Profitable Grazing Systems

State Coordinators & Monitoring & Evaluation Coordinator

Request for Proposal

Background
MLA is committed to creating opportunities for red meat producers to maximise the benefits of research and development to improve business profitability, productivity and sustainability.

Profitable Grazing Systems (PGS) is MLA’s new flagship adoption program which will drive measurable, improved business performance outcomes for participating red meat producers. The program will use a supported learning methodology to develop the skills of red meat producers and support implementation of these new skills into businesses, improving profitability and productivity. Profitable Grazing Systems builds on previous red meat industry extension and adoption programs including Making More from Sheep and More Beef from Pastures, and will have a focus on achieving adoption through high quality delivery underpinned by robust monitoring evaluation and a commercial approach. Additional background information on Profitable Grazing Systems is provided in Appendix 1.

The management structure for Profitable Grazing Systems will consist of a national program coordinator embedded within MLA, working with a team of state-based coordinators and a dedicated monitoring and evaluation coordinator. The state coordinators will report to the national coordinator and will have additional support in executing their duties from a deliverer leadership team. Figure 1 provides an overview of PGS program management, including key roles. Table 1 provides a summary of the key roles and responsibilities.

This request for proposal is for seven state based coordinators and one monitoring and evaluation (M&E) coordinator to support delivery of PGS. The M&E coordinator may be based anywhere in Australia. State based coordinators will be distributed as follows:

- Queensland
- New South Wales
- Victoria
- South Australia
- Western Australia (southern)
- Western Australia (Kimberley and Pilbara) and Northern Territory
- Tasmania
1. State Coordinators

Key role of State Coordinators

PGS state coordinators will work closely with the PGS program coordinator to ensure the successful delivery of PGS within their state. Producer, service provider and local industry networks of the state coordinator (or their organisation) will be crucial to the successful delivery of PGS. The key responsibilities of state coordinators are:

- Be the key PGS contact for deliverers within each state. This includes developing and delivering strategic feeder activities in collaboration with PGS deliverers and supporting PGS deliverers in the preparation of their M&E materials;
- Recruitment of deliverers and producers for the program. Producers will be engaged in collaboration with PGS deliverers. Effective local networks and local knowledge will be critical in successful recruitment;
- Influence event and activity design to ensure they are high impact and meet producer needs locally;
- Manage PGS program quality assurance:
  - ensure consistency in messaging and standards of delivery
  - collate monitoring and evaluation data from deliverers & submit to M&E coordinator
  - provide feedback to deliverers once M&E data is analysed by M&E coordinator

Skills and experience required of the PGS State Coordinators (Selection Criteria)

1. Background in extension and adoption, with experience in project design, delivery and coordination.
2. Proven track record of delivering high quality extension activities with high producer engagement.
3. Excellent communication skills and ability to form and maintain relationships with a range of stakeholders.
4. Existing red meat industry networks (including producers, service providers, and other industry stakeholders) or the ability to grow and form these quickly.
5. Experience in monitoring and evaluation and capacity to provide support to deliverers in meeting M&E requirements.
6. Strong project management capability.
7. High level of professional integrity
8. Some technical capability and knowledge of livestock production systems
Budget for State Coordinators

The budget allocation per state coordinator differs by state based on differences in the expected work load, and is outlined as follows (each amount is excl GST and per annum). The role will be for a period of 3 years initially, with an option for a further 2 years based on performance.

<table>
<thead>
<tr>
<th>State</th>
<th>Amount (per annum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Queensland</td>
<td>$57,649</td>
</tr>
<tr>
<td>NSW</td>
<td>$88,690</td>
</tr>
<tr>
<td>Victoria</td>
<td>$88,690</td>
</tr>
<tr>
<td>South Australia</td>
<td>$66,518</td>
</tr>
<tr>
<td>Tasmania</td>
<td>$44,345</td>
</tr>
<tr>
<td>Western Australia</td>
<td>$57,649</td>
</tr>
<tr>
<td>Northern Australia (northern WA and NT)</td>
<td>$33,259</td>
</tr>
</tbody>
</table>

A separate annual travel budget for attending coordination meetings is available for each coordinator.

Where state coordinators are required to coordinate and/or implement feeder activities, a separate PGS budget applies. This budget is differentiated based on KPIs rather than by state or technical area. The National Coordinator may review the budget allocation for feeder activities as the program develops.

Reporting requirements

State coordinators will be required to develop individual work-plans for their role, setting agreed KPIs with input from the National Coordinator. Annual performance reviews will be held with the National Coordinator and MLA. Performance reviews will form the basis for Go-No Go decisions on both the work-plan and the continuation of state coordinator contracts.
2. PGS Monitoring & Evaluation Coordinator

Key role of PGS Monitoring & Evaluation Coordinator
The purpose of the PGS M&E Coordinator is to collate, evaluate and report on program performance. The key responsibility of the M&E Coordinator is to manage the PGS monitoring and evaluation processes:

1. Quality control of delivery and provide a continuous improvement framework for deliverers, including effective feedback processes and content;
2. Measure program impact, such that it is aligned with MISP and MLA 2020 reporting requirements;
3. Provide reports to the National Coordinator, state coordinators and Steering Committee;
4. Review and develop M&E templates and materials to ensure that they are fit for purpose;
5. Collate and analyse M&E data from individual projects.

Skills and experience required of the PGS M&E Coordinator (Selection Criteria)
1. Excellent analytical capability to collate and process data and an ability to analyse, interpret and report back on data (including recommendations).
2. Experience in developing and implementing monitoring and evaluation plans.
3. Background in extension and adoption, with experience in project design, delivery and coordination.
4. High level of professional integrity.

Ideally the role of PGS M&E Coordinator will be successfully delivered by one of the state coordinators as this will increase efficiencies in program coordination and delivery. Applicants for the state coordinator role who believe that they would be able to fulfil the duties of the M&E coordinator and meet the selection criteria are encouraged to consider applying for the M&E coordinator role. Applications from suitably qualified individuals/organisations who are not interested in the state coordinator roles may apply for the M&E Coordinator position.

Budget for PGS M&E Coordinator
A budget allocation of $50,000 per annum (excl GST) is available for the PGS M&E coordinator. The role will be for a period of 3 years initially, with an option for a further 2 years based on performance.

A separate expenses budget for travel (intra and interstate) of $3,000 per annum (excl GST) is also available.

Reporting requirements for M&E Coordinator
The PGS M&E Coordinator will report to the National Coordinator, and will be required to submit an annual progress report which outlines key achievements, challenges and recommendations for changes to PGS M&E processes (or program processes in response to M&E data). Annual performance reviews will be held with the national coordinator, where performance in meeting the
M&E coordinator deliverables will be assessed. This performance review will form the basis for Go-No Go decisions on the continuation of the M&E coordinator contract.

**Selection Process**

The process for selection for both state and M&E coordinators will be as follows:

- **Applications open** 25 May 2017
- **Applications close** COB 22 June 2017
- **Interviews with shortlisted applicants** From 10 July to 14 July
- **Successful applicants notified** 17 July

*Please note* that there will be a compulsory two day training workshop for all state coordinators in Sydney on 2 and 3 August 2017. All state coordinators and the M&E coordinator will be expected to attend.

Please submit completed application forms (using the application template provided) to:
rjeffrey@mla.com.au
By 6pm Thursday 22 June 2017. Late applications will not be considered.

**For more information contact:**

Renelle Jeffrey
MLA Program Manager – Adoption
Email: rjeffrey@mla.com.au
Phone: 0421 915 820
Appendix 1

Profitable Grazing Systems - Background

PGS Vision

A financially sustainable adoption program aligned to the MLA 2020 targets that extends MLA R&D outputs and achieves increased producer skills and capability, practice change and whole farm business improvement through increasing producer understanding of:

\[
\text{Business profit} = \text{management capability} + \text{evidence} + \text{value chain approach}
\]

PGS Objectives

The overarching objective of the PGS program is to encourage and support red meat producers to improve their management skills, to increase profit. The program objectives to be completed by 2022 are:

1. To increase the average profitability of participating red meat producers by 2.5% ROAM by improving their skills and capability.
2. A commercial model which involves user pays for the private good component of the activity (generally the delivery), with MLA contributing a maximum of 30% of the delivery cost of supported leaning projects.
3. 5,000 producers attend feeder activities with 10 -15% of them going on to participate in a supported learning program.
4. 2,900 producers participate in supported learning programs to increase their skills and knowledge:
   a. 2150 producers increase their skills and knowledge above a skills audit score of 75% (competent);
   b. 50 deliverers have increased capability to a point where they can deliver effective high quality supported learning programs;
   c. Increase the average confidence rating of participating producers to use key skill sets or do key tasks to greater than 8/10;
   d. At least 70% of participating producers have made practice changes underpinned by a change in skills.

PGS Guiding Principles

The PGS program will:

1. support producers adopting practices that deliver whole farm business performance improvements through evidence driven decision making, embracing a culture of monitoring and measuring and managing
2. be driven by market outcomes and encouraging industry to be customer focussed
3. work with producers that are willing to invest in improved business performance and professional development
4. support capacity and capability building of the service sector to enable development and delivery of effective, high quality, regionally adapted supported learning programs using sustainable, commercial business models
5. be built on robust monitoring and evaluation systems to enable skill development, practice change and industry impact to be measured
6. complement and value-add to existing programs and services
7. provide commercial value to both producers and deliverers (user pays)
8. provide extension of MLA beef, sheep and goat research and development outputs, and utilise previous extension programs and packages
Figure 1: Governance and coordination structure for Profitable Grazing Systems

Steering Committee

Relevant stakeholders and co-investors

Responsibility:
- Annual performance review of program
- Strategic guidance
- Support integration between R&D and E&A programs

Program Coordinator

Skills-based coordinator, imbedded within MLA. Supported by M&E Coordinator (location flexible)

Responsibility:
- Manage and report on all operational aspects of program and ensure program quality standards are maintained
- Manage all M&E processes
- Ensure the program meets its key performance indicators
- Advise the Steering Committee

State Coordinators

State-based PGS coordination team.

Responsibility:
- Interface between program coordinator and local deliverers / delivery activities
- Producer recruitment activities
- M&E processes

Leadership Team

Leading supported learning project deliverers.

Responsibility:
- Develop capacity of PGS deliverers by supporting the program coordinator and mentoring PGS deliverers
- Advisory role to program coordinator, state coordinators and steering committee

PGS deliverer

Deliver supported learning activities for producers.

Responsibility:
- Support PGS and industry through delivery of high quality adoption activities
- Engage proactively with the coordination and leadership teams, working with a continuous improvement ethos
Table 1: Breakdown of responsibility between different members of the coordination team

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Program coordinator</th>
<th>M&amp;E coordinator</th>
<th>State-based coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engage deliverers in PGS</td>
<td>✓</td>
<td></td>
<td>✓ ✓</td>
</tr>
<tr>
<td>2. Assist in the engagement of deliverers for the leadership team</td>
<td>✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Coordinate the development of MLA funded supported learning projects,</td>
<td>✓ ✓</td>
<td></td>
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<tr>
<td>including review to ensure that they meet curriculum requirements</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4. Review supported learning projects submitted by deliverers, to ensure that</td>
<td>✓ ✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>they meet curriculum requirements, are realistic and use a supported learning</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>approach to achieve learning outcomes</td>
<td></td>
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<tr>
<td>5. Coordinate the mentor program for PGS deliverers with the deliverer leadership</td>
<td>✓ ✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>team</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Coordinate professional development and networking opportunities for PGS</td>
<td>✓ ✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>deliverers</td>
<td></td>
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<tr>
<td>7. Assist in the coordination of feeder and recruitment activities on behalf of</td>
<td>✓</td>
<td></td>
<td>✓ ✓</td>
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<tr>
<td>PGS deliverers</td>
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<tr>
<td>8. Manage the monitoring and evaluation processes including:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. manage quality control of delivery and provide a continuous</td>
<td>✓ ✓</td>
<td>✓ ✓</td>
<td>✓</td>
</tr>
<tr>
<td>improvement framework for deliverers,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. measure program impact</td>
<td>✓ ✓</td>
<td>✓ ✓</td>
<td></td>
</tr>
<tr>
<td>c. provide reports to the Steering Committee</td>
<td>✓ ✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Responsibilities</td>
<td>Program coordinator</td>
<td>M&amp;E coordinator</td>
<td>State-based coordinator</td>
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<td>---------------------</td>
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<td>------------------------</td>
</tr>
<tr>
<td>d. develop templates and materials where required</td>
<td>✓</td>
<td>✓✓</td>
<td>✓</td>
</tr>
<tr>
<td>e. collate and analyse M&amp;E data from individual programs and feedback to deliverers</td>
<td>✓</td>
<td>✓✓</td>
<td>✓</td>
</tr>
<tr>
<td>9. Liaise with relevant MLA staff, including the Steering Committee, to facilitate achievement of PGS program outcomes</td>
<td>✓✓</td>
<td>✓✓</td>
<td>✓✓</td>
</tr>
<tr>
<td>10. Support the Steering Committee in achieving good governance of the PGS program</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>11. Identify and foster relevant opportunities to partner with industry</td>
<td>✓✓</td>
<td>✓</td>
<td>✓✓</td>
</tr>
<tr>
<td>12. Establish effective systems to maintain regular communication with the leadership team and PGS deliverers</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>13. Develop and manage critical relationships within and around the program</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>14. Advise the Steering Committee on gaps and continuous improvement opportunities</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>15. Initiate opportunities to raise the interest and awareness of producers and encourage their participation</td>
<td>✓</td>
<td>✓</td>
<td>✓✓</td>
</tr>
</tbody>
</table>

✓✓ Core responsibility  ✓ Supporting role
Table 2 Activity category definitions for PGS

<table>
<thead>
<tr>
<th>Activity Category</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category A: Awareness</strong></td>
<td>Category A activities form the initial stage of the learning pathway by seeking to engage producers with MLA’s extension and adoption programs. The key purpose of these events is to enable information sharing (increasing awareness) and networking. These activities must play a role as a feeder for either Category B or C activities (highlight opportunities for producers to increase their skills or knowledge). Examples of Category A activities are field days, forums / expos, seminars, and conferences.</td>
</tr>
<tr>
<td><strong>Category B: KASA change</strong></td>
<td>Category B activities are about building producer knowledge, skills, confidence, and, as a function of skill development, some practice change (often significant) may occur over time. 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. An additional role of these events is to feed producers into a Category C activity, where they are able to convert the knowledge and/or skills they have gained into changes in practice which improve business performance. An example of a Category B event is a workshop or comparative analysis session.</td>
</tr>
<tr>
<td><strong>Category C: Embedded practice Change</strong></td>
<td>Category C activities are about supporting adoption and increasing the uptake of practice change amongst producers to achieve quantifiable increases in on farm productivity and profitability. The focus is on skill development and supporting implementation of new skills and learnings within the farm business. These activities would typically be delivered using a supported learning approach (e.g. coaching or benchmarking).</td>
</tr>
</tbody>
</table>