

# Fitzroy Regional Extension Plan

2019/2020

30<sup>th</sup> June 2019

Prepared by Katie Crozier



**Contents**

Introduction ..... 1

Purpose ..... 4

Objectives ..... 5

Regional Review ..... 6

    Industries..... 7

    Regional Plans..... 8

    Extension Providers, Networks and Programs..... 8

Fitzroy Regional Extension Network (FREN)..... 9

    Role of the Regional Extension Coordinator (REC) ..... 9

    Establishment ..... 9

    Function..... 10

    Benefits ..... 11

    Governance..... 11

    Composition ..... 11

    Consultation..... 11

Situation Analysis ..... 13

Project Logic ..... 20

Funding Resources ..... 1

Prioritisation..... 1

    Associated Outcomes ..... 2

    Key Messages ..... 2

    Recommendations..... 3

Projects ..... 5

    Flexible Funding Projects..... 5

    Peer-to-Peer Funding Projects ..... 6

Communication ..... 7

Monitoring and Evaluation ..... 7

Closure..... 9

Appendices.....10

    Appendix 1 : Monitoring and Evaluation Template..... 10

    Appendix 2 : Fitzroy Regional Extension Coordination Monitoring and Evaluation Framework..... 12

    Appendix 3 : Extension Programs in the Fitzroy Region ..... 17

    Appendix 4 : Users and Uses of Evaluation Information..... 19

    Appendix 5 : Evaluation Methods and Timing .....20

    Appendix 7 : Land Uses in the Fitzroy NRM Region (2019).....25

    Appendix 8 : Fitzroy Region Extension Network.....26

    Appendix 9 : Prioritisation Tool .....29

    Appendix 10 : Funding Streams..... 31

        Coordination and Collaboration (Flexible Funding) ..... 31

        Extension Approaches and Methods (Peer-to-Peer Funding).....32

        Training and Capacity Building.....32

        Extension Personnel and Expertise.....33

**List of Figures**

Figure 1: Project logic of the Queensland Government’s implementation of the Education and Extension Review: Practice change, Education and Extension in Reef Catchments (Coutts J&R, 2017) being implemented through the Enhanced Extension Coordination project..... 2

Figure 2: End-of-catchment anthropogenic water quality targets for the Reef catchments by 2025 and relative priorities for water quality improvement. (t = tonnes, MCL = maintain current load, ND = not determined) ..... 7

Figure 3 : Project Logic.....20

**List of Tables**

Table 1 : Situation Analysis ..... 13

Table 2 - Annual Allocations in the Fitzroy Region. ....1

Table 3 - Outcomes..... 2

Table 4 - Key Messages ..... 2

Table 5 - Recommendations from E&E Review relevant to the Fitzroy Region ..... 3

Table 6 - Flexible Funding Projects ..... 5

Table 7 - Peer-to-Peer Funding ..... 6

Table 8 - Eligible and Ineligible Activities for Flexible Funding..... 31

## Introduction

The Great Barrier Reef Water Science Taskforce (the Taskforce) recommended that the Queensland Government invest in more targeted and coordinated extension to support large-scale land management practice change that will result in improved water quality outcomes for the Great Barrier Reef (GBR) and accelerate achieving the objectives of the Great Barrier Reef 2050 Water Quality Improvement Plan (Reef Plan). In response, the Queensland Government engaged an independent consultant to review the current status of extension and education systems in Reef catchments. A key objective was to inform an implementation strategy for the Queensland Government and guide the delivery of funding aligned to the GBR Water Quality Taskforce Recommendation 3: Extension and Education under the Queensland Reef Water Quality Program. Over 200 stakeholders were consulted, including extension service providers and trainers (government, natural resource management bodies, as well as industry and private organisations) and those who accessed the extension services. A draft review was released in April 2017, and workshops, forums and follow-up interviews resulted in the final report: *Practice Change, Education and Extension in Reef Catchments*<sup>1</sup> (Coutts J&R) being published in June 2017 (here after referred to as the E&E Review). The Queensland Government has agreed, or agreed in principle, with all review recommendations and are investing over \$10 million to implement its key recommendations<sup>2</sup>.

The E&E Review identified a range of issues and made 65 recommendations on the education and extension systems to build on extension capacity in GBR catchments under the following themes: improved coordination and collaboration of extension projects, skills gaps and the need for training and capacity building, and more effective monitoring and evaluation of the extension effort and outcomes. In consultation with the reviewer, two projects to address concerns of both the Taskforce and the findings of the review commenced in 2016/17. These were: a pilot capacity building program to provide extension training and work placement to graduates that was administered by the Queensland Farmers Federation (QFF); and an Enhanced Extension Coordination (EEC) Program to facilitate improved coordination of extension activities in GBR catchments administered by the Department of Agriculture and Fisheries (DAF). The first of these projects was successful in training six graduates in extension services and resulted in all being offered positions in extension in GBR catchments. Through the second project Regional Extension Coordinators (RECs) have been appointed to engage local coordination groups/networks and develop Regional Extension Plans (REPs) in the six GBR Natural Resource Management (NRM) regions (Cape York, Wet Tropics, Burdekin, Mackay-Whitsunday, Fitzroy and Burnett

---

<sup>1</sup> <https://reefextension.couttsjr.com.au/> Coutts J., Murray-Prior, R., Long, P. and Coutts, B. 2017. Practice change, Education and Extension in Reef Catchments Review Report. Coutts J&R.

<sup>2</sup> <https://www.ehp.qld.gov.au/assets/documents/reef/response-independent-review-extension-reef-catchments.pdf>

Mary). The Fitzroy Regional Extension Plan (REP) is one of these plans. In addition, DAF will manage projects to service high priority skills gaps and training and development needs across regions and provide funding to each region for extension activities that facilitate improved coordination and collaboration to deliver better on-ground services for producers and to encourage producer peer-to-peer learning activities that are prioritised in the REPs. Figure 1 outlines the project logic of how the Queensland Government, in partnership with NRM organisations and industry, will implement the recommendations of the E&E Review.

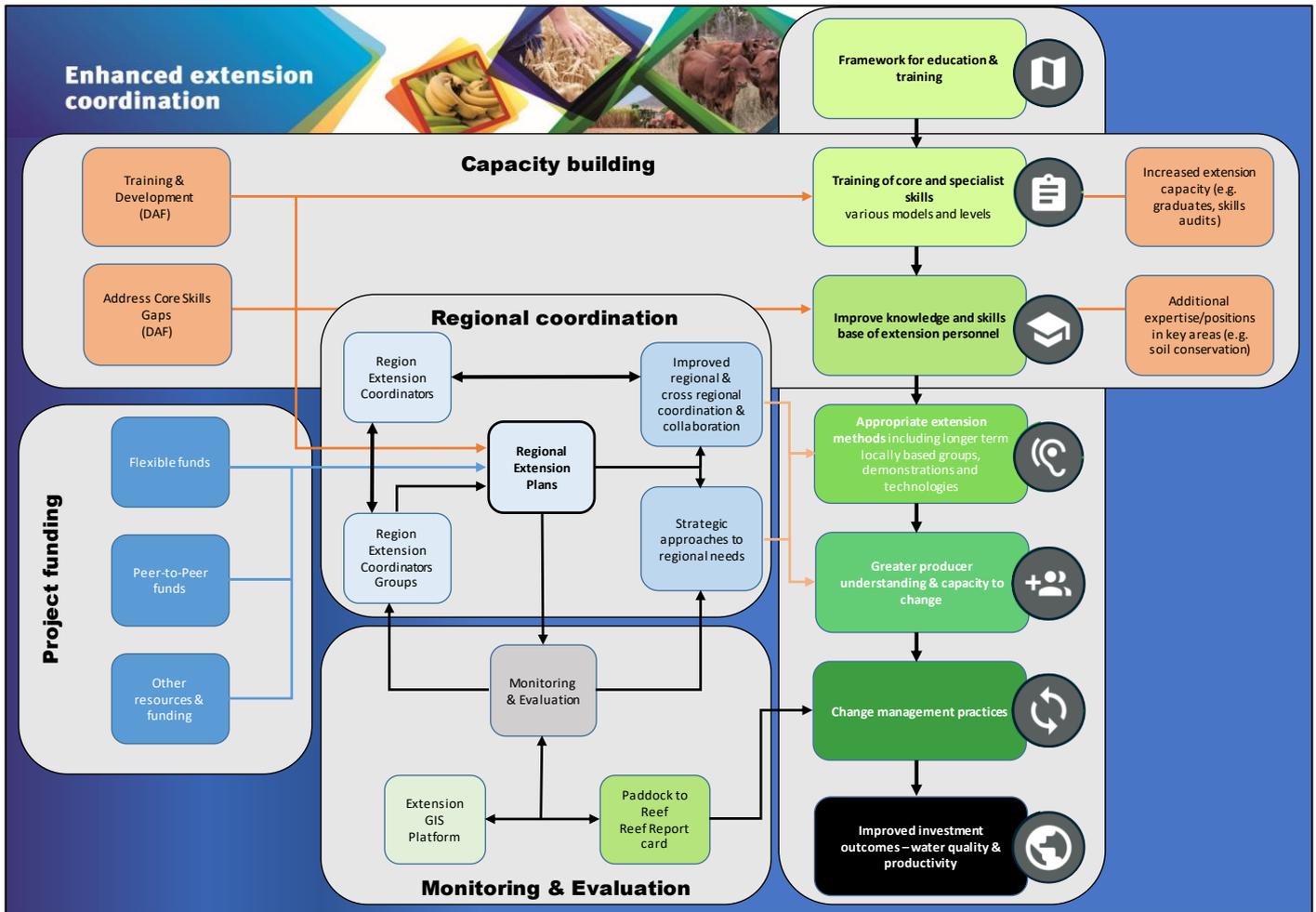


Figure 1: Project logic of the Queensland Government's implementation of the Education and Extension Review: Practice change, Education and Extension in Reef Catchments (Coutts J&R, 2017) being implemented through the Enhanced Extension Coordination project.

Extension support to the agricultural industries in GBR catchments is undertaken by a wide range of providers including industry, private consultants and agri-businesses, NRM bodies and government agencies. The E&E Review found that an effective regional extension coordination group/network is needed, driven and facilitated by extension coordinator/s, with flexible funds to allow strategic collaboration across programs and organisations to more effectively address identified regional and sub-regional priorities. A coordinated regional

network will also enable more effective linkages to other programs, enabling promotion of better ways of doing things at the local level to accelerate adoption of improved farm management practices.

A constant theme reported in the E&E Review was the fragmentation of the extension effort (also highlighted in the Water Science Taskforce findings) and the need for better integration and planning of funded programs prior to them being rolled out in the regions. The Queensland Government is addressing this issue through the EEC Program and the placement of RECs in each of the six GBR NRM regions. The role of the RECs is to facilitate and support the continuation or establishment of regional extension coordination groups (here referred to as the Fitzroy Region Extension Network or FREN) and their networks, to enable improved sharing of information and joint decision making. The RECs will also coordinate the implementation of these decisions through a REP so that effort and resources being put into extension activities are maximised, coordinated and reported, with learnings being shared and duplication of effort avoided. The Fitzroy REC will develop the REP in consultation with the FREN and other established networks of extension staff. The REP will be used to inform and facilitate the decision-making via the FREN, providing the platform to support the continual annual review of the REP and collaboratively guide the regional extension services in the Fitzroy Region.

The REC will guide the implementation of the REP and work with the FREN to strategically plan and proactively facilitate collaborative responses to address priority water quality issues; provide initial contact points for extension staff and access to networks, information and up to date progress on key initiatives occurring in the Reef program; and provide a mechanism for information sharing, interpretation and dissemination (including research findings) across the extension network. The REC will also collate and provide feedback on extension delivery to the Manager (Extension Coordinator) and Manager (Training and Development), both located with DAF, to work collaboratively across regions and facilitate cross-regional information sharing through the broader Reef extension network and programs and provide strategic and practical advice to help inform investment programs (Queensland Reef Water Quality Program, Australian Government Reef Trust, amongst others) in relation to extension requirements and possible solutions to support large-scale land management practice change across the catchments of the GBR.

## Purpose

The REP aims to provide a strategic view of on-ground delivery of extension services consistent with regional water quality priorities. The REP will focus on the grazing and grains industries and provide information on extension delivery, gaps and barriers in the Fitzroy Region and opportunities to address these gaps through a more collaborative approach and through strategic investment that expands and add value to current activities. The Fitzroy REP highlights the relevant water quality targets and priorities outlined in the Reef Plan 2050. It provides an overview of on-ground delivery of extension services based on management priorities, previous and current programs and identifies needs and gaps that are consistent with regional water quality priorities (identified in the Fitzroy Water Quality Improvement Plan – WQIP:2015).

Implementing the REP will facilitate improved regional coordination, collaboration, networking and outcomes of activities and projects located in Fitzroy Region, with delivery of better on-ground services for producers. The REP will extend the current approach to extension coordination and aim to build on the current extension efforts and substantially enhance the collaborative arrangements between extension providers. The REP will support private and public suppliers to enhance extension services to better meet producer needs, improving the quality of extension services, avoid duplication, support whole of farm outcomes and make greater use of smarter and more innovative extension approaches to help achieve GBR water quality targets.

Through DAF, the EEC Program has provided funds to work with local extension networks to enhance current activities and address gaps in priority collaborative extension services and peer-to-peer learning activities. In addition, resources and opportunities are being made available for training and development for extension personnel and to augment existing services and expertise for high priority skills gaps (e.g. soil conservation, soil health, hydrology, farming systems, and water quality) as identified in this REP.

The REP will be used to inform and facilitate decision-making via the FREN and sets out consultative and transparent processes to prioritise project activity and the allocation of funds to extension providers for projects in the Fitzroy Region. It will be developed and updated annually to be consistent with current programs and water quality priorities. The annual review of the REP will be in consultation with FREN and extension network and will incorporate the grazing and grains industries across the Fitzroy Region.

## Objectives

The REP includes recommendations to increase collaboration and cooperation between extension providers and foster stronger extension and technical skills to improve the rate of adoption of practices that will lead to improved water quality. The objectives of the REP are to deliver actions that:

- Maintain, enhance and expand regional partnerships around extension coordination and collaboration across major agricultural industries and NRM groups within the GBR catchments to deliver better on-ground services for producers.
- Respond to the relevant areas of need identified in the E&E Review report, incorporating new and innovative approaches to extension and education.
- Enhance and support the increased extension effort being provided through projects such as Reef Trust Phase 3 and future funding (e.g. Reef Taskforce) and the increased urgency for this to lead to on ground practice change outcomes for GBR water quality.
- Improve evaluation and review of extension effort and impact to identify gaps/opportunities and provide feedback to inform and support future allocation and targeting of on-ground resources.
- Strengthen links and collaboration between extension and other programs (i.e. MIPs,, incentives etc.) to maximise impact and share information across geographic areas and programs.
- Strengthen links, collaboration and leverage product development between researchers/scientists (reef, industry etc.) and extension staff to maximise knowledge transfer.
- Improve the professional capacity of the extension network through undertaking the training needs analysis, identifying professional capacity challenges, and working collaboratively to address them.
- Provide strategic advice on regional gaps, needs and appropriate responses that meet the needs of Reef Plan and the Queensland Government Great Barrier Reef Water Quality program.
- Minimise the duplication of effort across Australian Government, State Government and industry programs which have extension activities associated with them.

To achieve these objectives, the REP sets out transparent decision-making framework and processes for the FREN to be facilitated by the REC to identify and prioritise projects and strategically allocate funds provided through the EEC Program. Through these processes, a work plan will be established through to June 2020 to guide implementation of priority actions. In addition, the REP makes recommendations for training and development of extension personnel and to augment existing services and expertise for high priority skills gaps that can be supported through ancillary projects being managed through DAF's Manager (Extension Coordination) and Manager (Training and Development). The REP also sets out a monitoring, evaluation and reporting framework to track and collate the progress and activities of the extension efforts and outcomes and to identify what is working well, and what barriers and opportunities exist for achieving management practice

change adoption by producers across the Fitzroy Region. This will include the collation of spatial data on extension projects and information sharing with the Paddock to Reef project.

## Regional Review

The Fitzroy Region is over 156,762 square kilometres<sup>3</sup> in size and supports significant agricultural and mining industries. The Fitzroy Basin is the largest river basin to flow into the iconic Great Barrier Reef lagoon, and the largest river system to drain Australia's east coast. Taking in most of the region known as central Queensland, the basin encompasses six major river systems. The catchment stretches from the Carnarvon Ranges in the west, Nebo in the north, South of Gladstone and to the river mouth in Keppel Bay, near Rockhampton.

There are several major towns and cities within our Region with Rockhampton as our major city. Rockhampton's population of around 74,530<sup>4</sup> is located along the banks of the Fitzroy River near its delta. To the north, the Fitzroy Region includes Nebo and communities along the Isaac and Connors Rivers. It includes creeks that originate just past Emerald to the west and extends south to land that drains into the Dawson River. The Dawson flows through the town of Biloela and smaller rural communities like Wowan and Injune, more than 500km south of Rockhampton.

The agricultural lands in the Fitzroy supports more than 3,172 agricultural<sup>5</sup> businesses operating in our region, and about 20% of Queensland's 12 million head of cattle are grazed here.

These river systems support our grazing and grains industries with agricultural land in the Fitzroy Region occupying 130,745 km<sup>2</sup>, or 83% of the region<sup>6</sup>. Local grazing and farming enterprises are worth \$1.2 billion annually to Queensland's economy. Our 20,000 km of waterways flow through the region's landscapes and funnel into the Great Barrier Reef lagoon.

As identified by the Reef 2050 plan, our region includes important areas of remnant and threatened vegetation communities (e.g., Brigalow and native grasslands).

The catchment profiles below provide information about each area including size and rainfall, land use, end-of-catchment water quality targets, priorities for water quality improvement and sources of pollutants. The Reef

---

<sup>3</sup> <https://wetlandinfo.ehp.qld.gov.au/wetlands/facts-maps/nrm-fitzroy-basin-association/>

<sup>4</sup> <https://en.wikipedia.org/wiki/Rockhampton>

<sup>5</sup> <http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/7121.02015-16?OpenDocument>

<sup>6</sup> <https://www.qld.gov.au/environment/land/vegetation/mapping/qlump>

2050 Water Quality Improvement Plan (WQIP) 2017–2022<sup>7</sup> outlines why the Fitzroy River is a priority and includes end-of-catchment targets for each of the six catchments (Figure 2).

Region	Catchment/ Basin	Area (ha)	Targets								Pesticide target to protect min 99% of aquatic species at end-of-catchment
			Dissolved inorganic nitrogen		Fine sediment		Particulate phosphorus		Particulate nitrogen		
			tonnes	% reduction	kilo-tonnes	% reduction	tonnes	% reduction	tonnes	% reduction	
Fitzroy	Styx River	301,340	MCL	MCL	MCL	MCL	MCL	MCL	MCL	MCL	
	Shoalwater Creek	360,180	MCL	MCL	MCL	MCL	MCL	MCL	MCL	MCL	
	Waterpark Creek	183,650	MCL	MCL	MCL	MCL	MCL	MCL	MCL	MCL	
	Fitzroy River	14,254,470	MCL	MCL	390	30	380	30	640	30	
	Calliope River	224,060	MCL	MCL	15	30	54	30	107	30	
	Boyne River	249,630	MCL	MCL	6	40	5	40	9	40	

Management priority					
	Very high		Moderate		Minimal
	High		Low		Not assessed

Figure 2: End-of-catchment anthropogenic water quality targets for the Reef catchments by 2025 and relative priorities for water quality improvement. (t = tonnes, MCL = maintain current load, ND = not determined)

## Industries

This REP focuses on the grazing and grains industries specifically. Appendix 7: Land Uses in the Fitzroy NRM Region (2019) shows a map of our region identifying both the grazing and cropping areas.

There are approximately 2,300 grazing enterprises<sup>1</sup> running approximately 2.6 million head of cattle<sup>8</sup> in the Fitzroy Region covering 121 591 km<sup>2</sup>.

Beef production is the most important agriculture commodity in the Fitzroy Region. Central Queensland is widely regarded as Australia’s premier beef production region. Rockhampton is acclaimed as the ‘Beef Capital of Australia’. Beef production is also the biggest land use in the region. Most of the cattle in the region are pure

<sup>7</sup> [https://www.reefplan.qld.gov.au/\\_data/assets/pdf\\_file/0017/46115/reef-2050-water-quality-improvement-plan-2017-22.pdf](https://www.reefplan.qld.gov.au/_data/assets/pdf_file/0017/46115/reef-2050-water-quality-improvement-plan-2017-22.pdf)

<sup>8</sup> [https://www.mla.com.au/globalassets/mla-corporate/prices--markets/documents/trends--analysis/fast-facts--maps/mla\\_cattle-numbers-map-2016-17\\_rev1.pdf](https://www.mla.com.au/globalassets/mla-corporate/prices--markets/documents/trends--analysis/fast-facts--maps/mla_cattle-numbers-map-2016-17_rev1.pdf)

or infused Bos Indicus breeds, as these breeds are ideally suited to the tropical climate and are well adapted to grazing on the rangelands of the region. The higher quality grazing country, particularly on the vast floodplains, is used for finishing prime cattle for high quality beef consumed by domestic and export markets.

There are approximately 800 grain growers<sup>9</sup> in the Fitzroy Region covering an area of 794,063ha<sup>10</sup>.

Cereal and pulse grains are the main commodities produced by the dryland cropping sector, providing employment for 1.9% of the workforce, and contributing 2.0% of the region's gross output. Cropping is mainly confined to the fertile Brigalow Plains, Alluvial Plains, and Undulating Downs land resource areas (LRAs) and occupies about 6.6% of the region's land.

### **Regional Plans**

The Fitzroy Region has a sustainability strategy and water quality improvement plan. These plans will be used to help prioritise the projects for the available funding. More information on the methodology of prioritisation can be found in the 'Prioritisation' section of this plan.

CQSS:2030<sup>11</sup> - The Central Queensland Sustainability Strategy 2030 (CQSS:2030) is FBA's regional natural resource management plan, which draws on the best available knowledge to protect our region's natural assets and manage our region's continued sustainable growth. CQSS:2030 provides a blueprint for how we can work together to achieve the best outcomes under the Strategy.

WQIP:2015<sup>12</sup> - The Fitzroy Water Quality Improvement Plan (WQIP) identifies priority areas across the region and guides investment of program funds to ensure our efforts deliver the greatest possible benefit for the on-going health of the Reef, and best value for money, which guides and informs our projects with this plan.

### **Extension Providers, Networks and Programs**

The Fitzroy Region's list of extension providers are listed in Appendix 8: Fitzroy Region Extension Network. The table identifies the type of service, the identified stakeholders and the service they provide.

Appendix 3 lists the existing and recent extension programs delivered to landholders in both the grazing and grains industry via Government, non-profit and large private sector organisations in the Fitzroy Region.

---

<sup>9</sup> <http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/7121.02015-16?OpenDocument>

<sup>10</sup> <https://www.qld.gov.au/environment/land/vegetation/mapping/glump>

<sup>11</sup> <https://cqss2030.com.au/>

<sup>12</sup> <https://riverhealth.org.au/projects/fba-wqip/>

## **Fitzroy Regional Extension Network (FREN)**

Coutts (2017) describes extension as ‘the process of encouraging and supporting voluntary change on farm to improve production, profitability, environmental and/or social outcomes’ and recommended that Regional Extension Coordination Groups be developed to allow sharing of information and joint decision making. Such a group, in combination with the REC, would be responsible for developing, actioning and reviewing the REP.

The FREN, a regional extension coordination group, has been in operation since February 2019. At that time, extension providers and the REC (through the EEC Program) recognised there needed to be a process whereby sustainable agricultural systems and natural resource management (NRM) integrated.

### **Role of the Regional Extension Coordinator (REC)**

The REC’s role in the Fitzroy Region is a continuation of the previously known Reef Extension and Education Coordinator. The REC has a long-standing knowledge of the Fitzroy Region and has an exceptional knowledge and relationship with many of the service providers within the Fitzroy Region. Using this known knowledge and resources we have identified and establish the FREN. The main role of the REC in relation to the FREN is outlined below.

- Facilitate improved regional and cross-regional coordination and communication.
  - Confirm existing regional networks and establish or maintain regional coordination groups.
  - Developed understanding of regional relationships and issues associated with reef water quality.
- Improved facilitation, coordination and resource support for regional networks and working groups involved with the delivery of extension and on-ground projects
  - Improved facilitation of regional extension coordination group/s or network to allow sharing of information and joint decision making.
  - Maintain a contact list of regional extension/advisory staff and use this to share information, communicate, network, enhance coordination/collaboration and enable professional development.

### **Establishment**

The initial FREN meeting involved the following organisations and their representatives. This group of extension providers formed the foundation of the FREN.

- Department of Agriculture and Fisheries (DAF), Matt Brown, Grazing BMP Coordinator
- Resource Consulting Services, Adam Curcio, Operations Manager
- Fitzroy Basin Association, Reece Brookes, Grazing Coordinator

- Fitzroy Basin Association, Elyse Riethmuller, Chief Operating Officer
- Fitzroy Basin Association, Jill Lyons, Regional Extension Coordinator
- Savage Barker and Backhouse, Ross Newman, Agronomist
- Grow Agribusiness, Martin Pentecost, Director

As the Fitzroy Region did not have an 'official' network of extension providers, it was decided that it would be the role of the REC to establish and launch the FREN as part of the 18/19 REP.

The FREN launch event saw 32 extension and service providers meet for a facilitated networking event to further build and strengthen synergies within the region and enhance provider capacity to promote practices that address water quality priorities. Among the attendees there was recognition of the value of working together to complement each other in delivery efforts on common land management goals to the same landholder audience. With that recognition came a well-supported mandate for the REC to take the lead in building upon the preliminary FREN. Discussion throughout the event and feedback at the end of the event suggested that becoming involved in the FREN was timely for attendees.

Following on from the launch event, Basecamp, an online, interactive platform, was set up for the FREN. Basecamp has allowed members to float ideas, post upcoming events, ask questions and share resources with the group. FREN Basecamp membership has increased by 76% since the launch event. This is a positive sign that members are willing to grow their networks and begin collaborating for effective extension delivery across the Fitzroy Region.

### **Function**

The function of the FREN is outlined below.

- Develop the REP and be a point of contact for extension projects and programs being delivered in the Fitzroy Region.
- Use knowledge and expertise of members to review and assist to coordinate regional projects to avoid overlap and duplication and/or to complement each other for a greater collective benefit.
- Analysis and prioritisation of regional projects and providing comments, concerns, criticisms and recommendations as part of the REP monitoring and evaluation (M&E) framework.
- Act as the linkage group for discussions on new funding programs and ideas, and dissemination of information and opportunities to outside extension staff and landholders.
- Build extension provider capacity to deliver services/projects that better meet the needs and concerns of landholders in the region. This will subsequently increase practice change to ensure a more resilient and sustainable agricultural industry that minimizes negative impacts on the environment and addresses water quality priorities.

## **Benefits**

The benefit to extension providers of being involved in the FREN are listed below.

- Working together towards a common goal of improved land management with landholders.
- Growing their networks and collaborating for effective extension delivery across the Fitzroy Region.
- Having access to resources and opportunities that they may not have had previously.
- Exchanging ideas and ways to respond to service delivery challenges through sharing experiences.
- Cooperation from other extension delivery organisations to share resources/people, exchanging expertise or contacts and delivering shared learnings.
- Coordinated service delivery, timing and placement through a shared calendar to better plan when and where extension events are held.
- Collaborative approach to codesigning innovative projects by beginning with a shared problem to address or question to answer resulting for example in a new service offering, or a new way to deliver training.
- Access to capacity building workshops, material and mentors.

## **Governance**

As the FREN was only launched early in 2019, the group is still establishing a governance structure that will allow the group to function effectively. It is proposed that a simple Terms of Reference is set up with the FREN as part of the 19/20 REP outcomes.

## **Composition**

The FREN members who attended the launch event are highlighted in Appendix 8. Those members who are not highlighted are extension providers who are known to the REC and are involved in delivery of extension projects and who work with landholders in the Fitzroy Region.

## **Consultation**

The development of the 19/20 REP has seen enhanced consultation with, and further involvement by the FREN. The FREN has been, and continues to be, open to growth and promoted for expansion for further extension providers and industry representatives.

The involvement of the FREN in the development of the REP has ensured transparency and prioritisation of projects to coordinate the extension effort in the region and direct future investment, including, but not limited to, expending the flexible and peer to peer funding provided through the EEC Program.

Consultation for the development of the 19/20 REP has included the following:

- 1:1 contact with extension providers servicing the grazing industry (FBA Grazing Land Management Officers, DAF, NQDT and BMRG Regional Extension Coordinators, RegenAG, RCS, DAF)
- 1:1 contact with extension providers servicing the grains industry (FBA's - Land Management Officer – Cropping, RegenAG, RCS, DAF)
- Facilitated meeting with FBA grazing and grains extension staff, engagement staff, senior management and a consultant, to discuss opportunities and plan content needs.
- Meeting with Regional Agriculture Landcare Facilitator, Extension Leader, Delivery Leader, Regional Extension Coordinator and Regional Engagement Coordinator to identify and discuss peer-to-peer learning opportunities
- Networking between grazing extension staff and landholders at the following events to identify opportunities, gaps and needs for peer to peer networks in the Fitzroy Region.
  - Graziher Up Late
  - EEC Think Tank
  - RCS Grazing Clinic
  - Farming in a Risky Climate Conference
  - Australian Biosecurity Symposium
  - Allan Parker Communication Workshops
  - Local council meetings
  - DAF legume Pasture Workshops
  - Sustainable Grazing Forum
  - CQU Livestock Data and Emerging Technologies Workshop
  - CHRRUP Food and Fibre Forum
  - AgForce Farm Safety Workshops
- Skills gap analysis within FBA and opportunity identification for upskilling of staff.
- Reef Extension Training Needs Analysis (TNA) (Dr John James, DAF)
- Formation of and communication with the FREN
- Project prioritisation meeting with FREN

## Situation Analysis

The purpose of the EEC Program is to provide information on extension delivery, gaps and barriers in each region and identify opportunities to address these gaps through a more collaborative approach and through strategic investment that expands and add value to current activities. The following table outlines how the proposed EEC funded projects are addressing region specific issues, what is thought to cause these issues and how each EEC funded project is providing solutions to outlined issues. The table also highlights which projects the EEC funded projects add value to.

Table 1 : Situation Analysis

Landholder Training Reimbursement (18/19)			
ISSUE What issue is affecting extension in the Fitzroy?	CAUSE What is the probable cause of the issue?	SOLUTIONS How is this EEC Project helping to address the issue?	VALUE ADD What other projects are benefiting?
Landholders are not always able to access whole of property technical advice to assist their decision-making process.	<ul style="list-style-type: none"> <li>– Extension providers tend to provide specialised advice in isolation from related management information needs.</li> <li>– Often, subsidised training support for landholders is restricted to those who have undertaken projects under Reef Trust programs.</li> </ul>	<ul style="list-style-type: none"> <li>– Build understanding of practice change audience.               <ul style="list-style-type: none"> <li>○ Identification of the existing social networks, existing extension networks, key stakeholders and extension providers.</li> <li>○ Identification of landholder motivators and what they need to build their capacity for best practice management.</li> <li>○ Clarification of landholder decision making processes using human dimension approaches.</li> </ul> </li> <li>– Training and capacity building for improved productivity and sustainable land management practices made available to landholders by way of reimbursement.</li> <li>– Extension providers being made aware of the need for whole of property management advice and providing relevant training to meet landholder needs.</li> <li>– Forging new networks in the region between landholders and extension providers who may be unlikely to work together without this project.</li> </ul>	<ul style="list-style-type: none"> <li>– Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>– Grassroots Project (RCS and FBA)</li> <li>– Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> <li>– Regional Land Partnerships: Sustainable Agriculture (FBA)</li> </ul>

Regenerative Agriculture Producer Demonstration Sites and Landholder Support Network (Part I 18/19) and Landholders Advancing Agriculture (Part II 19/20)

ISSUE What issue is affecting extension in the Fitzroy?	CAUSE What is the probable cause of the issue?	SOLUTIONS How is this EEC Project helping to address the issue?	VALUE ADD What other projects are benefiting?
<p>The positive links between sustainable production and retention of biodiversity are not widely and clearly promoted to landholders.</p>	<ul style="list-style-type: none"> <li>- Often landholders perceive that making necessary practice changes will be at the detriment of their production system and profit margins.</li> <li>- Biodiversity and production activities and projects have traditionally been funded by separate funding bodies and projects are implemented in isolation.</li> <li>- In the past, funded projects have not focused on improving landscape functions and a regenerative approach to production.</li> </ul>	<ul style="list-style-type: none"> <li>- Supporting peer-to-peer learning activities and showcasing early adopters of advanced agricultural practices to break down current social barriers.               <ul style="list-style-type: none"> <li>o Explaining the pros and cons of regenerative agricultural practices, associated business models and production systems.</li> </ul> </li> <li>- Giving landholders the knowledge and skills to implement low-cost soil restoration methods to support productive and sustainable practices.               <ul style="list-style-type: none"> <li>o Educating landholders about alternate approaches to conventional grazing and cropping systems.</li> <li>o Investigating and documenting how alternative and innovative practices improve landscape health and, in turn, address water quality priorities.</li> </ul> </li> <li>- On property demonstration sites to allow landholders to see firsthand how they can achieve the following outcomes and improve their sustainability.               <ul style="list-style-type: none"> <li>o Reduce reliance on synthetic chemical and off-farm inputs</li> <li>o Increase nutrient uptake, infiltration and increase soil health.</li> <li>o Improve crop and pasture resilience to pests, disease and climate variability.</li> </ul> </li> <li>- Supporting and value adding to existing practice change programs in the Fitzroy Region through shared learnings from this project.</li> <li>- Project methodology and resources directed to establishing and promoting the link between sustainable production systems, improved water quality and retention of biodiversity.</li> </ul>	<ul style="list-style-type: none"> <li>- Regional Land Partnerships: Regional Agricultural Landcare Facilitator (FBA)</li> <li>- Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>- Grassroots Project (RCS and FBA)</li> <li>- Paddock to Reef Fitzroy Regional Delivery (FBA)</li> <li>- Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> </ul>

Fitzroy Regional Extension Network (18/19 and 19/20)			
ISSUE What issue is affecting extension in the Fitzroy?	CAUSE What is the probable cause of the issue?	SOLUTIONS How is this EEC Project helping to address the issue?	VALUE ADD What other projects are benefiting?
Agribusinesses, their resources and their networks are often not used to their full potential or considered/contracted for extension projects.	<ul style="list-style-type: none"> <li>- The range of services offered by agribusinesses is extensive and sometimes unchartered.</li> <li>- Many extension services are developed in response to an identified need at a particular point in time.</li> <li>- The capacity of any particular agribusiness to deliver outcomes is not always quantified or mapped.</li> </ul>	<ul style="list-style-type: none"> <li>- Identifying agribusiness extension providers in the Fitzroy Region and developing a collaborative working relationship with them by way of the Regional Extension Network.</li> <li>- Developing connections with extension providers in the Fitzroy Region by:               <ul style="list-style-type: none"> <li>o Mapping areas of expertise, identifying services currently provided and at what cost.</li> <li>o Identifying what landholders are willing to pay for advice.</li> <li>o Including independent extension providers in analysis of regional extension resources and uptake.</li> <li>o Making this information easily accessible to all members of the Regional Extension Network.</li> </ul> </li> <li>- Building the capacity of extension providers to deliver services and projects that better meet the needs and concerns of funders and landholders.</li> <li>- Providing an accessible platform to assist in the engagement and education of extension providers and to facilitate a coordinated approach to extension in the Fitzroy Region.</li> <li>- Grow and enhance pre-existing collaborative networks across the region to achieve effective extension delivery across the Fitzroy Region.</li> </ul>	<ul style="list-style-type: none"> <li>- Regional Land Partnerships: Regional Agricultural Landcare Facilitator (FBA)</li> <li>- Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>- Paddock to Reef Fitzroy Regional Delivery (FBA)</li> <li>- FutureBeef Extension (DAF)</li> <li>- Innovative Agriculture: Trialling Remote Livestock Management Systems (FBA)</li> <li>- Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> </ul>
There is considerable fragmentation of the extension effort in the Fitzroy Region.	<ul style="list-style-type: none"> <li>- The range of services offered by agribusinesses is extensive and sometimes unchartered.</li> <li>- Extension providers may not know the best way to collaborate with their peers.</li> </ul>	<ul style="list-style-type: none"> <li>- Building the capacity of extension providers to deliver services and projects that better meet the needs and concerns of funders and landholders.</li> <li>- Providing an accessible platform to assist in the engagement and education of extension providers and to facilitate a coordinated approach to extension in the Fitzroy Region.</li> <li>- Grow and enhance pre-existing collaborative networks across the region to achieve effective extension delivery across the Fitzroy Region.</li> </ul>	<ul style="list-style-type: none"> <li>- Regional Land Partnerships: Regional Agricultural Landcare Facilitator (FBA)</li> <li>- Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>- Paddock to Reef Fitzroy Regional Delivery (FBA)</li> <li>- FutureBeef Extension (DAF)</li> <li>- Innovative Agriculture: Trialling Remote Livestock Management Systems (FBA)</li> <li>- Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> </ul>

Soil Conservation Training and Mentoring (18/19 and 19/20) Sustaining our Soils (19/20)			
ISSUE What issue is affecting extension in the Fitzroy?	CAUSE What is the probable cause of the issue?	SOLUTIONS How is this EEC Project helping to address the issue?	VALUE ADD What other projects are benefiting?
Using traditional workshop format to train extension providers and landholders does not always result in increased skill level or practice change.	<ul style="list-style-type: none"> <li>– Not all landholders and extension staff attend workshops or respond well to a workshop/classroom environment.</li> </ul>	<ul style="list-style-type: none"> <li>– Developing and implementing an expert mentoring program to ensure that extension providers increase their knowledge and contacts.</li> <li>– Improved water quality entering the GBR as a result of;               <ul style="list-style-type: none"> <li>o Improved management of gully erosion sites on project properties.</li> <li>o Adoption of soil conservation best practice by project landholders.</li> </ul> </li> <li>– Increased landholder access to affordable, accessible and adequate soil conservation and erosion control technical advice to improve their knowledge and skills to implement low-cost soil restoration methods.</li> <li>– Cost effective and valuable investment as a result of supporting and value adding to existing practice change programs.</li> <li>– Cross regional collaboration supported through widespread sharing of soil conservation and gully erosion expertise, knowledge and skills.</li> <li>– Increased specialist skills in soil conservation and erosion control as a result of coordinated, practical, on-ground mentoring of extension providers by soil conservation experts.</li> </ul>	<ul style="list-style-type: none"> <li>– Regional Land Partnerships: Regional Agricultural Landcare Facilitator (FBA)</li> <li>– Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>– Grassroots Project (RCS and FBA)</li> <li>– Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> </ul>
There are a limited number of experienced extension providers delivering specific Soil Conservation advice in the Fitzroy Region.	<ul style="list-style-type: none"> <li>– Experienced extension officers have left their roles or the industry and have not been replaced.</li> <li>– Extensive amounts of knowledge rest with a few remaining experienced individuals.</li> </ul>	<ul style="list-style-type: none"> <li>– Programs identifying and addressing underlying land management issues impacting on erosion and sedimentation and incorporating effective monitoring and evaluation of practice change.</li> <li>– Prioritising one-on-one extension services and tailored programs targeting identifying landholder and extension provider skill gaps such as soil conservation and holistic property management.</li> <li>– Supporting peer-to-peer learning activities and showcasing early adopters of advanced agricultural practices to break down current social barriers.</li> </ul>	<ul style="list-style-type: none"> <li>– Regional Land Partnerships: Sustainable Agriculture (FBA)</li> <li>– FutureBeef Extension (DAF)</li> </ul>
Poor water quality entering the Great Barrier Reef as a result of gully erosion.	<ul style="list-style-type: none"> <li>– Poor grazing land management in the catchment area.</li> <li>– Landholders not adopting soil conservation best practice.</li> <li>– Landholders do not always prioritise remediation of eroded gully sites due to associated costs.</li> </ul>	<ul style="list-style-type: none"> <li>– Programs identifying and addressing underlying land management issues impacting on erosion and sedimentation and incorporating effective monitoring and evaluation of practice change.</li> <li>– Prioritising one-on-one extension services and tailored programs targeting identifying landholder and extension provider skill gaps such as soil conservation and holistic property management.</li> <li>– Supporting peer-to-peer learning activities and showcasing early adopters of advanced agricultural practices to break down current social barriers.</li> </ul>	<ul style="list-style-type: none"> <li>– Regional Land Partnerships: Sustainable Agriculture (FBA)</li> <li>– FutureBeef Extension (DAF)</li> </ul>

Fitzroy Women in Grazing (18/19 and 19/20)			
ISSUE What issue is affecting extension in the Fitzroy?	CAUSE What is the probable cause of the issue?	SOLUTIONS How is this EEC Project helping to address the issue?	VALUE ADD What other projects are benefiting?
Unclear understanding of landholder needs and the drivers of practice change.	<ul style="list-style-type: none"> <li>- Extension providers don't always have a clear understanding of what drives their audience and how/why they make decisions.</li> </ul>	<ul style="list-style-type: none"> <li>- Exploring and strengthening peer-to-peer learning needs, opportunities and gaps that exist and are identified by women and their networks.</li> <li>- Building an understanding of practice change audience.               <ul style="list-style-type: none"> <li>o Identifying existing social networks, existing extension networks, key stakeholders, extension providers</li> <li>o Identifying landholder motivators and what they need to build their capacity for best practice management</li> <li>o Clarifying landholder decision making processes using human dimension approaches.</li> </ul> </li> <li>- Identifying and supporting female "ambassadors" who can promote peer-to-peer projects and recruit new members who are typically difficult to engage or have been reluctant to network in the past.</li> <li>- Strengthening, celebrating and facilitating networks to support practice change adoption through capacity building for female landholders, the promotion of best management and advanced agriculture.</li> <li>- Empowering women to take a more proactive and visible role in ensuring sustainability in their business and industry.</li> <li>- Assisting female landholders to network with one another, share their story, discuss relevant topics and become aware of relevant events in their region.</li> </ul>	<ul style="list-style-type: none"> <li>- Regional Land Partnerships: Regional Agricultural Landcare Facilitator (FBA)</li> <li>- Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>- Grassroots Project (RCS and FBA)</li> <li>- Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> <li>- Regional Land Partnerships: Sustainable Agriculture (FBA)</li> <li>- FutureBeef Extension (DAF)</li> </ul>
Historical project engagement has typically been through and with men.	<ul style="list-style-type: none"> <li>- Agriculture has been largely dominated by males.</li> <li>- Men tend to be the 'spokesperson' for the business.</li> <li>- Women have been identified as an under-represented group.</li> <li>- Less than one third of females make up the Australian agricultural workforce.</li> </ul>		

Landholders Putting Theory into Practice (19/20)			
ISSUE What issue is affecting extension in the Fitzroy?	CAUSE What is the probable cause of the issue?	SOLUTIONS How is this EEC Project helping to address the issue?	VALUE ADD What other projects are benefiting?
Landholders vary in how motivated they are to carry out land management activities after training.	<ul style="list-style-type: none"> <li>– Many projects targeting practice change are not suited to clients' management as they are often for a relatively short period and only and located in priority areas (which are subject to change).</li> <li>– Landholders often face changing funding priorities and limited access to long term support.</li> <li>– Barriers landholders have in relation to carrying out beneficial land management changes include;               <ul style="list-style-type: none"> <li>o Not having resources</li> <li>o Physical constraints</li> <li>o Not sympathetic toward the activity</li> <li>o Constrained by tradition and paradigms</li> <li>o Succession issues</li> <li>o Risk adverse</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Actively seeking and taking on landholder feedback in relation to what support they require to implement skills after training events.</li> <li>– Forging new networks in the region between landholders and extension providers who would be unlikely to work together.</li> <li>– Developing a peer-to-peer facilitated group learning to ensure landholder knowledge is converted to on-ground practice change.</li> <li>– Increasing landholder access to affordable, accessible and adequate grazing land management technical advice.</li> <li>– Cost effective and valuable investment as a result of supporting and value adding to existing practice change programs.</li> <li>– Investigating, identifying and addressing barriers landholders have in relation to carrying out beneficial land management changes.</li> <li>– Providing landholders with property/practice specific training and/or information aimed at improving their awareness of best practice and assisting them to apply these principles on-ground in a way that is practical and beneficial to their particular business while also achieving desired water quality outcomes.</li> <li>– Implementing the following recommendation from the Coutts Review                “An increased focus should be on funding longer term, peer-to-peer facilitated group learning – such as; ‘Producer Demonstration sites’; and/or ‘Producer Learning Groups’ – and exposed to new approaches and technologies. Funding should directly be available to producer groups who select their own facilitator. Those producers less engaged in other approaches should be encouraged to participate in these groups”.</li> </ul>	<ul style="list-style-type: none"> <li>– Regional Land Partnerships: Regional Agricultural Landcare Facilitator (FBA)</li> <li>– Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>– Grassroots Project (RCS and FBA)</li> <li>– Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> <li>– Regional Land Partnerships: Sustainable Agriculture (FBA)</li> <li>– FutureBeef Extension (DAF)</li> </ul>

Landholders Creating Change (19/20)			
ISSUE What issue is affecting extension in the Fitzroy?	CAUSE What is the probable cause of the issue?	SOLUTIONS How is this EEC Project helping to address the issue?	VALUE ADD What other projects are benefiting?
Practice change is a long-term outcome and requires the development of long-term relationships and trust between client and extension practitioner.	<ul style="list-style-type: none"> <li>Many projects targeting practice change (and consequently, many extension providers) are only around for a relatively short time (funding or personal/career reasons). Projects are delivered to suit funding programs rather than landholder's management programs.</li> </ul>	<ul style="list-style-type: none"> <li>Project targeting practice change in the Fitzroy region;               <ul style="list-style-type: none"> <li>Recognise the need for follow up and the development of real relationships and trust between clients, extension practitioners and funding bodies</li> <li>Align with the on-ground management programs of landholders implementing the change.</li> <li>Recognise the need (and have funded resources) to provide follow up monitoring and support to completed activities.</li> </ul> </li> <li>Rewarding landholders who are receptive, motivated to learn and who adopt changes through access to further education and training incentives in their areas of interest.</li> </ul>	<ul style="list-style-type: none"> <li>Regional Land Partnerships: Regional Agricultural Landcare Facilitator (FBA)</li> <li>Reef Trust Phase 4: Gully and Streambank Erosion Control Program (FBA)</li> <li>Grassroots Project (RCS and FBA)</li> <li>Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)</li> </ul>
There is little monitoring of past projects to identify long term practice change.	<ul style="list-style-type: none"> <li>There is little to no follow up of projects and ongoing adoption. Practice change is often not formally monitored once the project has been completed.</li> </ul>	<ul style="list-style-type: none"> <li>Targeting landholders who are not currently engaged with Reef Trust projects but are still keen to participate in training and learn/implement sustainable practices.</li> <li>Cost effective and valuable investment as a result of supporting and value adding to existing practice change programs.</li> <li>Increasing landholder access to affordable, accessible and adequate grazing land management technical advice.</li> <li>Actively seeking and taking on landholder feedback in relation to what training events are required in the region and the best time to run these events.</li> <li>Forging new networks in the region between landholders and extension providers who may be unlikely to work together without the project and through FBA's On Farm Advisory Services program.</li> </ul>	<ul style="list-style-type: none"> <li>Regional Land Partnerships: Sustainable Agriculture (FBA)</li> <li>FutureBeef Extension (DAF)</li> </ul>

## Project Logic

<b>Goal</b>	Through improved targeted and coordinated extension support, large scale land management practice change will result in improved water quality outcomes for the Great Barrier Reef.						
<b>Objective</b>	Increase facilitated targeted and coordinated delivery of extension services in grazing and grains industries in the Fitzroy Region.						
<b>Assumption</b>	Better integration and planning of funded programs will reduce fragmentation of extension effort. Increased capacity and effectiveness of extension officers will be achieved through a more structured and coordinated approach.						
<b>Intermediate Outcomes</b>	<b>Key Result Area 1</b> Improved effectiveness and efficiency through collaboration and coordination.		<b>Key Result Area 3</b> Effective monitoring and evaluation of the extension effort and outcomes.		<b>Key Result Area 2</b> Improve the professional capacity of the Fitzroy Region Extension Network (FREN).		
<b>Assumption</b>	Undertaking activities and outputs in line with the project plan will improve collaboration and coordination in the Fitzroy Region.						
<b>Outputs</b>	Regional Extension Plan Developed in consultation with FREN.	Flexible and Peer-to-Peer projects coordinated and delivered in line with funding guidelines.	Project effort and outcomes are effectively monitored and evaluated.	Recommendations, lessons learnt and advice from events and projects recorded and distributed.	FREN move from fragmentation to networking or cooperation stage (TF3.5 Rubric).	Training needs of FREN identified and professional capacity improved.	
<b>Activities</b>	Develop Fitzroy Regional Extension Plan (REP) in consultation with FREN.	Identify and allocate relevant extension providers to deliver REP projects.	Collate and provide data to YouDATA, E&E WebMap, Paddock to Reef and spatial mapping.	Develop evaluation frameworks for Flexible and Peer-to-Peer projects.	Undertake regional communication activities including event and project promotion.	Establish/maintain FREN through network meetings, basecamp online platform and REP consultation.	Support training needs analysis and facilitate capacity building for FREN members.

Figure 3 : Project Logic

## Funding Resources

Through the DAF, the EEC Program has provided funds to support REC positions and project funds to work with local extension networks to enhance current activities and address gaps in priority collaborative extension services and Peer-to-Peer learning activities that are prioritised in the REPs. This includes, \$2.25 million of flexible funds and \$1.0 million to support facilitated peer to peer learning amongst landholders invested across the six reef regions over three years. Table 2 identifies the annual allocation of funds for peer to peer facilitated group learning and flexible funding for the 2019/20 financial year.

*Table 2 - Annual Allocations in the Fitzroy Region.*

Funds Allocation	Peer to peer Funds	Flexible funds	Total
2019/2020	\$ 50,000	\$100,000	\$150,000

DAF will also manage projects to service high priority skills gaps and training and development needs across regions. The projects identified to be supported by these resources are described below. Funds have been provided to all six Reef NRM regions and are intended to instigate the development of local stakeholder groups (where none exist) and REPs to build an effective platform for regional collaboration in extension delivery for future investment. The continued development of REPs and systems and processes will facilitate further investment from multiple sources and enable regional stakeholders to play a more prominent role in the roll out of investment targeted towards extension services. When funds become available to support additional projects, these will be incorporated into the REP and associated work plans to ensure continued coordination.

The four streams of EEC Program funding are listed below.

1. Coordination and Collaboration (Flexible Funding)
2. Extension Approaches and Methods (Peer-to-Peer Funding)
3. Training and Capacity Building
4. Extension Personnel and Expertise

## Prioritisation

Fitzroy Basin Association (FBA) has developed a prioritisation tool to assess projects. Through consultation with the FREN we have the key principles to the prioritisation process and will continue to be reviewed and refined over the life of this program. FBA, as the managers of this program will adhere to our governance policies and procedures. FBA has a commitment to providing clear, concise information relating to all financial and governance matters concerning the organisation. FBA is committed to excellence in the governance of both the organisation and of projects and programs it delivers on behalf of Government and non-government

funders. FBA has a Conflict of Interest Policy to define what is deemed to be a conflict of interest and what should occur should a conflict of interest arise.

Our prioritisation tool is an excel document and provides a weighting to rank projects and based on strategic fit and assessed along the following lines, which include E&E plan objectives and Flexible Funding guidelines and eligibility criteria:

- a) Initial Eligibility – Including governance, industry specific, cost, value for money and in-kind contribution
- b) Funding guidelines – Does it meet an eligible activity
- c) Associated outcomes – How it delivers against these outcomes
- d) Key Messages – Which Key message does this meet
- e) Recommendations – Does it meet one of the recommendations
- f) Fitzroy Regions Plans – How does this align with - CQSS:2030; WQIP:2015

A copy of the prioritisation tool can be found in Appendix 9 of this plan.

**Associated Outcomes**

Information outlining the outcomes the REP Peer-to-Peer and Flexible Funding must address has been provided. Table 3 - Outcomes below refers to these outcomes. Each outcome has been addressed while reviewing projects for this program and weighted accordingly.

*Table 3 - Outcomes*

Project addresses regional priorities and/or addresses a gap in extension delivery
Project contributes to improved water quality outcomes
Project supports cross-program/organisational collaboration
Project adds value to planned activities/ projects
Project supports the use of innovative learning approaches and/or new tools/technologies to support on-farm learning

**Key Messages**

Project prioritisation also addresses the key messages for this program. Table 4 below outlines the key messages which have been incorporated into the prioritisation process.

*Table 4 - Key Messages*

Improve the targeting, collaboration, coordination and evaluation of reef funded extension and education programs across state and commonwealth funded programs using extension best practice in their design and implementation.
---

Ensure funded programs reward collaboration and provide the mix of longer term extension approaches that deal with building trust, peer support and build trust, peer support and build producer understanding and commitment to long term improvements.

Ensure that there are consistent messages across programs and organisations in relation to information and recommendations about farming and grazing practices.

Continue to strengthen and support Industry Best Management approaches as a framework for benchmarking, continuous improvement, identifying changes needed, measuring and reporting change over time and meeting regulatory requirements.

Resource an effective platform for regional collaboration in extension delivery and permit flexibility to strategically commit funds to add value to current activities and address gaps at the regional and sub-regional levels.

### **Recommendations**

Table 5 below outlines the specific recommendations within the E&E Review which are relevant to the Fitzroy Region and the identified gaps. This information has been included in the prioritisation process.

*Table 5 - Recommendations from E&E Review relevant to the Fitzroy Region*

R3.3 Ensure sufficient dedicated communication personnel to proactively work with reef extension and education programs to promote key activities and communicate consistent key messages (including 'Rules of Thumb'), case studies of success, activities and resources based in reef regions.

R3.10 The public sector, industry, regional NRM organisations and Landcare have a key role in driving the process and training of on-farm trials, and demonstrations in relation to practices benefiting water quality and in demonstrating the application of new technologies to support learning and decision making - such as the use of drones, nutrient monitoring close to source, visualisation technology and other emerging technologies supporting precision farming. An important role into the future is in training of staff from other organisation in effectively applying these processes and technologies.

R3.11 More needs to be done to increase the role of the private sector in providing an environment for one-one service and support for producers/growers to better apply and adapt their management practices to those recommended. This has been highlighted through the current Research and Development for Profit Project - Stimulating Private Sector Extension in Australian Agriculture to increase Returns from R&D and its associated forums and surveys. It is also important to ensure that there is individual on going support for growers and producers who are influenced by subsidised programs to make ongoing change. The approach used by Faracis in nutrient management provides a real opportunity for private delivery of nutrient management support post the subsidised period.

R4.4 Ensure that training is provided by experienced people with practical and theoretical skills to ensure interest and direct relevance to participants.

R4.9 Provide funds within programs and recognition for extension staff to run workshops for supplier staff (e.g. fertiliser, irrigation and farm machinery).

R4.10 Define and source/develop specialist courses in extension (e.g. social media, you tube videos, webinars, trail/demonstration design) and technical areas (e.g. advanced nutrient/sediment management; system repair; business management; specific technical areas relevant to industry) with relevant training and education organisations and individuals and make them available to extension staff and other stakeholders. These could contribute to a post-graduation qualification or a Certificate or Diploma.

R5.2 BMP (or equivalent) should continue to be promoted as an effective and holistic framework to take a whole of farm/property perspective and highlighting where changes can benefit productivity, profitability and water quality outcomes.

R5.3 Landcare groups with the capacity to work directly with growers/producers should be encouraged to apply for funding for extension projects in their areas.

R5.5 An increased focus should be on funding longer term, Peer-to-Peer facilitated group learning - such as 'Focus Farms'; Whole-farm review groups; Producer Demonstration sites; and/or Producer Learning Groups - and exposed to new approaches and technologies. Funding should be available directly to producer groups who select their own facilitator or be accessed by delivery organisations who then work to establish groups for this purpose. These producers less engaged in other approaches should be encouraged to participate in these groups.

R5.10 Greater use should be made of distance engagement technologies for grazing, sugar, grains and the horticulture industries to maximise access to peers, information and expertise which complement face-to-face and group extension methods. These include webinars; You Tube videos; on-line moderated forums. These will require training for effective use. The FutureBreef website provides a very good example of how a single website presents all RD&E information relevant to the beef industry.

## Projects

### Flexible Funding Projects

Flexible Funds are to assist RECs to implement projects that have been identified as gaps and opportunities and supported by the FREN. This funding will allow priority cross-program/organisational activities to add value to current delivery programs, build synergies, address challenges and plug gaps.

FBA engaged a social research consultant to undertake a human dimensions project in the Fitzroy Region. The project report highlighted the need to address the points below. The REP Flexible Funding projects support this cause.

- Acknowledge the role of women in land management. Understanding how to directly target female landholders in a meaningful way with information that is appropriate to them and their situation.
- Find a way to reach and help landholders who are unsure or unaware to where to go for support to address the issues they face as and when they need.

Table 6 below outlines Flexible Funding projects to address the gaps identified through the consultation process. The table indicates the priority score and rating.

Full project proposals and corresponding prioritisation tool scores are presented as an attachment to this REP.

*Table 6 - Flexible Funding Projects*

Project	2019/20 Project Budget	Priority Score (out of 123)	Priority Rating (high, med or low)
Landholders Advancing Agriculture	\$15,000	91	High (83 - 123)
Fitzroy Women in Grazing	\$20,000	84	High (83 - 123)
Landholders Putting Theory into Practice	\$30,000	77	Med (42 - 82)
Fitzroy Regional Extension Network	\$5,000	75	Med (42 - 82)
Landholders Creating Change	\$30,000	60	Med (42 - 82)
TOTAL	\$100,000		

### Peer-to-Peer Funding Projects

Before the 18/19 REP projects were delivered, there was limited, formal producer peer-to-peer learning networks in the Fitzroy Region and it was an unexplored topic. This is still an area that needs to continue to be investigated and initiation of groups to explore the most effective and beneficial means of implementing peer to peer learning such as location based or topic-based networks.

Recommendation 5.5 from the E&E Review states:

“An increased focus should be on funding longer term, peer-to-peer facilitated group learning – such as ‘Focus Farms’; ‘Whole-farm Review Groups’; ‘Producer Demonstration sites’; and/or ‘Producer Learning Groups’ – and exposed to new approaches and technologies. Funding should directly be available to producer groups who select their own facilitator or accessed by delivery organisations who then work to establish groups this purpose. Those producers less engaged in other approaches should be encouraged to participate in these groups”.

The Peer-to-Peer funding will be invested in long term peer-to-peer facilitated group learning and establishment of producer learning and support groups. It is important that the producer groups are supported in a practical way by providing demonstration sites to enhance learning and encourage adoption of improved management practices.

Table 7 below outlines the Peer-to-Peer project that will be implemented to address the gaps identified through the consultation process. The table indicates the priority score and rating.

Full project proposals and corresponding prioritisation tool scores are presented as an attachment to this REP.

*Table 7 - Peer-to-Peer Funding*

Project	2019/20 Project Budget	Priority Score (out of 123)	Priority Rating (high, med or low)
Landholders Advancing Agriculture	\$50,000	91	High (83 - 123)
TOTAL	\$50,000		

## Communication

A Fitzroy Region Communication and Engagement Plan (Engagement Plan) will be developed after the overarching Communication Strategy for the EEC Program has been completed. A communication consultant will be engaged to work with the Coordinator to ensure that Engagement Plan complements the overarching Communication Strategy and builds on communication and engagement activities that support the REP.

## Monitoring and Evaluation

This Monitoring and Evaluation (M&E) Framework has been designed to monitor and evaluate the performance of the REP in coordinating the extension effort in the Fitzroy Region and in facilitating collaboration amongst extension providers to implement the REP. It is based around Key Result Areas (KRAs) established in the EEC Program that were developed by DAF with input from the Department of Environment and Science and Coutts J&R.

The M&E Framework sets out the processes and methods for measuring the effectiveness of implementing the Fitzroy REP and the associated efforts to enhance the coordination of extension projects in the Fitzroy Region. The purpose of the evaluation information can be summarised into the following categories:

- Reporting: justifying the investment
- Communication: increasing awareness of the outcomes, successes and lessons learnt
- Adaptive management: making improvements to project delivery
- Informing future work: evaluate outcomes to provide recommendations for future projects.

The Framework is designed to streamline and clarify the M&E process around key elements set out in four tables:

- Appendix 4 describes who needs the evaluation information and what they need it for.
- Appendix 2 sets out how progress towards the delivery of the contracted Regional Extension Coordination Project in the Fitzroy will be measured in terms of effectiveness, efficiency, impact, legacy and project management.
- Appendix 5 outlines how the evaluation information will be collected including, the proposed timeframes and responsibilities.
- Appendix 6 outlines the MERI table for the program as developed by the Manager, Extension Coordination.

By following this M&E framework the Fitzroy REP can be revised and updated and processes improved over time so that the extension projects it supports will be more effective in increasing the adoption of improved

farm practices that result in better water quality outcomes. This monitoring and evaluation framework will be implemented by the REC with the support of the FREN.

Appendix 4 identifies the users of the evaluation information and how it will be used, to inform the monitoring and evaluation framework. By identifying the users and needs upfront, the framework will be selective and efficient and only conduct the evaluation that is needed which will negate unnecessary over-evaluation.

Appendix 2 describes the objectives of contracted Regional Extension Coordination project in the Fitzroy including the REP, and the activities to deliver these outcomes with monitoring approaches, evaluation questions and performance indicators to measure and assess progress and outcomes. The evaluation questions are designed to assess five key evaluation criteria:

- Effectiveness: how well has the project delivered on planned methods and outputs and what were the benefits? Active Participation in the program?
- Efficiency: how efficient has the project been in targeting investment and using resources?
- Impact: what impact has the project had on creating change and contributing to Reef 2050 and regional targets?
- Legacy: what are the lasting long-term benefits and obligations of completing the project?
- Project Management: what project processes and systems have been developed and is there evidence of learnings and adaptive management?

Appendix 5 outlines how the information in the Evaluation Methods described in Annexure 2 will be collected including, the proposed timeframes and responsibilities.

The YourDATA data base platform has been chosen for each REC throughout GBR catchments to report to the Manager (Extension Coordination) (DAF) on activities coordinated through the Regional Coordination Groups and the implementation of the REPs. YourDATA is an online monitoring and evaluation database developed by Coutts J&R to assist programs and projects collect and report key evaluation data, including project activities, narratives, milestones, and feedback sheet responses. It provides a secure central data collection point with individual user accounts – allowing team members to input, edit, and view their own M&E data (or all data for their assigned region/project) and managers to view, filter, analyse and export all project/program data for reporting.

In addition regional data on extension effort, resources and uptake of improvement management practices will be collated by the REC and entered into the Reef Extension and Education (E & E) WebMap App, an ESRI ArcGIS Online interactive mapping platform designed to display the extension, incentive and best management practice projects activities being delivered by a range of industry, government and regional NRM organisations. The purpose of this tool is to make information more accessible and to view information with other available

data to assist the RECs and extension providers to review, prioritise, plan and monitor their extension activities in their region.

The information collated in the YourDATA and E & E WebMap platforms will form part of the Evaluation Methods and be used to inform the Performance Indicators. Analyses will be limited by the information that is available at the time and not all datasets will be at the same spatial or temporal scale, as they are aggregated from various sources.

### Closure

This document was prepared by FBA.

If you have any questions or require additional details, please contact the undersigned.

	
Katie Crozier	Jeff Krause
Regional Extension Coordinator	NRM Manager

## Appendices

### Appendix I : Monitoring and Evaluation Template

Monitoring and Evaluation Template to guide the monitoring and evaluation of projects supported through the Fitzroy Regional Extension Plan. A Project Plan Implementation Plan will be developed for each project to guide this Monitoring and Evaluation Plan.

Evaluation criteria	Key Evaluation Question	What will be monitored and how will it be monitored  Metric and how measured (method)	What information sources and monitoring data (including existing M&E tools or specific monitoring or data collection) will be used to answer the question? Where will you get the data from and what is that data	Monitoring frequency.  How often will the data be gathered	Evaluation and reporting process.  How often will the valuation be reported (through a MERI report)
Effectiveness	How well has the project delivered on planned methods and outputs				
Effectiveness	What measurable progress has been made towards the stated Project Objectives (as a result of the methods and outputs)				
Efficiency	What measures have been taken to improve project efficiency (e.g. targeting investment, cost sharing)?				

Impact	What, if any, unanticipated positive or negative impacts have resulted from the project?				
Legacy	What if any are the long-term requirements and arrangements for managing and resourcing maintenance of the project outcomes?				
Project Management	How well are the project management arrangements, systems and processes contributing to efficient and effective project performance?				
	What processes and evidence is there of adaptive management and learning and active implementation of MERI?				

## Appendix 2 : Fitzroy Regional Extension Coordination Monitoring and Evaluation Framework

REC Deliverables	Activities	Monitoring Indicator	Monitoring approach	KEQ Criteria
<p>Employ Regional Extension Coordinators that meet the following criteria (from E&amp;E review report):</p> <ul style="list-style-type: none"> <li>- a strong background in extension,</li> <li>- a good understanding of regional relationships and issues associated with reef water quality, and</li> <li>- strong interpersonal skills to be able to interact and negotiate with organisational managers and extension deliverers.</li> </ul>	i) Employ Fitzroy REC	i) Staff Employed	i) Annual performance review	<p>Efficiency: Displays a good understanding of the REC program and the reef water quality program?</p> <p>Displays a good understanding of extension requirements and the capacity required of extension staff.</p> <p>Effectiveness: Does the staff member have excellent communication skills?</p>
<p>a) Develop regional extension plan/s in conjunction with regional coordination group/s and update annually. Regional extension plan/s aim to provide a strategic view of on-ground delivery in the industry/region based on priorities, previous and current programs, needs and gaps consistent with regional water quality priorities.</p> <p>b) Use regional extension plan/s to inform and facilitate the decision-making (via the Fitzroy Community of Practice) around the use of flexible regional extension funds. Funds aim to maximise collaborative opportunities, add value to existing activities and address gaps not covered by funded programs. Expenditure of flexible funds will need to meet set</p>	<p>i) REP Developed</p> <p>ii) Develop a prioritisation tool for projects</p> <p>iii) Identify and develop projects to best utilise flexible funding</p>	<p>i) Plan developed</p> <p>ii) Prioritisation tool developed and used to prioritise projects</p>	<p>i) Plan approved</p> <p>ii) Plan available to contribute to Fitzroy Community of Practice</p>	<p>i) Project Management: Has the implementation of the Fitzroy Extension plan been effective?</p> <p>ii) Efficiency: Does the project prioritisation tool provide effective project review and selection?</p> <p>iii) Impact: Have projects been assessed and approved using the prioritisation tool?</p> <p>iv) Has the FREN identified key extension gaps, barriers and</p>

REC Deliverables	Activities	Monitoring Indicator	Monitoring approach	KEQ Criteria
criteria and be signed off by the Manager (Extension Coordination).				ways to address these and value add to current extension efforts to improve water quality at a regional and sub-regional scale in the Fitzroy?
<p>Continue/establish and facilitate regional extension coordination group/s in each region and across regions for grazing, grains to allow sharing of information, collaboration and joint decision making.</p> <p>Representatives from all relevant public, industry and private organisations (including Landcare and catchment groups and GBRMPA where appropriate) involved in the planning and/or delivery of on-ground water quality projects in the region (BMP, MIPs, extension, incentives) should be included. Work with the Manager (Extension Coordination) and other regional coordinators to establish and maintain a GBR network/Community of Practice to facilitate cross-industry and cross-region sharing and communication.</p>	<ul style="list-style-type: none"> <li>i) CoP group engaged, and meeting held</li> <li>ii) Identify relevant representatives</li> <li>iii) Develop stakeholder register</li> </ul>	<ul style="list-style-type: none"> <li>i) CoP group engaged, and meeting held</li> </ul>	<ul style="list-style-type: none"> <li>i) Minutes of meeting</li> <li>ii) Stakeholder register developed using FBA's project management system (LINK)</li> </ul>	<ul style="list-style-type: none"> <li>i) Effectiveness: Has a CoP group been identified? Meeting held to assist with ideas of projects. Was there sufficient level of participation demonstrated within the Community of Practice?</li> <li>ii) Efficiency: Has a stakeholder register been developed in FBA's project management system?</li> <li>iii) Impact: To what extent is communication and sharing of information occurring in the Fitzroy Region?</li> </ul>
Work with and support the Manager (Extension Coordination) in organising cross-regional activities and sharing of approaches/learnings with other coordinators.	<ul style="list-style-type: none"> <li>i) Attend meetings and contribute as required</li> <li>ii) Enter all known extension activities to regional extension</li> </ul>	<ul style="list-style-type: none"> <li>i) Number of meetings attended and formal discussions with other RECs</li> </ul>	<ul style="list-style-type: none"> <li>i) information uploaded into YourDATA</li> <li>ii) Regional calendar includes Fitzroy events</li> </ul>	<ul style="list-style-type: none"> <li>i) Effectiveness: Have meetings attended provided constructive feedback to the regional groups.</li> </ul>

REC Deliverables	Activities	Monitoring Indicator	Monitoring approach	KEQ Criteria
Maintain a calendar of extension activities and events across the region, with input and circulation to regional extension networks.	calendar when developed. iii) Contribute or lead data collection	ii) Number of entries made		ii) Efficiency: Was the calendar developed in a timely manner and easy to use?
Collect and synthesise information on regional capacity and demand for current and future landholder engagement, including staff, engagement (trials, workshops, BMP and incentives projects) and adoption. Obtain cooperation and agreement from stakeholders that data will be made publicly available via QSpatial and ArcGIS online. Information collated and provided in a consistent format across regions to the Manager (Extension Coordination). Spatial mapping discussed with regional stakeholders and used to develop regional extension plans to help strategically target future engagement activities.	i) Provide information for the E & E Spatial database on FBA projects with a water quality outcome and extension services delivered throughout the Fitzroy Region ii) Provide stakeholders with an overview of the E & E Spatial database	i) Template completed and provided in a timely manner. ii) Demonstration of E & E spatial database to key stakeholders	i) FBA project management system will collect and store information to support the data entry of the E & E spatial database.	i) Project Management: FBA's project management system (LINK) provided easy access to information and data? ii) Effectiveness: Are additional users of the E & E spatial database actively contributing to this tool.
Work with Paddock to Reef, Manager (Extension Coordination) and regional organisations to increase adoption of spatial monitoring and evaluation of extension effort and impact. Ensure that extension outcomes can be accurately and meaningfully reported in all tiers of the Reef Report cards.	i) Identify how extension efforts can be captured in the Fitzroy Region.	i) Spatial data capture	i) ArcGIS pro or similar GIS application	i) Impact: How effective was the capture of extension efforts to improve evaluation?

REC Deliverables	Activities	Monitoring Indicator	Monitoring approach	KEQ Criteria
<p>Work with the training development officer and Manager (Extension Coordination) to:</p> <ul style="list-style-type: none"> <li>- undertake annual skills audit and training needs analysis to identify capacity building needs</li> <li>- deliver a tailored regional training program that responds to needs identified</li> <li>- link extension/advisory staff with training</li> <li>- link new staff with appropriate mentors.</li> </ul>	<ul style="list-style-type: none"> <li>i) undertake annual skills audit</li> <li>ii) organise tailored training as identified by the training development officer in the Fitzroy Region.</li> <li>iii) Notify staff of training opportunities</li> <li>iv) Identify mentors for new staff</li> </ul>	<ul style="list-style-type: none"> <li>i) Skills audit complete</li> <li>ii) Number of training programs delivered in Fitzroy Region.</li> <li>iii) Number of training opportunities provided</li> <li>iv) Register of mentors developed</li> </ul>	<ul style="list-style-type: none"> <li>i) Skills audit documented</li> <li>ii) Attendance sheets for all workshops, training events and other activities</li> <li>iii) Evaluation of current and new staff on level of knowledge.</li> </ul>	<p>Effectiveness: Was the identified training needs of staff in line with the training delivered:</p> <ul style="list-style-type: none"> <li>- Did staff's knowledge gaps decrease?</li> <li>- Were evaluation mechanisms sufficient to measure/monitor progress and impact?</li> <li>- What new initiatives and capacity building events have occurred from the coordination activities?</li> </ul>
<p>Assist the Manager (Extension Coordination) to provide feedback annually to Australian and Queensland Government on extension delivery, gaps and opportunities for future landholder engagement to help inform future investment.</p>	<ul style="list-style-type: none"> <li>i) Attend feedback session</li> </ul>	<ul style="list-style-type: none"> <li>i) Feedback session attended</li> </ul>	n/a	<p>Effectiveness: What feedback did you provide?</p>
<p>Work plans developed annually and submitted to Manager (Extension Coordination). Work plans informed by E&amp;E Review Report.</p>	<ul style="list-style-type: none"> <li>i) Work plan</li> </ul>	<ul style="list-style-type: none"> <li>i) Work plan submitted</li> </ul>	n/a	n/a
<p>Six-monthly regional reports compiled and submitted to Manager (Extension Coordination) for approval. Reports consistent across regions, so they can be compiled and</p>	<ul style="list-style-type: none"> <li>i) Reports written and provided in required time frame</li> </ul>	<ul style="list-style-type: none"> <li>i) Reports submitted</li> </ul>	n/a	n/a

REC Deliverables	Activities	Monitoring Indicator	Monitoring approach	KEQ Criteria
submitted to DES and discussed with GBR-wide stakeholder groups where necessary.				
Maintain a contact list of regional extension/advisory staff and use this to share information, communicate, network, enhance coordination/collaboration and enable professional development.	i) Maintain and build on contact list	i) Update recent contact list	i) Shared contact list with CoP	Efficiency: To what extent is the communication and collaboration between extension officers increased as a result of information sharing?

### Appendix 3 : Extension Programs in the Fitzroy Region

Includes the existing and recent extension programs delivered to landholders in both the grazing and grains industry via Government, Non-Profit and large private sector organisations in the Fitzroy Region. FBA have used these relevant programs to inform the Fitzroy REP to the best of our ability.

Program/Project	Mechanism	Focus
FutureBeef Extension (DAF)	Advice, workshops, field days, economics/case studies, demonstration sites.	Connect Industry to Opportunity to: Improve Sustainability of Agriculture; Drive innovation and productivity through research, development and extension, grow markets and investment, and support a modern and capable workforce.
Regional Agricultural Landcare Facilitators (FBA)	Workshops, field days, providing information, coordinate capacity building.	Supporting farmers, industry and community groups to adopt new and innovative sustainable agriculture practices. Establishing and building networks and partnerships with key groups.
Reef Guardian Farmers (GBRMPA)	Accreditation, communication.	Promotion of growers that meet agreed sustainability criteria.
Reef Trust Phase 4 – Gully and Streambank Erosion Control Program (FBA)	Training, extension, property planning, on-ground works.	This program will target sediment run-off from gully and streambank erosion by providing landholders/riparian managers with opportunities and resources to address losses from a range of priority sources/locations.
Regional Land Partnerships: Sustainable Agriculture (FBA)	Advice, engagement.	FBA will implement a multi-tiered approach to increase the number of farmers adopting practices that improve the quality of the natural resource base, and the area of land over which those practices are applied. This approach has been, and will continue to be, guided by previous grant programs and in consultation with community groups.
Grassroots Project (RCS and FBA)	Advice, engagement, property planning, on-ground works, workshops.	Grassroots Project will provide funding and support for graziers to develop farm management capacity, grow property production and improve land condition.

Program/Project	Mechanism	Focus
Paddock to Reef Fitzroy Regional Delivery (FBA)	Communication, engagement, data provision	Modelling and monitoring improvements to the water quality in the Great Barrier Reef. Communication and dissemination of new knowledge generated to regional stakeholders.
Innovative Agriculture: Trialling Remote Livestock Management Systems (FBA)	Trials, on ground support/engagement, data capture, field days.	Trialling remote livestock management systems with satellite pasture data for grazing land management in the Fitzroy.
Grazing Resilience and Sustainable Solutions (FBA, NQDT, BMRG and DAF)	Advise, Engagement, property planning, on ground works, Action plan for land management	Assist landholders implement best practice for land management to become compliant with reef regulations.

#### Appendix 4 : Users and Uses of Evaluation Information

Who needs the information?	What do they want to know?	How will they use the information?
Regional Extension Coordinators & Fitzroy Regional Extension Network	<ul style="list-style-type: none"> <li>– Is the RCG functioning effectively?</li> <li>– Is the REP &amp; work plan implementation on track?</li> <li>– Is the work meeting needs?</li> </ul>	<ul style="list-style-type: none"> <li>– Report on progress to DAF towards milestones &amp; objectives</li> <li>– Make improvements to the structure &amp; function of the RCG</li> <li>– Make improvements to the REP &amp; work plan</li> <li>– Make decisions about resourcing</li> </ul>
Stakeholders (e.g. extension officers, industry, NRM, growers)	<ul style="list-style-type: none"> <li>– What is the project doing?</li> <li>– How does the project impact their work?</li> <li>– Is the project improving the on-ground delivery?</li> </ul>	<ul style="list-style-type: none"> <li>– To inform their work program/determine whether to participate</li> <li>– To develop linkages with the project or others</li> <li>– To communicate to other stakeholders or peers</li> </ul>
Department of Agriculture and Fisheries (DAF)	<ul style="list-style-type: none"> <li>– Are RECs and RCGs functioning effectively?</li> <li>– Have REPs been developed and are they being implemented?</li> <li>– Are partnerships operating effectively?</li> <li>– Is there improved extension coordination &amp; collaboration in each GBR region?</li> <li>– What results, expected and unexpected, and direct and indirect, are produced?</li> </ul>	<ul style="list-style-type: none"> <li>– Report on progress to OGBR (DES) towards milestones and objectives</li> <li>– Make improvements to the EEC Program</li> <li>– To facilitate learning and continuous improvement</li> <li>– Make recommendations about investment</li> <li>– Make decisions about staffing, resourcing</li> <li>– To justify program and continued support for Regional Extension Coordinator positions</li> </ul>
Office of the Great barrier Reef (OGBR)	<ul style="list-style-type: none"> <li>– Are partnerships operating effectively?</li> <li>– Is the project meeting milestones and objectives?</li> <li>– Is the project worth the investment?</li> <li>– What results, expected and unexpected and unexpected; and direct and indirect are produced?</li> </ul>	<ul style="list-style-type: none"> <li>– To justify investment</li> <li>– Make decisions about investment</li> <li>– Report on Taskforce recommendations</li> </ul>
External funders (including Australian Government and GBR Foundation)	<ul style="list-style-type: none"> <li>– Is the Extension network functioning effectively and worth investing in?</li> </ul>	<ul style="list-style-type: none"> <li>– Make decisions about investment</li> </ul>

## Appendix 5 : Evaluation Methods and Timing

Evaluation Method	Focus	Timing	Responsibility
Secondary data capture and analysis	Using available reporting and data sets to capture trends, activities, changes in linkages and impacts. Includes analysis of capacity building/extension projects and linkages; progress reports of extension providers; P2R reports and Report card; Reef Extension Network data.	Annually	<ul style="list-style-type: none"> <li>– Regional Extension Coordinators</li> <li>– Member extension providers</li> </ul>
Narratives	To qualitatively capture impacts and outcomes from projects and also explore and document barriers/issues.	Collected throughout projects and reported via six-monthly progress reports.	<ul style="list-style-type: none"> <li>– Regional Extension Coordinators</li> </ul>
Case studies	To quantify where possible specific instances of change and resulting efficiencies and impact.	Annually with an emphasis on final 6 months	<ul style="list-style-type: none"> <li>– Regional Coordinators</li> <li>– Member extension providers</li> </ul>
Interviews with informed stakeholders	To quantify and qualify benchmarks and changes in coordination, collaboration and extension delivery performance. Informed Producer input should also be sought in the final benchmark.	Annually	<ul style="list-style-type: none"> <li>– Regional Extension Coordinators</li> <li>– Member extension providers</li> <li>– M&amp;E Consultants</li> </ul>
Workshop debrief of coordinators	Capture observations, experiences and outcomes from coordinators as well as opportunities for improvement.	Annual Regional Extension Coordinator workshop	<ul style="list-style-type: none"> <li>– Manager (Extension Coordination) to organise workshop</li> <li>– M&amp;E Consultants</li> </ul>
Workshop evaluation – AG and QG	Capture feedback provided to AG and QG, actions planned and success of workshop, areas for improvement.	Annual Regional Extension Coordinator workshop	<ul style="list-style-type: none"> <li>– Manager (Extension Coordination)</li> <li>– M&amp;E Consultants/ Independent facilitator to collect data</li> </ul>
Extension practitioner survey	To capture feedback, satisfaction, observations and experiences from stakeholders involved in the project and document examples of actions taken and how activity assisted.	Annual	<ul style="list-style-type: none"> <li>– Manager (Extension Coordination)</li> <li>– M&amp;E Consultants</li> </ul>
Analysis of Communication activities	Show evidence of key messages being developed and used by extension officers. To share project outputs and outcomes.	Reported in six-monthly progress reports	<ul style="list-style-type: none"> <li>– Regional Extension Coordinators</li> <li>– Communications Officer</li> <li>– Manager (Extension Coordination)</li> </ul>
Capacity building evaluation	Show evidence of capacity building in extension network.	Reported in six-monthly progress reports	<ul style="list-style-type: none"> <li>– Regional Extension Coordinators</li> <li>– Manager (Training &amp; Development)</li> </ul>

## Appendix 6 : Evaluation Framework as developed by the Regional Manager

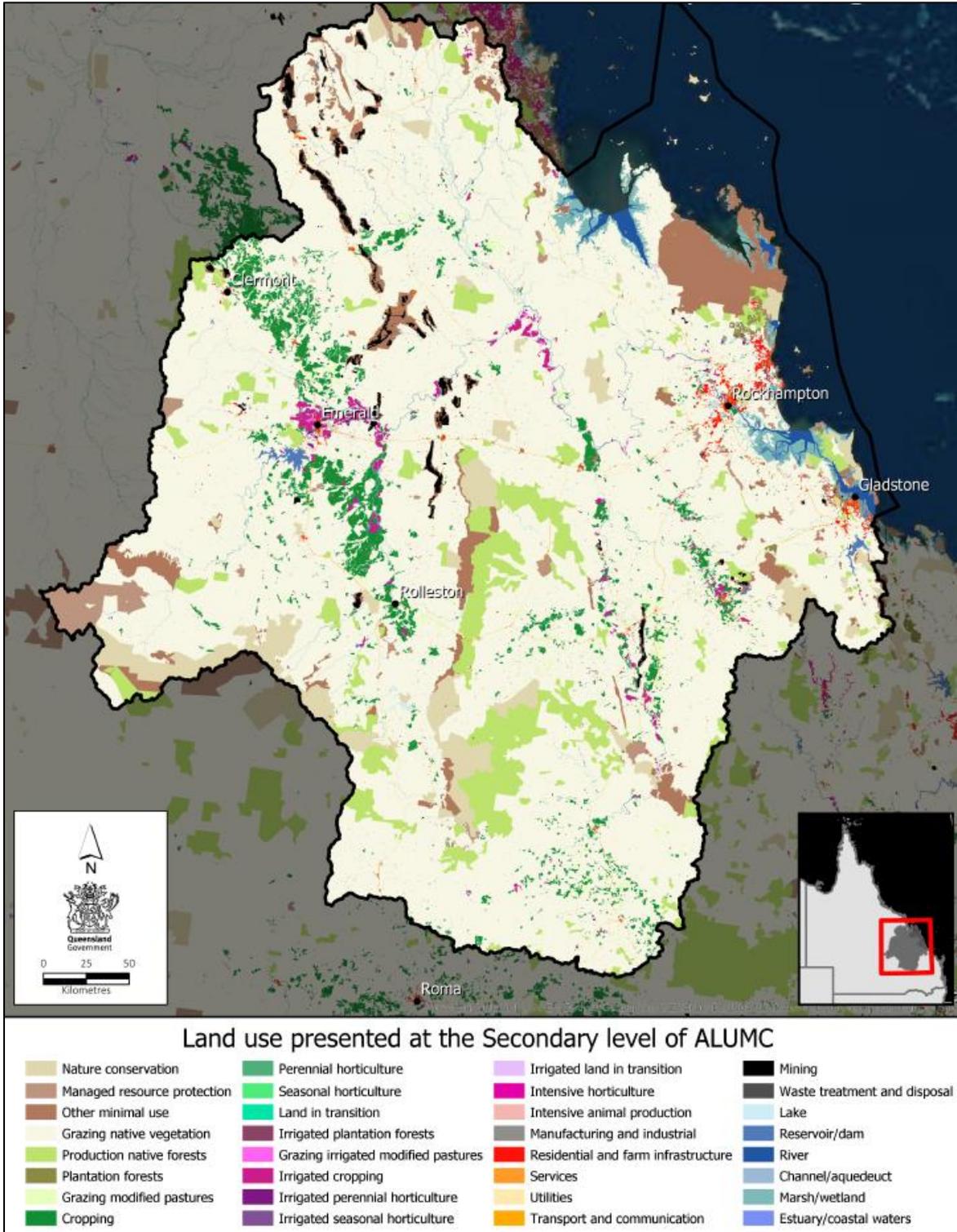
Project objectives	Activities/deliverables	Evaluation questions	Performance indicators	Evaluation methods
Overall Reef Water Quality Outcomes	Reef 2050 : Queensland Reef Water Quality Program Goals  Of which the Regional Extension Plan and associated actions are contributing activities.	Impact <ul style="list-style-type: none"> <li>– What measurable progress has been made towards meeting Reef 2050 WQIP 2025 land management and water</li> <li>– How has the Regional Extension Plan and coordination added to the rate and quality of progress</li> <li>– What have been the positive and negative impacts that have resulted?</li> </ul>	<ul style="list-style-type: none"> <li>– Extent of progress</li> <li>– Evidence of added value from the Regional Extension Plan and coordination</li> <li>– Examples of positive and negative impacts</li> </ul>	<ul style="list-style-type: none"> <li>– Paddock to Reef Report Card</li> <li>– Scientific Consensus statements</li> <li>– Collated data from the evaluation of the coordination project below.</li> </ul>
Key Result Area 1: Improved effectiveness and efficiency through improved collaboration and coordination <ul style="list-style-type: none"> <li>– Maintain, enhance and expand regional extension partnerships and collaboration across major agricultural industries and NRM groups, programs (e.g. MIPs) and projects (e.g. Reef Trust Phase 3 and future funding e.g. Reef Taskforce)</li> </ul>	Coordination Positions <ul style="list-style-type: none"> <li>– Regional Extension Coordinator</li> <li>– Regional Extension Group</li> </ul> Resources <ul style="list-style-type: none"> <li>– Flexible regional funding to support collaborative activities and fill regional gaps.</li> <li>– Peer-to-Peer funding.</li> <li>– Skills/expertise gap program (DAF).</li> <li>– Training and Development program (DAF).</li> </ul>	Benefits derived <ul style="list-style-type: none"> <li>– What cost efficiency, practice change, economic and environmental benefits have occurred from the extra coordination and funding in terms of improved efficiencies and effectiveness of extension.</li> <li>– Has the effectiveness of extension in the Fitzroy Region improved through</li> </ul>	<ul style="list-style-type: none"> <li>– Documented cases of newly initiated collaborative extension activities, projects or programs and linkages between related programs – at regional, cross-regional, state and national levels.</li> <li>– Increased formal linkages between extensions and capacity building programs and projects funded to improve water quality.</li> <li>– Evidence of impact of improved coordination on</li> </ul>	Secondary data <ul style="list-style-type: none"> <li>– Documentation/progress reports of structures, positions, resources, activities and outputs put in place in the coordination program.</li> <li>– Membership and activity details of proposed Community of Practice</li> <li>– Regular extension practitioner workshops sessions about</li> </ul>

Project objectives	Activities/deliverables	Evaluation questions	Performance indicators	Evaluation methods
<ul style="list-style-type: none"> <li>– Strengthen links, collaboration and leverage of product development between researchers/scientists (reef, industry etc.) and extension staff to maximise knowledge transfer</li> <li>– Minimise the duplication of effort across Australian Government, State Government and industry programs which have extension activities associated with them</li> <li>– Enhance and support the increased extension effort being provided through and the increased urgency for this to lead to on ground practice change outcomes for reef water quality</li> </ul> <p>Key Result Area 2: Improve the professional capacity of the extension network</p>	<p>Platforms</p> <ul style="list-style-type: none"> <li>– Establish and maintain a Fitzroy Community of Practice – formally bringing deliverers together, facilitating collaboration and new initiatives to fill gaps and developing the Regional Extension Plan.</li> <li>– Inclusion of other regional industry/NRM/Community groups in coordinated extension program</li> <li>– Community of practice – on-line platform and face to face events.</li> <li>– Working with other regional groups and industry extension coordinators.</li> </ul> <p>Activities</p> <ul style="list-style-type: none"> <li>– Development of Regional Extension Plan.</li> <li>– Identified regional extension gaps and barriers.</li> <li>– Identify extension practitioners influencing improved management practices in the Fitzroy Region.</li> </ul>	<p>the implementation of the Regional Extension plan?</p> <p>Impact on organisations and people</p> <ul style="list-style-type: none"> <li>– To what extent has extension coordination improved across the Fitzroy Region?</li> <li>– To what extent are extension and other programs being (better) strategically planned and targeted (with reduced overlap) at areas of greatest need and to achieve largest potential impact towards water quality targets?</li> <li>– What new initiatives have resulted from the coordination activities?</li> <li>– To what extent do extension personnel feel more connected, supported and valued and better able to undertake their extension activities?</li> </ul> <p>Effectiveness of process</p>	<p>practice changes on enterprises which have a known impact on economic and/or water quality benefits.</p> <ul style="list-style-type: none"> <li>– Improvements in the levels of stakeholder satisfaction re coordination, access and effectiveness of extension delivery.</li> <li>– Increases in the extent/type of interaction between extension staff within region and between regions and their awareness of other programs</li> <li>– Production and use of required Regional Extension Plans.</li> <li>– Extent of participation in extension capacity building activities and resulting improvement in the levels of understanding, skills, motivation, job satisfaction and commitment to extension in the reef regions.</li> </ul>	<p>coordination, learning, issues and impacts.</p> <p>Primary data collection</p> <ul style="list-style-type: none"> <li>– Outputs of monitoring and evaluation from projects and programs being funded and/or supported through the Regional Extension Plan.</li> <li>– Use of YourDATA to record extension coordination activities.</li> <li>– Narratives and detailed case studies of where extra coordination has resulted in collaboration and impacted on efficiency and impacts</li> <li>– Regional Landholder Engagement Project List updated annually</li> <li>– Updated E&amp;E Spatial Database / Layers annually</li> </ul>

Project objectives	Activities/deliverables	Evaluation questions	Performance indicators	Evaluation methods
<p>Key Result Area 3: Improve evaluation and review of extension effort and impact</p> <ul style="list-style-type: none"> <li>– Identify gaps/opportunities and provide feedback to inform and support future allocation and targeting of on-ground resources</li> <li>– Provide strategic advice on regional gaps, needs and appropriate responses that meet the needs of Reef Plan and the Queensland Government Great Barrier Reef Water Quality program</li> </ul>	<ul style="list-style-type: none"> <li>– Identify opportunities to improve collaboration.</li> <li>– Undertaking agreed collaborative activities in line with the Regional Extension Plans, supported through Flexible funds.</li> <li>– Facilitated Peer-to-Peer learning projects.</li> <li>– Undertaking regional Communication Activities – led or facilitated by Regional Extension Coordinators</li> </ul> <p>Training</p> <ul style="list-style-type: none"> <li>– Undertaking the training needs analysis, identifying professional capacity challenges, and working collaboratively to address them.</li> <li>– Raise awareness amongst network and facilitate training organised through Manager (Training &amp; Development).</li> </ul> <p>Skill/expertise gaps</p> <ul style="list-style-type: none"> <li>– Identify regional needs for skills and expertise to value add to extension activities and for</li> </ul>	<ul style="list-style-type: none"> <li>– Has the implementation of the Regional Extension Plan been effective?</li> <li>– To what extent is communication and sharing of information/ experience (more effectively) occurring in the Fitzroy Region and between projects within and across regions and industries?</li> <li>– What extra capacity building activities have occurred and what was the participation, reaction and impact on participants?</li> <li>– To what extent is the communication and collaboration between researchers/scientists and extension officers increased?</li> <li>– To what extent does reporting of M&amp;E meet the P2R needs and requirements?</li> <li>– To what extent is strategic advice being provided to investors on where</li> </ul>	<ul style="list-style-type: none"> <li>– Documented use of new science being used in extension activities and their uptake by producers.</li> </ul>	

Project objectives	Activities/deliverables	Evaluation questions	Performance indicators	Evaluation methods
	<p>support from DAF skills gap/expertise project.</p> <p>Evaluation</p> <ul style="list-style-type: none"> <li>– Record information in YouDATA and provide data for the E&amp;E WebMap platform.</li> <li>– Regional Extension Coordinators to work with P2R and delivery organisations to increase spatial monitoring and evaluation of extension impact.</li> <li>– Document findings to provide policy makers with information and implications for extension policy, funding and operational activities.</li> <li>– Facilitate annual regional meetings to provide feedback to key stakeholders including Manager (Extension Coordination)</li> </ul>	<p>extension effort should be targeted?</p> <ul style="list-style-type: none"> <li>– What barriers/ issues have impacted on the process and what changes are needed?</li> <li>– What were the expected/ unexpected results of coordination?</li> </ul>		

**Appendix 7 : Land Uses in the Fitzroy NRM Region (2019)**



## Appendix 8 : Fitzroy Region Extension Network

Name	Organisation	Role in the project
Megan Bickle	Office of the Great Barrier Reef	Project sponsor
Niall Connolly	Dept. of Agriculture and Fisheries (DAF)	Project manager
Isabel Bryce	DAF	Project communications
Damien Freney	Northern AgriServices	Agent / Reseller / Agronomist
Lee Dendle	Elders	Agent / Reseller / Agronomist
Dave McKechnie	Landmark	Agent / Reseller / Agronomist
Prudence Barwick	Gallagher	Agent / Reseller / Agronomist
Ross Newman	Northern AgriServices	Agent / Reseller / Agronomist
Phillip Wieland	Landmark	Agent / Reseller / Agronomist
Brian Dawson	Brain Dawson Auctions	Agent / Reseller / Agronomist
Michael Kennedy	Direct Injections Technology	Agent / Reseller / Agronomist
Stewart Dale	Moura Ag and Vet	Agent / Reseller / Agronomist
John Lynch	Rocky Feed and Seed	Agent / Reseller / Agronomist
Peter Hunt	Wandal Need and Feed	Agent / Reseller / Agronomist
Dave Swain	CQU	Education / Research
Michael Thompson	CQU	Education / Research
Mark Trotter	CQU	Education / Research
Hardy Manser	Rockhampton Grammar School	Education / Research
Geoff Fordyse	UQ	Education / Research
Tim Emery	TBTS	Education / Research
John Rolfe	Central Queensland University	Education / Research
Rachele Malone	Qld Agricultural Training Colleges	Education / Research
John Baker	Agforce	Industry Body
Michelle Haase	Growcom	Industry Body
Noel Brinsmead	Agforce	Industry Body
David Hill	Cattle Council	Industry Body
Christine Bell	Rockhampton Regional Council	Local Government
Leise Childs	Livingstone Shire Council	Local Government
Chris Welsh	Banana Shire Council	Local Government
Kirstin Byrne	Central Highlands Regional Council	Local Government
Chris Irving	Gladstone Regional Council	Local Government
Luke Clark	Isaac Regional Council	Local Government
Jack Travers	Teys Australia	Meat Processor
Sally Cripps	Queensland Country Life	Media
Barbara McKechnie	Fitzroy Basin Assn.	NRM / Govt. Funded
Camille Conway	Fitzroy Basin Assn.	NRM / Govt. Funded
Ebony Battersby	Fitzroy Basin Assn.	NRM / Govt. Funded

Name	Organisation	Role in the project
Jeff Krause	Fitzroy Basin Assn.	NRM / Govt. Funded
Jo Kurpershoek	Fitzroy Basin Assn.	NRM / Govt. Funded
Johanna Beningfield	Fitzroy Basin Assn.	NRM / Govt. Funded
Katie Crozier	Fitzroy Basin Assn.	NRM / Govt. Funded
Maryanne Smith	Greening Australia	NRM / Govt. Funded
Reece Brooks	Fitzroy Basin Assn.	NRM / Govt. Funded
Shannon van Nunen	Fitzroy Basin Assn.	NRM / Govt. Funded
Stacey Heidenreich	CHRRUP	NRM / Govt. Funded
Simone Parker	CHRRUP	NRM / Govt. Funded
Kelly McCosker	Resource Consulting Services	Private Consulting
Max Hardy	Max Hardy Consulting	Private Consulting
Mick Alexander	CQ Organics	Private Consulting
Natalie Engel	BOS C Agri	Private Consulting
Noela Alexander	CQ Organics	Private Consulting
Peter Long	Peter Long Consulting	Private Consulting
Rebbekah Hearn	CQG Consulting	Private Consulting
Ron Palmer	NFP Success	Private Consulting
Kim Boast	Central Outback Training	Private Consulting
Tamara Temperley	CQG Consulting	Private Consulting
Terry McCosker	Carbon Link	Private Consulting
Rhonda Toms-Morgan	ConnectAg	Private Consulting
Neil Farmer	Farmers Vet	Private Consulting
Martin Pentecost	Grow Agribusiness	Private Consulting
Sarah Becker	James Becker and Co	Private Consulting
Adam Curcio	Resource Consulting Services	Private Consulting
David McLean	Resource Consulting Services	Private Consulting
Peter Andrews	Tarrwyn Park	Private Consulting
Bronwyn Roberts	BR Rural Business	Private Consulting
Dr. Gerry Roberts	GR Consulting	Private Consulting
Lenore Roberts	GR Consulting	Private Consulting
Lisa Lonsdale	Lonsdale Agribusiness	Private Consulting
Gordon Stone	Agri-Business Development Institute	Private Consulting
Greg Shaw	Beef Breeding Services	Private Consulting
Derek Mayne	Brennan Mayne Agribusiness	Private Consulting
Jim Brennan	Brennan Mayne Agribusiness	Private Consulting
Ian McLean	Bush Agribusiness	Private Consulting
Paul Harris	C.T. Harris & Company	Private Consulting
Ced Wise	Ced Wise Services Pty Ltd.	Private Consulting
Alan Guilfoyle	Clermont Vet Surgery	Private Consulting
Desiree Jackson	Desiree Jackson	Private Consulting

Name	Organisation	Role in the project
Col Paton	EcoRich	Private Consulting
Paul Wileman	Ecosure Pty Ltd	Private Consulting
Stewart Andrews	Forage Farms	Private Consulting
Geoff Titmarsh	Geoff Titmarsh	Private Consulting
Elyce Coluccio	Green Collar	Private Consulting
Jason Virtue	Jason Virtue	Private Consulting
John Day	John Day	Private Consulting
Rod Hewitt	LMK (no longer Taylor Byrne)	Private Consulting
Ben Fleay	Precision Agriculture Pty Ltd	Private Consulting
Phil Jeston	Reef Catchments Solutions	Private Consulting
Kym Kruse	RegenAG	Private Consulting
Grahman Spackman	Spackman Iker Ag Consulting	Private Consulting
Stewart Cannon	Stewart Cannon	Private Consulting
Matt Brown	DAF - Rockhampton	Qld Government
Mick Sullivan	DAF - Rockhampton	Qld Government
Cindy McNaught	DAF - Rockhampton	Qld Government
Stuart Buck	DAF - Rockhampton	Qld Government
John Metelli	QRIDA	Qld Government
Paul Jones	DAF - Emerald	Qld Government
Maree Bowen	DAF - Rockhampton	Qld Government
Terry Beutel	DAF - Rockhampton	Qld Government
Gavin Tickle	CQLX	Saleyard
David Cowan	ANZ	Valuer / Bank / Real Estate
Alistair Gunthorpe	Herron Todd White	Valuer / Bank / Real Estate
Angus Creedon	StockCo	Valuer / Bank / Real Estate
Richard Brosnan	Ray White	Valuer / Bank / Real Estate
Richard Dunbar	Herron Todd White	Valuer / Bank / Real Estate
Richard Meacle	Landmark	Valuer / Bank / Real Estate
Will McLay	Herron Todd White	Valuer / Bank / Real Estate
Alison Jenkins	Suncorp	Valuer / Bank / Real Estate
Moira Gallagher	BOQ	Valuer / Bank / Real Estate
Sand Donovan	Rabo Bank	Valuer / Bank / Real Estate
Maxine Austin	Westpac	Valuer / Bank / Real Estate

## Appendix 9 : Prioritisation Tool

Extension Prioritisation Tool			
Project Title: Dawson Women in Grazing Group			Date:
Part A - Initial Eligibility Assessment			
Criteria		Response	
Project activities are within Fitzroy Region/ GBR Catchment?		Yes	
Project proposal does NOT include Vehicle Purchase/lease/running expenses and/or purchasing equipment for host organisation ?		Yes	
Project EXCLUDES the delivery of EXISTING activities or projects (e.g. BMP)?		Yes	
Activities related to agricultural management?		Yes	
Activities contribute to improved water quality outcomes?		Yes	
Project EXCLUDES salary for existing staff?		Yes	
Project Management costs (PMD) are below 10% of the total annual allocation?		Yes	
Complies with FBA Governance		Yes	
Eligibility Assessment Outcome (Do not progress if answered 'No' to ANY questions above)		ELIGIBLE	
Part B - Project Logistics			
Criteria		Response	Weighting
Inkind contribution (FBA Staff or Landholder) e.g. time, resources, other.		>\$5001	3
<i>Description and value of inkind contribution: landholders provide all supplies for demonstration sites, landholder time for both support group and demo sites.</i>			
Number of staff/landholders involved		11-30 pax	2
<i>Particulars or specifics of personnel involved: 10 extension officers initially involved</i>			
		TOTAL 'Part B'	5
Part C - Association to Eligible Funding Activities (Funding Guidelines)			
Criteria		Response	Weighting
Targeted activities to increase uptake of key practices to address water quality priorities		Significant	3
Targeted extension activities that address challenges and fill gaps in current delivery effort		Significant	3
Building synergies within catchments and regions to add value to current programs ( <i>Group activities influence future programs</i> )		Significant	3
Supporting cross regional and cross organisational activities, learnings and information sharing (e.g. events such as field days/workshops)		Significant	3
Innovative capacity building for producers and/or extension staff		Significant	3
Piloting/demonstrating new technologies or platforms that assist in the engagement or education of producers and/or extension staff		Significant	3
Facilitating producer groups (peer-to-peer learning), and may include targeted training for facilitators where not duplicating other projects/activities.		Significant	3
Multi-year projects, in particular to support longer term peer-to-peer learning groups (annual funding allocations pending demonstration of outcomes and endorsement of reporting requirements).		4-5 years +	3
Demonstrations/applied research trials aimed at engaging and educating producers e.g. regional validation of existing improved management practices in new areas * This may include on-ground works in limited situations where it is an essential component of an extension activity that facilitates learning in an area of identified need or as part of peer-to-peer learning via facilitated producer groups.		N/A	0
		TOTAL 'Part C'	24
Part D - Association to Funding Outcomes (Funding Guidelines)			
Criteria		Response	Weighting
Project addresses regional priorities and/or addresses a gap in extension delivery ( <b>Select specific Outcomes in drop-down boxes below</b> )..		Yes	3
Respond to the relevant areas of need identified in the E&E review report, including new and innovative approaches to extension and education.		Significant	3
Enhance and support the increased extension effort being provided through projects such as Reef Trust Phase 3 and future funding (e.g. Reef Taskforce) and the increased urgency for this to lead to on ground practice change outcomes for GBR water quality.		Significant	3
Maintain, enhance and expand regional partnerships around extension coordination and collaboration across major agricultural industries and NRM groups within the GBR catchments to deliver better on-ground services for producers.		Significant	3
Project contributes to improved water quality outcomes ( <b>Select which Target in drop-down box below</b> )...		Yes	3
Supports ALL catchment water quality targets (reducing fine sediments, nutrients and pesticides flowing to the reef)			
Project supports cross-program/organisational collaboration		Yes	3
<i>Comment: learning from guest speakers and trainers from outside the region. Future cross region bus tour</i>			
Project adds value to planned activities/ projects		Yes	3
<i>Comment: opportunity to engage the un-engagable through peer to peer - landholders to come on board</i>			
Project supports the use of innovative learning approaches and/or new tools and technologies to support on-farm learning ( <b>Identify below against 'Part D "Key Messages"</b> )		No	0
<i>Comment:</i>			
		TOTAL 'Part D'	21
Part E - Association to "Key Messages", REVIEW Report Practice Change, Education and Extension in Reef Catchment Project			
Criteria		Response	Weighting
Improve the targeting, collaboration, coordination and evaluation of reef funded extension and education programs across state and commonwealth funded programs using extension best practice in their design and implementation.		N/A	0
Ensure funded programs reward collaboration and provide the mix of longer term extension approaches that deal with building trust, peer support and build trust, peer support and build producer understanding and commitment to long term improvements.		Significant	3
Ensure that there are consistent messages across programs and organisations in relation to information and recommendations about farming and grazing practices.		Significant	3
Continue to strengthen and support Industry Best Management approaches as a framework for benchmarking, continuous improvement, identifying changes needed, measuring and reporting change over time and meeting regulatory requirements.		Moderate	2
Resource an effective platform for regional collaboration in extension delivery and permit flexibility to strategically commit funds to add value to current activities and address gaps at the regional and sub-regional levels.		Significant	3
Provide funds/resources to support producer groups to enable facilitated peer-to-peer learning and testing of recommended approaches and new and innovative technologies on-farm.		Significant	3
Strengthen the extension and technical understanding and skills of extension and advisory staff to more effectively engage with the producer community and assist them in achieving the desired outcomes - and establish a framework and institutional support for on-going capacity building.		Moderate	2
Develop and promote a system of professional certification for extension/advisory personnel who demonstrate and meet recognised standards in Nutrient Management, Sediment Management and other similar areas of expertise.		N/A	0
Provide stronger peer-to-peer learning and support for extension/advisory staff across sectors through mentoring and networking approaches and strengthen opportunities for career pathways in the reef regions.		Significant	3
		TOTAL 'Part E'	19

Part F - Association to "Recommendations", REVIEW Report Practice Change, Education and Extension in Reef Catchment Project		
Criteria	Response	Weighting
R3.1 Appoint or second at least two soil conservation/health/hydrology staff across the regions in appropriate organisations and source other expertise from where it may reside and is needed to provide expert input into existing programs and to train/mentor/advise resource management officers across the regions to get a pool of upskilled professionals in this area.	N/A	0
R3.3 Ensure sufficient dedicated communication personnel to proactively work with reef extension and education programs to promote key activities and communicate consistent key messages (including 'Rules of Thumb'), case studies of success, activities and resources based in reef regions. (PROMOTION OF PROJECT)	Moderate	2
R3.10 The public sector, industry, regional NRM organisations and Landcare have a key role in driving the process and training of on-farm trials, and demonstrations in relation to practices benefiting water quality and in demonstrating the application of new technologies to support learning and decision making - such as the use of drones, nutrient monitoring close to source, visualisation technology and other emerging technologies supporting precision farming. An important role into the future is in training of staff from other organisation in effectively applying these processes and technologies.	N/A	0
R3.11 More needs to be done to increase the role of the private sector in providing an environment for one-one service and support for producers/growers to better apply and adapt their management practices to those recommended. This has been highlighted through the current Research and Development for Profit Project - Stimulating Private Sector Extension in Australian Agriculture to increase Returns from R&D and its associated forums and surveys. IT is also important to ensure that there is individual ongoing support for growers and producers who are influenced by subsidised programs to make ongoing change. The approach used by Farmacist in nutrient management provides a read opportunity for private delivery of nutrient management support post the subsidised period.	Moderate	2
R4.4 Ensure that training is provided by experienced people with practical and theoretical skills to ensure interest and direct relevance to participants.	Significant	3
R4.9 Provide funds within programs and recognition for extension staff to run workshops for supplier staff (e.g. fertiliser, irrigation and farm machinery).	Mild	1
R4.10 Define and source/develop specialist courses in extension (e.g. social media, you tube videos, webinars, trail/demonstration design) and technical areas (e.g. advanced nutrient/sediment management; system repair; business management; specific technical areas relevant to industry) with relevant training and education organisations and individuals and make them available to extension staff and other stakeholders. These could contribute to a post-graduation qualification or a Certificate or Diploma.	N/A	0
R4.12 Develop a mentoring frameworks (including examining the existing Australasia-Pacific Extension Network (APEN) mentoring program) which enables newer/less skilled extension staff to line with and learn from more experienced and successful staff.	N/A	0
R5.2 BMP (or equivalent) should continue to be promoted as an effective and holistic framework to take a whole of farm/property perspective and highlighting where changes can benefit productivity, profitability and water quality outcomes.	Mild	1
R5.5 An increased focus should be on funding longer term, Peer-to-Peer facilitated group learning - such as 'Focus Farms'; Whole-farm review groups; Producer Demonstration sites; and/or Producer Learning Groups - and exposed to new approaches and technologies. Funding should be available directly to producer groups who select their own facilitator or be accessed by delivery organisations who then work to establish groups for this purpose. These producers less engaged in other approaches should be encouraged to participate in these groups.	Significant	3
R5.10 Greater use should be made of distance engagement technologies for grazing, sugar, grains and the horticulture industries to maximise access to peers, information and expertise which complement face-to-face and group extension methods. These include webinars; You Tube videos; on-line moderated forums. These will require training for effective use. The FutureBeef website provides a very good example of how a single website presents all RD&E information relevant to the beef industry.	N/A	0
TOTAL 'Part F'		12
Part G - Association to 'CQSS2030 Strategies'		
Criteria	Response	Weighting
Protect our soils	Yes	1
Protect our groundwater	Yes	1
Protect our freshwater rivers and wetlands	Yes	1
Protect our terrestrial ecosystems	No	0
Protect our coastal and marine ecosystems	No	0
Protect our climate and air	No	0
TOTAL 'Part G'		3
TOTAL PRIORITISATION WEIGHTING		84
Project Ranking		High
High: 83 - 123		
Med: 42-82		
Low: 0-41		

## Appendix 10 : Funding Streams

### Coordination and Collaboration (Flexible Funding)

This focus area provides support to regional extension coordination working groups, through discretionary Flexible Funds, to enable them to develop projects to address gaps and barriers in extension delivery based regional priorities set out in a REP. The Flexible Funds are not a stand-alone small grants program, in that it provides support to the on-ground rollout of Reef programs by encouraging cooperation and collaboration amongst extension providers. It enables regional stakeholders to work together to address regional and sub-regional priorities and value-add to existing programs by addressing gaps and barriers that are otherwise hindering the rates of broad-scale practice adoption.

Table 8 outlines eligible and ineligible activities for flexible funds expenditure. This table will be reviewed annually by the Manager (Extension coordination) and activities added as required in consultation with the RECs.

Table 8 - Eligible and Ineligible Activities for Flexible Funding

What types of activities are eligible for flexible funding?	What types of activities are out of scope — not appropriate for flexible funds expenditure?
Targeted activities to increase uptake of key practices to address water quality priorities	Activities that fall outside Great Barrier Reef regions
Targeted extension activities that address challenges and fill gaps in current delivery effort	Vehicle purchase/lease/running expenses
Building synergies within catchments and regions to add value to current programs	Purchasing equipment for host organisation, which is not for use in a demonstration/trial
Supporting cross regional and cross organisational activities, learnings and information sharing (e.g. events such as field days/workshops)	Delivery of existing activities or projects (e.g. BMP programs which have ongoing support via other funding arrangements), or activities which duplicate others, or are otherwise funded from previous or current funding sources
Innovative capacity building for producers and/or extension staff	Water quality monitoring or research if producer engagement and education is not the purpose of the activity
Piloting/demonstrating new technologies or platforms that assist in the engagement or education of producers and/or extension staff	Purchasing equipment or providing funding to a particular producer (e.g. as per grants program)
Facilitating producer groups (peer-to-peer learning), and may include targeted training for facilitators where not duplicating other projects/activities	Activities that are not related to agricultural management (e.g. urban or industrial)
Multi-year projects, in particular to support longer term peer-to-peer learning groups (annual funding allocations pending demonstration of outcomes and endorsement of reporting requirements)	Activities that do not contribute to improved water quality outcomes
Demonstrations/applied research trials aimed at engaging and educating producers e.g. regional validation of existing improved management practices in new areas* * This may include on-ground works in limited situations where it is an essential component of an extension activity that facilitates learning in an area of identified need or as part of peer-to-peer learning via facilitated producer groups.	Salary for existing staff and staff relocation costs
	Activities which are retrospective—have commenced/are funded but not yet completed
	Activities required to comply with any legislation or are part of an approval or funding contract under Commonwealth or State legislation or agreement
	Administrative costs above 10% of the total annual allocation

### **Extension Approaches and Methods (Peer-to-Peer Funding)**

The E&E Review discussed a number of extension approaches and methods, and identified that programs which deliver long-term Peer-to-Peer learning have demonstrated considerable success in leading to practice change. The E&E Review recommended increasing the support for longer-term, Peer-to-Peer facilitated group learning – such as ‘Focus Farms’, ‘Whole-farm Review Groups’, ‘Producer Demonstration Sites’, and ‘Producer Learning Groups’ to encourage the uptake of new and improved approaches and technologies.

The E&E Review highlighted the distinction between a ‘group meeting’ where technical experts present information, observations, recommendations and answer questions (which still has an important place in extension delivery) to groups based on facilitating *peer-to-peer learning*.

The E&E Review outlined the typical characteristics of facilitated Peer-to-Peer groups as follows:

- The group chooses to come together with peers and a facilitator who they trust and with whom they feel comfortable to share farm information.
- There is a skilled facilitator (who ideally has some technical understanding of the farming context but does not dominate discussion using this expertise).
- The group chooses what it is they wish to explore and learn about (however, if there is group funding related to water quality, for example, a boundary would be that the group activity has some connection with water quality outcomes).
- The group makes decisions about activities and their purpose and are involved in the planning and undertaking of those activities.
- The group benchmarks what they are currently doing/achieving on-farm so that changes can be measured/documentated.
- The group considers what has been learned from the activities and from their own related experience and decide further actions to take, whether to change topics or whether to disband the group.

Through the Extension Approaches and Methods focus area, Peer-to-Peer funds are available to support producer groups to select their own facilitator or delivery organisation to work with to support existing groups or establish new groups for this purpose.

### **Training and Capacity Building**

Administered by DAF through the Manager (Reef Extension Training Development), the Training and Capacity Building focus area will develop and implement a best practice framework for upskilling the extension delivery staff across sectors in Reef regions. This includes undertaking a collaborative process whereby regional extension staff participate in a GBR wide training needs analysis, specifically seeking feedback on generic extension capabilities and industry specific technical skills. The analysis will identify the high priority skills and

knowledge that extension providers need to improve their effectiveness. Results will be presented to regional stakeholders, with further feedback sought on regional priorities.

Funding will be provided to support reef extension personnel to attend training or participate in mentoring programs. The Regional Extension Coordinators will play a key role in supporting capacity building for the regional extension providers, working with the Manager (Reef Extension Training Development) to make available and coordinate opportunities for regional extension staff to participate in extension training.

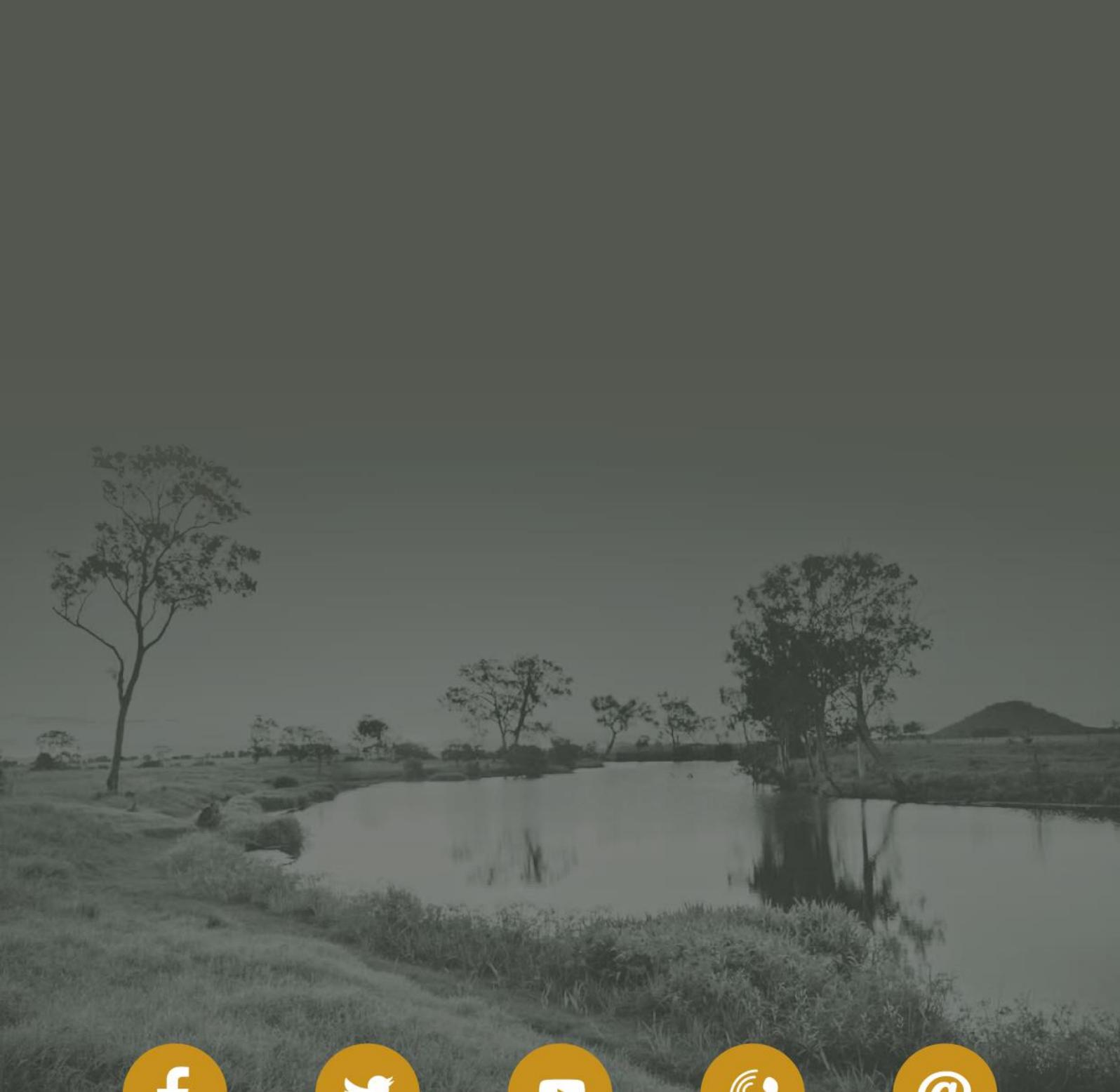
### **Extension Personnel and Expertise**

The E&E Review noted a lack of capacity in some specialty areas (e.g. soil conservation, soil health, hydrology, farming systems, and mixed farming), exacerbated by the real or impending loss of experienced extension personnel in the regions and an inability to readily replace this expertise in a timely manner to deal with issues around land management practices facing producers.

This focus area provides funds, to be allocated by DAF, to support personnel and expertise to address technical deficiencies in some priority specialty areas in the regions. Support will be allocated across the GBR NRM regions and where possible coordinated to share skilled experts across existing projects and cross-regionally. If there are opportunities to align to the Training and Development program and value add to this program this will also be encouraged.

How high priority skills gaps can be delivered via a service provider(s) or alternative mechanisms will be investigated with regional extension coordination groups through the development of the Regional Extension Plans. Projects should source expertise from where it may reside to provide expert input to existing programs and train/mentor/advise resource management officers across the regions to upskill personnel and develop future capacity. The decision on what skills gaps can be filled will also depend on being able to access personnel with suitable expertise and their availability to service projects in the regions at times when aligned projects are being rolled out.

Collaborative approaches will be encouraged where regional stakeholder work together to develop regional capacity in a priority specialty area that will improve water quality entering the GBR. To this effect, a Collaborative Project Plan template is being developed to assist regional stakeholders develop projects to access these funds.



[facebook.com/fitzroybasin/](https://facebook.com/fitzroybasin/)



[@FBAupdate](https://twitter.com/FBAupdate)



[youtube.com/fitzroybasin](https://youtube.com/fitzroybasin)



07 4999 2800



[admin@fba.org.au](mailto:admin@fba.org.au)

[fba.org.au](https://fba.org.au)

ATTACHMENT

# Fitzroy Regional Extension Plan

2019/2020 Flexible and Peer-to-Peer Funded Projects

DRAFT

30<sup>th</sup> June 2019

Prepared by Katie Crozier



## Contents

Landholders Advancing Agriculture.....	1
Background.....	1
Objectives.....	2
Overview.....	3
Outputs.....	4
Stakeholders.....	5
Budget.....	6
Prioritisation.....	6
Fitzroy Regional Extension Network.....	7
Background.....	7
Launch Event.....	7
Service Provider Mapping Tool.....	8
E-extension.....	8
Objectives.....	8
Overview.....	9
Outputs.....	9
Stakeholders.....	10
Budget.....	10
Prioritisation.....	10
Fitzroy Women in Grazing.....	11
Background.....	11
Objectives.....	11
Overview.....	12
Outputs.....	12
Stakeholders.....	12
Budget.....	13

Prioritisation .....	13
Landholders Putting Theory into Practice.....	14
Background .....	14
Objectives .....	15
Overview.....	15
Outputs.....	15
Stakeholders.....	16
Budget.....	16
Prioritisation .....	16
Landholders Creating Change .....	17
Background .....	17
Objectives .....	18
Overview.....	18
Outputs.....	19
Stakeholders.....	19
Budget.....	19
Prioritisation .....	19

## Landholders Advancing Agriculture

### Phase II - Formerly Regenerative Agriculture

#### Background

In the face of industry pressures, rising input costs, declining soil health and climate change, there is an urgent need to equip farmers and land managers with the education, skills and knowledge required to independently regenerate their farms, soils and on-farm livelihoods.

In June 2018 two Regenerative Agriculture Biofertiliser Courses were held at Nebo and Banana, hosted on-farm by landholders and facilitated by consulting extension provider Kym Kruse from RegenAg and supported by Vicki Horstman, FBA Regional Agricultural Landcare Facilitator (RALF). Course attendees showed extreme interest in the RegenAg principals and, through a formal expression of interested process, requested follow up support on the topic.

As a result, 30 businesses committed to forming a Landholder Support Network (LSN) that was established through Phase I of this project.

Landholders in the group are extremely passionate about nutrient dense produce, soil health and fair financial returns for farmers and could be considered the pioneers in implementing these systems on broad scale agriculture.

Using a 'ground up' approach, RegenAg has successfully driven Phase I of this project by building upon the preexisting relationships that FBA's RALF had established. The initial networking event allowed the group to set goals and develop a roadmap of what they wanted to achieve through the project. Monthly Zoom meetings facilitated peer-to-peer learning and allowed the group to discuss what they were implementing on their property and raise any questions with Kym. In-paddock trial sites hosted on group members properties provided an interactive and practical learning environment for the group.

Through Phase I of this project the group investigated the following.

- The application of regenerative solutions suitable for the Fitzroy Region which can be implemented to achieve soil restoration and sustainable practices.
- The use of biofertilisers to reduce input costs and build soil health for increased productivity, profitability and regenerative environmental outcomes.
- Low-cost, effective and efficient soil restoration practices to support productive and sustainable practices that;
  - reduce reliance on synthetic chemical and off-farm inputs
  - increase nutrient uptake, infiltration and increase soil health including structure, microbiology and nutrient availability
  - improve crop and pasture resilience to pests, disease and climate variability.

- Alternative and innovative ways to improve landscape health and subsequently address water quality priorities.

Feedback from the group has been overwhelmingly positive and the trial sites have provided significant evidence supporting the regenerative agriculture approach. Below are some direct quotes from people involved in Phase I of this project. More information on Phase I is available from FBA on request.

*"The Brix reading on the wheat crops in the RegenAG strips were up to 14 Brix which is outstanding compared to the control which was only 8-9 Brix. Needless to say, we are extremely happy. There is nothing like early success to give us the confidence to keep going."* (Trial site landholder, Apr 2019)

*"The zinnias are gigantic, some of them were as tall as me (160cm) and then they kept growing and are now not quite as tall as Daniel (175cm)... they are supposed to be 90-100cm! The bushes produced good yields earlier than all our other plantings and have just kept pumping out buckets of blooms over a much longer than usual period."* (Hill Cottage Family Flower Farm, Feb 2019)

*"In the not too distant future, we'll be launching our RegenAG® Network, an online subscription-based platform which will connect farmers we have coached and provide a centralised space for sharing and resources including access to our recipes, processes and practices. This project has solidified our long-held belief that support for farmers to implement what we teach is critical to success."* (Kym Kruse, Expert Mentor, RegenAG)

Note: 'Advancing agriculture' and 'advanced agricultural practices' refers to regenerative agricultural practices, improving soil health/ecology and holistic resource management.

## **Objectives**

Part A of this project aims to:

- Continue to strengthen and facilitate a peer-to-peer network for landholders interested in advanced agricultural practices.
- Continue to improve landholder capacity to adopt and implement low-cost, effective and efficient soil restoration practices to support productive and sustainable practices that;
  - Reduce reliance on chemical and off-farm inputs.
  - Increase nutrient uptake, infiltration and increase soil health including structure, microbiology and nutrient availability.
  - Improve crop and pasture resilience to pests, disease and climate variability.
- Continue to trial and refine advanced agricultural practices suitable for the Fitzroy Region which can be implemented by other landholders to achieve soil restoration and sustainable practices, including piloting new technology.

- Continue to assist landholders involved in the project to share ideas, discuss relevant topics and learn from one another.
- Continue to promote learnings from the project to extension staff and landholders outside of this project (including mentoring the Part B LSN landholders).
- Continue to support and value add to existing practice change programs in the Fitzroy Region.
- Continue to build landholder's confidence, knowledge and skills to allow them to become more self-sufficient and less reliant on project funding and expert mentor, Kym Kruse.

**Part B** of this project aims to:

- Establish, strengthen and facilitate a peer-to-peer network for landholders interested in advanced agricultural practices.
- Improve landholder capacity to adopt and implement low-cost, effective and efficient soil restoration practices to support productive and sustainable practices that;
  - Reduce reliance on synthetic chemical and off-farm inputs.
  - Increase nutrient uptake, infiltration and increase soil health including structure, microbiology and nutrient availability.
  - Improve crop and pasture resilience to pests, disease and climate variability.
- Trial and refine a wide range of advanced agricultural practices suitable for the Fitzroy Region which can be implemented by other landholders to achieve soil restoration and sustainable practices, including piloting new technology.
- Assist landholders involved in the project to share ideas, discuss relevant topics and learn from one another.
- Promote project learnings from trial sites and new technology to extension staff, funders and other landholders in the region.
- Support and value add to existing practice change programs in the Fitzroy Region.
- Showcase early adopters of advanced agricultural practices to break down current social barriers. Socialise regenerative agriculture and other advanced practices as a social norm.

### **Overview**

**Part A** - Support pre-existing Phase I Landholder Support Network. This phase will mostly be driven by the group themselves to encourage the group to become self-sufficient into the future.

**Part B** - Establish new Landholder Support Network. These landholders are a completely different group of landholders to those in Part A.

## Outputs

GENERAL	
1	<p>Facilitate an open field day on one of Phase I trial site properties. Aim of the field day is;</p> <ul style="list-style-type: none"> <li>• For landholders to learn about advanced agricultural practices being applied in the Fitzroy.</li> <li>• To deliver learnings and results from Phase I of project.</li> <li>• Gain expressions of interest for new landholders to be involved in an LSN.</li> </ul>
PART A - Support preexisting Phase I LSN	
2	<p>Facilitate one face-to-face meeting of the LSN to:</p> <ul style="list-style-type: none"> <li>• Introduce and discuss the purpose of the group and what is involved.</li> <li>• Discuss what advanced agricultural practices the group wants to focus on and which expert mentors they wish to engage.</li> <li>• Set goals and develop a plan for the group including meeting frequency and style.</li> <li>• Assist the group to establish terms of reference.</li> </ul>
3	Support regular LSN meetings at intervals determined by the group.
4	Facilitate a minimum of one training workshop on advanced agricultural practices. Topics covered and expert mentors engaged to be proposed by the group.
5	Facilitate minimum of one LSN field day on trial site property. The purpose of this field day is to present the learnings of the group and discuss success stories, issues and new ideas.
6	Evaluation of Part A of the project to capture recommendations, lessons learnt, and practical advice from group members and expert mentors. This information may be used to establish similar groups adopting advanced agricultural practices in other regions.
PART B - Establish new LSN	
7	Establish a new LSN utilising existing contacts within the region and those who have indicated their interest in advanced agriculture practices.
8	<p>Facilitate one face-to-face meeting of the LSN to:</p> <ul style="list-style-type: none"> <li>• Introduce and discuss the purpose of the group and what is involved.</li> <li>• Discuss what advanced agricultural practices the group wants to focus on and which expert mentors they wish to engage.</li> <li>• Set goals and develop a plan for the group including meeting frequency and style.</li> <li>• Develop a process for nominating and selecting the trial sites.</li> </ul>
9	Facilitate a minimum of one training workshop on advanced agricultural practices. Topics covered and expert mentors engaged to be proposed by the group. This workshop may be in conjunction with Part A of this project.

10	Support regular LSN meetings at intervals determined by the group.
11	<p>Establish a minimum of four trial sites on properties owned by LSN members. The purpose of these trial sites is to demonstrate how advanced agricultural practices can be applied.</p> <p>Landholders who establish a trail site will be required to enter a 12-month contract with FBA which outlines the expectations of their participation including acceptance of associated expenses, commitment to the program and details the size and location of their trial site.</p>
12	Facilitate a minimum of one LSN field day on trial sites property. The purpose of this field day is to present the learnings of the group and discuss success stories, issues and new ideas.
13	Promote the project and its learnings across other regions using a case study.
14	Evaluation of Part B of the project to capture recommendations, lessons learnt, and practical advice from group members and expert mentors. This information may be used to establish similar groups adopting advanced agricultural practices in other regions.

### **Stakeholders**

- Expert mentors - multiple service providers.
- Landholders - Fitzroy Region.
- Regional Agricultural Landcare Facilitator - FBA
- Land Management Officer - FBA
- Regional Extension Coordinator - FBA
- Communications Officer - FBA

**Budget**

Corresponding Output/s	Summary of Output	Project Funding	In-kind Contribution
1	General - Open field day	\$5,000	\$8,400
2	Part A - Reconnect group and facilitate meeting	\$1,000	\$8,400
3	Part A - Assist and support group	\$1,000	\$2,100
4, 5	Part A - Training workshop and field day	\$6,000	\$16,800
6	Part A - Project evaluation	\$1,000	\$1,050
7, 8	Part B - Establish group and facilitate meetings	\$7,000	\$8,400
9	Part B - Training workshop	\$27,000	\$42,000
10	Part B - Assist and support group	\$1,000	\$2,100
11, 12	Part B - Establish trial sites and facilitate field day	\$10,000	\$10,640
13	Part B - Case study	\$5,000	\$700
14	Part B - Project evaluation	\$1,000	\$1,050
		\$65,000	\$101,640

**Prioritisation**

Priority Score: 91 / 123

Priority Rating: High

High: 83 -123

Med: 42-82

Low: 0-41

## **Fitzroy Regional Extension Network**

### **Phase II - Formerly Fitzroy Community of Practice in Extension Network**

#### **Background**

This project is based on the outcomes of an initial concept meeting with the Fitzroy Regional Extension Network (FREN) involving key industry agricultural extension service providers in the region. This project aims to continue to promote, grow and enhance the FREN and in turn the necessary skills, knowledge and networks of all extension providers in the Fitzroy Region in order to facilitate increased adoption of sustainable practices in the grains and grazing industries.

The Regional Extension Coordination program (delivered by FBA) initially gathered key stakeholders to form the pilot FREN. The pilot group identified and suggested that the best way to enhance, promote and grow the FREN was through a network launch event to discuss challenges, identify and fill gaps in extension delivery, and develop shared outcomes. The pilot group also identified the need for and potential benefits of developing and disseminating a tool that maps the region's service providers, their various services and geographical location/service areas. This would allow landholders and service providers to easily identify who would be best suited to meet the needs of landholders at any point in time.

#### **Launch Event**

The FREN launch event saw 32 extension and service providers meet for a facilitated networking event to further build and strengthen synergies within the region and enhance provider capacity to promote practices that address water quality priorities. Among the attendees, who were mostly managers of service and extension delivery staff, there was recognition of the value of working together to complement each other in delivery efforts on common land management goals to the same landholder audience. With that recognition came a well-supported mandate for the REC to take the lead in building upon the preliminary FREN. The launch event provided a practical first foundation that FBA can now use to bring the FREN fully into being.

Discussion throughout the event and feedback at the end of the event suggested that becoming involved in the FREN was timely for attendees. In addition, attendees appreciated and voiced that working together towards a common goal of improved land management with landholders was preferred to the often-held perception that each organisation was in competition with other delivery organisations.

Following on from the launch event, Basecamp, an online, interactive platform, was set up for the FREN. Basecamp allows members to float ideas, post upcoming events, ask questions and share resources with the group. The FREN Basecamp membership has increased by 76% since the launch event. This is a positive sign that members are willing to grow their networks and begin collaborating for effective extension delivery across the Fitzroy Region.

### **Service Provider Mapping Tool**

In conjunction with FBA's On Farm Advisory Services and Training Reimbursement program, an online tool was developed to connect with organisations and individuals that can provide on farm advisory services to landholders in Central Queensland.

Expressions of interests were invited from organisations and individuals (private companies, academic intuitions, training and extension providers and other advisory like providers) with proven capacity to provide technical advisory services related to on-farm productivity, sustainability, profitability and to aid of environmental outcomes.

This information was compiled on FBA's website to form an interactive tool. The tool is accompanied by an expression of interest form and a training reimbursement application form which landholders complete to request more information or apply to 'share the costs' of training they have attended.

### **E-extension**

At the launch event, extension and service providers reiterated that coordination of events in the region was an issue. To reduce event cross over, Phase I of this project funded Basecamp; an E-extension tool that can be used to share and discuss ideas, build extension networks and view/add industry relevant events to assist with event planning. The 2017 J&R Coutts REVIEW report *Practice Change, Education and Extension in Reef Catchments* (Referred to as 'The Coutts Review' from this point forward) defines e-extension below.

"E-extension refers to 'electronic' extension – the use of technology to provide information and extension support from a distance. This could be through avenues such as: websites; online tools; wikis; Facebook; Twitter; e-newsletters; web surveys; webinars; or other forms of distance communication and sharing. In terms of 'extension' (rather than one-way information provision), the emphasis should be on enabling interaction and information sharing between those involved. Depending on how these technologies are used, they can provide a distance application of other approaches: *Information Provision and Access* – if the focus is on information supply side; *Facilitated Groups* – if the focus is on engaging people in peer interaction and discussion; *Training* – if the focus is on distance education or webinar presentations; and even *One-on-one* if the focus is on mentoring from a distance".

### **Objectives**

This project aims to:

- Continue to grow and enhance collaborative networks across the region. This involves extension staff working together for effective extension delivery across the agricultural industry in the Fitzroy Region.

- Continue to build extension staff and service provider capacity to deliver services and projects that better meet the needs and concerns of landholders thereby increasing practice change to ensure a more resilient and sustainable agricultural industry that minimizes negative impacts on the environment and address water quality priorities.
- Continue to assist in the engagement and education of extension staff and service providers.
- Continue to grow and enhance collaborative networks (including the FREN) across the Fitzroy Region, so that practitioners know each other and can confidently and openly share information, access advice and coordinate/share resources.
- Continue to host a network tool to help landholders, extension staff and service providers interconnect and address their changing needs over time.

### Overview

Phase II of this project aims to build on the steady momentum the FREN gained in Phase I. It is proposed that this is done by implementing the following.

- Creating an eBulletin/newsletter type publication and distributing to FREN on a regular basis. The publication may include items such as upcoming events, relevant articles, funding opportunities, job vacancies etc.
- Basecamp subscription for members to share and discuss ideas, build upon their networks and view/add industry relevant events to assist with event planning. In Phase II it is proposed that Basecamp also be used to plan and implement resource sharing within and across regions.
- Professional training day and guest speaker on a topic as determined by the FREN.

### Outputs

1	Facilitate a networking event for FREN members and other extension staff and service providers.
2	Research the Fitzroy Region's appetite for an eBulletin/newsletter type publication and document. If viable and needed, create and distribute the publication to FREN on a regular basis.
3	Facilitate a professional capacity building event and high-profile guest speaker on a topic as determined by the FREN.
4	Host Basecamp subscription for members to share and discuss ideas, build upon their networks, share resources and view/add industry relevant events to assist with event planning.
5	Evaluation of the project to capture recommendations, lessons learnt, and practical advice from group members and expert mentors. This information will be used to inform process of establishing similar groups and adopting similar practices in other regions.

**Stakeholders**

- Regional Extension Coordinator - FBA
- Extension Leader - FBA
- Extension Staff and Service Providers - Fitzroy Region
- Regional Agricultural Landcare Facilitator - FBA
- Expert mentors - multiple service providers
- Communications Officer - FBA

**Budget**

Corresponding Output	Summary of Output	Project Funding	In-kind Contribution
1	Networking event	\$1,000	\$5,600
2	eBulletin	\$1,000	\$4,200
3	Capacity building event with guest speaker	\$2,000	\$5,600
4, 5	Basecamp and evaluation	\$1,000	\$9,100
	TOTAL	\$5,000	\$24,500

**Prioritisation**

Priority Score: 75 / 123

Priority Rating: Medium

High: 83 -123

Med: 42-82

Low: 0-41

## **Fitzroy Women in Grazing**

### **Phase II - Formerly Dawson Women in Grazing Group**

#### **Background**

The Coutts Review recommended that an increased focus should be on funding longer term, Peer-to-Peer facilitated group learning – such as ‘Focus Farms’; ‘Whole-farm Review Groups’; ‘Producer Demonstration sites’; and/or ‘Producer Learning Groups’ – and exposure to new approaches and technologies. Funding should be available directly to producer groups who select their own facilitator or be accessed by delivery organisations who then work to establish groups for this purpose. Those producers less engaged in other approaches should be encouraged to participate in these groups.

Women have been identified as an under-represented group at training and workshop events throughout the Fitzroy Region. Furthermore, historical project engagement has typically been through and with men. It is well recognised that, even though women are not as obviously engaged in training, workshops and projects, they play an important role in family and business dynamics and are often the drivers and enablers of practice change. They are typically also well networked within their communities through school, family, social and business affairs.

Phase II of this project will continue to trial a Fitzroy Women in Grazing group to explore and strengthen the peer-to-peer learning needs, opportunities and gaps that exist and are identified by women and their networks. It is largely a capacity building project aiming for an end result of improved land management practices to in turn address water quality priorities.

#### **Objectives**

This project aims to:

- Continue to identify and support female "ambassadors" who can promote the group and recruit new members who are typically difficult to engage or have been reluctant to network in the past.
- Continue to identify local training and support needs required to encourage increased uptake of practice change in the region.
- Continue to strengthen, celebrate and facilitate networks to support practice change adoption through the promotion of best management or advanced agriculture as a group norm.
- Continue to empower women to take a more proactive and visible role in ensuring sustainability in their business and industry.
- Assist female landholders to network with one another, share their story, discuss relevant topics and become aware of relevant events in their region.
- Continue to support and value add to existing practice change programs in the Fitzroy Region.

### Overview

This project aims to build on momentum from Phase I by continuing group meetings, capacity building training and hosting an online platform to increase networking between group members. The project also aims to share and celebrate the story of grazing women, both amongst group members and to a wider audience through tools such as (but not limited to) podcasts, case studies, social media and magazines.

### Outputs

1	Promote the project and share success stories from the group. This may be through a social media campaign, podcast series, magazine articles or an event.
2	Facilitate a minimum of three group meetings to; <ul style="list-style-type: none"> <li>• Discuss relevant topics, issues, solutions, training, technical approaches and ideas.</li> <li>• Provide a safe and supportive environment for women to be able to network and speak freely.</li> <li>• Support landholders who may not readily attend training or regional events.</li> <li>• Capture and discuss practice changes that have been made as a result of this group.</li> </ul>
3	Fund and support a minimum of one group training workshop (topics identified by the group) to address knowledge/skill gaps and encourage increased uptake of practice change in the region.
4	Inform group members of upcoming training events and support them to attend. Assist group members to claim training reimbursements where applicable.
5	Host Basecamp subscription for group members to share and discuss ideas, build upon their networks, share resources and view/add industry relevant events.
6	Evaluation of the project to capture recommendations, lessons learnt, and practical advice from group members and expert mentors. This information will be used to inform process of establishing similar groups and adopting similar practices in other regions.

### Stakeholders

- Regional Extension Coordinator - FBA
- Ag Services Land Management Officer - FBA
- Land Management Officer - FBA
- Extension Staff and Service Providers - Fitzroy Region
- Expert mentors - multiple service providers
- Female landholders - Fitzroy Region
- Communications Officer - FBA

**Budget**

Corresponding Output	Summary of Output	Project Funding	In-kind Contribution
1	Promotion of project	\$3,000	\$700
2	Group meetings	\$5,000	\$12,600
3	Group training event	\$10,000	\$5,600
4	Supporting training	\$1,000	\$1,400
5, 6	Basecamp and evaluation	\$1,000	\$8,400
	TOTAL	\$20,000	\$28,700

**Prioritisation**

Priority Score: 84 / 123

Priority Rating: High

High: 83 -123

Med: 42-82

Low: 0-41

## Landholders Putting Theory into Practice

### Post Training Peer-to-peer Facilitated Group Learning

#### Background

Experience shows that landholders often have the capacity to attend training events. However, after the training event, tasks and responsibilities of running a business all too often take priority over implement what they learnt. This project aims to create a platform for landholders to put the theory they learnt into practice.

Through this project, a broad range of activities will focus on providing landholders with property/practice specific training and/or information aimed at improving their awareness of best practice, and assisting them to apply these principles on-ground in a way that is practical and beneficial to their particular business while also achieving desired water quality outcomes. Landholder peer-to-peer activities may include mini workshops, farm walks and property visits, all facilitated by an expert mentor. The mode of delivery will be determined on a case-by-case basis depending on what will most likely achieve the desired goal of facilitating practice improvement changes.

Recommendation 5.5 from The Coutts Review states:

“An increased focus should be on funding longer term, peer-to-peer facilitated group learning – such as ‘Focus Farms’; ‘Whole-farm Review Groups’; ‘Producer Demonstration sites’; and/or ‘Producer Learning Groups’ – and exposed to new approaches and technologies. Funding should directly be available to producer groups who select their own facilitator or accessed by delivery organisations who then work to establish groups this purpose. Those producers less engaged in other approaches should be encouraged to participate in these groups”.

The Coutts Review describes peer-to-peer facilitated group learning below.

“Facilitated groups is a long-term strategy based on developing relationships, trust and respect for the skills and experience each person brings to the group. The extension person is usually the facilitator and it is helpful if they have some technical understanding of the farming context of the producers involved. Participation in individual groups is by invitation or application rather than open access. Although most groups meet face-to-face because of the local links, it may be that phone or web links might be used when distance is an issue. The aim of the group is to share information, raise issues being faced and opportunities that are presented and together decide how best to address these. These could be addressed by inviting in ‘experts’, undertaking on-farm trials, holding training workshops, accessing information or available tools and/or going on farm walks or tours. A key element is to be able to share some of the outcomes from these groups to inform/encourage other producers (not in groups) with the successes. In the cane industry, there are groups/shed meetings

that work in this fashion - others tend to be more open forums with technical updates/questions and answers. Each have their place, but it is important to make the distinction”.

### **Objectives**

This project aims to:

- Support landholders to engage in peer-to-peer facilitated group learning environment after a training event.
- Coordinate a proof of concept trial to investigate whether a peer-to-peer facilitated group learning approach is;
  - a) Well received by landholders and effective at improving uptake of practice change.
  - b) Suitable to be replicated in other regions to improve uptake of practice change.
  - c) Worth extending for a further three years in the Fitzroy Region.
- Assist in the engagement and education of landholders in peer-to-peer facilitated learning groups.
- Support cross regional collaboration through use of expert mentors and engaging extension staff outside the Fitzroy Region.
- Improve landholder capacity to adopt and implement practices that support improvement in water quality targets.
- Support and value add to existing practice change programs in the Fitzroy Region.

### **Overview**

This proof of concept project aims to assist landholders put what they have learnt (theory) into practice through peer-to-peer facilitated group learning.

### **Outputs**

1	Promote project and identify landholders who have recently completed training and are wanting to apply what they have learnt (theory) into practice on their property and/or in their business.
2	Form minimum of three peer-to-peer groups (with five members each) and allocate appropriate expert mentor to the group. Each group to meet a minimum of two times with their expert mentor.
3	Host Basecamp subscription for group members to share and discuss ideas, build upon their networks, share resources and view/add industry relevant events.
4	Evaluation of the project to capture recommendations, lessons learnt, and practical advice from group members and expert mentors. This information will be used to inform process of establishing similar groups and adopting similar practices in other regions.

**Stakeholders**

- Regional Extension Coordinator -FBA
- Senior Land Management Officer - FBA
- Expert mentors - various service providers
- Landholder - Fitzroy Region
- Communications Officer - FBA

**Budget**

Corresponding Output	Summary of Output	Project Funding	In-kind Contribution
1	Promote project and identify landholders/experts	\$1,000	\$525
2	Peer-to-peer facilitated group learning	\$28,000	\$8,400
3, 4	Basecamp and evaluation	\$1,000	\$6,300
	TOTAL	\$30,000	\$15,225

**Prioritisation**

Priority Score: 75 / 123

Priority Rating: Medium

High: 83 -123

Med: 42-82

Low: 0-41

## Landholders Creating Change

### Education and Training

#### Background

FBA is committed to the sustainable management of our resources and the continued and improved long-term sustainability of the region's grazing and grains industries. Continued growth and development of regional land manager and extension staff skills and knowledge is important to achieve this goal.

There are a number of training courses and expert services offered within the region, state-wide and nationally, that assist regional landholders to adopt sustainable land management practices. It is well documented that sustainable practices can lead to an increase in productivity, improvement in the quality of ecosystem services, and a reduction in sediment, nutrient and pesticide loads delivered to the Great Barrier Reef – addressing water quality priorities.

Currently, subsidised support for landholders is restricted to those who have undertaken projects directly under Reef Trust programs. This project targets landholders who are not currently engaged with Reef Trust programs but are wanting to participate in training and learn more sustainable practices. This program also aims to support all extension providers and expert mentors in the region by promoting their services to landholders in line with FBA's On Farm Advisory Services program.

A key feature of this project is the 'ground up' approach. The type of training event and the topics covered will largely be determined by landholders, rather than extension staff and funders. Experience shows that this approach is effective at improving engagement and creating practice change in the Fitzroy Region. This approach also ensures that landholders who are receptive, motivated to learn and adopt changes are 'rewarded' through access to further education in their areas of interest. The figure below is from

A *Reef Extension Training Needs Analysis* (TNA) (Dr John James, DAF) was undertaken in October 2018 to guide both the range and the form of the training and development activities to build the capacity of extension service providers in the Reef catchments (total 161 respondents). The following figure from the TNA highlights the priority of extension related topics. Respondents were invited to rate eight extension related topics by their importance to their work and by their current level of proficiency. The two scores were summed to give a total score, which indicates the priority of the topic. As the figure below highlights, planning extension activities based on industry needs scored highly which justifies and supports the engagement approach taken in this project.

	Importance	Room for improvement	Total
1. Planning extension activities based on industry needs	1012	733	1745
2. Using trials and demonstrations effectively	983	752	1735
3. Enabling peer-to-peer learning of farmers	964	757	1721
4. Engaging with farmers not currently engaged	944	762	1706
5. Using different monitoring and evaluation approaches	861	741	1602
6. Group facilitation and group dynamics	889	698	1587
7. Using social marketing to persuade behaviour	669	669	1338
8. Using webinars to engage geographically distributed clients	605	670	1275

Figure 1 Technical topics ranked

### Objectives

The project aims to increase landholder capacity in the following areas:

- Grazing land management
- Soil health and conservation
- Animal production
- Animal health and welfare
- People and business management

In addition, this project will:

- Actively seek and take on landholder feedback in relation to what training events are required in the region and the best time to run these events.
- Forge new networks in the region between landholders and extension providers (who would be unlikely to work together without the program) through FBA’s On Farm Advisory Services program.
- Support cross regional collaboration by opening up events to landholders who are outside the Fitzroy Region and using expert mentors from outside the Fitzroy Region.
- Support and value add to existing practice change programs in the Fitzroy Region.

### Overview

This project will work with landholders to determine what training events are required to learn and implement sustainable practices in the Fitzroy Region.

### Outputs

1	Promote project and distribute training expression of interest (EOI) to landholders in the region.
2	Fund and support a minimum of two training workshops (minimum 20 landholders at each) on topics determined by landholder EOIs to address knowledge/skill gaps and encourage increased uptake of practice change in the region.
3	Evaluation of the project to capture recommendations, lessons learnt, and practical advice from landholders and expert mentors.

### Stakeholders

- Regional Extension Coordinator - FBA
- Regional Agricultural Landcare Facilitator - FBA
- Land Management Officer - FBA
- Expert mentors - various service providers
- Landholders - Qld NRM Reef Catchments

### Budget

Corresponding Output	Summary of Output	Project Funding	In-kind Contribution
1	Promote project and landholder EOIs	\$1,000	\$1,400
2	Training workshops	\$28,000	\$11,200
3	Evaluation	\$1,000	\$1,400
	TOTAL	\$30,000	\$14,000

### Prioritisation

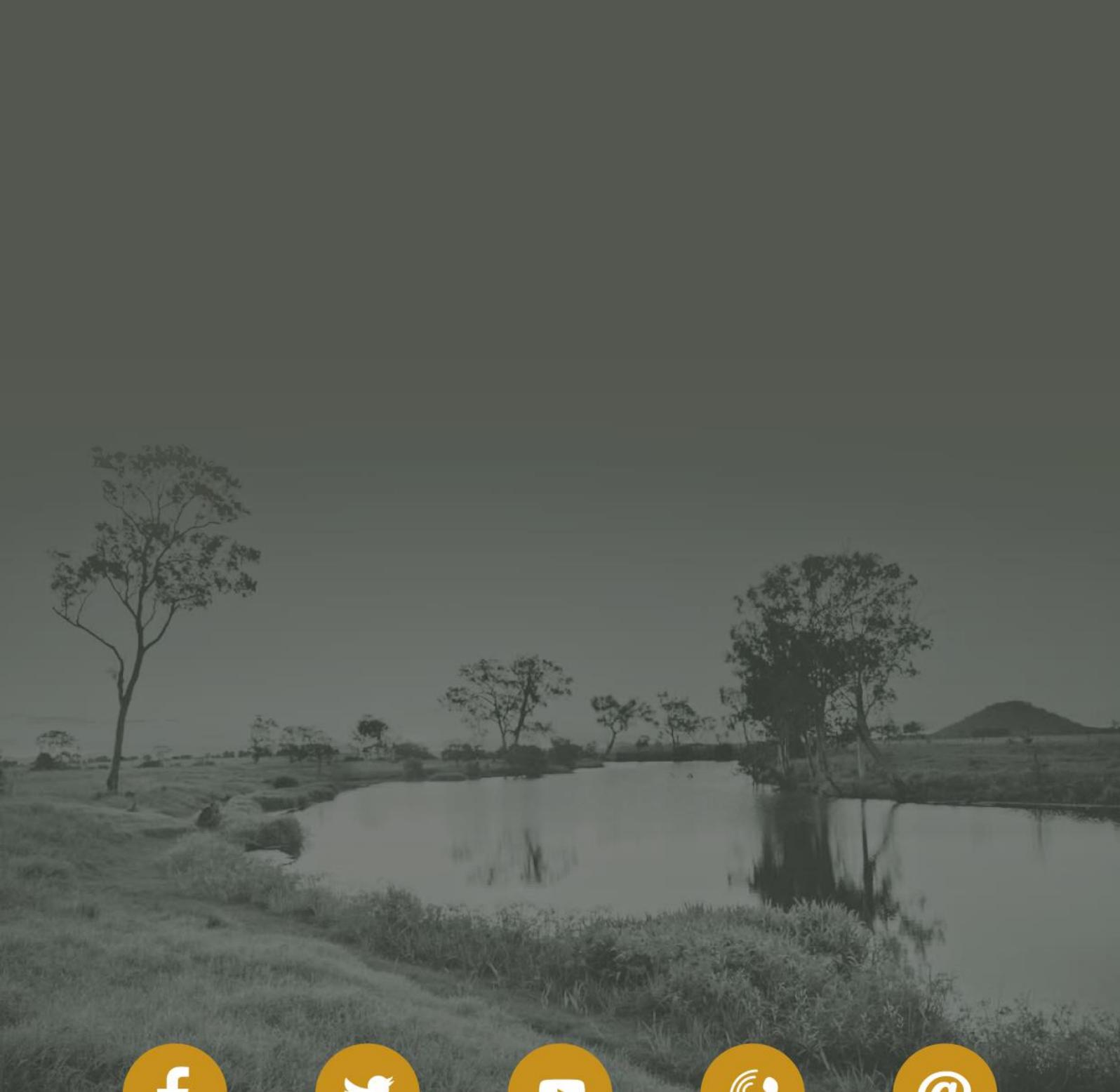
Priority Score: 60 / 123

Priority Rating: Medium

High: 83 -123

Med: 42-82

Low: 0-41



[facebook.com/fitzroybasin/](https://facebook.com/fitzroybasin/)



[@FBAupdate](https://twitter.com/FBAupdate)



[youtube.com/fitzroybasin](https://youtube.com/fitzroybasin)



07 4999 2800



[admin@fba.org.au](mailto:admin@fba.org.au)

[fba.org.au](https://fba.org.au)