GrazingFutures
Promoting a resilient grazing industry

MERI
November 2017

Queensland
Government

South West NRM Ltd

AGFORCE

desert
channels
QUEENSLAND

fba
FITZROY BASIN ASSOCIATION

Northern
gulf
Resource Management Group

QUEENSLAND
MURRAY-
DARLING
COMMITTEE

Southern Gulf
NRM

This plan was initially prepared by Dr Gerry Roberts, GR Consulting and Peter Long, Peter Long Consulting Version Jan 2017 from program documents with input from stakeholders either present or 'remoting-in' to the MERI plan development workshop, together with other stakeholders' comments on the draft plan, June 2016.

Version Nov 2017 includes only minor variations developed with project staff in the 12-month review workshop held July 2017.

Contents

Introduction

This Monitoring, Evaluation, Reporting and Improvement (MERI) Plan contains the design and implementation principles aimed at monitoring and measuring progress in the Grazing Futures (GF) project in three regions of north, central and south in western Queensland.

The purpose of this plan is to guide the project activities to be undertaken, and the intended objectives of the project. The plan also ensures that the process for monitoring progress on objectives is defined and that enables the project team to track progress on achievements and use collected data and information to report on and improve the GF Project. As a MERI Plan it requires reviewing and updating as appropriate, with suggested timings being at each 6 and 12 month reporting periods.

This MERI plan will provide data that contributes to the Queensland Government's 2015 election promise to 'work concurrently with industry to develop a suite of measures that will assist producers to improve their climate risk management and drought preparedness strategies for the longer term'. It will do this through collection and reporting of data on how the project has built more resilient businesses by helping beef and sheep producers make informed decisions to recover from the current drought and to better plan and manage for future droughts.

The project is adopting the successful industry-led, Grazing Best Management Practices initiative (Grazing BMP) and linking follow-up service delivery in partnership with AgForce, Natural Resource Management (NRM) Groups across western Queensland, FutureBeef, Leading Sheep, Pastoral Profit and the Rural Financial Counselling Service.

Importantly, the project will use its central focus of building drought resilience in the preparation for and delivery of, the Grazing BMP modules. This presents an additional level of use of the Grazing BMP process. The project will also harness co-investment across the Departments of State Development, Communities and Health and link with a range of mental health programs to improve future outcomes for rural industries in western Queensland.

Background

While Queensland has experienced an extended drought period, with a record-breaking 83-84% of the State still drought declared, it is Western Queensland[1] that has been affected for the longest duration. Half of the 23 Regional Councils in western Queensland were drought declared under State Government processes in April 2013 following the failed 2012-13 wet season. The region was declared by January 2014 and for all but the Cloncurry Shire, it has remained drought declared ever since.

In contrast, since the intended start of this project rain recordings in much of western Queensland (since June 2016) are above average for the June to September (time of writing) 2016. Predictive models and forecasts are for this climate pattern to continue into the 2016/17 summer months, remembering that Western Queensland has a summer dominate rainfall pattern.

For example, the BOM monthly and seasonal climate forecasts read 'Spring (September to November) rainfall is likely to be above average across parts of northern Australia.' (BOM Sept 13, 2016).The accompanying predictive maps show the expected patterns for the September to November, Spring, 3 months. Figure 1 shows the predicted probability of above median rainfall in western Queensland.

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[1] Where Western Queensland is defined as the Northern Gulf, Southern Gulf, Desert Channels Queensland, and South-West NRM regions plus the Maranoa and Balonne Council areas.
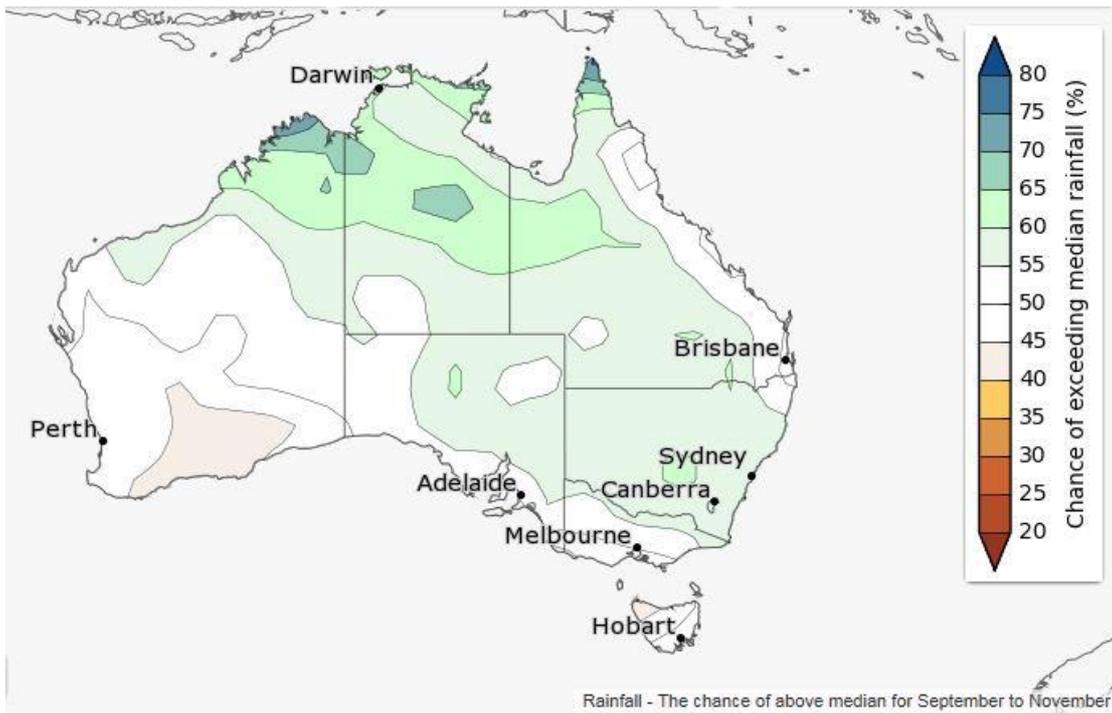
Figure 1. Rainfall – The chance of above median for September to November

URL: http://www.bom.gov.au/climate/annual_sum/2015/Annual-Climate-Report-2015-HR.pdf accessed 13/09/2016

Figure 2 shows the possible totals for the region at the 50% probability level.
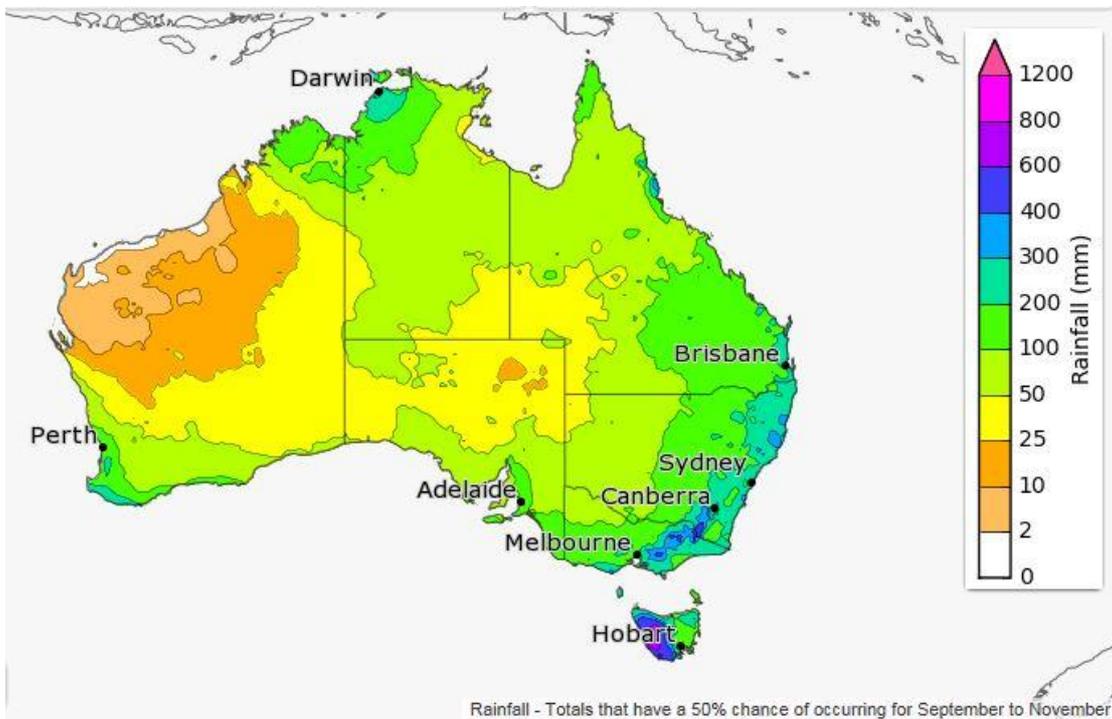

Figure 2. Rainfall – Totals that have a 50% chance of occurring for September to November

If current climate forecasts eventuate and change the drought situation for the region, it demonstrates the timeliness and importance of the opportunity this project presents to western Queensland regions. It will deliver on its objectives through focussing attention on recovery through improvements in business efficiency, land management and animal production while, at the same time, identifying how landholders can gain knowledge and skills for resilience when they encounter future droughts.

It is important to note however, that even if the promising outlook occurs then the longer cycles of reproduction and production that are features of pastoral gazing industries, mean a delay of 18 to 24 months before cash flows to a business.

That this is possible is shown by the advisory services to the beef and sheep industries over the last decade demonstrating that improved business practices can be implemented through education, training and coaching relevant to the unique circumstances of regions, localities and businesses. Benchmarking, such as through the Grazing BMP program and objective business assessment, are key tools to help build business resilience and preparedness for risks such as drought, failed markets or disease outbreaks. Recent benchmarking and needs analysis across western Queensland recorded a strong industry desire to objectively assess drought recovery options and improve planning for future droughts.

The collaborative partnership approach taken in the project recognises the strengths to be gained by service providers when they combine roles and resources for service delivery. Partnerships are being established and their process and function will be monitored, evaluated and reported on as a service delivery model.

The process used to establish the project involved project partners in initial negotiations and in the setting of targets and project content. Now it has involved them in the MERI planning process. Those two steps represent a collaboration of the partners in preparing to co-deliver to the common landholder audience.

The project is an investment in increased agricultural business resilience. As such it contributes to the agricultural pillar in the Queensland Government's goals for a successful future economy and delivers on government commitments within the Intergovernmental Agreement on National Drought Program Reform.

Beef, wool and sheep-meat are the main rural industries in western Queensland and are the focus of this project. The intent of the GF Project aligns well with the industry strategies of the Meat and Livestock Australia (MLA) and those of Australian Wool Innovation (AWI). MLA has a focus on increased beef business capability with strategic imperatives of, 'Promoting industry integrity and sustainability' and secondly, 'Increased people and industry capability'. Similarly, AWI has a wool industry on-farm RD&E strategy target of, 'Industry resilience, confidence and growth'. Such alignment demonstrates the relevance of the GF Project for industry organisation aspirations for these industries. This MERI plan will establish the ways to track progress against and level of achievement in, GF Project objectives.

Partner relevance of MERI Plan

The relevance of the plan for partners is as the reference document for their general and specific commitments to delivering on project objectives. With that in mind the initial items in the program logic requiring partners' attention are the Objectives table, Regional activities (for their region) and the Project reporting schedule.

Grazing Futures project – program logic

Aspirational goal: To provide coordinated training and extension services to assist land managers to be better skilled in business, production and land management for improved drought resilience.

Objectives table

Project Level	Project component detail	Project Performance Measures	Data to collect
	The overall objectives of the project	What will be measured to see if these objectives are met	The data and surrogate indicators to collect to measure what the project has achieved for these objectives?
Project objectives	1. Prioritise the delivery of workshops, training and targeted support within the themes of people and business, grazing land management and animal production based on verifiable industry needs, data and regional drought conditions.	• Level of grazier confidence in making decisions • Extent to which grazing business training needs are met for building drought resilience • Use of relevant regional needs data • The extent of collaboration between partners to deliver training and extension activities	• Grazing business workshop feedback from participants • Delivery staff workshop reviews • Feedback from all follow-up activities • Grazing BMP module completion results for below, at and above standard plus EOI training data with previous western Queensland Grazing BMP workshops and Reef BMP results • The number of grazing businesses that complete three and then all five modules • Numbers of businesses that complete modules and return to complete one or more follow-up activities • Number grazing businesses returning to complete more than one follow-up activity • Which needs analysis were used to decide what activities to run • Number of requests for one on one follow-up and the topic requested

Project Level	Project component detail	Project Performance Measures	Data to collect
	2. Support grazing businesses in western Queensland to improve business resilience, drought recovery and future drought preparedness.	• Level of landholder knowledge, attitude and skills • Level of planned practice changes and intent to change • Extent of decision making confidence and networking as a measure of resilience for future droughts • Identification and extent of use of Grazing BMP standards relevant to drought resilience in project delivery • Extent to which drought resilience is integrated as a component of the holistic nature of Grazing BMP modules • Extent of collection of grazier and project officer lessons from the current drought, recovery observations and strategies as legacy products	• What attendees gave as their change in knowledge, attitude and skill in session feedback at follow-up activities • What was done to include the business and drought resilience focus of the project into Grazing BMP module delivery • What was done to include the business and drought resilience focus of the project into follow-up activity delivery • Record of the number of producers responding to the likelihood of implementing planned practice changes and their rating (scale 1-7) [add to workshop and follow-up activity feedback sheets] • Through the annual external evaluation, record what changes were planned, the stage of implementation and any mitigating factors. Of these which are directly related to the Grazing BMP standards listed as relevant to business and drought resilience • List of Grazing BMP standards relevant to drought resilience available to project team • What was done to prepare delivery staff to integrate the business and drought resilience focus into module and follow-up activities • Through the annual external evaluation record the number of landholders who have sought additional information through their network • Through the annual external evaluation, record the change in confidence to make informed early

Project Level	Project component detail	Project Performance Measures	Data to collect
			management decisions (scale of 1-7; confidence now 1st compared to what it was before 2nd) • Case studies and narratives of grazing business management changes • What legacy product/s was produced from the lessons of landholders and delivery staff of their experience of the current drought
	3. Improve the skills and capability of grazing industry support officers from both the public and private sectors to facilitate improvement in business resilience, drought recovery and future drought preparedness of grazing businesses in western Queensland.	• Extent of change in participating officers' skill and confidence levels • Extent and relevance of regional officer networks • Extent of collaboration among partners • Extent of uptake of use of a Professional Extension best practice process with project officers	• Number of training and development opportunities officers have engaged in for project delivery (formal and informal) • Complete a skills audit to assess confidence skill and facilitation experience early and late in project • The number of collaborators who contribute in 1) planning and /or 2) delivering Grazing BMP workshops and follow-up activities) as a measure of delivery officer networks and of the collaboration in action • Number of debriefs deliverers hold after an activity and the number of times no debrief was held • Identify any other projects in which the GF project partners collaborate, as a measure of the extent of collaboration among partners. • Map of the number of interactions among partners • In the annual external evaluation assess the general level of industry confidence in the support officers they have been involved with

Project Level	Project component detail	Project Performance Measures	Data to collect
	4. Partner with government, non-government agencies and other partners to deliver comprehensive support to grazing businesses and value add to existing services.	• Contribution to project development, direction and reviews • Level of collaborative activity among project partners • Extent of value placed by partners on the collaboration experience • Extent to which collaborators expect value in future alliances/collaborations	• Numbers of co-delivered activities • Number of collaborator agencies present at project activities • Number of additional individual partner 'programs' leveraged, i.e. able to be offered to landholders, through the GF Project[2] • Evidence of wider use of project needs analysis • Level of participation by partners in the Steering Committee • Record any change in level of access to clients by collaborating organisations thorough narratives from project staff
	5. Analyse and document key learnings from grazing businesses adopting objective measurement to enhance drought recovery, increase future drought preparedness and plan for other business risks.	• Extent of grazing business practice changes and intent to change • Extent of barriers to practice change (evidence gathered in annual M&E survey) • Level of influence of external business environment on GF Project impact on grazing businesses • Extent of learnings made by graziers for drought preparedness • Extent of learning made by project partners through supporting improvement in drought preparedness	• Annual M&E survey • Case studies and narratives of what practices businesses changed and the process of decision making • Macro data – seasonal conditions, cattle and sheep prices, business bank interest rates, policy environment, drought assistance support and uptake • In annual external evaluation include a rating item on grazing business' likelihood of making earlier management decisions in time of drought and other business risks

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[2] To be covered in the Partner reports

Project Level	Project component detail	Project Performance Measures	Data to collect
		• Extent to which Grazing BMP process adds value to the use of already existing sources of industry needs • The level of effectiveness of Grazing BMP to identify grazing business needs and better tailor follow-up support	

Regional activities January 2017 to June 2017

Note: *Activity tables are a guide for use in this MERI Plan and are separate to workplans. Workplans include time-bound actions, roles and those responsible for each action. They show the project action within each region and are best prepared collaboratively with regional partners. Work plans are not included in the MERI plan, as they are living documents at an operational level.*

Regional activities – South

Project Level	Targets	Project Performance Measures	Data to collect
Project region and partners	**Targets required of the project in this region**	**What you will measure to see if these targets are met**	**The data you will collect to assess the level at which the project has achieved these targets**
South Region Partners: DAF SWNRM QMDC	5 Grazing BMP workshops	Extent of activities in South Region	No of workshops, location, project partner participation Aggregated regional below, at and above industry standards
	1150 aware of GBMP	• Level of use of project partner's networks and media contacts	• Partners use of distribution lists • Partner media activities for GF Project • Grazing industry feedback
	75 KASA	• Level of knowledge, skill and level of change in attitude and aspirations among participants at Grazing BMP activities	• Attendees, grazing businesses, hectares, number of livestock, spatial area, module completions and aggregated regional below, at and above standards • KASA changes by participants including intent to make practice changes
	Follow-up to support module completion of all 5 modules	• Extent of follow-up activities delivered • Extent of follow-up participation by grazing businesses • Level of intent to change in participants at follow-up	• Number of activities held as follow-up by partners • Number of businesses participating at each follow-up activity • Follow-up event participant feedback data including intent to make practice changes – formal and informal

Project Level	Targets	Project Performance Measures	Data to collect
	7 businesses make practice changes	• Extent of grazing business practice changes in response to Grazing BMP delivery and/or follow-up activities	• Changes made by businesses completing Grazing BMP and participating in follow-up activities

Regional activities – Central

Project Level	Targets	Project Performance Measures	Data to collect
Project targets/outputs	**What are the regionally set targets for the project in this region?**	**What will you measure to see if these targets are met?**	**What data will you collect to measure the level at which the project has achieved these targets?**
Central Region Partners: DAF DCQ	3 Grazing BMP workshops	• Extent of activities in Central Region	• No of workshops, location, project partner participation • Aggregated regional below, at and above industry standards
	300 aware of GBMP	• Level of use of project partner's networks and media contacts	• Partners use of distribution lists • Partner media activities for GF Project • Grazing industry feedback
	30 KASA	• Level of knowledge, skill and level of change in attitude and aspirations among participants at Grazing BMP activities	• Attendees, grazing businesses, hectares, number of livestock, spatial area, module completions and aggregated regional below, at and above standards • KASA changes by participants including intent to make practice changes
	Follow-up to support module completion of all 5 modules	• Extent of follow-up activities delivered • Extent of follow-up participation by grazing businesses • Level of intent to change in participants at follow-up	• Number of activities held as follow-up by partners • Number of businesses participating at each follow-up activity • Follow-up event participant feedback data including intent to make practice changes – formal and informal
	5 businesses make practice changes	• Extent of grazing business practice changes in response to Grazing BMP delivery and/or follow-up activities	• Changes made by businesses completing Grazing BMP and participation in follow-up activities

Regional activities – North

Project Level	Targets	Project Performance Measures	Data to collect
Project targets/outputs	**What are the targets required of the project in this region?**	**What will you measure to see if these targets are met?**	**What data will you collect to measure the level at which the project has achieved these targets?**
North Region Partners: DAF NGNRM SGNRM Agforce	SGNRM, NGNRM and Agforce strategic planning meetings – Regional Coordinator or team member to provide an update and plans for the future of the project.	• Attendance at meeting or project outline to be tabled at meeting • Ongoing dialogue about what next, what went well, industry feedback and identifying opportunities.	• Extent of ownership of collaborative milestones (for example, joint workshops) • Work program collaboration i.e. involvement of all partners in planning and running events
	1 Neighbor day – discussing business options (e.g. agistment, leasing options) and how it needs to be worked in to build drought resilience options.	• Extent of activities in North region	• No of neighbor days, location, no of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. Document key areas of intended change across the business (i.e. financial, GL, NRM, herd productivity and people in the business) Grazing industry feedback to help guide/modify future project activities.
	2 Microsoft Excel training days - upskilling producers to understand their financials better so they can prepare for drought years and restocking.	• Extent of activities across the North Region	• Workshop location, no of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. Document key areas of intended change across the business (i.e. financial, GL, NRM, herd productivity and people in the business) • Grazing industry feedback to help guide/modify future project activities.

Project Level	Targets	Project Performance Measures	Data to collect
	2 grazing land management and nutrition workshops – focusing on managing available pastures for variable seasons and matching feed supply with livestock demand.	• Extent of activities in North region	• Workshop location, no of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. Document key areas of intended change across the business (i.e. financial, GL, NRM, herd productivity and people in the business) • Grazing industry feedback to help guide/modify future project activities.
	Marketing webinar – looking at options to sell your cattle into various markets and how to analyse the best options to manage seasonal variability.	• Extent of activities in North region	• No of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. • Grazing industry feedback to help guide/modify future project activities.
	Follow up support to Grazing BMP participants. Key areas identified at the Grazing BMP workshops as well as industry feedback have been collaborated to formulate follow up workshops.	• Extent of activities in the North region, including workshops outlined in this document.	• See individual workshop data.
	2 breeder management workshops with Ian Braithwaite – to provide flexible herd management options to cope with seasonal challenges.	• Extent of activities in North region	• Workshop location, no of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. Document key areas of intended change across the business

Project Level	Targets	Project Performance Measures	Data to collect
			(i.e. financial, GL, NRM, herd productivity and people in the business) • Grazing industry feedback to help guide/modify future project activities.
	Study tour to Central Queensland with Mick Sullivan. The study tour will focus on management options for tough years as well as different finishing options, grazing land management, improved pastures, leucaena, herd management, marketing and targeting premium markets.	• Extent of the tour including details on industry visits and skills/knowledge learnt.	• Tour location and industry visits made, no of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. Document key areas of intended change across the business (i.e. financial, GL, NRM, herd productivity and people in the business) • Grazing industry feedback to help guide/modify future project activities.
	Working with Alison Larard to build whole of business strategies and one-on-one business analysis work to upskill producers to better understand their financial position and make decisions for drought recovery, re-stocking and setting themselves up to manage seasonal challenges.	• Extent of activities in North Region • Provide follow up as required for Grazing BMP participants keen to be upskilled in business via telephone assistance, through neighbour days and co-branded drought days • Continue work with 5 properties to develop whole of business drought management strategies • Attend project meeting in Longreach • Attend and assist in delivering Excel workshops in Richmond and Georgetown to upskill producers to better analysis their financial positions and options for the future to increase their resilience to adverse operating conditions • Attend and assist in delivering Nutrition and GLM workshop to	• Workshop location, no of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. Document key areas of intended change across the business (i.e. financial, GL, NRM, herd productivity and people in the business) • Grazing industry feedback to help guide/modify future project activities. • On-property business analysis details as allowed by confidentiality agreements.

Project Level	Targets	Project Performance Measures	Data to collect
		• better match available pasture with livestock demand • Attend and assist in delivering CQ study tour to investigate pasture improvement, finishing and marketing options	
	On-going work with Kathy Rowling from Northern Gulf in one-on-one and group work.	• Extent of activities in North Region • I will mentor 2 Drought Ambassadors to assist in the Etheridge & Croydon Shires, with Queensland Health. Creating an up to date contact list, property visits, phone & email contact delivering DRAS & support information • Organising - Queensland Women's Week: - Supporting women in the Mareeba, Dimbulah, Mt Molloy & outlying areas. Providing Women's Health, wellbeing and encouraging building resilience in drought and business resilience • Assisting with Equiculture Workshop guiding producers in sessions on ground cover & preparing for drought situations • Organising - Mt Surprise Rural Women's Weekend: - Wellbeing, practical workshops relating to the grazing industry, building drought & business resilience. • Possible Weed Control Workshops: - Feedback from producers saying after several years of drought and bare ground they are concerned about weed problems after we get rain • Involved in organising a Beef Up Forum for October 2017 possibly in Karumba	• Workshop location, no of participants (producer, agribusiness, DAF, project partners and other), grazing businesses, hectares, number of livestock. • Participant intent to apply new skills and knowledge (and practice change) to their business. Document key areas of intended change across the business (i.e. financial, GL, NRM, herd productivity and people in the business) • Grazing industry feedback to help guide/modify future project activities.
	40 KASA	• Level of knowledge, skill and level of change in attitude and aspirations	• Attendees, grazing businesses, hectares, number of livestock

Project Level	Targets	Project Performance Measures	Data to collect
		among participants at the planned workshops as outlined above.	• Grazing industry feedback
	20 businesses make practice changes	• Extent of grazing business practice changes in response to Grazing BMP delivery and activities outlined above.	• Changes made by businesses completing Grazing BMP and other activities as outlined above.

Future planning July 2017 to June 2018
- Deliver 4 Grazing BMP workshops (2 SG/2 NG)
  - Croydon
  - The Lynd
  - Cloncurry
  - Burke & Wills region
- Deliver 2 spatial hub workshops (1 SG and 1 NG)
- Neighbor days – feedback from producers on what they think they can do in the future to set them up for the next drought.
- Ongoing work with Kathy Rowland – Drought Ambassador for Northern Gulf region
- Ongoing work with Alison Larard focusing on whole of business management, understanding financials to allow producers to understand their position and make better informed decisions
- Mentoring of young producers – eager to learn and listen, take a holistic whole of business approach.
- Collecting best bet drought management strategies. Weed control (Marie Vitelli – identification and how do we kill weeds).
  - (2 NG and 2 SG)

Future Planning 2017 to 2021
Key goals:
- Capturing industry information from groups of producers (e.g. neighbour days) to document the best ways of buffering the beef business from drought and other issues.
- Key focus is on the next generation
- Building business resilience

Project reporting schedule

Activity	Who	Timing	Activity Data	Investment	To who
Partner Agreements	DAF Regional Leader	Within 2 working days of execution	• Signed copy	• Agreed funds	DAF Project Leader DAF funders
Reporting template and share calendar	Sth Regional Leader Leading Sheep Officer	7/10/16	• Consult with Project Partners, Regional Project Leaders, David Reid, Terry Beutel, Matt Brown (QualData) • Finalise reporting templates • Determine common storage and access procedures • Distribute to all project partners	• Identify any ongoing costs and charges for data base access and share calendar	TBA PO2 DAF Project Leader
Grazing BMP workshops	Collaborating project partners	Within 5 working days of each workshop	• Region, location and date • Modules delivered • No. of participants • No. of Grazing businesses • No. of modules completed • Hectares and livestock numbers • Spatial description • Participant feedback • Project officers debrief • EOI data for training and extension	• Estimated project partners time (days) • Direct costs • Source of funds	Partner organizations DAF Regional Leader DAF Project Leader
Grazing BMP data base reports	DAF Regional Leader	10 working days	• No. modules • No. completed 5 modules • Below, at and above standards record • Hectares	• Estimated project partners time	DAF Project Leader
Grazing BMP follow-up activities	Collaborating project partners	Within 5 working days of each activity	• Activity and focus • Region, location and date • No. of participants • Grazing businesses • Hectares and livestock numbers • Spatial description (if new DRP participant) • Participant feedback	• Estimated project partners time (days) • Direct costs • Source of funds	Partner organizations DAF Regional Leader DAF Project Leader

Activity	Who	Timing	Activity Data	Investment	To who
			• Project officers debrief • EOI for further activities		
Other relevant activities	Collaborating project partners	Within 5 working days of each activity	• Activity and link to DRP • Region, location and date • No of participants • No. of grazing businesses • Participant feedback	• Estimated project partners time (days) • Direct costs • Source of funds	DAF Project Leader
Agri-Science quarterly report	DAF Regional Leader	Quarterly	• As for workshops and activities • Progress against targets • Summary of participant and stakeholder feedback • Newsletter and e-bulletin articles • Media releases • Fact sheets • Tools developed • Narratives and case studies • Options analysis prepared • Pasture and land condition observations	NA	DAF Project Partner
FutureBeef (Uptake Strategies)	Project Leader	Match annual cycle	• Activities and grazier participation levels • Level and quality of project coordination, integration, collaboration and networking • Enhancement in officers' skills and confidence (DAF and NRM officers) • Financial and progress report • Investors feedback • Producer's feedback including skill enhancement and confidence • Feedback on delivery model including links with Reef Grazing BMP	NA	General Manager, Animal Science, Agri-Science
Mid-project report	All project partners	January 2017	• As for quarterly report • Project partners workshop outputs	NA	DAF Project Leader DAF funders

Activity	Who	Timing	Activity Data	Investment	To who
Final project report	All project partners	June 2017	• As for quarterly report • Mid-term project report • End of project evaluation • Project Leaders reports	NA	DAF Project Leader DAF project funders
Urgent project updates	Relevant project partner Regional Leader	Within 2 working days or relevant to the data required	• As requested	NA	DAF Project Leader
Project extension	All project partners Regional Leaders Project Leader	Call for project closing date	• Proposal template details as required	NA	DAF project funders

Improvement Processes

Project Level	Purpose	Project Performance Measures	Data to collect
Improvement	**The purpose of improvement process and intended outcome**	**Measures to show if the purpose is met**	**Questions for use in improvement process**
Improvement process	That project partners will regularly use collected data, participant feedback and project officer experience to refine the content and process to better deliver project objectives	• Extent and frequency with which data is used by partners to inform decisions to make change • Extent of changes made to project processes • Extent of changes made to project content • Conduct of six month and 12 month improvement review sessions	• What data are being used when reviewing what improvement could be made? • Who is involved in each improvement review session? • In what ways are project activities having the desired impact? • In what ways are project processes delivering what was intended? • What is the level of efficiency of delivery of the project to date? (e.g. What parts of the project worked well? What methods / approaches worked well and why?)

Project Level	Purpose	Project Performance Measures	Data to collect
			• What is the appropriateness of use of Grazing BMP to engage grazing business and better tailor follow-up support? • What are main lessons learned for use in the remainder of the project?

Context information and tracking

Workshop attendee suggestions for tracking the current and unfolding context in which the project is operating:
• Ongoing seasonal conditions – and activities that show nimbleness and adaptability in response
• Sale prices for local production through tracking market variation
• Business bank Interest rates
• Map and note project staff workload and time (staff semi structure interview) critical staff resignation etc
• Policy changes (eg tree clearing laws); drought assistance and taxation incentives uptake
• How the partnership is operating including collaboration
• Ability to respond in a timely manner eg Pimilea

(NOTE: The context recording to be done each 6 months.)

Companion documents

- *Grazing Futures: Communication and evaluation plan.* In it are the negotiated and agreed targets for the project.
- *Grazing Futures – six (6) month MERI report. (Jan 2017)*

Appendices

Appendix 1. Data to collect – what/how/who/when

Activity/objective	What data to collect	How	Who	When
Grazing BMP workshops	Date Location Grazing business participation and modules completed, businesses completing 3 and 5 modules List of partners planning and presenting, staff facilitating or presenting for the first time Grazing business who plan a change Changes by key area Confidence in making a change (1-7) Are they seeking further information? Training follow-up requests Workshop and presentation continual improvement process	Project reporting spreadsheet Grazing BMP data base Grazing business feedback sheets EOI form Event debrief held	Regional leaders or delegate Project Manager team Workshop coordinator	Within one week of workshop Quarterly Summaries within one week of the workshop At workshop and then to project leader within one week Immediately following workshop
Follow-up activities (workshops, field days, demo sites etc)	Date Location Activity title and content delivered Grazing business participation List of partners planning and presenting, staff facilitating or presenting for the first time Have they completed Grazing BMP (yes/no) Have they attending other events in the past 12 months? Grazing business who plan a change Changes by key area Confidence in making a change (1-7) Are they seeking further information? Training follow-up requests Workshop and presentation continual improvement process	Project reporting spreadsheet Grazing business feedback sheets EOI form Event debrief held	Regional Leader or delegate Activity coordinator	Within one week of activity At workshop and then to project leader Immediately following activity

Activity/objective	What data to collect	How	Who	When
	Map who participants seek advice from [3]			
Follow-up activities - one on one	Location of business Mode of follow-up (property visit, phone conversation, email information, provision of map, business tool) Map follow-up request against a key area (Grazing BMP) and core drought key areas Have they completed Grazing BMP modules (Yes/No) Have they attended other activities? Are they seeking further information?	Project reporting spreadsheet	Project Officer with regional Leaders	Monthly basis
Building the capability and capacity of staff and organizations	List of partners planning and presenting at workshops and follow-up activities, staff presenting for the first time[4] Workshop and follow-up activities content and presentation continual improvement process List of staff attending a Grazing BMP workshop delivered by reef team member Measure growth in project staff skills and conduct a training needs assessment Numbers participating and change. Identified training needs List of and numbers attending staff training activities in response to training needs assessment Numbers of reporting opportunities against any other partner's projects from activities	Project reporting spreadsheet Event debrief held Project reporting spreadsheet Skills audit and training needs report Project reporting spreadsheet	Regional Leader or delegate Event coordinator Project Manager Regional Leader or delegate Project officers	Within one week of workshop Within one week of workshop In 2017 and 2019 Within one week of event
Annual external evaluation survey of a representative sample of grazing businesses	Location, level of project participation, Satisfaction with participation and project staff	M&E report	Project Leader	Annually

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[3] 5 minute butchers paper group recording exercise at workshops
[4] These are captured as part of workshops and follow-up activities

Activity/objective	What data to collect	How	Who	When
	Key areas (Grazing BM where changes were planned and stage of implementation and any mitigating factors Who do grazing businesses seek advice from Business and drought preparedness confidence (scale 1-7)			
Project products	Record case studies, narratives and legacy products	Project reporting spreadsheet	Regional Leaders	Quarterly
Grazing business environment	Summarize climate and market factors influencing Western Qld grazing businesses	Summary report updated in MERI	Project Leader	Six monthly
Project environment	Summarize project partner's involvement (staff numbers, event commitment and training participation[5]) Staff feedback at 6 monthly workshops	Six monthly report	Project Leader	Six monthly

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[5] Data captured from all workshops and follow-up activities as well as the rating by grazing businesses in annual M&E survey