

final report

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More Beef from Pastures Phase II Program Business Plan – South Australia

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ORGANISATION : Rural Directions Pty Ltd

PROGRAM GOAL : To achieve sustainable increases in beef productivity (kilograms of beef per hectare) and/or profit through optimisation of the available feed base.

STATE CO-ORDINATOR BUSINESS PLAN

Executive Summary

Rural Directions Pty Ltd intends to effectively manage the State Co-ordinator role for the South Australian More Beef from Pastures program by employing a strategic approach to the role and utilising a wide range of delivery mechanisms and delivery organisations to meet the state based KPI's. We recognise and value that Phase II of the MBfP program is focused on achieving economically quantifiable practice change within the Australian beef industry.

Achieving productivity gains is essential within the beef industry to grow the value of economic output generated by the industry and achieve the profitability targets of producers within the industry. Achieving practice change will require a targeted effort from all involved in the MBfP program to deliver extension activities which not only meet the needs of producers, but also effectively overcome the barriers to implementing on-property practice change. To achieve the maximum level of adoption and productivity gains, the curriculum of MBfP activities will need to focus on proven strategies to increase beef enterprise profitability. As the State Co-ordinator we envisage working closely with delivery partners to prioritise the delivery of activities which meet the MBfP objectives, and refine and develop additional activities that are consistent with and complementary to the MBfP objectives, for future roll out.

Optimising pasture utilisation will be a central focus of the MBfP activities, however increasing enterprise profit through collective manipulation of each of the profit drivers of marketing, genetics, nutrition, health, pasture grazing, and pasture management will also be explored within program activities. Maximising profitability within a beef production enterprise quite often requires a holistic approach to be taken in regard to each of the component parts, and this is where business planning and direction setting activities will be incorporated into the curriculum.

We believe that achieving high levels of adoption as a result of MBfP activities will require an approach where a relationship is maintained over a period of time between the deliverer and the producer, such that the deliverer can monitor progress and assist with overcoming either the resistance to change or any implementation challenges. As a result we will encourage and support the delivery of activities to producer groups that involve a cycle of events over a period of time. We also see the development and uptake of at least two producer demonstration sites within South Australia, ideally in different geographic regions and each with a separate and very specific focus, as an excellent means to leverage the value and effectiveness of MBfP activities. These producer demonstration sites could involve groups of up to 10-12 producers that are directly involved in the management of the site, but as they progress could easily be utilised as sites to attract larger numbers of producers to demonstrate the results and ultimately drive adoption of practice change that will increase productivity.

Monitoring and evaluation will inform a very important aspect of the MBfP activities in South Australia to ensure that funded activities are of value to producers and are relevant to their needs. The monitoring and evaluation process will also enable us to identify the future needs of producers and as a result will be a source of ideas for future activities. The monitoring and evaluation process will also enable data capture on the participants taking part in MBfP activities.

History and achievements from program delivery – Phase I

The following summary of Phase I of the MBfP program in South Australia was extracted from Ben Hebart's Final Report in regard to his role as the MBfP State Coordinator for Phase I of the program.

PIRSA and MLA have been working together to promote MBfP in South Australia over the last five years, and we have now reached a time when some real benefits can be achieved with further commitment and expansion of the project into phase II. For example service providers have recently been involved in discussions with MLA and PIRSA and are keen to explore the opportunities to promote this to their cattle producer clients. Although it is hoped that this program would become commercially viable for their business, it is essential that service providers and consultants, who have exposure to a critical mass of South Australian cattle producers, are provided with support to initiate this concept into their business. It is planned that the state coordinator will provide service providers with the support they need to make MBfP an integral, effective and ongoing part of their business.

The last five years has laid an excellent foundation in exploring and initiating the most effective way of exposing South Australian producers to the More Beef from Pastures program. It is anticipated that over the next twelve months, South Australia can achieve some excellent outcomes with both the More Beef from Pastures and Making More from Sheep programs. In addition, the program has now laid the foundations for a sustainable future SA Beef Industry centred on the best-practice MBfP manual.

The MBfP program supports the 2005-2015 Beef Industry Strategy – Directions for South Australia. The strategy provides direction for growth over the next decade. One of the key themes within the strategy is implementing responsible production systems on a reduced land base. In anticipation of increased competition from other enterprises in key production areas, the strategy has a target of achieving a 15% increase in production on a 10% reduced land base. In reaching the above targets, over 20 forums with more than 300 participants were conducted within the SA Beef Industry during the 2008/09 year. Over the two year lifetime of the project, more than 56 activities were conducted with participation in excess of 1200 producers. The focus of these forums was underpinned by the modules in the MBfP producer manual and included pasture utilisation, meeting market specifications and cattle genetics.

Current issues facing the industry within South Australia

The state of South Australia is currently enjoying a favourable season state wide in 2010, with excellent levels of rainfall recorded from the Far North Pastoral to the Lower South East. It has been welcomed to see a big turn-around for the pastoral zones in 2010 after suffering from at least ten years of drought and low rainfall, culminating in severe dust storms in November 2009.

The effect of continuous years of drought and a restricted feed base resulted in significant reductions in the herd size on most pastoral properties by the end of 2009. The challenge for the pastoral zone, which now has an excellent feed base as a result of strong rainfall in the last 12 months, is to rebuild herd size and breeding numbers to effectively utilise the available feed resource. Rebuilding herd numbers is a process that takes time and will involve some short term pain, in the form of capital outlays to purchase stock or less cash flow from heifer or breeder sales, to achieve the longer term gains associated with more

robust herd numbers. Achieving consecutive good seasons will be required in the pastoral zone to enable and sustain herd rebuilding strategies.

Strong returns and high prices in the lamb industry are having an influence on beef production within the state. Interestingly it is having an effect in two very different ways. The strength of lamb prices and gross margins is encouraging some mixed producers to favour building or focusing on their lamb enterprises, at the expense of their beef enterprises. However, in reverse, the high cost associated with purchasing breeding ewes or store lambs is driving some producers to consider purchasing cattle or breeding cows to utilise their surplus feed resources for a lower capital outlay on a per stocking unit basis. The shift back to beef production has been particularly evident for some pastoral producers with a feed resource to utilise and, in some cases, previous experience in managing cattle. The net effect however is that beef production within South Australia will need to be achieved from a smaller production base as we progress towards 2015 as a result of competition for land use from other enterprises.

To remain sustainable in the long term, beef producers in South Australia will need to focus on increasing productivity gains to achieve profitability and production targets. Productivity gains are essential to sustain the economic value of beef production within the state and prevent producers exiting the industry in favour of lamb, cropping or other enterprises. The high value of the Australian dollar will also reduce the competitiveness of Australian beef in some international markets which will have a negative influence on market pricing.

With the steep rise in the average age of beef producers in Australia in the last ten years, there is also likely to be a structural shift within the industry as farmers look to either implement succession plans to the next generation or exit the industry. This will create a need to increase the management capacity of the next generation together with supporting the succession shift of the current generation, to best meet their needs and achieve suitable outcomes.

Key goals/focus of the organisation

The key goal of the MBfP program in South Australia is to see practice change implemented on producer properties that is quantifiably improving their productivity and profitability.

Achieving this goal will come down to the ability of the program and the delivery network to develop and deliver MBfP activities that have the capacity to both increase productivity and remove the barriers to adopting practice change. A recent professional development program run by the Grains Research and Development Corporation (GRDC) for extension providers provided some excellent insights into using persuasion skills to drive adoption. This program identified that there are a large number of potential barriers to adoption, within agriculture, which may need to be overcome in each different situation such as:

- Implementation costs (\$)
- Lack of available time
- Knowledge gaps
- Lack of the required resources
- Tradition
- Fear of change
- Old habits

- High levels of risk (production risk, seasonal risk, market risk)
- Fear of the unknown
- Competing interests
- Confusion or lack of clarity
- Ambiguity

Once producers are motivated towards implementing adoption it will then become necessary to overcome the barriers associated with implementation. Overcoming adoption barriers involves meeting the adoption needs of producers such that they will more readily accept and implement the practice change that is available to them. To maximise the rates of adoption we need to make the path way or journey to adoption as easy as possible.

The needs of each different producer are likely to be different and this is why we favour MBfP activities where a relationship between the deliverer and the producer is established such that over time the deliverer can assist the producer to overcome the barriers to change or assist with implementation. This will be particularly important for Category C activities.

To maximise the success of adoption it is also important ensure that products or concepts are adoption ready. The GRDC professional development program also introduced extension providers to the CaPTuRE Model of Persuasion. The CaPTuRE Model of Persuasion provides a framework for the design of adoption activities that are client focused and action based. The elements of the CaPTuRE model are as follows:

- **Consult the client, which requires:**
 - Listening to and understanding the client
 - Uncovering issues and reaching a common understanding of them
 - Establishing credibility, confidence and trust
- **Package the concept, which includes:**
 - Knowing the target audience
 - Setting appropriate adoption goals
 - Demonstrating a comprehensive knowledge of the concept
 - Minimising the change and avoiding complexity
- **Tune the channels, which involves:**
 - Motivating clients
 - Identifying persuasion channels
 - Using persuasion channels that are matched to clients
 - Tapping into intuitions
- **Remove the barriers, which includes:**
 - Identifying and overcoming barriers
 - Eliminating confusion and ambiguity
 - Setting clear direction
- **Ensure Commitment, which requires:**
 - Assessing stages of attitudinal change
 - Using closed questioning to confirm actions
 - Implementing a plan that confirms and maintains adoption

By understanding and following the CaPTuRE model of persuasion we should be able to be more effective in influencing clients and producers towards change and achieve higher levels of adoption to new concepts.

The big opportunity within most pasture based grazing systems is the capacity to lift pasture utilisation through optimal management of the feed base. Increasing pasture utilisation rates will be a key focus area of MBfP activities in South Australia in Phase II and is an area which has excellent prospects for on farm adoption if it is well managed and well packaged with appropriate tools for producers to regularly monitor and measure utilisation. It has been suggested that average pasture utilisation rates in Southern Australia are as low as 30%. If it is realistic to achieve pasture utilisation rates of up to 70%, then there is significant room for productivity improvements. It is also important to monitor pasture utilisation against pasture productivity or pasture growth rates, as over utilisation or heavy grazing can restrict pasture performance even though it may maximise utilisation of what is available.

Position of the program within the broad context of the organisation

Rural Directions Pty Ltd is a private agricultural consultancy business with two offices located at Freeling and Clare in South Australia's lower and mid north. Rural Directions Pty Ltd is one of the largest agricultural consultancy firms in South Australia, employing approximately 25 people. Rural Directions offers services in grain marketing, agronomy, and agri-business management. The services offered by Rural Directions Pty Ltd within the agri-business management services team include benchmarking, business planning, coaching and mentoring, succession planning, human resource planning and management, project management, property planning and livestock management services. As a result of the services that Rural Directions Pty Ltd offers we are regularly in contact with producers and producer groups across the state.

Rural Directions Pty Ltd also offers a number of Management Training courses to producers and business owners on a range of topics including leasing and sharefarming land and livestock, human resource management, financial business analysis, grain marketing, entrepreneurship, assessing the real costs of farm machinery, succession planning, talking to your bank, and market development. Most of the management training courses offered by Rural Directions are FarmReady approved, enabling producers access to the \$1,500 training grant available to eligible participants in each financial year when funding is available.

Rural Directions Pty Ltd has significant experience in offering livestock consultancy services and has been involved with a number of industry activities within the sheep industry including national coordination of the Bestprac program, delivery of the lifetime ewe management course, and management and delivery of other industry funded programs and activities over time. Natasha Morley from Rural Directions Pty Ltd has also been recently appointed as the State Coordinator for the Making More from Sheep program.

The MBfP coordination role fits well with the range of services that Rural Directions Pty Ltd offers and also offers the opportunity for us to engage a wide network of deliverer's across the state which have specialist skills in pasture management and beef production.

Summary of program delivery – public, private arrangements

Delivery of the MBfP program within South Australia will involve a number of public and private deliverers. The following organisations and individuals are likely to be involved with delivering the MBfP program activities in South Australia. We will continue to develop the delivery partners within South Australia over the term of MBfP Phase II.

Rural Solutions SA – Bruce Hancock, Tim Prance, Daniel Schuppan

Productive Nutrition – San Jolly, Hamish Dickson

Ellis Farm Consultancy – Simon Ellis

Principle Focus – Chris Scheid

Colin Trengove

Solly Business Services – Ken Solly

Rural Directions – John Squires, Carlyn Sherriff, Natasha Morley, Simon Vogt

Penny Schulz – Vic DPI Extension Officer

Expressions of interest to be involved in the delivery of MBfP funded or co-funded activities within South Australia were advertised and sought. An Information Memorandum for the MBfP Phase II program delivery in South Australia has also been developed and has been provided to those expressing interest in the delivery of MBfP activities. A copy of the Information Memorandum for Program Delivery in South Australia can be found in Appendix 6.

Summary of key activities

Activities will be developed in conjunction with the network of delivery partners detailed above. Activities that meet the MBfP program objective of sustainably increasing the number of kilograms of beef produced per hectare will be given priority, together with activities that are focused on achieving practice change. It will also be a requirement that all activities adopt the MBfP monitoring and evaluation framework including capturing the contact names and details of all participants.

We will also engage the support of the delivery network to identify producers with case studies and stories to tell in regard to successfully implementing practices which have resulted in productivity improvements. Identification of these producers will assist in identifying case studies which can be captured and used in MLA publications such as Feedback and Prograzier.

We believe that engaging deliverers that work with producer groups across the state will be a successful strategy to achieve the MBfP program goals. Working with producer groups enables leverage of the program funds and provides an active learning pathway for participants. It will be essential that the group activities are focused on the MBfP program objective and that the curriculum of group activities is such that it can facilitate building knowledge, skills and confidence amongst producers and support adoption and

practice change. It is essential that group activities meet these requirements to achieve the Category B and Category C KPI's of the MBfP program.

As detailed in the Information Memorandum provided to the delivery network, Category C type activities will involve a deliverer working with a small group of producers to deliver a series of activities over the course of a year or so. It will be these producers, where an on-going relationship between them and the deliverer can be developed that we can expect to see the greatest level of KASA improvement and the greatest level of adoption of practice change.

We will also identify at least two producer advocates, across key geographic regions that can be used to promote awareness and encourage participation in MBfP activities. In seeking producer advocates we will be looking for producers which are identifiable, practical, active in the beef industry, and innovative in their approach to beef production. We will also be looking for advocates who are principally driven and are achieving high levels of production and profitability in an environmentally sustainable manner. It is likely that such producers would be early adopters of new concepts that can drive productivity higher.

Summary of M&E

Continuous monitoring and evaluation will form an important and valuable aspect the MBfP Phase II program. Monitoring and evaluation will enable the measurement of KASA change and practice change to take place and will also enable MBfP activities to be continually improved to meet producer needs and requirements.

Use of the MBfP monitoring and evaluation framework will be an essential component for any activities to gain the support of MBfP funding, and timely delivery of participation and feedback data to the State Coordinator will be expected.

STATE KEY PERFORMANCE INDICATORS & PRODUCER SEGMENTATION¹

| CATEGORY | IMPERATIVE | PRODUCER ENGAGEMENT | | | |
|---------------------------|--|---|---------------------------|-----------------------------|-----------------|
| | | BY HERD SIZE (% OF TOTAL CATTLE SALES) | | | TOTAL (100%) |
| | | 100 – 400 hd (18%) | 400 – 1600 hd (40%) | 1600 – 5000+ hd (37%) | |
| AWARENESS (A) | Maintaining broad industry awareness (50% of southern beef producers) | 183 | 407 | 377 | 1018 |
| KASA (B) | Building knowledge, skills and confidence (30% producers engaged in A) | 55 | 122 | 113 | 305 |
| PRACTICE CHANGE (C) | Supporting adoption and practice change (50% of producers engaged in B) | 27 | 61 | 56 | 152 |

| AGRO-CLIMATIC ZONE ² | | TOTAL | HERD DISTRIBUTION | | |
|---------------------------------|-------------------|-------|-----------------------|---------------------------|-----------------------------|
| NAME | BROADACRE REGIONS | | 100 – 400 hd (18%) | 400 – 1600 hd (40%) | 1600 – 5000+ hd (37%) |
| Cold/cool temperate | • | | | | |
| Mild/warm temperate | | | | | |
| Mediterranean | • | | | | |
| Rangelands / Pastoral | | | | | |
| TOTAL | | | | | |

¹ Minimum engagement targets per year² See map appendix 2.

PRODUCER ADVOCATES

| Name | Contact details | Agro-climatic zone location¹¹ | Enterprise description | Relevant MBfP manual modules | Max number of events per year | Term of agreement |
|--|--|---|---|---|--------------------------------------|--------------------------|
| Bruce & Libby Creek – Hillcrest Pastoral | 0428 590 223 (Bruce) Hillcrest20@bigpond.com | Mediterranean Avenue Range – SE of SA | 2,000 beef breeders, involving cross breeding & multiple target markets | Pasture Growth, Pasture Utilisation, Weaner Throughput, Genetics | 2 | 3 years |
| Michael Evans Wootona | 0488 653 222 (Michael) wootona@bigpond.com.au | Mediterranean – Angaston – Barossa Valley SA | 200 beef breeders, prime lamb enterprise, merino enterprise | Pasture Growth, Pasture Utilisation, Weaner Throughput, Direction Setting | 2 | 3 years |

¹¹ See appendix 2 for zone locations

MONITORING AND EVALUATION

| CATEGORY | KPI | Key measure | Method | Organisation responsible | Minimum number of data to be submitted |
|----------------------|--|--|---|--------------------------------------|---|
| 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 | NA |
| AWARENESS (A) | Maintaining broad industry awareness (50% of producers) | Producers aware of the MLA/partner program activities | Feedback sheets from all events ¹² Annual KPI survey | State co-ordinator and NC MLA | 80% businesses from every event |
| | | Producers aware of opportunities for improving their business management | | | |
| | | Industry see value and are satisfied with MLA/partner program activities | | | |
| KASA (B) | Building knowledge, skills and confidence (30% producers engaged in A) | Improvement in knowledge skills and confidence to optimise the use of the available feed base and better manage the significant issues impacting on business profit and productivity | Ex ante and ex post skills auditing of participants in (B) activities ¹³ Feedback sheets from all events | State co-ordinator and NC | 95% businesses at each activity |
| PRACTICE CHANGE (C) | Supporting adoption and practice change (50% of producers engaged in B) | Changes in practice and adoption (permanent change) that result from participation in the program | Ex-ante and ex post business practice profiles & skills audit | State co-ordinator and NC | 95% businesses at each activity |
| | | Intention to change practices versus actual practice change | Feedback sheets and follow up (intention and act) | State co-ordinator and NC MLA | 95% businesses at each activity |

¹² See template 1. appendix 4¹³ See template 2. appendix 4

RISK ANALYSIS AND MITIGATION

- Outline the key risks associated with not achieving state KPI's
- Identify strategies to mitigate these risks

Risk 1 – The effect of drought, natural disasters, or imminent threats such as locusts or disease outbreaks on producer and deliverer availability and resources

Mitigation Strategy: To overcome this risk, we will remain up to date and aware of current industry issues and be prepared to adjust the timing or focus of the MBfP program activities if necessary. This will enable us to accommodate the influence on resources and availability created by the above mentioned threats and, where necessary, run special needs activities to assist producers to manage the challenge at hand. This could involve sessions on confinement feeding, in the case of drought, or alternatively response strategies to locust threats or the like.

Risk 2 – Low participation rates in MBfP activities

Mitigation Strategy: The MBfP program will be tailored to maximise producer participation rates by managing the timing, promotion, and curriculum of events. Deliverer's will be encouraged to develop content which is topical, relevant, and practical and will also be encouraged to consider the marketing channels and mediums that will be used to attract producers to events. Continuous development of marketing materials, potential promotion partners, and communication mediums will form the strategy to assist deliverers to attract producers to MBfP events.

Risk 3 – Low level of adoption or practice change achieved

Mitigation Strategy: Achieving adoption and practice change will require delivering both technical knowledge and process facilitation under the MBfP program of activities. Achieving quantifiable practice change will require deliverers of MBfP activities to establish and maintain an on-going relationship with producers to assist them with overcoming the various barriers to adopting practice change. Prioritisation will be directed towards MBfP activities that enable a relationship to be established between the deliverer and the producer, which will maximise the opportunity to achieve practice change. Obtaining producer commitment to practice change will also be encouraged as part of the deliverer's role within their delivery mechanism.

The monitoring and evaluation framework for the MBfP program will also be rigorously employed and continuously evaluated. This process will provide feedback to quantify that MBfP activities are relevant and correctly pitched, and will also enable the opportunity for future producer needs to be identified and documented. The monitoring and evaluation process will enable continuous innovation and improvement in the quality and relevance of MBfP activities which will assist with the overall program goal to achieve quantifiable practice change.

The choice of delivery mechanisms and topics will focus on methodologies that have a proven track record of achieving practice change and the methodologies will be continuously reviewed to ensure that they are effective. The level of program awareness will also be monitored and checked should the level of adoption not meet the program requirements.

Risk 4 – There are currently a limited number of identifiable partnership opportunities for the MBfP program within South Australia

Mitigation Strategy: To overcome this risk it will be necessary to grow and develop the partnership opportunities within SA through communication and awareness and actively seeking local knowledge from the deliverer network. A robust communication strategy will be an essential component of the state coordinator role to ensure that deliverers and partnership networks are aware of the MBfP program and the value that it can add to their producer focused activities.

Risk 5 – There are a relatively small number of beef consultancy delivery mechanisms with South Australia, particularly within some regions of the state.

Mitigation Strategy: To overcome this risk we will need to ensure that we are all inclusive in developing our network of potential deliverers and producer groups across the state. We will also continue to grow and develop our communication channels and networks during the life of the MBfP program. We will also need to ensure that we achieve good geographic coverage across the state with our deliverer team to ensure that we are reaching as many producer groups as possible.

To mitigate this risk it will also be important to ensure that participating in the delivery of MBfP activities is attractive to deliverers and delivers a value proposition to their organisation. This may be in the form of access to training or supporting tools.

Risk 6 – The state of South Australia covers a large geographic area with beef producers spread across the State from the Far North Pastoral to the Lower South East.

Mitigation Strategy: To address this risk we will need to have a very strategic focus with our allocation of program funds to ensure that we are achieving a good geographic spread, yet doing so in a cost effective manner. South Australia makes up 10% of southern production; however the producers contributing to this level of production are spread across a large geographic area, which reinforces the requirement to be strategic and cost effective with the allocation of South Australian MBfP program funds.

Identification of the most effective communication channels to reach all areas of the state in a cost effective manner will be an important aspect of mitigating this risk. Identifying delivery partners with representation across each of the state's regions, together with targeting existing producer group activities will also assist to mitigate the risk identified.

We may need to assist with travel costs to gain the support of some producers that are located in isolated regions.

Risk 7 – An industry shift away from cattle to sheep or cropping or other more profitable enterprises, as a result of less favourable beef returns or challenging market conditions, is a risk to achieving the required KPI's. Low returns can sometimes reduce the level of interest in attending training or education programs and limit the enthusiasm to instigate practice change, even though it is at these times that attending activities and improving on farm productivity is of most value.

Mitigation Strategy: To mitigate this risk it will be important for MBfP activities to always have a productive focus on producers doing better with what they have, irrespective of

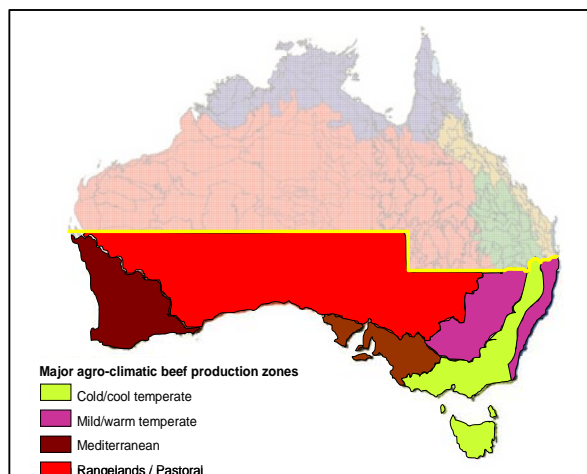
where current market conditions are tracking. A focus on reducing cost of production, which allows for increased profitability at lower market prices, will also assist to maintain producer profitability. Focusing on achieving productivity improvements, together with action based activities that strive towards achieving commitment from producers to implement productive practice change will ensure that MBfP activities always have a place in the South Australian beef industry.

Risk 8 – Producer resistance to adopting a user pays model to training and education and the resulting difficulty in getting producers to fund level B & C type activities.

Mitigation Strategy: Ultimately agriculture will need to adopt a user pays model for training and education and so we need to be working towards a user pays type model anyway. To mitigate the risk of producer resistance it will be important to develop the value proposition to producers for participating in level B & C activities and provide them with them with this proposition to demonstrate to them that they have the potential to earn a significant return on their investment from taking part and paying for such activities. The user pays model also has the benefit of developing a deeper commitment from producers when partaking in such training and development opportunities and motivates producers to make on farm improvements to earn a return of the time and money that they have invested. If phase II of the MBfP program can assist industry to support a user pays model and provide some level of funding to key activities to soften the transfer it will be a good outcome. The use of FarmReady funding for eligible training, when it is available, will also form part of the strategy to mitigate resistance towards a user pays model and assist in the transition phase to such a model.

APPENDIX 1.**MORE BEEF FROM PASTURES NATIONAL PROGRAM (MINIMUM) KEY PERFORMANCE INDICATORS**

| CATEGORY | IMPERATIVE | PRODUCER ENGAGEMENT | | | |
|---------------------------|--|---|---------------------------|-----------------------------|-----------------|
| | | BY HERD SIZE (% OF TOTAL CATTLE SALES) | | | TOTAL (100%) |
| | | 100 – 400 hd (30%) | 400 – 1600 hd (40%) | 1600 – 5000+ hd (37%) | |
| AWARENESS (A) | Maintaining broad industry awareness (50% of southern beef producers) | 3360 | 4073 | 3768 | 10184 |
| KASA (B) | Building knowledge, skills and confidence (30% producers engaged in A) | 1008 | 1222 | 1130 | 3055 |
| PRACTICE CHANGE (C) | Supporting adoption and practice change (50% of producers engaged in B) | 504 | 611 | 565 | 1528 |

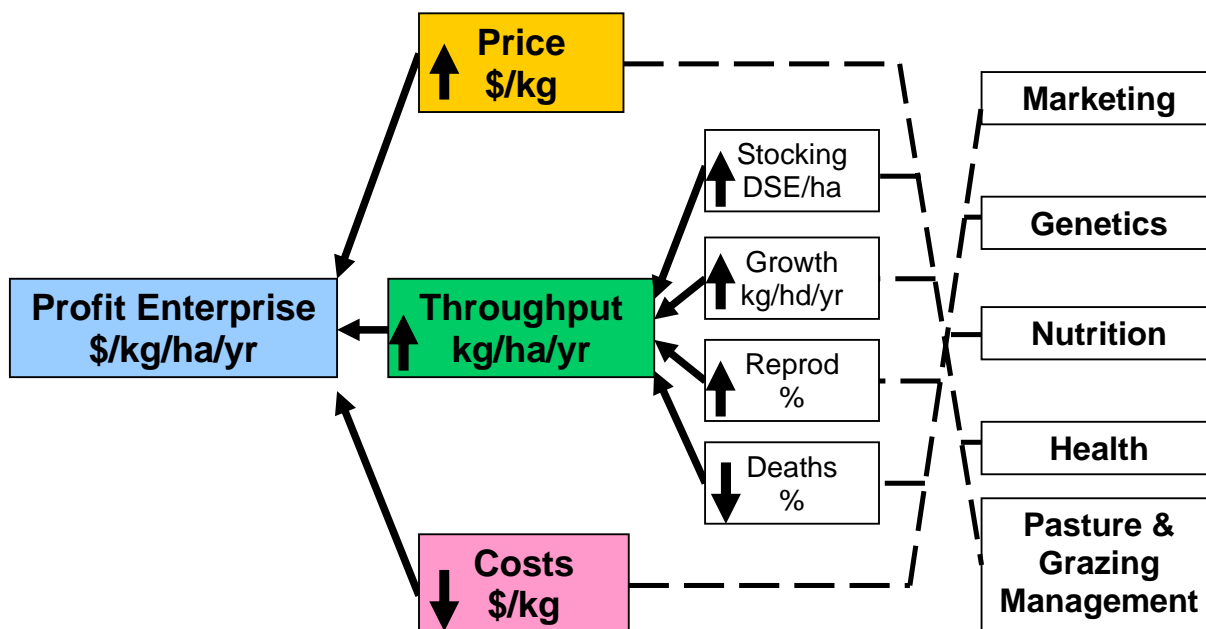
APPENDIX 2.**AGRO-CLIMATIC ZONE LOCATIONS – SOUTHERN AUSTRALIA**

| AGRO-CLIMATIC ZONE | PROPOSED REGIONS | % HERD |
|-----------------------|---|-----------|
| Cold/cool temperate | <ul style="list-style-type: none"> • NSW: Northern, Central and Southern Tablelands • VIC: southern and eastern • TAS: all | 37 |
| Mild/warm temperate | <ul style="list-style-type: none"> • NSW: North-West Slopes and Plains and Coast | 20 |
| Mediterranean | <ul style="list-style-type: none"> • VIC: Mallee, Wimmera • SA: Murray Lands and Yorke and Eyre Peninsulas • WA: Central and South Wheat Belt, North and East Wheat Belt, South-West Coastal | 40 |
| Rangelands / Pastoral | <ul style="list-style-type: none"> • NSW: Far West • SA: North Pastoral • WA: Central Pastoral | 3 |

SOURCE: ABARE AGSURF, 2009

APPENDIX 3. KEY PROFIT DRIVERS – FOCAL AREAS FOR MBFP ACTIVITIES

Strategies should be structured around particular campaigns whereby a key focal area will be used to provide the foundation and linkage between A, B & C activities. Up to three 'campaigns' should be initiated per year. At least one campaign per year will need to focus on business management and cost of production.



Ref: Beef CRC BPP groups

Profit Driver Tree

LIST OF OPTIONS FOR CATEGORY B ACTIVITIES

| | Price and costs | Pasture and grazing | Health | Nutrition | Genetics | Marketing | Farmready approved |
|---------------------------------|-----------------|---------------------|--------|-----------|----------|-----------|--------------------|
| Better trading decisions | ✓✓✓ | | | | | ✓✓✓ | TBD |
| Cost of Production workshops | ✓✓✓ | | | | | | Y |
| BeefCheque | ✓✓✓ | ✓✓✓ | | | | ✓✓ | Y1 & 2 |
| Prograze | | ✓✓✓ | ✓ | ✓✓ | ✓ | ✓ | Y |
| More Beef from Breeding | | | | ✓ | ✓✓✓ | | Y |
| Feed Demand Calculator workshop | | ✓✓ | | | ✓ | ✓✓✓ | TBD |
| BeefSpecs validation | | | | | | | TBD |



More Beef from Pastures - Phase II

Information Memorandum for Program Delivery in South Australia

December 2010

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Information Memorandum for Program Delivery in South Australia

Introduction

The More Beef from Pastures (MBfP) program has received further funding from Meat & Livestock Australia (MLA) for the next three years and as a result we are about to enter Phase II of the delivery of MBfP activities in South Australia. Simon Vogt of Rural Directions Pty Ltd has been appointed as the South Australian State Coordinator for Phase II of the MBfP program.

The initial phase of MBfP which ran from 2004 to 2009 was highly successful in creating awareness for the MBfP program, and was supported by the MBfP Producer Manual and associated tools. Phase II of the MBfP program aims to build on the activities and awareness created in Phase I of the program and continue to strive towards achieving the primary objective of sustainably increasing beef productivity and/or profit through optimisation of the available feed base. Productivity is measured at the producer level as the number of kilograms of beef produced per hectare per unit of rainfall. Phase II of MBfP is focused on targeting beef producers with greater than 100 head.

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

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

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

| Activity Category | Definition | Producer Engagement |
|---|---|---------------------|
| Awareness (Category A) | Maintaining broad industry awareness of the MBfP program, the MBfP manual, and the MBfP producer tools. | 1,018 producers |
| KASA change (Category B) Knowledge Attitudes Skills Aspirations | Category B activities are about building producer knowledge, skills and confidence. KASA change is defined as a measurable increase in Knowledge, a positive change in Attitude, an increase in Skills or a change in producers Aspirations. | 305 producers |
| Practice Change (Category C) | Category C activities are about supporting adoption and increasing the uptake of practice change among producers to achieve quantifiable increases in on farm productivity. | 152 producers |

In principle, the role of the State Coordinator will include:

- Developing a state business plan identifying how the above levels of producer engagement are going to be achieved and detailing exactly how the delivery funds are going to be allocated in each year of the program
- Allocating the delivery budget to best meet the requirements and KPI's of the program
- Engaging delivery partners within South Australia across the private and public sector
- Maximising the level of KASA change and practice change achieved by the MBfP program
- Prioritising the delivery of activities that will best meet the overall program objective of sustainably increasing kilograms of beef produced per hectare by southern beef producers
- Facilitating the communication of event activities and dates between the delivery network and MLA
- Working closely with the delivery network to fulfil the monitoring and evaluation requirements of the program

Delivery Opportunities

There are a number of potential delivery opportunities within Phase II of the MBfP program and we invite expressions of interest from all service providers with a capacity to deliver activities to South Australian beef producers across the next three years. There will be opportunities for MBfP to both fund and co-fund the delivery of activities which meet the program objectives. There is a significant degree of rigour that will need to be provided to justify MBfP funding and support in Phase II of the program.

It is important to note that the delivery budget will need to be allocated strategically in a manner which will best achieve the program goals and provide support to activities which are closely linked to modules of the More Beef from Pastures: The Producer's Manual. As such, funding will not be available to subsidise existing activities but rather, to support the delivery of activities developed to support the More Beef from Pastures program. It is also important to note that as we move down the scale from Category A type activities to Category C type activities we move away from activities which create public good and towards activities which create private producer good. As a result of this, as we move down from Category A type activities (which are generally provided to producers free of cost) towards Category C type activities, a stronger user pays model will need to be adopted at each stage. The delivery of Category C activities will be funded predominantly by the producers participating in these activities, however support will be provided by MBfP to promote the activities, assist with establishing the groups, and provide the monitoring and evaluation framework to be undertaken. Please find the extension and adoption framework that has been developed by MLA to guide Phase II of the MBfP program in Appendix 1.

Category A Delivery Opportunities, Funding, and Requirements

Category A activities are targeted at larger audiences (>20 participants) and will involve MBfP providing some funding or co-funding to support the delivery of a field day, forum, seminar, or farm walk targeted at increasing awareness of the MBfP resources and products available to producers. The requirements to receive funding or co-funding from MBfP for Category A events will include the following:

1. MBfP templates to be used during the day, incorporating the MBfP logo.
2. The content of the day can be directly linked to a module of the MBfP The Producer's Manual or the Profit Driver Tree. Please refer to Appendix 2, 3, and 4 for more detail on The Producer's Manual and the profit driver tree.
3. The MBfP Monitoring and Evaluation framework is adopted by the event and information is captured in regard to the number of participants, participant contact details, enterprise type and scale, participant satisfaction, and the future training needs of participants. Feedback forms must be captured from at least 60% of the attendees.
4. Opportunities for participation in Category B and Category C MBfP activities are identified and promoted.
5. The MBfP logo and brand is used on all promotion and media.

We are seeking expressions of interest for the delivery of Category A awareness activities in South Australia. When providing an expression of interest we will require details of the event such as the date, location, activity type, event program, and the deliverers involved. We will also require the level of MBfP funding or co-funding that is being sought to cover the delivery of such activities and a budget in regard to how this level of funding will be spent to deliver the activity. We will then allocate the delivery budget for Category A Awareness type activities to the events that best meet the program objectives in the most cost effective way. Please find an event activity application form in Appendix 5 that can be used to provide expressions of interest for the delivery of specific Category A events.

Category B Delivery Opportunities, Funding, and Requirements

Category B activities are targeted at medium size audiences of less than 20 people and will involve MBfP workshops or training where in depth focussed information is presented with the objective of building producer knowledge, skills, and confidence. Category B activities are to involve active group engagement.

Category B activities must involve a significant user pays approach and deliverer's need to seek an appropriate contribution from participating producers to assist with the costs associated with running the activity. The producer contribution for Category B type activities must cover at least 50% of the cost of delivering the activity.

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

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

There are a number of models that could be used to deliver Category B type activities. Category B type activities could include a joint approach between producer funds and MBfP funds to achieve participation and delivery of an event. Category B activities could also involve a partnership approach between producer funds, MBfP funds, and other industry support funds to deliver an event. The delivery of FarmReady approved training on topics relevant to the modules of the MBfP Producer Manual would also be suitable Category B type activities and could attract some level of MBfP funding to support event promotion and the implementation of the MBfP monitoring and evaluation process. At all times it is essential that at least 50% of the cost associated with running a Category B activity is met by the producers participating in the event.

An example of a Category B type activity might involve a full day workshop focused on increasing pasture utilisation within a beef enterprise which is targeted at a group of producers. The event may attract 10 producers and may involve a total delivery cost of \$1,500. Producers could contribute \$75 each to participate in the activity, which provides a total producer contribution of \$750. The MBfP program may then be able to provide up to \$750 in funding to support the event through promotion and adoption of the MBfP monitoring and evaluation framework. A similar example may involve an event with a total delivery cost of \$4,000 that attracts 20 producers. Each of these producers could be required to pay at least \$100 each to participate in the event, providing \$2,000 toward the event. There may be some industry funding or outside sponsorship for the event to the value of \$500. Assuming the event meets the MBfP objectives, and a detailed budget has been provided that supports the \$4,000 cost of running the event, the MBfP program may be able to provide up to \$1,500 in funding toward the event to assist with promotion, development to fit the MBfP program, and the application of the MBfP monitoring and evaluation framework.

We are seeking expressions of interest for the delivery of Category B activities within South Australia. When providing an expression of interest we will require:

- details of the event such as the date, location, activity type, event program, and the deliverers involved
- a budget of the total cost for delivery of the event, including the number of hours and the hourly rate that the deliverer has applied in developing the event budget
- an understanding of the individual producer contribution towards the event

As the State Coordinator we will then allocate funds for the delivery of Category B type activities to the events that best meet the program objectives in the most cost effective way. Obviously additional funding from other industry sources will improve the cost effectiveness of Category B activities from a MBfP perspective, and as result this approach is encouraged, however we understand that it won't be available in all situations. Please find an event activity application form in Appendix 5 that can be used to provide expressions of interest for the delivery of specific Category B events.

Category C Delivery Opportunities, Funding, and Requirements

Category C activities are to involve small groups of 8-10 producers and will involve a time series of events over which the adoption of practice change is supported. The adoption of practice change requires the implementation hurdles associated with adoption to be overcome and this is best facilitated when a relationship is established between the deliverer and the producer and the two parties can work together, over time, to implement beneficial on farm practice change. Category C activities are very much for the benefit of the 8-10 producers taking part in the activity and as a result are to be predominantly funded by the producers participating in the series of activities.

Participant training needs and key areas of interest will be collected and identified as a result of participation in the monitoring and evaluation framework applied to Category A and Category B MBfP activities. It is anticipated that by using this information groups will then be formed for Category C activities based on common producer needs. In principle these groups will then be matched with an appropriate deliverer that has the best skills and resources available to them to address the specific issue on which the group has a common need.

A potential model or approach for delivering a Category C activity to support the adoption of practice change could be as follows. Let's assume that a group of producers have participated in a Category A or B MBfP event and it has been identified from participation in this event that 10 of them have a really strong interest in monitoring and improving pasture utilisation on their respective properties. A specialist deliverer in pasture utilisation could then be approached and would have the opportunity to put together an interactive and applied learning program for this group of producers

over a four part series of events across a 12 month period or similar. Each of the 10 producers taking part in this activity could then be required to pay \$1,000 each to participate in the series of four events. This provides a pool of \$10,000 for the deliverer to run a series of group activities with the group that focus on the specific issue at hand and work closely with the group to allow productive practice change to be implemented on farm. The deliverer leading the group will be engaged in coaching and mentoring with the group and facilitating group discussion and interaction in an effort to effectively address the issue at hand. The group leader will take the group through a learning pathway that will ultimately lead to the adoption of productive practice change. MBfP may contribute up to \$1,000 towards the promotion of the series of activities and will assist with forming the groups and implementing the monitoring and evaluation framework.

Within the delivery of Category C activities, using the small group model and the time series of events as outlined above, there is also the opportunity for one on one coaching to be offered to participants in between the group sessions. Once again this would be structured utilising a user pays approach, to further drive the adoption of beneficial on farm practice change. An astute group leader or deliverer may also decide to outsource the delivery of some group sessions to a third party that has specific technical skills that may further assist the group. Well-structured and well executed Category C activities have the potential to both generate valuable income streams for the deliverers involved, while also delivering significant potential value to participating producers by working closely with them to achieve productive practice change and overcome any implementation challenges that they may face in the process. Additional and relevant FarmReady approved courses may also be delivered to the group during the series of activities (when such FarmReady funding is available).

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

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

Monitoring & Evaluation

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

Implementation of the MBfP monitoring and evaluation framework will be an essential component for any activities to gain the support of MBfP funding. As a result, timely delivery of participation and feedback data to the State Coordinator will be expected. Templates will be provided to capture participant feedback and these forms must be completed by a minimum of 60% of participants at all MBfP funded or co-funded events.

Additional Opportunities for the Delivery Network

As documented, there is an opportunity (when funding is available from DAFF) for the delivery network to develop FarmReady approved training courses on topics relevant to beef producers and deliver them to producers as either additional Category B or additional Category C activities to add further value to producers while also generating additional income streams. It may also be possible to access outsourced deliverers of FarmReady approved training courses to add value to Category C working groups in a cost effective manner for the producer.

In the State Coordinator role, we may also be able to assist in attracting support from MLA for additional Producer Demonstration Sites. We are keen to hear about any potential ideas or concepts that a group of producers would like to explore and we are willing to assist where we can to get support for these projects in South Australia.

Survey for Potential Deliverers of MBfP Activities in SA

As the South Australian State Coordinator of the MBfP program, Rural Directions will be inviting all potential deliverers of MBfP activities to take part in a survey to assist with the development and execution of the South Australian business plan. The survey will be utilised to establish the delivery capacity that we have in South Australia and assist with the scheduling of MBfP activities and events. The survey will be provided to those that expressed interest by email as a word document which can be completed and emailed back to us or printed off and sent back to us. We

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would appreciate the completion of this survey as soon as possible, ideally by Wednesday 22nd December 2010.
Please also find the survey questions in Appendix 6.

Expressions of Interest for Delivery

In each year of the MBfP program we will be seeking expressions of interest from the delivery network to deliver specific MBfP activities as per the guidelines established in this document. In Year 1 of the program, which ends on 30th June 2011, we will be seeking expressions of interest for the delivery of Category A and Category B type activities. In Year 2 and Year 3 of the program we will also be seeking expressions of interest for the delivery of Category C type activities. All parties and organisations that express interest in delivering MBfP activities will be informed of the closing dates in each year for putting forward events to gain MBfP funding and support.

The official closing date for applying for the delivery of Category A and Category B MBfP events in the first year of the program (which ends on 30th June 2011) will be Friday 4th February 2011. If it is at all possible however, to have any event application forms completed and forwarded to me by Friday 14th January it will assist in the finalisation of the state business plan.

In each year of the program we are keen to establish the full spectrum of activities that the delivery network would like to deliver and we will then use this information to allocate the funds to the activities which best meet the needs and objectives of the MBfP program. We will endeavour to fund as many activities as possible, however we will be bound by the capacity of the delivery budget and as a result priority will be given to the events and topics which fit most closely with the program objective of sustainably increasing the number of kilograms of beef produced per hectare by the producer, while also having the greatest capacity to increase producer knowledge and skills. We will also be giving consideration to the cost effectiveness of funded activities. In our allocation of delivery funds we will also need to get the balance between Category A, Category B, and Category C type activities correct to ensure that we effectively meet the State KPI's.

Agri-business Forum

A key part of the MBfP program is to build and grow the delivery network for South Australia. A key part to initiating this will be an Agri-business Forum in South Australia in early 2011 (Feb/Mar). This forum will provide a launching pad for Phase II of the MBfP program in South Australia and will also provide an opportunity for the delivery network, the state coordinator, the national coordinator, and representatives from MLA to meet face-to-face. It will also provide the opportunity for training in the MBfP tools and evaluation processes. This Agri-business forum may be combined with the Making More from Sheep (MMfS) program and delivery network. The Agri-business Forum will reinforce the goals and objectives of Phase II of the MBfP and MMfS programs, provide an opportunity to discuss how we best meet these objectives for each program within the state, and also provide some technical and operational updates from MLA in regard to Phase II of these programs.

Further Information

For further information on the MBfP program and the delivery of MBfP activities please feel free to contact the State Coordinator.

More Beef from Pastures State Coordinator – South Australia

Simon Vogt

Rural Directions

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PO Box 646 Clare

South Australia 5453

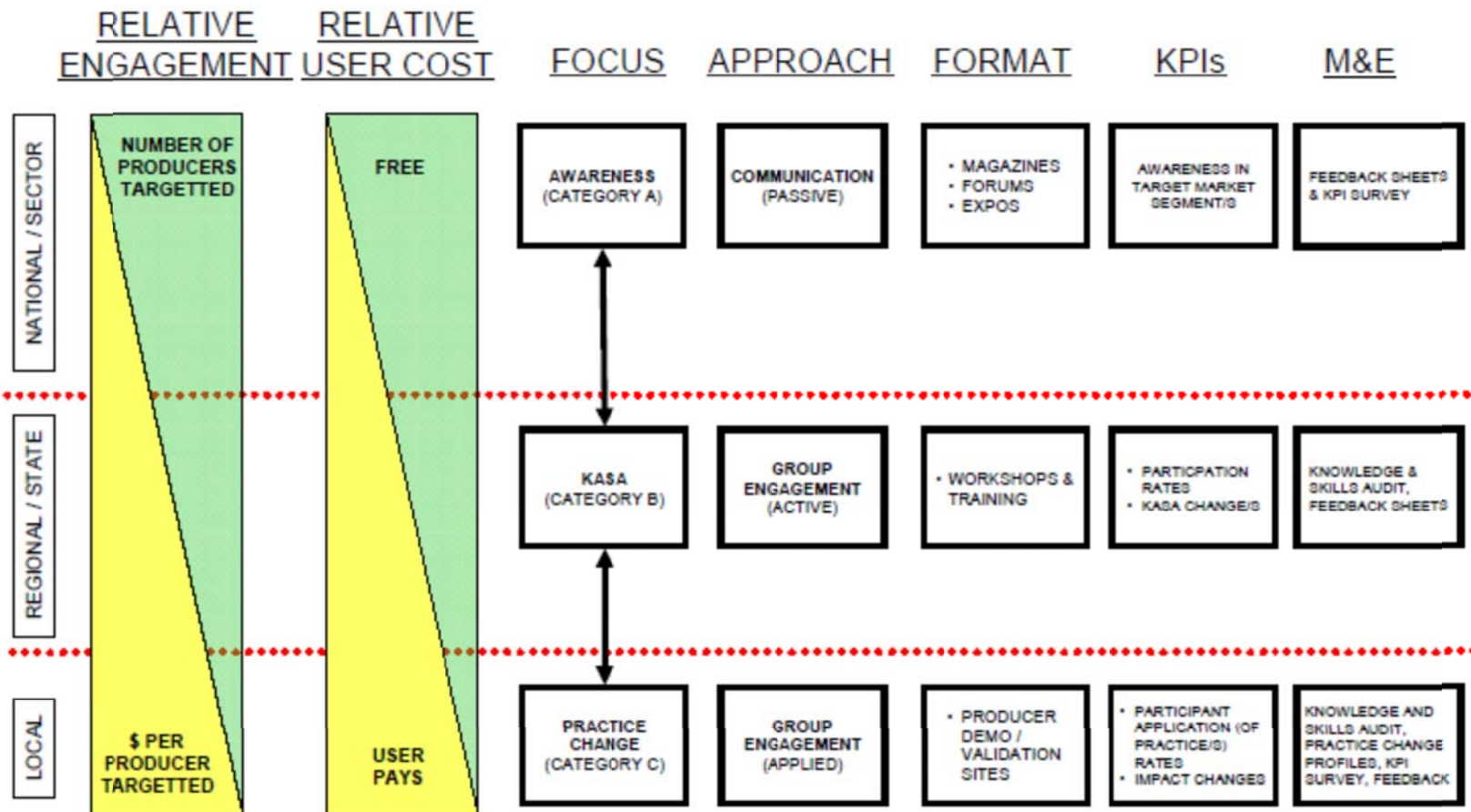
T 08 8842 1103 F 08 8842 1766 M 0407 959 836

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Appendix 1 – Extension & Adoption Framework



EXTENSION / ADOPTION FRAMEWORK



The Producer's Manual - Summary

The producer's manual has eight modules that address different aspects of the production system in a southern pasture-based beef enterprise:

- **Module 1: Setting directions**

Helps producers set clear business objectives and the strategic direction of the beef enterprise.

- **Module 2: Tactical stock control**

Provides information and tools to help producers manage stock numbers and tactically increase or decrease numbers in order to match animal feed demand to available feed supply.

- **Module 3: Pasture growth**

Helps producers to develop expertise in soil, pasture and grazing management to boost productivity and profitability.

- **Module 4: Pasture utilisation**

Details methods to increase stocking rates and adopt a plant growth based approach to grazing management.

- **Module 5: Genetics**

Provides information to help producers lift ongoing productivity and profitability through ongoing genetic improvement.

- **Module 6: Weaner throughput**

Outlines practices to determine how and when to wean calves early in order to maximise production and profitability.

- **Module 7: Herd health and welfare**

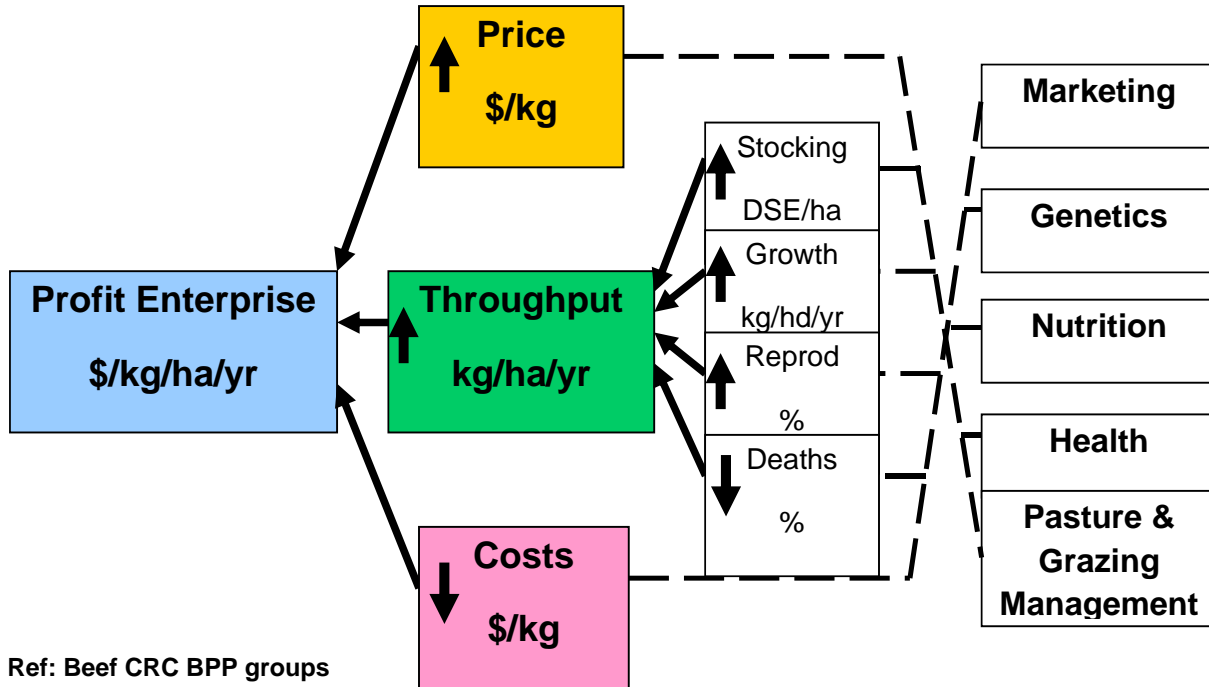
Outlines procedures required to manage a healthy, productive and profitable cattle herd.

- **Module 8: Meeting market specifications**

Helps producers to increase financial returns by better meeting target market specifications, exploiting market opportunities and managing the risks.

See more details and download the modules at www.mla.com.au/morebeef

Profit Driver Tree



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Appendix 4 – Tools and Applications within each MBfP Module

| Module | Tools or Applications |
|---|--|
| Module 1 - Direction Setting | <ul style="list-style-type: none"> Detailed gross margin analysis Using the MLA Cost of Production Calculator to calculate your CoP Determining which capital investments will best meet your enterprise goals |
| Module 2 – Tactical Stock Control | <ul style="list-style-type: none"> Pasture rulers, sticks and meters Establishing daily pasture growth estimates Matching feed demand and feed supply |
| Module 3 – Pasture Growth | <ul style="list-style-type: none"> Mapping pasture zones land management capacity Assessing soil types and problem soils or areas and how these can be improved Establishing rainfall patterns and variability and the impact on pasture production. Measuring and improving water use efficiency Taking field based pasture measurements for quantity, quality and composition Assessing critical soil nutrients and suitable nutrient applications |
| Module 4 – Pasture Utilisation | <ul style="list-style-type: none"> Pasture rulers, sticks and meters Setting pasture targets (minimum DM/Ha targets to maximise production) Pasture growth estimates by region Grazing management strategies to convert pastures into maximum beef production Grazing management methods by plant species to maximise pasture quality and production |
| Module 5 – Cattle Genetics | <ul style="list-style-type: none"> Utilising EBV's to select sires which best fit the enterprise breeding objectives Use of production \$ indexes in sire selection Selecting a profitable cross breeding system Calculating bull earning capacity Using calving ease EBV's to select sires for joining heifers |
| Module 6 – Weaner Throughput | <ul style="list-style-type: none"> Assessing the fertility and fecundity of your breeding herd Selection of cows that will join within two mating cycles Culling cows needing intensive calving assistance Minimum live weights for joining heifers Condition scoring of beef cattle and its influence on reproduction Selecting healthy, fertile bulls Weaning age and live weight targets Using yard weaning to lift cattle productivity Managing replacement heifers |
| Module 7 – Herd Health and Welfare | <ul style="list-style-type: none"> Identifying the common diseases in a locality and how they will affect production Implementing a disease management plan using veterinary advice Vaccinating against diseases that can infect cattle and people Preventing the introduction of infectious diseases Determining the cost effectiveness of common preventative treatments |
| Module 8 – Meeting Market Specifications | <ul style="list-style-type: none"> Knowing the specifications and requirements of your target market Knowing how to assess the progress of live animals towards target markets Understanding Meat Standards Australia (MSA) requirements Understanding the selling options available to producers Understanding how to obtain price and market information |

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Appendix 5 – More Beef from Pastures – Activity Application Form

| | |
|--|--|
| Event Date | |
| Event Name | |
| Event Location/Venue | |
| Event Category (A, B, or C) | |
| Activity Type (Workshop, field day, demonstration site, webinar, coaching & mentoring, forum) | |
| Target number of businesses | |
| Target number of participants | |

| | |
|--|--|
| Target market (new participants, existing group, industry in general) | |
|--|--|

| | |
|--|--|
| Presenters/Facilitators (Name & Organisation) | |
|--|--|

| | |
|---|--|
| Partner Organisations or Sponsorship Providers and their role in the event | |
|---|--|

| | |
|--|---|
| Learning outcomes of the activity (these can be in dot point form and are specific and clear statements of what the participants are expected to learn) | <ul style="list-style-type: none"> • • • • • • • |
|--|---|

| | |
|---|--|
| Main MBfP Module to be delivered | |
| Procedures to be covered | |
| Tools to be covered | |

| | |
|--|--|
| Total Cost to deliver the Event | |
| Producer Contribution (number of producers and \$ per producer) | |
| The \$ value of MBfP funding being sought | |

| Event budget | Number of units | Unit Cost | Total Cost |
|---|-----------------|-----------|------------|
| Event promotion/advertising | | | |
| Travel costs | | | |
| Accommodation Costs | | | |
| Venue hire | | | |
| Catering | | | |
| Workbooks and Materials | | | |
| Delivery time on the day (number of hours & hourly rate) | | | |
| Implementing pre and post evaluation requirements for Category B activities (number of hours & hourly rate) | | | |
| Development time to ensure course meets MBfP requirements (number of hours & hourly rate) | | | |
| Total Event Cost | | | |

Question 1

Are you likely to apply for the delivery of any Category A Awareness type activities that you would like to receive MBfP funding and support for in Year 1 of the MBfP Program?

If so please detail these activities below.

| Event | Topics to be discussed at the event |
|-------|-------------------------------------|
| | |
| | |
| | |
| | |
| | |

Question 2

Which module topics do you have the capacity and interest to deliver as workshops during phase II of the MBfP program as eligible Category B activities which will involve a user pays approach to cover 50% of the cost and may also be supported by MBfP funding?

| Module | Capacity to Deliver as a Category B group activity focused on building knowledge, skills, attitudes and aspirations (Yes/No) |
|--|--|
| Module 1 – Direction Setting | |
| Module 2 – Tactical Stock Control | |
| Module 3 – Pasture Growth | |
| Module 4 – Pasture Utilisation | |
| Module 5 - Genetics | |
| Module 6 – Weaner Throughput | |
| Module 7 – Herd Health and Welfare | |
| Module 8 – Meeting Market Specifications | |

Question 3

Which modules or areas of specialty do you have the capacity to deliver as an in depth four part series over the course of a year with a small group of 8-10 producers as a very focused Category C type activity that concentrates on achieving practice change?

| Module | Capacity to Deliver as a detailed Category C group activity over a series of events focused on achieving on farm practice change (Yes/No) |
|--|---|
| Module 1 – Direction Setting | |
| Module 2 – Tactical Stock Control | |
| Module 3 – Pasture Growth | |
| Module 4 – Pasture Utilisation | |
| Module 5 - Genetics | |
| Module 6 – Weaner Throughput | |
| Module 7 – Herd Health and Welfare | |
| Module 8 – Meeting Market Specifications | |

Question 4

Do you have any FarmReady approved training courses that you have developed that you could deliver to producers as additional Category B or additional Category C activities with support from MBfP?

If so please detail these courses below

| Course Name | Material Covered |
|-------------|------------------|
| | |
| | |
| | |
| | |
| | |
| | |

Question 5

Meat & Livestock Australia (MLA) are keen to involve two producer advocates for the MBfP program within SA. These producer advocates will be called upon to attend key MBfP activities and also contribute to stories and case studies for MLA publications such as the MBfP e-newsletter, MLA Feedback and MLA Prograzier publications. We are keen to identify and select producer advocates that have a good story to share about implementing beneficial practice change and that would also be willing to actively take part and add value to Phase II of the MBfP program.

Do you have any producers in mind that we should be considering for these roles?

If so could you please provide us with their names and contact details and a short description as to why they should be considered for these important roles?

Question 6

Are you involved with any producers or producer groups that would like to receive funding and support to run a Producer Demonstration Site?

Question 7

Do you have any further recommendations, suggestions or ideas in regard to the delivery of MBfP activities within South Australia?

Question 8

What do you believe are the critical success factors to achieving adoption of practice change amongst producers that will increase productivity?

Question 9

Which topics for Category C activities do you think will create the most producer interest and participation taking into consideration that the producer will be required to fund the majority of the cost associated with the delivery?

Question 10

Do you have any other comments that you would like to provide in regard to the delivery of the MBfP program in South Australia over the next three years?