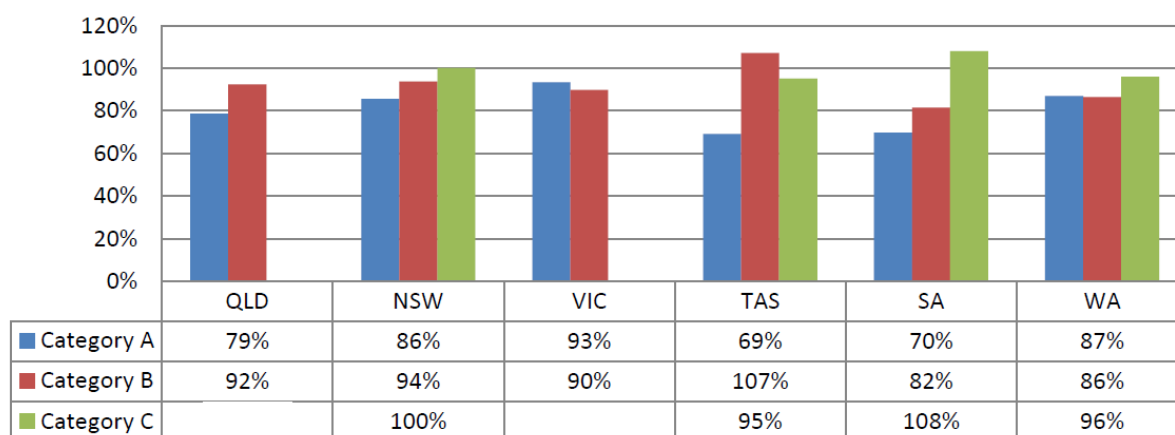


Figure 4 Actual evaluation return rate (return of physical form and completion of some part of the evaluation form) by state and event category as at November 2016

Flock characteristics for South Australian participants are shown in Table 5 and Figure 5, while property size data collected is demonstrated by Figure 6.

Table 5 Flock characteristics of SA participant’s enterprises

	Average	Median
Sheep Flock Size	2,953	2,000
Ewe Flock Size	1,682	1,200
Lambs Sold	1,293	775
Bales Sold	78	55

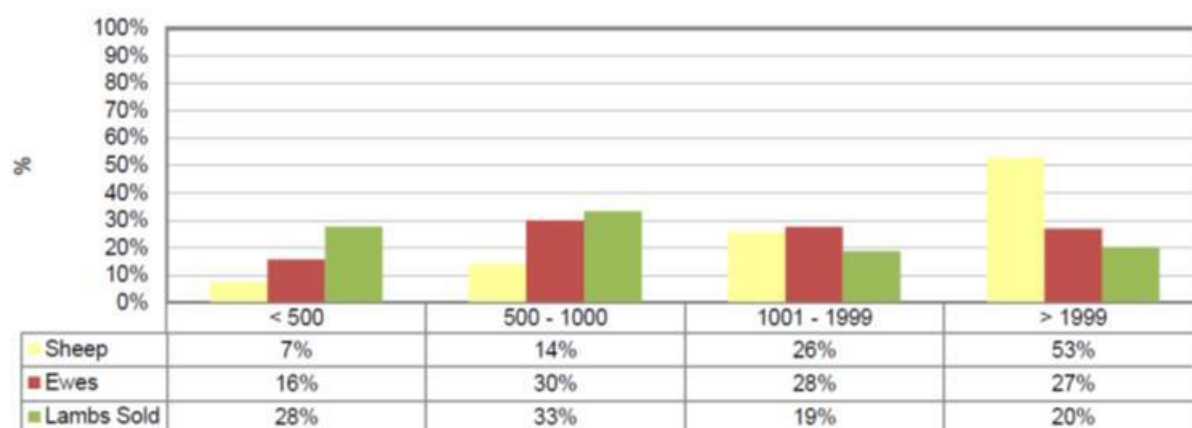


Figure 5 Percentage of sheep, ewes, and lambs sold split by number of head as at November 2016

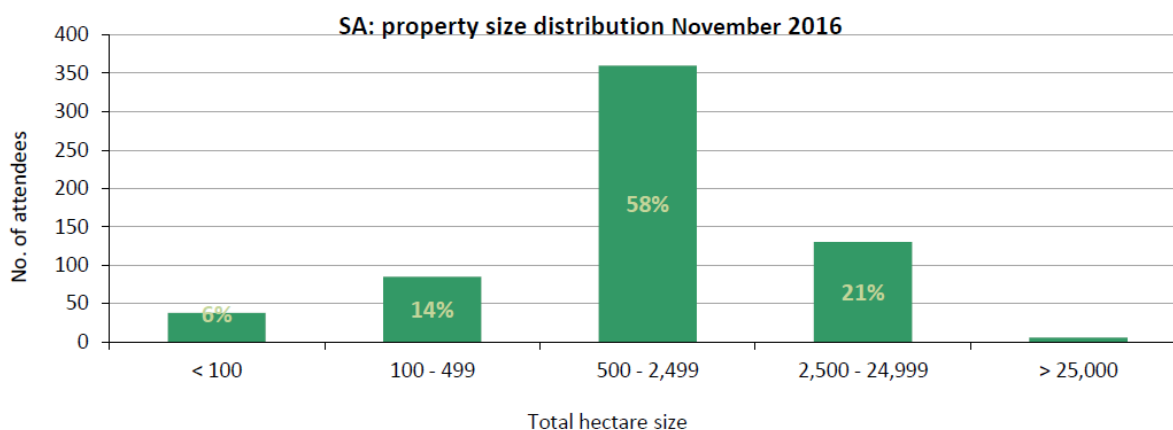


Figure 6 Frequency of property size, where median property size was 1200ha. 63% of participants provided property data.

Participants were asked to provide a score out of 10 to indicate overall satisfaction with the event. Figure 7 demonstrates the satisfaction scores nationally. For South Australia the average score for Category A events was 8.7 and the average satisfaction score for Category B and C events was 8.69, both exceeding the national average.

Likewise, participants provided a score out of 10 to indicate overall value of the event. This is demonstrated in Figure 8. On average, South Australian events achieved a score of 8.5/10 for Category A, B and C events, also exceeding the national average scores.

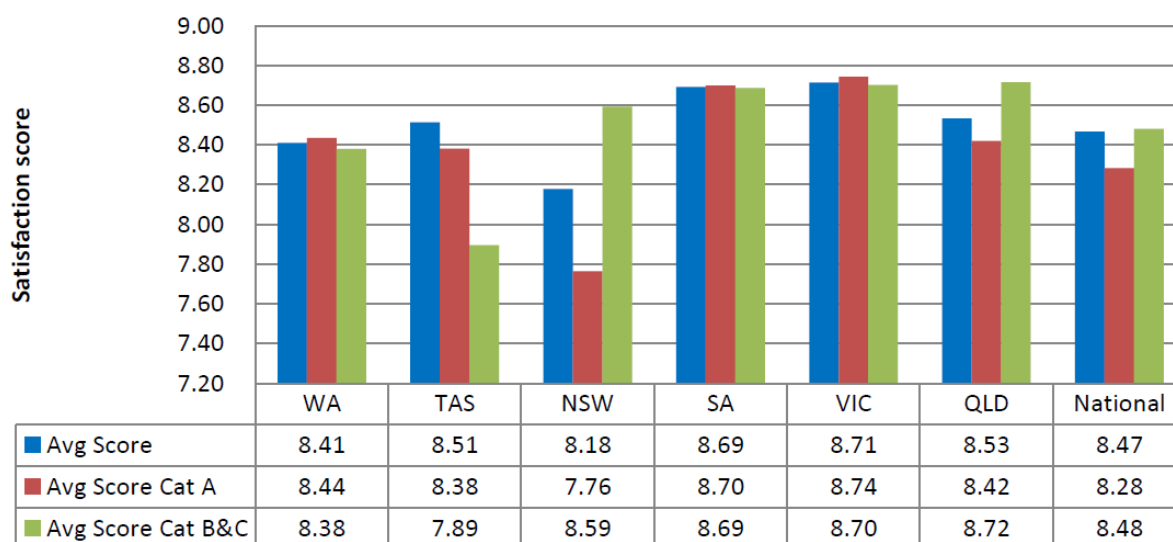


Figure 7 Average event satisfaction score by event Category by state, as at November 2016

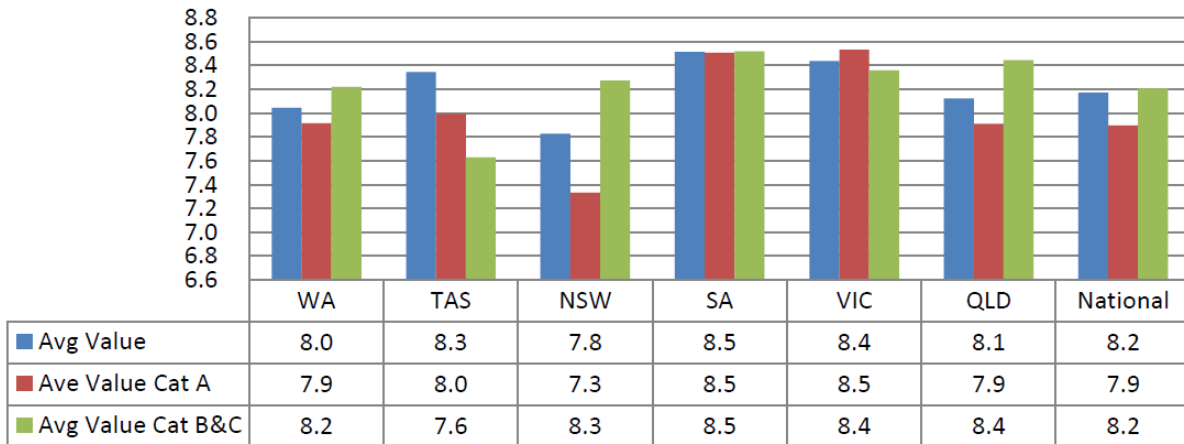


Figure 8 Average event value score by event Category by state, as at November 2016

Figure 9 demonstrates the average pre and post knowledge and skills scores gathered during Category B and C events. South Australia’s results exceeded the national average whereby pre score average correct score was 54% and post event was 77%, demonstrating the value these events contributed to knowledge and skill development of producers. Confidence also had a positive shift, where prior to and following each Category B and C event, participants assessed their confidence in implementing a particular practice being covered in the event. In Figure 10, the national dataset demonstrates the positive change in confidence.

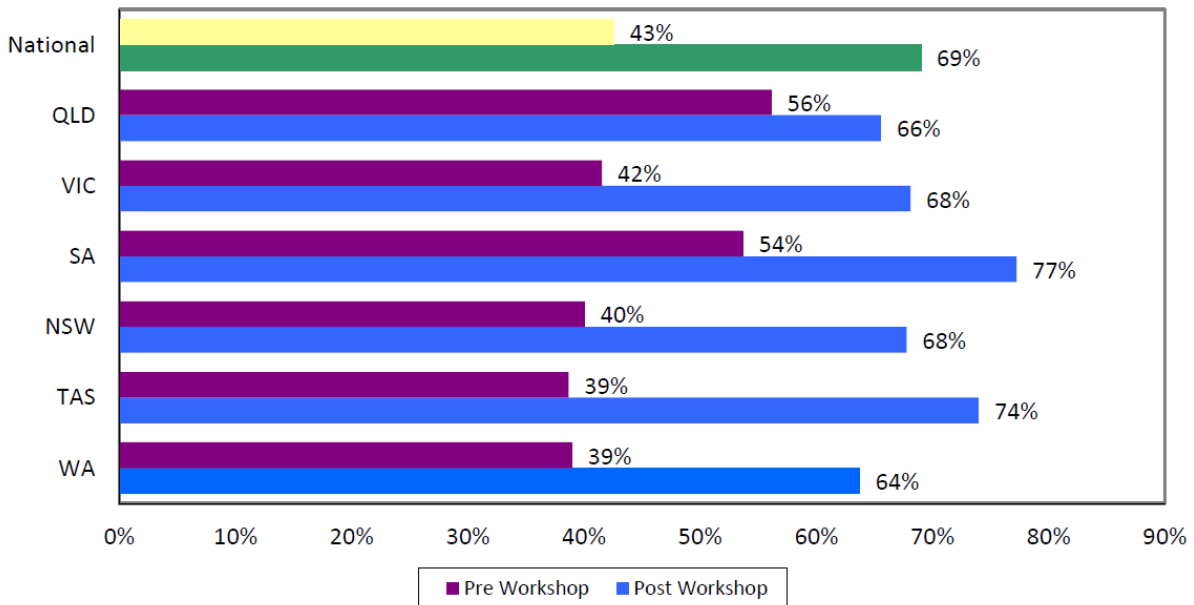


Figure 9 Pre and post knowledge and skills percentage score average by state, as at November 2016

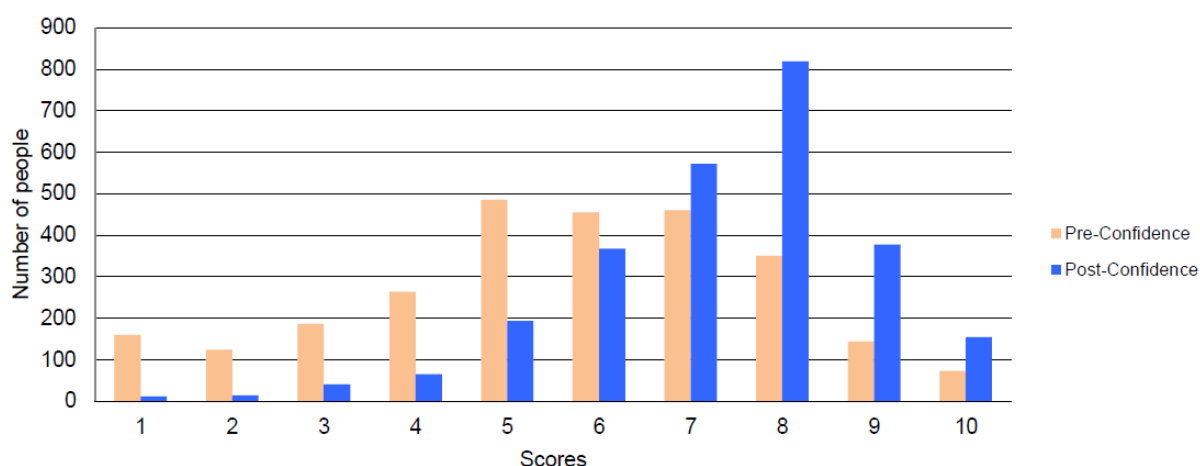


Figure 10 Frequency of pre and post confidence scores nationally as at November 2016

4.3 Financial reconciliation

4.3.1 State Coordination and MMfS operating expenses - CONFIDENTIAL

4.3.2 Overall investment (user pay, collaborative partnerships)

On average, MMfS contributed approximately 22% of the total funds required to deliver events when compared to the producer investment, and co-funding contribution of cash and in-kind. This does not include the cost of State Coordination.

If the cost of State Coordination is included, MLA and AWI invested approximately 33% towards the program and outcomes.

Based on data collected in event applications, and calculated against actual participation, producer contribution provided \$59,581 to the project, and other partners (delivery co-funders/collaborators) contributed over \$150,000 via in-kind or cash contribution to specific events.

While user pay was adopted in most cases, it remains to be seen whether the industry can actually achieve true user pay for events, where subsidisation by collaborative partners doesn't influence. Essentially, the funding guidelines allowed for maximum investment by MMfS at various levels depending on event category; however these guidelines suggested that the gap could be covered by co-funders, and/or producers. Therefore, in many cases, collaborative arrangements existed, to reduce the out of pocket costs for the producers.

This will be an ongoing challenge for the industry. It's also challenging to truly understand whether user pay is a barrier with producers, or more so a barrier with the delivery organisations and their perception of producer willingness to invest in such activities.

Error! Reference source not found. refers to the actual funding committed by Making More from Sheep to events, by category, plus the Making More from Sheep contribution as a percentage of total funding contribution. Total funding contribution (when total investment is known) considers cash contribution from delivery partners, cash contribution from producers through participant fees plus the value of any in-kind contributed to the event. Various

costing structures, including charge out rates of deliverers, producer contribution, engagement of additional funding partners, costs of delivery (venue, catering, and travel/mileage) and participant numbers anticipated all drive variation in these percentages.

It should be noted that in the cases of higher MMfS contribution, these events have had less input from co-funders, or no input from co-funders or in-kind contributions compared to other events.

5 Discussion

5.1 Overview of success of project

Through this project, it has been demonstrated that it is possible for a broad delivery network to be engaged, built upon and maintained which includes private and public organisations. The role of a state coordinator facilitates this, by providing resources, governance and consistency in management which has resulted in a fair, practical and relevant program of events provided to sheep and wool producers.

Adopting systems to ensure consistency in delivery of outputs and extension of brand has assisted in communicating the MMfS program and how it would function in South Australia.

A key feature of the program was flexibility. The flexibility to design events that met needs and suited season and production cycles allowed for effective planning and development of events. The MMfS model including the full range of topics and tools from business, people, pastures, reproduction, genetics, health and natural resources facilitated such flexibility.

Overall the M&E framework was well adopted by the delivery network. Using the same model for the last six years (this project, and the previous) meant the process was well understood and became part of the event, with little resistance from the deliverers.

At the higher level when considering events which focus on practice change and adoption, there continues to be challenges in program design and delivery. Knowledge sharing and development through workshop type delivery platforms from deliverers with technical expertise continued to play a predominant role in MMfS delivery (Cat A and B type events). Our perception is there is a segment of South Australian sheep and wool producers who are ready to operate at the next level and focus on more intensive opportunities through ongoing learning, implementation and review. The level of self investment via user pay model is unclear though within this segment, as we also understand the costs increase to deliver this type of activity. It was difficult to engage deliverers to implement Category C events – from both the type of delivery required (assuming to a degree a skills gap in the delivery network generally), plus the user pay contribution needed to get such events off the ground. The other assumption or question that is raised here is about whether there is truly a need for this to be funded by industry at this level. Are producers already self funding this support through direct consultancy arrangements?

For user pay to become accepted practice, ongoing work by the industry is required to see this culture shift. This need rests also with deliverers to identify and communicate value proposition for the products and services they provide – to truly allocate a value to the

provision of knowledge and skill transfer. There is a risk of deliverers under selling what they deliver.

It is expected that some resistance to a user pays delivery model will continue to exist, particularly where the user paid co-contribution is large. It does however enable the development of more commercial delivery models which are beneficial for all involved (investors, producers and deliverers). MMfS (with MBfP) supported two Pasture Principles groups, by co-funding the workshops in late 2016. Producers committed a significant investment in the program whereby they would be participating in a workshop plus ongoing group based coaching sessions over a 12 month period. Producers highly valued the workshop sessions, and the supported learning component to come is highly anticipated. Building early advocacy for events requiring a greater producer investment will be an important enabler for more of these events in the future.

5.2 Performance against KPIs

MMfS activities were designed to influence and enable producers to adopt best practice management practices into their enterprises. Learning events that provided producers with the knowledge, skills and confidence to implement practices were categorised as Category A, Category B or Category C events. The depth of evaluation increased across the continuum from Category A (awareness) to Category C (intent to and/or actual practice change/adoption).

Since January 2014, a total of 51 MMfS events have been delivered to 997 participants in South Australia. 49 events were developed and delivered specifically through the MMfS SA project. 2 events were delivered which were coordinated outside of South Australia; however the events took place in South Australia. Based on this, the evaluation data is recorded in the national data set as South Australian events, although, MMfS SA did not invest specifically in these 2 events.

In all, 24 Category A events were held with 480 in attendance, 25 Category B events with a total of 472 participants and 2 Category C events with 25 participants.

MMfS monitoring and evaluation makes a distinction between event category (A, B or C) and participant's designation (A, B or C). This recognises that awareness (Category A), knowledge and skills (Category B) and adoption (Category C) may be achieved by the same participant at a single event. Full details on how participant number by category were calculated can be found within the MMfS National Evaluation Report (January 2014 through to November 2016) prepared by Dr Cathy Wagg, Jarrapool Project Management and Consulting Pty Ltd, November 2016.

In South Australia, MMfS has exceeded the participation KPI targets. The Category A participation target (339) is at 288%, Category B (120) at 293% and Category C (60) at 464%.

During this phase of the project, KPIs were not set for delivery of specific modules, however Module 1 – Plan for Success, Module 8 – Turn Pasture into Product, Module 10 – Wean more lambs and Module 11 – Healthy and contented sheep were the most frequently delivered modules. All modules were covered during this phase. The Healthy Soils module was the least common module utilised during events in South Australia.

The median property size across all participants in South Australia was 1200ha hectares and the average sheep flock was 2953 (where median number of sheep was 2000, and median ewe flock was 1200). The target flock size is '15% of participants to have greater than 2000 head'. 73% of participants provided flock information. 53% of South Australian participants across Category A, B and C events have greater than 2000 head. This indicates that MMfS SA has been successful in engaging with larger scale South Australian sheep enterprises.

South Australian MMfS events have met the expectations of participants with the state average satisfaction score being 8.69 out of 10 (8.47 out of 10 was the National average) for all event Category types. Producers also rates the events as having been of value to their business, with a national averages score of 8.5 out of 10 (8.2 out of 10 was the National average).

Evaluation for Category B and C events involved pre and post activity knowledge and skills audits to assess how well producers understood and could consequently implement what they learnt. The South Australian average pre workshop score was 54% correct answers with a post workshop score of 77%, indicating a positive change in knowledge and skills develop as a result of the events.

Participants at B and C Category events were also asked to self-assess with a score out of 10 how confident they felt in their ability to implement the particular topic of the event delivered. Pre and post confidence scores were collected from Category B and C participants. The average confidence score prior to taking part in the event was 5.8 out of 10 and the average score for confidence after completed the event was 7.4 out of 10 in South Australia, which was slightly higher in than the National average.

Intent to change and providing a description of such changes was how practice change intent and adoption was measured. A total of 515 (53%) participants in South Australia indicated intent to change their management practices as a result of attending an MMfS event. A total of 126 participants indicated they had already made changes and of this number, 120 provided details of such change. The actual change documented relies on repeat participation from producers to capture such information.

Examples of changes made include:

- Using ASBVs/ram selection
- Pregnancy scanning/scanning for multiples
- Condition scoring ewes
- Monitoring feed to ensure ewes are at CS3/pasture management
- Electronic tagging
- Improving nutrition for lamb survival
- Weighing lambs
- Change time of joining
- Mob size
- Grazing pressure/rotational grazing/grazing techniques
- Improving labour efficiency and productivity to reduce cost of production
- Setting up weaning paddocks
- Succession planning
- Trading/marketing options

This level of achievement could be attributed to:

- Effective leverage of networks, systems and momentum generated in previous phases of Making More from Sheep in South Australia
- An informed, and planned approach to program design and delivery of events across the state
- Enabling a network of delivery organisations to engage in the program and to deliver high quality events based on producer needs
- Targeted promotion of MMfS events
- Collaboration with delivery partners
- Flexibility in event design to ensure relevant, timely, practical and high value outcomes were delivered to producers from Category A to C.

A number of participants could highlight future information/training needs. These are provided in Appendix 12. This information was reviewed regularly by the State Coordinator to assess opportunities for future event development, however it was a challenge to be able to do something proactive with it as the needs were quite variable, and when clustered by themes, the participants would often be spread out significantly from a geographical sense. The HR webinar series was an outcome from reviewing these training needs given how regularly people/labour/succession/time management for example would be noted by participants.

For a sample of event photographs captured at MMFS events throughout 2014 – 2016 please see Appendix 19.

6 Conclusions/recommendations

Making More from Sheep (MMfS) was delivered in South Australia from January 2014 – December 2016. Originally contracted for a two year period, MLA and AWI extended this project twice, with associated contract variations (of 6 months each), which resulted in the project being a 3 year term.

South Australian State Coordination was delivered by Natasha Searle (nee Morley), Rural Directions Pty Ltd. Natasha lead this project for the contracted period, and undertook the State Coordination role in the previous project phase, 2010-2013, providing consistency and efficiency in delivery.

Making More from Sheep successfully engaged 977 participants across 51 events in South Australia between 2014 – 2016, exceeding all participation Key Performance Indicators across all event Categories.

The South Australian project demonstrated change in knowledge and confidence, and documented evidence of planned and actual practice change.

Key success factors include:

- A structured and planned approach to delivery including development of a state business plan and an annual operating plan of activities in line with the associated state key performance indicators.

- Successful engagement with the private and public/semi-public delivery organisations within SA to best meet the requirements and KPI's of the program.
- New partner and collaborative arrangements were established in addition to leveraging from existing networks and relationships.
- Engaging, coordinating and integrating activities with the existing state based networks.
- Strong understanding, uptake and application of the MMfS monitoring and evaluation framework.
- Effective promotion of upcoming MMfS events locally and with MLA and AWI
- Selection of event topics which were relevant and of value to sheep and wool producers.
- The flexibility of the program to deliver events to meet producer needs, to allow them to gain skills and knowledge to handle current seasonal and business challenges.
- Competent State Coordinator who can take on the role of project manager and project leader to engage project partners, build and maintain relationships, provide support and recommendation/feedback while providing efficient and effective governance (consistent management, with practical approach) while remaining focussed on delivery of high value outcomes for sheep and wool producers.
- Acknowledging and working with resources available within South Australia. That is, while this is a national project, each state has different opportunities and challenges to manage from availability of service providers to additional resources for co-funding support. Each state is unique which can provide both an advantage and a disadvantage for project outcomes.

These success factors can be seen as recommendations for successful implementation of future programs.

As a result of this delivery, value has been added to the sheep and wool industry in South Australia through increased skills, knowledge and confidence and on-farm practice change. This demonstrates an effective return on investment for MLA and AWI and other investors including producers and collaborative partners.

7 Appendix

7.1 Appendix 1 - CONFIDENTIAL

Appendix 1 Full financial summary of all MMfS event operating expenses for the period 2014 – 2016

7.2 Appendix 2 – CONFIDENTIAL

7.3 Appendix 3

State Business Plan

2014-2015

State: South Australia

Prepared by: Natasha Morley, Rural Directions Pty Ltd

Date: 15 March 2013

State Co-ordinator: Natasha Morley

Organisation: Rural Directions Pty Ltd

Contact Details:

Title	Miss	First name	Natasha	Surname	Morley
Mailing address	Rural Directions Pty Ltd PO Box 646 Clare SA 5453				
Phone number	-		Mobile	-	
Email address	mmfs-sa@ruraldirections.com				

Overview of the South Australian sheep industry:

There are approximately 10.9 million sheep in South Australia, with the majority of these being located in the South East region of the state, followed by the regions Northern and Yorke, SA Murray Darling Basin and Eyre Peninsula. According to the ABS, South Australia accounted for 19% of the lamb, and 17% of the mutton produced nationally (2012-13).

South Australia's sheep production zones can be split into two key zones, the pastoral rangelands zone encompassing the northern areas of the state. The southern regions of South Australia experience winter dominant rainfall patterns and accommodate the majority of the South Australian sheep flock.

The sheep production zones as defined by natural resource management zones of South Australia include:

1. Alinytjara Wilurara (pastoral)
2. SA Arid Lands (pastoral)
3. Eyre Peninsula
4. Northern and Yorke
5. Kangaroo Island
6. Adelaide and Mount Lofty Ranges
7. SA Murray Darling Basin
8. South East

According to the wool and sheepmeat survey undertaken by AWI and MLA in October 2013, the breeding intentions for South Australia showed that 3.1 million ewes produce pure merino lambs, and 3.4 million ewes produced other breeds of lambs.

This survey (AWI and MLA Wool and Sheepmeat Survey – Oct 2013) also demonstrated that for South Australia, most respondents indicated they would maintain current flock sizes, with a slight shift to flock growth. A similar survey trend was found in previous surveys conducted in 2013, and 2012. AWI wool production forecasting for 2014 suggests a decline in production for SA.

Survey respondents also indicated that the seasonal conditions for SA from June – October 2013 survey period was better than the previous year. Following a poor season over spring and summer 2012-13, the winter and spring period of 2013 was described as one of the best in many years for sheep producers.

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.

Making More from Sheep delivery in SA

In South Australia, Making More from Sheep is coordinated by Rural Directions Pty Ltd. Natasha Morley is the key contact for Making More from Sheep SA, and has been the State Coordinator for the last three years. Natasha is supported by a project team when required including Simon Vogt (who is also the More Beef from Pastures State Coordinator), Pene Keynes and business support team members for Monitoring and Evaluation (M&E) data entry.

State Coordination involves:

- Planning and engaging the private and public service providers.
- Business plan development (delivery of a plan for a 2 year project including budget, updating/refining engagement process/application process (as implemented in 2010-2013 project)) and implementing the promotions strategy to promote delivery opportunities.
- Project management/event coordination (including all communications, allocation of funding, processing applications/EOI for funding, implement M&E systems, developing pre and post knowledge and skill audits in partnership with event coordinator/deliver, developing evaluation forms, updates to the National Coordinator for event detail listing, post event wrap up, event summaries/article ideas and so on).
- M&E data entry (entry of evaluation form data into spread sheet provided by MLA), review and preparation of spread sheets for evaluation reporting to funders.
- Preparation for and participation in State Coordination/National Meetings, including associated travel.
- Participation in State Coordination/National teleconferences.
- Attendance at selected MMfS/MBfP coordinated or industry events which aim to raise awareness of the program/s to establish future event opportunities.
- Milestone reporting.

In South Australia we rely on a private and semi-private/public delivery network for sheep and wool extension. Over the next two years, MMfS SA will focus on the delivery of Category B and Category C activities that are focused on increasing producer skills and knowledge and driving productive on-farm practice change.

The delivery network in South Australia has been engaged, including an awareness campaign begun to encourage participation across the next two years for the MMfS program.

Making More from Sheep will be delivered to producers at three levels: basic event participation; skills, knowledge and confidence development and practice change. Table 6 outlines the range of activities which MMfS could deliver.

Table 6. 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				✓

Engagement strategy

The engagement strategy undertaken to identify and engage a delivery network within South Australia for 2014 - 2015 has leveraged from already established program networks and stakeholder relationships. The process also considered methods of engaging with networks, group and service providers not previously engaged. This section outlines the engagement strategy adopted during March 2014 to create awareness of the opportunities available within the MMfS program. This included:

1. Development of a dedicated web page for MMfS on the Rural Directions Pty Ltd website
2. Participation at the SA Sheep Industry Forum, 13th March 2014, including delivery of a short presentation
3. Promotion and delivery of a webinar to service providers and sheep producers: 'Making More from Sheep – how to get involved', 17th March 2014
4. Survey, live from 17th March 2014 to capture issues, opportunities and ideas for MMfS delivery
5. Targeted communication to the delivery network
6. Development of an 'Information Package' and 'Application Form'

Dedicated MMfS SA page on Rural Directions Pty Ltd website

During the last three years, producers would contact me to find out where they go to learn about upcoming events and get information about MMfS. While www.makingmorefromsheep.com.au is always the most appropriate site to direct them to for a full list of events and to access the manual and other useful resources, it highlighted that there was a gap at a more local, state level.

www.ruraldirections.com/mmfS was developed as a means to create local, South Australian awareness of the Making More from Sheep program. Only MMfS SA specific details are provided on this page, and acts as a pathway for producers and the delivery network to engage in MMfS SA, register interest in MMfS SA, contact the state coordinator, and then investigate the MMfS website (www.makingmorefromsheep.com.au). Links to the MMfS website are included, specifically focusing on the 'website home-page' and 'events' pages.

Developing this page also provided a location for links associated with the webinar (pre and post) and the survey that is currently open to service providers and sheep producer to participate (via Survey Monkey). Details of the survey are provided later.

SA Sheep Industry Forum

Hosted by Sheep Connect SA and the SA Sheep Advisory Group, the 'SA Sheep Industry Forum' was held in Adelaide on the 13th March. The purpose of this forum was to provide the opportunity for stakeholders in the SA Sheep Industry to interact with each other, to discuss and identify issues, identify opportunities for collaboration and, to update each other on key activities and programs. Approximately 40 people attended the forum. A short Making More from Sheep update was presented to the group and the webinar was promoted by Pene Keynes, Rural Directions Pty Ltd. Renelle Jeffrey (MLA) also attended this event.

Webinar – 17th March 2014

Developed and delivered by Natasha Morley using GoToWebinar. The webinar ran for thirty minutes and included the opportunity for questions.

The webinar was promoted via an advertisement in the Stock Journal, emails to the delivery network engaged over the last three years, the SA Livestock Consultants Group, participants of the Sheep Industry Update (held in Adelaide 13/3/14), and to participants of MMfS events held over the last three years who indicated in their evaluation that they were happy to be contacted. Email communications included a press release, advertisement and links direct to www.ruraldirections.com/mmfs and the webinar registration page (see Appendix 2).

A webinar was the chosen engagement strategy for March as the most effective communication strategy to allow communication across the state in a time effective and cost effective manner. This allowed service providers and interested sheep producers to participate, removing travel as a barrier to participation (Table 7).

Table 7. Webinar statistics to 21st March 2014

	Producers	Service providers	Other	Total
Registered	8	15	3*	26
Attended webinar	4	11	1*	17
Watched webinar recording	2	5		7

* Other included group facilitators/coordinators

NRM Regions represented during the 'live' webinar included:

1. Eyre Peninsula
2. Northern and Yorke
3. Adelaide and Mount Lofty Ranges or Kangaroo Island
4. SA Murray Darling Basin
5. South East
6. SA Arid Lands (pastoral)

78% of the participants indicated they had attended a MMFS event before, 14% had not participated in an event before, and 7% were unsure.

8 of the 11 service providers online had been engaged as a deliver (or their organisation) in the past. It was good to see of those registered for the webinar that we had engaged at least seven service providers/group facilitators who have not been engaged in activity delivery in the last three years.

Following the webinar, participants were sent a link to a survey to complete, plus the webinar recording. Anyone who registered for the webinar, but did not participate live was also sent the recording and the link to the survey to review in their own time.

Survey – live from 17th March 2013

A survey (Appendix 3) was developed to capture industry issues specific to South Australia, and to identify any delivery opportunities or training needs. Participation to date has been slow, and we have not had a significant response to draw any assumptions regarding issues; however the issues that have been identified have been listed below.

The survey has allowed some deliverers to outlines their capabilities.

The application process, which is now open, provides producer groups and the delivery network to identify issues which they wish to address via delivery of a MMfS supported activity.

Women in Wool – Focus Group 24th March 2014

Funded by AWI and Rural Directions Pty Ltd, Natasha Morley delivered a small project as part of the AWI project 'Building Women's Capacity in the Wool Industry'. Natasha was successful in securing a 'Mini Grant' to assist in planning and delivering an event which aimed to engage more women in the sheep and wool industry. The mini grant provided Natasha with the opportunities to develop a practical focus group session to implement locally. The implementation and evaluation of the project provided learnings and data valuable to the broader AWI project lead by Kristy Howard (Inspiring Excellence). The aim of Women in Wool was to:

- Identify training needs of Women in Wool in the Mid North of SA;
- Identify barriers women face when considering involvement in their business, training and industry;
- Highlight ways to overcome these barriers;
- Determine methods of attracting new participants, in this case 'women' to activities, increasing engagement;
- Identify opportunities for involvement
- Document outcomes and communicate findings to 'Building Women's Capacity in the Wool Industry' project team to contribute to their objectives;
- Develop follow-up action plan for future activities for group.

This workshop also provided Natasha with the opportunity to present a session on Making More from Sheep and how the resources available could assist them in their sheep enterprises. Funding opportunities were discussed and as a result, the group is interested in preparing an application for Category C funding to follow up on key training needs as identified during the Focus Group. There were 10 participants, and up to 5 other ladies who have expressed interest in hearing more about this women's group.

Key issues have been collated and included in Table 8. While there were some training opportunities identified that the women would like to participate in 'women only' sessions, there were others that that would be happy to participate in with their husbands, or as a mixed gender group.

Delivery of this focus group highlighted the very need to provide opportunities for increased engagement of women, through tailored sessions which considered time of session, location and being child friendly. There is a fabulous skills set amongst these women, and it was highlighted that, for various reasons, these are not being utilised in the farming business. Women were keen to participate in short targeted sessions of half day in length, during school hours. They were happy to participate in a program over an extended period if the listed 'barriers' were considered and overcome.

It would be encouraging to see a MMfS Category C activity established with this group to further understand what can be done to ensure more effective engagement of all participants in the industry to be more involved in the farming business.

Identified Industry Issues

Table 8. Current issues facing the industry within the State (and the fit with MMfS modules) as identified from 17 March – 25 March 2014

Industry Issue in SA	Corresponding Making More from Sheep module
Pastures and Nutrition <ul style="list-style-type: none"> • Improving pasture utilisation 	<i>See Appendix 8 for full outline of modules and tools.</i> Module 7 – Grow more pasture Module 8 – Turn pasture into product
Succession Planning <ul style="list-style-type: none"> • Where to begin with the process (including strategic planning, business planning) • Running effective family meetings • Communication • Having a plan for the family and the business, and how to keep them separate to ensure effectiveness for both. • All members of the family being involved and 'allowed' to contribute to the plan 	Module 1 – Plan for Success Module 4 – Capable and Confident Producers
People Management <ul style="list-style-type: none"> • linked to increasing business scale • recruitment and retention • Working in teams/working together effectively 	Some aspects of these issues are not addressed in the manual, however there is some linkage to: Module 1 – Plan for Success Module 4 – Capable and confident producers
Production <ul style="list-style-type: none"> • Wean more lambs/optimising reproduction • Lamb survival • Managing multiple bearing ewes • Utilising pregnancy scanning to full benefit • Developing a breeding objective • Applying ASBVs, how to use the technology, developing a breeding objective • Biosecurity 	Linked to most modules, depending on specific issue Module 7 – Grow more pasture Module 8 – Turn pasture into product Module 9 – Gain from Genetics Module 10 – Wean more Lambs Module 11 – Healthy and Contented Sheep
Enterprise/business profitability and financial management <ul style="list-style-type: none"> • Strategic planning – producers not formalising their plan/strategy • Integrating sheep into a mixed farming system and how to get the cropping and livestock business to work together more 	Linked to a number of modules, depending on the specific issue Module 1 – Plan for Success Module 2 – Market focused wool production Module 3 – Market focused meat production

<p>effectively</p> <ul style="list-style-type: none"> • Benchmarking, knowing if actually profitable or not, therefore skills required in financial analysis • Cost of production • Business planning • Risk management 	
<p>Work Health and Safety</p> <ul style="list-style-type: none"> • Developing WHS policies • Understanding the legislation 	Not addresses in the MMfS manual
<p>Time management and labour efficiency</p> <ul style="list-style-type: none"> • Effective time management • Timing of operations • Work-life balance • Effective record keeping 	<p>Some aspects of these issues are not addressed in the manual, however there is some linkage to:</p> <p>Module 4 - Capable and confident producers</p>
<p>Marketing meat and wool</p> <ul style="list-style-type: none"> • How to move in the way of more disciplined marketing as has been required for grains • What are the marketing options 	<p>Module 2 - Market focused wool production</p> <p>Module 3 – Market focused meat production</p>

Another issue highlighted by one of the survey respondents was linked to ‘how do we encourage producers to take more measurements, to allow more effective monitoring and management? (e.g. growth rates of lambs, pasture production, labour efficiency, gross margins per ha, worm burdens’. Whilst it wasn’t topic focused, this was a valuable insight in terms of running effective activities and makes a good link to what the MMfS program aims to achieve from Category C events. If we can provide activities and support through coaching delivery for example during this next 2 years of MMfS, perhaps through improved measurement, the specific issues will become clearer.

Delivery Network

During the last three years, MMfS SA engaged with at least 19 delivery organisations. It has already been noted that there are additional organisations who have engaged during the webinar. This is encouraging, and will assist in filling any delivery gaps. Delivery of MMfS over the next two years in South Australia will predominantly involve a network of private and semi-private/public delivery partners who will be engaged through the event application process.

Given the engagement process involves delivery organisations submitting an ‘Expression of Interest/Application’ for MMfS support, it is not possible to list the delivery partners who will be involved in the next two years at this point in time.

Specifically the following organisations, groups, and deliverers have expressed interest in the program to date via direct contact or participation in the webinar. Those with * have not been involved in MMfS delivery in the last three years:

- Productive Nutrition Pty Ltd – San Jolly and Ann Wallace
- ProAdvice – Chris Scheid and Lachlan Hood
- Landmark – Daniel Schuppan
- Schulz Livestock – Penny Schulz*

- YP Alkaline Soils Group/sheep management group – Kristen McEvoy
- Partners in Grain – Kim Blenkiron*
- Sheep Consultancy Service – Brian Ashton
- Mackillop Farm Management Group – Felicity Turner*
- Rural Directions Pty Ltd – David Heinjus, John Squires
- Women in Wool (Mid North) – Natasha Morley, Mary-Anne Schwartz and Fiona Greenfields*
- Barossa Improved Grazing Group – Brett Nietschke*
- Mid North Young Guns – Rebecca Barr*
- Solly Business Services – Ken Solly
- Natural Resources SA – Tarnyna Dalla

Information Package and Application Form – the engagement tools

Expressions of interest to be involved in the delivery of MMfS funded or co-funded activities within South Australia has been promoted. The first round of applications will close at the end of May 2014, with delivery to begin by July 2014. Another round of applications will be promoted at the end of 2014, for early 2015 delivery through to October 2015.

An information package for MMfS program delivery for 2014-2015 has also been developed, including an application form and is provided to those expressing interest in the delivery of MMfS activities. A copy of the Information Package and Application Form can be found at Appendix 9 and Appendix 10.

Evaluation Criteria to be applied to Expressions of Interest

When assessing each of the Expressions of Interest's received for MMfS co-funding they will be evaluated against each of the following criteria:

- Alignment to the MMfS Producer Manual and corresponding modules
- The alignment of the activity with the primary goal of the MMfS program to improve the productivity, profitability, and resilience of lamb and wool producers
- The level of producer contributions that are being sought to support the event
- The percentage of the total budget that is being requested from MMfS
- Achieving an appropriate geographical spread of activities within South Australia in accordance to the distribution of the sheep flock within the state
- Achieving an appropriate level of diversity between topics and the available MMfS modules
- The nature and extent of the anticipated practice changes that are likely to flow from producers participating in the event
- The overall quality of the written application
- The level of collaboration with other industry programs or between consulting organisations that is reflected within the application
- The receipt date of the application if needed to separate two applications of equal merit when only one can be funded

By adopting this approach, we can ensure a transparent and equitable selection process is used to assess individual applications for funding. This process was adopted over the last three years and worked effectively. This method of funding allocation was efficient and ensured effective conflict of interest management.

Conflict of interest is also managed by:

- Developing a set of SOP's for deliverer engagement and management. A robust contacts spreadsheet has been developed to ensure effective engagement and prompt follow up.

This system will be able to measure level of interest, number of Information Packs sent out, number of applications received and number approved/funded in a transparent manner.

- Using a MMfS specific email address for the state coordinator communications – mmfs-sa@ruraldirections.com. This was set up three years ago and works effectively to differentiate the State Coordinator of MMfS (Natasha Morley) from other roles undertaken at Rural Directions Pty Ltd. The MMfS specific email address has a tailored signature, including the MMfS logo.
- If Rural Directions Pty Ltd wishes to submit an application to Making More from Sheep to fund or co-fund an activity, Rural Directions Pty Ltd is expected to follow the same application process as all other delivery organisations. The same process is followed regardless of organisation.
- Over the last three years there have been no issues of conflict of interest arising. During the start-up phase of our role delivering State Coordination in South Australia, we were aware of the need to develop a robust, transparent delivery approach. This has been very successful with confidentiality is respected and maintained during all stages of delivery of this project.

Developing a User Pays culture within South Australia

As the State Coordinator for both the Making More from Sheep and More Beef from Pastures programs we have always had a strong understanding that partnering with producer contributions and other sources of industry funding is central to the effectiveness of both of these programs. As a result we have clearly communicated the importance of producer contributions to the South Australian delivery network. We have also communicated the need for an increased level of producer contributions as events move along the continuum from Category A to Category C and the level of private good increases.

In the Information Memorandum for delivery of MMfS activities in South Australia we have outlined the following program expectations in regard to the level of producer contributions required for program delivery in South Australia.

- Category A – a low producer contribution is expected
- Category B – a mid range producer contribution is expected
- Category C – a high producer contribution is expected

The level of producer contributions associated with each event is also being used as one of the selection criteria for evaluating the applications for co-funding. We will provide direct feedback on any of the applications which we consider have a producer contribution which is too low. We will suggest to these applicants that their application will be stronger if a stronger user pays approach is adopted. The level of partnership with other industry programs or sponsors will also be taken into consideration when assessing the level of producer contributions associated with the activity.

Meeting the Key Performance Indicators

Table 9. National Key Performance Indicators for 2014-2015 including producer segmentation.

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 10. South Australia’s Key Performance Indicators and producer segmentation for 2014-2015.

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	339	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.	120	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	60	MMfS event evaluation

An innovative approach to event delivery will be adopted to ensure emphasis is placed on activities which achieve skills and knowledge development and that encourage or lead to practice change. Funding will be allocated in an effective manner to ensure it is linked to the principles outlined by the MLA for engaging private and public sector delivery organisations.

In South Australia a user-pay/user contribution model and culture has been encouraged for MMfS and MBfP delivery and will continue into the 2014-2015 project. Adopting these approaches will lead to successful delivery of milestones and KPIs (Table 10).

For Making More from Sheep SA to effectively meet the KPIs, while also delivering robust, high impact events, the focus will be on delivering Category B and C events over the next two years.

There will be some budget allocation to Category A activities as this provides the scope for groups/producers who have not been previously engaged to have a taste of MMfS through an event that MMfS can add value to. In Table 11, a single ‘X’ indicates the lowest emphasis for the associated category, while ‘XXX’ indicates the highest relative emphasis for the category in a particular year of the program. Funding has been distributed according to the relative emphasis of activity types.

Table 11. Relative emphasis of Activity Types

Category	2014	2015
A	X	X
B	XX	XX
C	XXX	XXX

Based on some of the initial conversations with the delivery network, there are a range of activities in the pipeline that could develop into high impact activities with a lot of merit. Given this, we will need to carefully allocate the available budget in such a manner to:

1. Support as many events as possible, not only meet KPIs but to meet the demand presented in applications;
2. Ensure that priority is given to the events and activities that offer the best strategic fit with the objectives of the program;
3. Support local delivery networks where possible and
4. Be flexible enough to pick up significant opportunities outside of the funding period if applicable.

Summary of proposed key extension and communication activities

Given the Information Package and Application Form was finalised as part of development and delivery of this Business Plan, there are currently no planned extension and communication activities for the next three months, or the next six months, therefore Table 6 and 7 have not been completed. However, when applications are assessed, a balance of topics to be delivered will be sought, and an effective spread of activities across the state. A budget (**Error! Reference source not found.**) has been prepared which reflects the relative emphasis of delivery of events within each Category as outlines in Table 11. The budget outlines an estimated number of activities per Category which could be run, based on minimum numbers outlined, to meet the KPIs of MMfS SA.

As outlined earlier, the engagement strategy involves the communication of the Expression of Interest process to raise broad awareness across the state's networks. At this point in time there will be two funding calls for Making More from Sheep. The first from 24 March 2014 until 23 May 2014, for events to be held from July 2015. The second funding call will open in late November/early December and close in January 2015, with events commencing from February 2015.

As events are approved, full details will be provided in the following tables (Table 12 and Table 13) and communicated to the National Coordinator (using a similar template as provided in Appendix 7). If appropriate, MMfS events will be communicated via the State Coordinator through the following additional mediums:

- Our extensive contact database of previous MMfS participants and sheep producers that have indicated that they are willing to be contacted about future events. We have over 600 individual contacts in this database which has been updated and made current as of March 2014.
- A growing contact database of consultants, service providers and other networks/stakeholders that operate in South Australia.
- The MLA website
- The AWI website
- MLA email campaigns for feature events
- Friday Feedback
- MLA Feedback Magazine – when we have a suitable lead time from event approval to publishing. It may be more appropriate to run 'post' event updates via MLA Feedback.

Potential linkage with other programs

- Given LambEx will be held in South Australia in July 2014, this provides an opportunity for MMfS SA (in addition to MMfS generally) to have a presence to create awareness of opportunities for MMfS activities which could add value to the South Australian participants involvement in LambEx, to build on the momentum that that event creates. Opportunities will be scoped closer to the time. It is possible that MLA and/or AWI will have their own Expo sites and will promote MMfS.
- The More Beef from Pastures program is coordinated by Rural Directions Pty Ltd in South Australia. Simon Vogt is the state coordinator. There may be opportunities for the MMfS and MBfP programs to collaborate with some activities.
- Farm300 project is being coordinated by Macquarie Franklin in Tasmania. The project aims to reach 300 livestock producers in southern Australia with a goal of increasing productivity and reducing emissions intensity. The Farm300 project may be able to collaborate with MMfS with some sheep based groups to add further resources and value to the coaching sessions that result. This is still an area of development, and the fit will be confirmed later in the year.
- With the launch of the MMfS pastoral modules, there may be an opportunity to run some targeted activities in the pastoral areas of the state. It was discussed at the State Coordinator meeting in February 2014 that planning is underway for a launch activity. It could be an opportunity to promote the MMfS SA EOI process to any participants, and a follow up event could be planned to further build on what might be delivered in a 'launch' event. To be scoped further when more information is available about Pastoral Module launch.
- Potential to scope opportunity to partner with South Australian Sheep Advisory Group to co-fund some Making More from Sheep events. Not all events, but there could be a model of a 'campaign' approach where MMfS funds could be leveraged further for activities on the ground, specifically Category C activities.

Table 12 Planned Key Extension and Communication Activities Information (3 Months)

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)
<i>Worms and Lice</i>	<i>Orange, Central west NSW</i>	<i>June</i>	<i>On farm workshop – Cat B</i>	<i>20</i>	<i>11</i>	<i>11.8, 11.16</i>	<i>Eddie Consultant XYZ Consulting Company</i>		<i>Y (\$10)</i>	<i>Evergraze, Landmark, Sheep Connect NSW</i>
THIS TABLE WILL BE POPLUATED FROM JUNE 2014										

Table 13. Planned Key Extension and Communication Activities Information (6 months)

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	Delivery partner/links with other program (private, DPI etc)
<i>Pregnancy Scanning</i>	<i>Central west NSW</i>	<i>Summer</i>	<i>On farm workshop</i>	<i>20</i>	<i>10</i>	<i>10.7</i>	<i>District Vet (LHPA)</i>		<i>Sheep CRC, Elders</i>
THIS TABLE WILL BE POPLUATED FROM JUNE 2014									

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.

To achieve this, MMfS SA will proactively consider communication opportunities for the listed external communication activities and will develop a communications plan (adding details to Table 14) further once event opportunities are presented when applications close.

Where possible, the event templates (as prepared by MLA) will be used to promote MMfS events. At a minimum appropriate display of the MMfS logo is necessary for all MMfS supported events. All promotional material will be approved by the State Coordinator before communications begins.

Post event follow up promotions will be emphasised as part of the event delivery. This was an area of weakness in the last three years, however improved systems and processes will ensure more effective post event opportunities (including case study) ideas are identified.

In addition to these external communication activities, the State Coordinator will also contact, via email, participants following M&E data entry as a follow up to their event (that MMfS funded/co-funded) to reinforce the MMfS resources available on www.makingmorefromsheep.com.au and to seek 'general' feedback which will assist in program continuous improvement.

Table 14. Communication Activities

External Communication Activities	Focus/topic	Season	Deadline/ timeframe	Delivery organisation
MMfS e-newsletter (quarterly)				MMfS National Coordinator, Mike Wagg
MLA Feedback stories				MLA
AWI Beyond the Bale (quarterly)				AWI
Post Event media articles				
Other				
Social media				

Internal communication activities

Internal MMfS communication activities will include:

1. State Coordinator meetings (face to face)
2. Teleconferences
3. Milestone reporting
4. Event reporting to the state coordinator (using a similar template as show in Appendix 7).

Monitoring and evaluation

Making More from Sheep SA will follow the Monitoring and Evaluation Framework as outlined in Table 16 and will be explained to all deliverers who are engaged in event delivery. To ensure the success of the monitoring and evaluation process, accurate, complete data must be submitted. Therefore it will be necessary for all deliverers to take responsibility and ownership of their event to ensure all forms are completed by participating sheep producers to the minimum standard and provided to the state coordinator.

Deliverers will be encouraged to design learning activities that provide the opportunity to collect initial knowledge, skills, and confidence data prior and compare this data post participation to determine if there has been development of knowledge, skills and confidence as a result of participating in the event (Category B and C events).

All deliverers will be required to complete and submit a MMfS activity application form to seek approval and funding for events. A section of this form requests the learning outcomes which will assist the deliverer in designing learning activities to meet the learning outcomes. Learning outcomes are specific and clear statements of what a participant is expected to learn and be able to demonstrate upon completion of the activity/event

Learning outcomes are something that can be measured against at the end of the event, where the deliverer can assess if the individual participant is able to do what the learning outcome claimed. Collecting evidence, whether it be verbal questions of individuals or the group, questionnaire (pre and post) or some other means will provide the state coordinator with additional information to gauge the level of KASA change and potential for practice change. The aim is to provide participants with opportunities to demonstrate the development of their skills and knowledge in a non-threatening, encouraging environment.

Once Category B and C events are approved, the deliverers will receive a 'deliverer's package' which includes a second form to develop the pre and post skills and knowledge questions. The delivery organisation will also receive a fact sheet to assist in the development of effective multiple choice questions for Category B and C events. Funding is confirmed upon development and approval of these questions. This fact sheet was developed as part of the MMfS program from 2011-2013.

Upon return of evaluation forms and the Debrief form (Appendix 4, Appendix 5 and Appendix 6), all data will be entered into the 'National data entry template' and the 'Checking Raw Data' SOP will be followed to ensure quality data is provided to MLA by the evaluation data submission deadline. Deadlines have been provided by MLA and are outlined as follows in Table 15.

Table 15 MMfS 2014/22015 M&E data submission timetable

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

Table 16. Making More from Sheep 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

<p>KASA (B)</p>	<p>Building knowledge, skills and confidence</p>	<p>Improvement in knowledge, skills and confidence.</p>	<p>Ex ante and ex post skills auditing of participants in B activities Feedback sheets from all events</p>	<p>State coordinator</p>	<p>80% participants at each activity that entered pre & post K&S scores</p>
<p>PRACTICE CHANGE (C)</p>	<p>Supporting adoption and practice change</p>	<p>Intention to change practices versus self-reported actual practice change</p>	<p>Feedback sheets and follow up (intention and act)</p>	<p>State coordinator</p>	<p>80% participants at each activity that complete pre & post K&S scores, complete 'intent to practice change' and / or already practice change questions</p>

The most recent versions of the MMfS Category A, Category B and C evaluation forms and the Debrief form (2014 versions) have been prepared for implementation (Appendix 4, Appendix 5 and Appendix 6).

Budget – Draft – CONFIDENTIAL

References

AWI, 2013, *Australian Wool Production Forecast December 2013* accessed 15/3/14 from

http://www.wool.com/Content/en-GB/Wool_Production_Forecast_DEC13_1.pdf

MLA, 2012, *Sheep numbers – as at June 2011 Natural Resource Management Region* accessed 15/3/14 from <http://www.mla.com.au/Cattle-sheep-and-goat-industries/Industry-overview/Sheep>

MLA, 2013, *Fast Facts 2013 – Australia’s sheepmeat industry* accessed 15/3/14 from

<http://www.mla.com.au/Cattle-sheep-and-goat-industries/Industry-overview/Sheep>

MLA, 2013, *Sheepmeat and wool survey (October 2013)* accessed 15/3/14 from

<http://www.mla.com.au/Prices-and-markets/Trends-and-analysis/Sheepmeat-and-lamb/Supply>

Appendix

Appendix 2 Webinar promotional material – Advertisement, and press release

Making More From Sheep

A joint initiative of  Australian Wool Innovation Limited  MEAT & LIVESTOCK AUSTRALIA



WEBINAR
Making More from Sheep – how to get involved
Monday 17 March, 12:00 – 12:30pm

With funding available for a further two years, now is the time to get involved with the Making More from Sheep program.

Learn about the key extension program offered by Meat & Livestock Australia and Australian Wool Innovation for sheep and wool producers.

Sheep producers and service providers, register today for the free webinar update, all welcome.

To register visit www.ruraldirections.com/mmfs

In SA, Making More from Sheep is coordinated by:
Natasha Morley, Rural Directions Pty Ltd
08 8841 4500
mmfs-sa@ruraldirections.com

Making More From Sheep

MEDIA RELEASE

Making More from Sheep – get involved today, funding available for another two years

FOR IMMEDIATE RELEASE

Tuesday, 4th March 2014

Making More from Sheep (MMfS) is a majority market extension program funded by Meat & Livestock Australia and Australian Wool Innovation. Funded for a further two years, the primary aim of this program is to provide sheep producers with knowledge and skills that will enable greater profitability, sustainability and capacity to better manage risk.

Using a multitude of tools including the Making More from Sheep Manual and website, 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.

A webinar/online meeting will be held Monday, 17th March at 12:00pm and is open to sheep producers and service providers.

'During the webinar I will outline the opportunities that exist for producers to apply for funding and/or participate in MMfS events which aim to increase productivity and profitability of sheep enterprises,' said Natasha Morley, MMfS SA Coordinator from Rural Directions Pty Ltd.

'Funding is available to support events which build the skills and knowledge of sheep producers, encourage consideration of on-farm practice change and align closely with the Making More from Sheep Manual, which can be found online at www.makingmorefromsheep.com.au,' she explained

Natasha encourages you to register for the webinar at www.ruraldirections.com/mmfs. Following the webinar you will also be provided with an opportunity to provide input and ideas via a survey link.

'We are interested in understanding the issues in your area, and what training needs you can identify. You will also have the opportunity to register your interest in applying for funding to run a MMfS supported event in your area,' said Natasha.

Coordinated by Natasha Morley (Rural Directions Pty Ltd), phase II of MMfS commenced in South Australia in early 2011. During this time (until November 2013), seventy-eight events were delivered to 1448 participants and as a result, KPIs were exceeded across all three tiers of engagement categories. Delivery of these events involved engagement of partner organisations that provided best practice management information and tools to sheep producers.

To learn more about Making More from Sheep visit www.ruraldirections.com/mmfs. If you wish to discuss your event ideas, contact the South Australian MMfS State Coordinator, Natasha Morley on 08 8841 4500 or via email at mmfs-sa@ruraldirections.com

- Ends -

Notes to the editor

Available for interview:

Natasha Morley, Rural Directions Pty Ltd (MMfS State Coordinator)

Webinar event details:

When: Monday 17th March 2014

Time: 12:00 – 12:30pm (CST)

Register at www.ruraldirections.com/mmfs

Images:

Caption: Natasha Morley, SA MMfS State Coordinator

Please contact Natasha Morley for a high res image if required.

For further information or to arrange an interview contact:

Appendix 3 Making More from Sheep Survey – Live from 17 March 2014

Making More from Sheep - 2014-2015

Making More From Sheep has gained funding from MLA and AWI for further two years.

Over the next two years, Making More From Sheep aims to deliver learning and supported adoption opportunities to lamb and wool producers to improve the productivity, profitability and resilience of their business.

The development of a state business plan for Making More From Sheep, South Australia is currently underway.

To assist in the development of the South Australian Making More from Sheep State Business Plan for the next stage of the program I invite you to contribute via completion of this survey.

This survey offers you (producers and service providers) the opportunity to reflect on your previous involvement with the Making More from Sheep program in South Australia. It also provides you with the opportunity to express your interest in incorporating Making More from Sheep into producer activities you may have planned in the future or you may like to share ideas of issues or opportunities that exist in your area. Partnership opportunities also exist where Making More from Sheep can add value to your existing or future activities, and as State Coordinator I welcome your input.

Involvement in the next two years of Making More from Sheep provides the opportunity and flexibility for MMFS to deliver a broad range of extension activities which have a focus on practice change to improve business performance.

Thank you for your participation. The survey will take approximately 10 minutes to complete.

Regards,

Natasha Morley

MMFS State Coordinator - South Australia

*** 1. Thank you for taking the time to participate in this survey. Your input is important to the planning and implementation of the Making More from Sheep program in South Australia.**

Please specify your role in the sheep industry (producer, service provider etc):

Making More from Sheep - 2014-2015

2. Please highlight any issues or challenges that producers are experiencing in your region. In your response, please specify region/s affected.

Issues could be grouped under the following headings:

- 1. Production**
- 2. Sheep health**
- 3. Pastures/Nutrition**
- 4. Genetics**
- 5. People management**
- 6. Business scale, business and strategic planning**
- 7. Enterprise/business profitability and financial management**
- 8. Farm governance**
- 9. Technology and infrastructure**
- 10. Marketing**
- 11. Other?**

Of the issues you have identified and listed, do you have any ideas of how Making More from Sheep could deliver an activity to address this issue? If you have any ideas you would like to share, feel free to add them here. Alternatively, you are encouraged to submit an application form/proposal.

Your responses to this question will be summarised to capture the key themes regarding issues and opportunities within the state and how the MMfS program could assist in servicing these needs.

3. Please indicate delivery opportunities or share ideas of what you would like MMfS to consider supporting. In your response, please specify what region/s the opportunity or opportunities relate to.

Making More from Sheep - 2014-2015

4. Are you aware of any upcoming events which could benefit from the involvement of Making More from Sheep? Making More from Sheep can collaborate with other co-funders to deliver activities across SA.

Can you identify any opportunities where MMfS could add value to any events/activities which are currently in the planning stages? If so, please provide an outline of the event and who the contact person is.

5. There is very good awareness of Making More from Sheep across South Australia. However, we are interested in whether you are aware of any upcoming 'awareness' opportunities which MMfS should have a presence? Awareness activities provide an excellent pathway to future producer engagement.

Presence at events as an awareness activity allow MMfS to promote and develop opportunities for sheep producers to participate in high value flexible learning opportunities which develop their skills and knowledge while encouraging on farm practice change.

Please outline any awareness opportunities below that we should be aware of.

6. How likely are you to recommend Making More from Sheep opportunities to someone you know?

- Extremely likely
- Very likely
- Moderately likely
- Slightly likely
- Not at all likely

Making More from Sheep - 2014-2015

7. How likely are you to recommend the Making More from Sheep website to someone you know to find out more about events and resources?

- Extremely likely
- Very likely
- Moderately likely
- Slightly likely
- Not at all likely

8. How useful was the information presented during the webinar?

- Extremely useful
- Quite useful
- Moderately useful
- Slightly useful
- Not at all useful
- Not applicable to me - I did not participate in the webinar or watch the recording

9. How did you hear about the MMfS webinar?

10. To receive an information package, and Making More from Sheep updates from Natasha Morley (State Coordinator) please complete the following fields. Your details will only be added to MMfS related mailing lists.

Name:	<input type="text"/>
Company:	<input type="text"/>
Address 1:	<input type="text"/>
Address 2:	<input type="text"/>
City/Town:	<input type="text"/>
State:	<input type="text"/>
Postal Code:	<input type="text"/>
Email Address:	<input type="text"/>
Phone Number:	<input type="text"/>

Making More from Sheep - 2014-2015

11. During the last three years, MMfS SA has engaged at least 19 unique organisations to deliver MMfS events, and many more deliverers. As a result, we have delivered a diverse range of activities.

If you are a service provider, and interested in the opportunity to apply for funding to coordinate and deliver an event, or be approached to deliver a session at an event, please outline your interest below. This information will be used to match deliverers with events should a group apply for funding and be seeking the involvement of a technical speaker/expert on a particular topic. Providing a response here does not guarantee involvement, however it provides an overview of skills and capacity within the industry to ensure no assumptions are made about capacity and capabilities.

In your response, please outline the regions in which you deliver, and your skills and capacity in your areas of delivery.

12. Do you have any other comments?

Thank you for your involvement in this survey. Your input will remain confidential, and no responses will be linked to your name in any public documentation. Your input is valuable and will contribute to the planning of Making More from Sheep for 2014-2015. As the State Coordinator of Making More from Sheep I encourage you to share your knowledge of Making More from Sheep with sheep producers and service providers, including the opportunities that are available. Please direct producers to www.ruraldirections.com/mmfs to get in touch with me about opportunities in SA, or www.makingmorefromsheep.com.au for resources including access to the Making More from Sheep Manual.

Regards
Natasha Morley
MMfS State Coordinator - South Australia

Appendix 4 Category A Evaluation Form – updated March 2014

A joint initiative: *Making More From Sheep*



Feedback questionnaire: (EVENT NAME AND DATE)

Name: _____

Email:

Address: _____

Post Code: _____ Telephone: _____ Mobile: _____

MLA, AWI and the MMfS State Coordinator may contact me to further assess the impact of their programs? Yes No

MLA, AWI and the MMfS State Coordinator 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> <p>_____</p>			
<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: 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: _____

Privacy Statement:

The information you are providing may be personal information under the Privacy Act. It is collected for the business purposes only of AWI, MLA, and Rural Directions Pty Ltd and will not be disclosed to any third party except in accordance with the privacy policies of these organisations. AWI's privacy policy can be obtained from their website at www.wool.com.au. MLA's privacy policy can be obtained directly from MLA by calling 1800 675 717, or from their website at www.mla.com.au. Rural Directions Pty Ltd's privacy policy can be obtained from their web site at www.ruraldirections.com. If you do not provide such personal information, AWI and MLA may not be able to provide you with products or services or to keep you informed about member benefits, market news, industry information and other communications from MLA or AWI. You can request access to and correction of your personal information by calling the AWI helpline on 1800 070 099, MLA on 1800 675 717 or Rural Directions Pty Ltd on 08 8841 4500.

Appendix 6 MMfS Debrief Form – updated March 2014

Making More From Sheep

A joint initiative:



Making More from Sheep Activity Debrief Report

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/funders? (E.g. 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
1. Plan for Success			
2. Market Focused Wool Production			

3. Market Focused Lamb & Sheepmeat Production			
4. Capable & Confident Producers			
5. Protect Your Farm's Natural Assets			
6. Healthy Soils			
7. Grow More Pasture			
8. Turn Pasture into Product			
9. Gain from Genetics			
10. Wean More Lambs			
11. Healthy & Contented Sheep			
Pastoral Module			

Event or delivery feedback for MMfS management: _____

Please return, along with participant evaluation sheets, to:

Natasha Morley (MMfS SA State Coordinator) Rural Directions Pty Ltd, PO Box 646 CLARE SA 5453

| P 08 8841 4500 | E mmfs-sa@ruraldirections.com | W www.ruraldirections.com/mmfs |

Appendix 7– Monthly report to National coordinator (example)

Date	Main Module Presented	Location	Number of Participants	Evaluation forms sent to State Coordinator
<i>23/7</i>	<i>Turn Pasture into Product</i>	<i>Cudal</i>	<i>29</i>	<i>Yes</i>

Appendix 8 – 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	3.1 Decide what product you can produce profitably 3.2 Manage the production system to meet market	3.1 Lamb growth planner

<p>production</p>	<p>specifications</p> <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>3.2 Potential markets and specifications for sheepmeat</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>
<p>4 Capable and confident producers</p>	<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>
<p>5 Protect your farms natural</p>	<p>5.1 Shape your farms future</p> <p>5.2 Manage bushland, wetlands, waterways and native</p>	<p>5.1 Discussion starters for shaping the farms future</p>

<p>assets</p>	<p>pastures for multiple benefits</p> <p>5.3 Effectively use and protect the farms water resources</p> <p>5.4 Progressively reduce the impacts of pests and weeds</p>	<p>5.2 Photovoice</p> <p>5.3 Before and after photos</p> <p>5.4 Native vegetation assessment and management sheet</p> <p>5.5 Riparian area assessment and management sheet</p> <p>5.6 Native pasture assessment and management sheet</p> <p>5.7 Establishing a photopoint</p> <p>5.8 Monitoring birds on farm</p> <p>5.9 Stock water supply, quality and reliability</p> <p>5.10 Saltdeck plant identification cards</p> <p>5.11 Best practice guidelines for saltland</p> <p>5.12 The 3D weed control system</p> <p>5.13 Weed control tactics</p> <p>5.14 Rabbit control options</p> <p>5.15 Fox control options</p>
<p>6 Healthy Soils</p>	<p>6.1 Manage according to soil capability</p> <p>6.2 Maintaining groundcover to protect soil</p> <p>6.3 Testing for key indicators of soil health</p>	<p>6.1 A guide to mapping pasture zones for differential management</p> <p>6.2 Assessing groundcover and litter levels</p> <p>6.3 Assessing soil health</p>

	6.4 Implementing solutions for problem soils	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 7.3 Establish new pastures	7.1 Priorities for action in growing more pasture 7.2 Interpreting soil tests 7.3 Using fertilizer test strips 7.4 Guidelines for fertilizer application 7.5 Grazing management guidelines for individual species 7.6 Pasture assessment techniques
8 Turn pasture into product	8.1 Improve the match between animal demand and pasture supply 8.2 Manage the risks associated with higher levels of pasture utilization 8.3 Implement a grazing system that suits your goals	8.1 Daily pasture growth estimates for different areas 8.2 MLA rainfall to pasture growth outlook tool 8.3 calculating stocking rate 8.4 MLA feed demand calculator 8.5 Pasture rulers sticks and meters 8.6 Feed budgeting template
9 Gain from Genetics	9.1 Identify key production traits that drive your sheep enterprise profit 9.2 Identify the genetic opportunities to improve key	9.1 Sheep CRC wether calculator 9.2 Sheep CRC Merino versus terminal sire flock model

	<p>production traits</p> <p>9.3 Select the best genetics for your business</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> <p>9.11 Simultaneous assortment of sheep into joining flocks</p>
<p>10 Wean more lambs</p>	<p>10.1 Ensure most ewes get in lamb</p> <p>10.2 Manage your ewes to improve lamb survival</p> <p>10.3 Keep maximum numbers of lambs alive</p> <p>10.4 Manage weaners for lifetime productivity</p> <p>10.5 Prepare your ewes for next joining</p>	<p>10.1 Condition scoring and fat scoring</p> <p>10.2 The lambing planner</p> <p>10.3 How the “ram effect” works</p> <p>10.4 Condition and fat score targets for ewes during the year</p> <p>10.5 Body weight targets for weaners and young ewes</p> <p>10.6 Ram check list</p> <p>10.7 Pregnancy scanning of ewes</p> <p>10.8 Checklist for new born lamb mortalities</p>
<p>11 Healthy and contented sheep</p>	<p>11.1 Maintain your sheep in appropriate body condition</p> <p>11.2 Implement a preventative health management</p>	<p>11.1 Energy and protein requirements of sheep</p>

	<p>program</p> <p>11.3 Adopt on-farm biosecurity measures</p> <p>11.4 Manage outbreaks of sporadic diseases</p> <p>11.5 Meet all animal wellbeing requirements</p>	<p>11.2 Condition score targets for all sheep classes</p> <p>11.3 Template for a management calendar</p> <p>11.4 Calculating the cost of energy and protein in common feeds</p> <p>11.5 Bodyweight targets for weaners and young ewes</p> <p>11.6 Water quality for sheep</p> <p>11.7 Diagnosis and management of trace element deficiencies</p> <p>11.8 Guidelines for management of worms</p> <p>11.9 Detection and management of drench resistance</p> <p>11.10 Guidelines for the management of liver fluke</p> <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 9 – MMfS Information Memorandum (2014-2015)

Appendix 10 – MMfS Application Form (Form A)

7.4 Appendix 4 - CONFIDENTIAL

Appendix 11 M&E Cumulative data for South Australia 2014-2016 (event log and individual data)

7.5 Appendix 5 - CONFIDENTIAL

Appendix 12 Training needs collected from participants 2014-2016

7.6 Appendix 6 - CONFIDENTIAL

Appendix 13 Contact details database 2014-2016

7.7 Appendix 7 – AVAILABLE ON REQUEST

Appendix 14 Communication activities undertaken to raise awareness of MMfS opportunities in South Australia

7.8 Appendix 8 – AVAILABLE ON REQUEST

Appendix 15 Collated MMfS Event flyers – a sample of event flyers from 2014-2016

7.9 Appendix 9 – AVAILABLE ON REQUEST

Appendix 16 Collated MMfS program specific communications including pre and post event promotion

7.10 Appendix 10 – AVAILABLE ON REQUEST

Appendix 17 Collated Information Memorandum (3 versions – Nov 2014, May 2015 and June 2016), application form for event development and promotions template

7.11 Appendix 11 – AVAILABLE ON REQUEST

Appendix 18 M&E forms including Category A, B and C evaluation forms, debrief form, and factsheets for delimiters including 'effective incorporations of evaluation into MMfS events' and 'Writing Category B&C questions'

7.12 Appendix 12 – CONFIDENTIAL

Appendix 19 Sample of event photos from project period 2014-2016 captured during MMfS events