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Strategic Leadership Team – Profitable Grazing Systems project

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Abstract

Désirée Jackson from Désirée Jackson Livestock Management was a member of the Leadership Team from August 2019 to June 2022, to roll out of MLA's Profitable Grazing Systems (PGS) extension platform. Désirée is based in Queensland.

The PGS Advisory Committee provides a supportive role to the National PGS Co-ordinator in delivering feeder recruitment activities to increase capacity of delivery of PGS coaching programs, to improve profitability of beef enterprises.

Support was also provided to developers of PGS packages and new deliverers via formalized mentorship, reviewing packages and providing training such as online coaching.

Potential deliverers for packages in northern Australia were identified through train-the-trainer activities, delivery of Nutrition EDGE and Breeding workshops with co-deliverers, promotion of PGS at Livestock Advisor Update forums, and online training in coaching and online delivery.

Active promotion of PGS contributed to the roll-out of the PGS delivery programs, training and increasing the coaching skills base of deliverers and increasing uptake of PGS packages by industry.

The PGS programs often follow on from technical feeder activities and foster uptake of knowledge, development of skills and confidence and greater adoption. In northern Australia, there were no PGS coaching programs available until 2021 when the Pay Dirt package was completed for roll-out.

The development of the Phosphorus for Profit PGS package, is the first package available in northern Australia, that targets cattle production. This package was finalized and the train-the-trainer was delivered, in March 2022. This package enables producers who have completed EDGE training to follow on in developing a phosphorus management plan and improving their skill base, for a smooth and cost-effective implementation of their plan. More than 70% of northern Australian rangelands are P-deficient and this package is the first coaching program to provide ongoing assistance at specifically assisting producers to ensure a high success rate of implementation. To improve delivery capacity, an extension officer will be mentored through the first coaching group and has been involved in every aspect of developing the PGS program.

Delivery of specific workplan tasks within set timeframes have been achieved and other tasks to meet project objectives are underway or ongoing.

M and E development requires strong focus to link feeder activities with subsequent PGS involvement by producers, to gauge improvements in skill development, knowledge, confidence and implementation of technologies.

Executive summary

Background

In 2019, there were no Supported Learning Packages targeted for producers in northern Australia and capacity to deliver a coaching program was limited. The PGS Advisory Committee did not have representation from northern Australia until August 2019.

Over 100 Nutrition EDGE packages had been delivered across northern Australia, as well as a considerable number of Breeding EDGE packages which includes a significant component of breeder nutrition. There was an opportunity for producers to augment their understanding of nutrition and improve their skill level in determining their primary limiting nutrients and developing a nutritional management plan to give them the confidence to implement a supplementation program.

The coverage of EDGE package delivery across northern Australia provided a considerable opportunity as a feeder activity to follow on with SLP coaching programs and development of SLP's.

The focus of involvement in the PGS Advisory committee was to:

- raise awareness of the PGS coaching program to potential deliverers to increase capacity for northern Australia, and to provide basic training in coaching and the structure of SLP packages
- to raise awareness about the PGS training program across the beef industry in northern Australia and the new SLP packages being developed, through relevant workshops and industry forums
- to provide input into aspects of the PGS project to facilitate implementation in northern Australia
- to provide support to potential deliverers and feedback on new PGS packages, where required
- to develop a package that has widespread application across northern Australia and mentor a potential deliverer
- to provide input into the M&E process for monitoring the success of the SLP packages and identify avenues for improvement and producer training requirements

The Phosphorus for Profit PGS package was developed and a train-the-trainer workshop held in March 2022, with roll-out of the package to begin in the new financial year.

Objectives

The key role of the leadership team is to provide support to the national and state coordinators in delivering their roles and mentor deliverers to build their capacity. Core principles of the role:

1. Deliver feeder and recruitment activities on behalf of delivery network deliverers (these will be arranged by the state & national coordinators)
 - Nutrition and Breeding EDGE workshops, LAU forums and webinar training were all used to promote the PGS program to producers and to recruit potential deliverers and increase deliverer training capacity.
 - A mentorship has been formalized for the delivery of the first Phosphorus for Profit package

2. Support state or national coordinators in reviewing supported learning packages developed by MLA or deliverers, as required
 - Attended the Breeding Better Breeders and Pay Dirt train-the-trainer workshops. Recommended a deliverer for Pay Dirt, who has applied to run 14 PGS programs. Provided feedback to the National Co-ordinator on improvements to the Breeding Better Breeders programs
3. Deliver SLP's under the proposed adoption program banner (minimum of one per year)
 - There were no PGS programs for northern Australia until the roll-out of Pay Dirt in 2021. Developed the Phosphorus for Profit PGS and a training workshop was held in March 2022.
4. Provide support to the PGS national coordinator by providing feedback and recommendations for overarching program improvement and individual supported learning project progress
 - Feedback and recommendations were provided to the national coordinator via phone and e-mail and at Advisory Committee meetings.
5. Act as a champion for PGS
 - 26 Nutrition EDGE and Breeding EDGE workshops were delivered between August 2019 and May 2022. Presentations on PGS and EDGE were delivered at Livestock Advisory Update forums to profile PGS and the use of EDGE as a feeder activity for PGS. Webinar training on coaching versus training and online training, were delivered.
6. Support good governance of PGS
 - Contributed where required, to the process of rolling out PGS delivery and recruiting and training potential deliverers and set up a mentorship.

I joined the PGS Advisory group in August 2019 so targets in Year 1 and Year 2 are not applicable.

Table 1. Key Performance Indicators

	Year 1 2017/18		Year 2 2018/19		Year 3 2019/20		Year 4 2020/21		Year 5 2021/22	
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Number of SLP activities	n/a	n/a	-	n/a	1	n/a	1	n/a	1	n/a
Number of SLP producers	n/a	n/a	-	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Number of feeder activities	n/a	n/a	-	n/a	6	11	6	16	6	9
Number of feeder activity producers	n/a	n/a	-	n/a	60	138	60	156	60	111

There were no SLP's developed for northern Australia, so no SLP activities could be delivered, however, a considerable number of feeder activities were held where the PGS program was promoted and more specifically, the Phosphorus for Profit program was promoted as it was relevant to producers who attended the feeder activities.

Methodology

Progress roll-out of PGS program through:

- Promoting PGS program and packages to producers at forums and workshops
- Increasing capacity of potential PGS deliverers in coaching and delivery of PGS programs
- Contributing to roll-out of PGS coaching programs and operations of PGS project
- Attending PGS Advisory Committee meetings and teleconferences, where required.
- Reviewing new PGS packages where required and provide feedback
- Developing and writing PGS packages for northern Australia either individually or collaboratively.
- Contributing to development of M and E process for PGS

Results/key findings

In northern Australia, there were no SLP's delivered for northern Australia until 2021 when Pay Dirt was completed for Queensland, and the Phosphorus for Profit coaching program was completed in March 2022. This was due to a number of factors, including: 1.) widespread drought which took priority for both producers and deliverers ; 2.) emergence of COVID restrictions in 2020 and 2021.

There has been significant interest generated at Nutrition EDGE workshops held across northern Australia (26) over the June 2019 to May 2022 period, where the Phosphorus for Profit coaching program was promoted in WA, NT and Queensland.

A train-the-trainer workshop was delivered in March 2022, with participants representing all states and the NT. Several potential deliverers have indicated interest in delivering this program, and potential new deliverers have indicated their interest in co-delivering.

A potential deliverer for Pay Dirt was recommended to the national coordinator. Following this, the deliverer submitted an application to deliverer 14 Pay Dirt programs in Queensland.

Online training was provided to both existing and potential deliverers in coaching and how this model differs from training. Further training was provided on tips for effective online training, where deliverers incorporate online training in PGS delivery.

A mentee has been identified for the Phosphorus for Profit PGS program.

Activities relating to promotion of PGS and coordination of PGS across Australia were considerably interrupted due to COVID lockdowns and several changeovers of the national coordinators of the 2021-2022 period.

Benefits to industry

The SLP packages delivered through the PGS program provide a number of benefits to producers, including:

- Ongoing support through the program, to develop their confidence, skills and ability to independently apply what is learned to their property
- Providing producers with the latest technical information
- Opportunity to establish networks with both deliverers and other participants in the SLP programs

The mentoring program and ability to co-deliverer with more experienced coaches leads to increased capacity to deliver the SLP packages and other extension programs through improved skill level, knowledge and expertise and experience working in a program that is more intensive than what they would gain from co-delivering a workshop.

The Phosphorus for Profit PGS package was developed as a follow-up to the Nutrition EDGE workshop, to assist producers across northern Australia with skills to identify a phosphorus deficiency on their property and develop a phosphorus management program.

More than 70% of northern Australia is phosphorus-deficient so this package will have considerable reach. The return on investment from phosphorus supplementation where a phosphorus deficiency exists is manyfold, and leads to improved pasture intake, resulting in improved weight gains, milk production and weaning weight, improved weaning weights, and reduced breeder mortality due to improved body condition score.

Linking an SLP package to existing training workshops provides context and motivation to producers for undertaking coaching training. Success in applying learned knowledge and improving skill increases the likelihood of producers undertaking further training and coaching in other aspects of their business.

Future research and recommendations

Ongoing and advanced formalized training for all potential and current deliverers in the area of coaching, tailored for PGS and delivered by an organization specializing exclusively in coaching.

1. Experienced training and coaching deliverers should be involved in the development of the M & E process, taking into account for: 1.) demographics of participants, including age, level of experience and education; 2.) type of delivery – workshop, PDS, PGS, and the length of the training activity
2. Reinstatement of a session planning form to be used by PGS deliverers.
3. Coaching programs should be targeted and should focus on no more than 2-3 key areas.
4. Packages should be commercially costed with a minimum floor price.
5. A vetting process for accrediting deliverers for each package needs to be formalized. This should ensure that vetting is conducting by personnel who have the relevant technical skills for a coaching program and sufficient coaching experience.

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1. Background

PGS Vision

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

Business profit = management capability + evidence + value chain approach

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

2. Objectives

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

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

In northern Australia, there were no SLP's delivered until 2021 when Pay Dirt was completed for Queensland, and the Phosphorus for Profit coaching program was completed in March 2022. This was due to a number of factors, including: 1.) widespread drought which took priority for both producers and deliverers ; 2.) emergence of COVID restrictions in 2020 and 2021.

There has been significant interest generated at Nutrition EDGE workshops held across northern Australia (26) over the June 2019 to May 2022 period, where the Phosphorus for Profit coaching program was promoted in WA, NT and Queensland.

2.1 Leadership Team Objectives

The key role of the leadership team is to provide support to the national and state coordinators in delivering their roles and mentor deliverers to build their capacity. Core principles of the role:

- a. Deliver feeder and recruitment activities on behalf of delivery network deliverers (these will be arranged by the state & national coordinators)
- b. Support state or national coordinators in reviewing supported learning projects developed by MLA or deliverers, as required
- c. Deliver supported learning projects under the proposed adoption program banner (minimum of one per year)
- d. Provide support to the PGS national coordinator by providing feedback and recommendations for overarching program improvement and individual supported learning project progress
- e. Act as a champion for PGS
- f. Support good governance of PGS

There was a multitude of feeder and recruitment activities conducted over the duration of this project, including LAU forums, webinar training and EDGE workshops. LAU forums and webinar training were aimed at recruiting potential deliverers of the coaching programs as well as improving their understanding of the coaching model and their capacity to deliver.

3. Methodology

1. Promoting PGS program and packages to producers at forums and workshops such as Livestock Advisor Update forums, BeefUp forums and EDGE workshops.
2. Engaging in discussions with potential PGS deliverers to provide advice on relevant skills and training required in the area of coaching; providing opportunities for mentoring to prospective deliverers, to develop coaching skills, to increase capacity of delivery of PGS coaching programs.
3. Contributing to the ongoing roll-out of PGS coaching programs and operations of PGS project by liaising with, and supporting, MLA National PGS Co-ordinator and Queensland State Co-ordinator, where required, on PGS-related issues or ideas, to ensure more streamlined process for PGS roll-out and greater uptake.
4. Attending PGS Advisory Committee meetings and teleconferences, where required and liaising with representatives from other states and NT.
5. Reviewing new PGS packages where required and provide feedback to deliverers, State Co-ordinators or National PGS Co-ordinator.
6. Developing and writing PGS packages for northern Australia either individually or collaboratively.
7. Contributing to development of M and E process for PGS, where required.

4. Results

4.1 Work done and outcomes achieved

Table 2. Work Plan

Area of Participation	Comment (nature of work done and outcomes achieved)
Support Coordination team/deliverers to recruit producers and deliverers	<ul style="list-style-type: none"> • 26 Nutrition EDGE workshops and combined Nutrition EDGE/Breeding EDGE workshop were held from June 2019 to May 2022. Several public and private potential deliverers were identified as candidates to become PGS deliverers or to attend the Phosphorus PGS train-the-trainer. Two co-deliverers for Breeding EDGE and Nutrition EDGE workshops were also identified as potential deliverers. • Delivered two nutrition forums for QDAF Grazing Futures project, and incorporated discussion about the PGS program.
Support State Coordinators to review SLPs	<ul style="list-style-type: none"> • Provided input to Queensland State Coordinator on SLP development, where required, via phone conversations, e-mail and team meetings. Specifically, feedback was provided on the Building Better Breeders package, and endorsement of one potential deliverer for the Queensland Pay Dirt package was given, who has now committed to delivering 14 Pay Dirty programs.
Mentor Deliverers in development and delivery of SLPs	<ul style="list-style-type: none"> • Provided feedback on the Building Better Breeders PGS delivery format to National Co-ordinator, to ensure focus was on coaching rather than technical content. • Involved QDAF extension officer in development process of Phosphorus PGS to give her an understanding of how the packages are developed. She has completed the Train-the-trainer workshop for this program and will be mentored in the delivery of the first Phosphorus PGS following the train-the-trainer workshop. • Two senior co-deliverers for delivery of the Phosphorus PGS program in the NT have been identified. One of the deliverers is actively seeking groups to deliver a program to in the NT.

	<ul style="list-style-type: none"> Delivered webinar on coaching versus training to increase capacity of potential and existing deliverers on more effective coaching in a PGS package. Delivered webinars (2) with John James, on “Tips for delivering interactive webinars for small groups”, for more effective online training
Developing/Delivering SLPs	<ul style="list-style-type: none"> The Phosphorus for Profit training package was developed, and the Train-the-trainer workshop was held in March 2022. Graphic design of the workshop material is being finalized and the package will be rolled out from July 2022.
PGS coordination team advisory activities	<ul style="list-style-type: none"> Advice and feedback to the National Co-ordinator and State Co-ordinators in Queensland, Northern Territory/WA by phone and e-mail, and through Advisory Committee meetings, have been provided where required. Attended PGS Advisory Committee meetings in-person and online, where required, to provide feedback and develop promotional materials, where required. Discussion with National Co-ordinator regarding resuming development of M and E process (KASA) in PGS programs, and coaching training for prospective PGS deliverers and current deliverers, and more regular meetings to maintain momentum of the Advisory Committee.
Representation/Awareness	<ul style="list-style-type: none"> Promotion of PGS and the Phosphorus PGS at: <ul style="list-style-type: none"> Nutrition EDGE and Breeding EDGE workshops in Qld, NT and WA (26) Rangelands NRM Australia webinar for producers and Rangelands NRM staff in Gascoyne, Goldfields and Carnarvon regions regarding the Phosphorus for Profit PGS. Grazing Futures paddock walk days in Qld (2)

5. Conclusion

It is important that collaborative work between states and PGS state co-ordinators, deliverers and advisory committee members is maintained and regular communication, to maintain momentum.

The PGS delivery model is still a relatively new means of delivery which needs to be embraced by both public and private deliverers. Formalized training is required to facilitate this process.

Because there can be a considerably greater time commitment involved in being part of a PGS program compared to a training workshop, considerably more effort is required to promote this model of training which involves coaching, to industry.

In northern Australia, there are fewer consultants relative to government extension officers. Government extension officers have access to significant funding through various projects to deliver more traditional, short-term type of training so they haven't got a significant amount of available time to commit to PGS, and consultants have significant commitment to other work so are unable to commit significant time to PGS. Future discussions should look at how capacity for delivery of PGS programs can be increased in northern Australia.

Ensuring that PGS packages are simple and focussed on only one or two themes will enable producers to upskill, improve their knowledge and confidence and adopt new technologies more quickly and increase the likelihood of their involvement in a PGS program.

Considerably more effort needs to go into maintaining communication within the PGS Advisory Committee to maintain momentum and ensure ongoing promotion of the PGS packages.

More effort into mentoring potential deliverers in northern Australia in the area of coaching and PGS delivery will increase capacity of delivery in northern Australia.

5.1 Key findings

1. There were no SLP coaching programs available for northern Australian producers or deliverers. In order to recruit and provide training in coaching for potential deliverers, packages needed to be developed to get them interested in becoming involved, and to provide them with experience in delivering a coaching program. Development of the Pay Dirt and Phosphorus for Profit PGS programs, which are aimed at producers in northern Australia, will lead to increased recruitment and capacity of existing and potential deliverers.

The Phosphorus for Profit train-the-trainer workshop was attended by potential deliverers from every state and the NT. Most of the attendees indicated that they weren't ready to become a deliverer but were primarily interested in learning more about the coaching program model and what steps they needed to take to become a PGS deliverer.

2. Coaching programs should be targeted and should focus on no more than 2-3 key areas.
3. The session planning form used in the PGS pilot workshops should be reinstated as part of the delivery process.
4. Ongoing training in coaching for existing and potential deliverers is required to ensure that deliverers adhere to the coaching model in the delivery of SLP's.
5. There is increased capacity for mentors to understand the coaching model by their involvement of the development of SLP's in addition to mentoring in the delivery of the SLP's.
6. There is a shortage of experienced potential deliverers in northern Australia so significant effort should be made to explore all avenues of potential deliverers and provide relevant training to upskill, including formalizing a co-presenter delivery program, as distinguished from a mentorship.
7. Feeder activities such as EDGE offer valuable prerequisite training for relevant SLP packages, to ensure continued progress of the participants through their coaching program and greater capacity for adoption of technologies learned.

8. The costs associated with development of an SLP should include the time involved in liaising with the graphic designer to progress the final draft to a print-ready package.

5.2 Benefits to industry

The SLP packages delivered through the PGS program and the support producers have many positive benefits to both producers and potential deliverers in the industry, including:

- Supporting producers in developing confidence and competence in relevant skills to the SLP program
- Setting up a process for producers to problem-solve and gather information more independently and effectively
- Providing producers with the latest technical information in each program and consistency of information in an SLP package, regardless of where it is delivered
- Providing an opportunity for producers to gain a better understanding, skills and confidence in a particular aspect of management
- Creating networks with both deliverers and other producer participants in an SLP program
- Providing producers with a sense of achievement
- Better understanding of a particular aspect of management
- Providing an opportunity for less experienced advisors and extension officers to be formally mentored through the PGS program, increasing their capacity to deliver SLP programs and other extension packages, and accelerating the standard of technical expertise, delivery and coaching skills of advisors and extension officers within the industry

The PGS coaching program and specific SLP packages offer numerous benefits to industry both in northern Australia and Australia-wide, including:

The Phosphorus for Profit PGS package was developed as a follow-up to the Nutrition EDGE and Breeding EDGE workshops, to assist producers with developing skills and a process to determine whether there is a phosphorus deficiency on their property and developing a phosphorus management program. The PGS program will take approximately 12 months to complete, providing producers with considerable opportunity to improve knowledge and become proficient in relevant skills, leading to greater success in implement of a phosphorus management program.

More than 70% of northern Australia is phosphorus-deficient so this package will have considerable reach. The return on investment from phosphorus supplementation where a phosphorus deficiency exists is manyfold, and leads to improved pasture intake, resulting in improved weight gains, milk production, weaning percentages and weights, and reduced breeder mortality rates.

Improvement in weight gains of cattle on-property will reduce the age of turn-off, leading to reduced grazing pressure and opportunities for spelling country going into the wet season, for pasture recovery. Improving animal body condition score, particularly breeders, mitigates the effects of early stages of drought, enabling producers to make sound management decisions rather than reactive management decisions due to deteriorating animal body condition score.

Concepts and practical activities delivered in a SLP package are consistent regardless of where they are delivered but deliverers will provide regionally-specific information and benchmarks.

Linking an SLP package to existing training workshops provides context and motivation to producers for undertaking coaching training. Success in applying learned knowledge and improving skill increases the likelihood of producers undertaking further training and coaching in other aspects of their business.

6. Future research and recommendations

6.1 PGS Advisory Committee

1. Northern Australia has been under-represented on both the PGS Advisory Committee and state co-ordinators group, whereas southern states had considerable representation. There were no active deliverers in Qld, NT and WA Rangelands, which represent more than 50% of the Australian cattle herd, with Queensland alone representing 40% of the national herd. However, there was a number of SLP programs developed for southern regions and a considerable number of packages delivered. In northern Australia, there were no SLP packages available, and the two northern Advisory Committee members didn't join the Committee until August 2019. Development of Pay Dirt, Phosphorus for Profit and Lead with Certainty has provided an opportunity for a diverse range of coaching programs to be delivered across northern Australia. Lead with Certainty, which is a third party owned program is now being delivered in Qld, NT and WA, and Pay Dirt program are being rolled out across Queensland. The Phosphorus for Profit program will be rolled out in the latter half of 2022.
1. Regular, ongoing communication between state co-ordinators and Advisory committee members needs to be fostered. To facilitate this, monthly updates on what activity is happening in each state, including highlights from PGS delivery and mentoring, and including tips and tools, and exploring avenues for improving capacity of delivery and development of more SLP's.
2. Develop clearly defined aims and benefits of an M&E process for PGS coaching participants and deliverers including the development of pre-delivery KASA M&E and post-delivery KASA M&E.
3. Ensure biannual in-person meetings where possible, and quick update meetings every two months to deal with current issues and provide updates across the country

6.2 Deliverers and training

1. Formalized training for all potential and current deliverers in the area of coaching – both in distinguishing between what is coaching and what is presenting, and the esoteric aspect of coaching in discerning learning styles, identifying human needs, team roles in working in groups, to better tailor coaching program to each individual to ensure success of the delivery of the program. This training should be ongoing and engage an organization that specializes in coaching.
2. Experienced training and coaching deliverers should be involved in the development of the M&E process, taking into account for: 1.) demographics of participants, including age, level

of experience and education; 2.) type of delivery – workshop, PDS, PGS, and the length of the training activity.

3. Develop a Non-Disclosure Agreement for mentees involved in delivery of PGS programs, to maintain confidentiality of producer information within the PGS delivery program. This will assure producer participants of confidentiality, to ensure that sensitive information remains in-house, and it provides participants with a more comfortable environment to interact.
4. A vetting process for accrediting deliverers for each package needs to be formalized. This should ensure that vetting is conducted by personnel who have the relevant technical skills for a coaching program and sufficient coaching experience. A formalized structure for personalizing each potential deliverer's pathway to becoming an independent deliverer of a PGS program needs to be mapped out.
5. Formalized training for all potential and current deliverers in the area of coaching – both in distinguishing between what is coaching and what is presenting, and the esoteric aspect of coaching in discerning learning styles, identifying human needs, team roles in working in groups, to better tailor coaching program to each individual to ensure success of the delivery of the program.

6.3 Practical application

1. Packages should be commercially costed with a minimum floor price.
2. Develop clearly defined aims and benefits of an M&E process for PGS coaching participants and deliverers including the development of pre-delivery KASA M&E and post-delivery KASA M&E.
3. Develop a Non-Disclosure Agreement for mentees involved in delivery of PGS programs, to maintain confidentiality of producer information within the PGS delivery program. This will assure producer participants of confidentiality, to ensure that sensitive information remains in-house, and it provides participants with a more comfortable environment to interact.
4. Rebadge the program name from Profitable Grazing Systems.