

Final report

Integrity Systems Company Digital Product Officer Program Logic & Monitoring and Evaluation Workshops

Project code: V.DIG.2005
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Abstract

The Integrity Systems Company (ISC) Digital Product Officer (DPO) program is a capability building program that aims to address capability gaps in both processing companies as well as enabling these companies to encourage suppliers to adopt data and digital systems. The program contributes to achieving MLA's 2025 Strategic Plan focus area '*Decisions informed through data and insights*' by building industry capability to respond to and take advantage of data and digital systems.

The previous ISC Digital Supply Chain Officer program was evaluated in 2020. A key recommendation from this evaluation, V.ISC.1933 *Evaluation of the Integrity Systems Company Co- Funded Resources Program*, was to improve program Monitoring and Evaluation.

AgSTAR Projects was contracted to help ISC to improve the team's capability around the use of program logic and Monitoring, Evaluation and Reporting (MER) frameworks. This was achieved through the development and delivery of a 'program cycle workshop' tailored to meet ISC/MLA's M&E framework requirements and terminology. A program logic and MER framework was developed for the DPO program. The project also included supporting the professional development of four DPOs and working individually with each DPO to complete of their individual workplans and MER frameworks.

Executive summary

Background

The Integrity Systems Company (ISC) Digital Product Officer (DPO) program is a capability building program that aims to address capability gaps in both processing companies as well as enabling these companies to encourage suppliers to adopt data and digital systems. The program contributes to achieving MLA's 2025 Strategic Plan focus area '*Decisions informed through data and insights*' by building industry capability to respond to and take advantage of data and digital systems.

The previous ISC Digital Supply Chain Officer program was evaluated in 2020. A key recommendation from this evaluation, V.ISC.1933 *Evaluation of the Integrity Systems Company Co- Funded Resources Program*, was to improve program Monitoring and Evaluation.

AgSTAR Projects was contracted to help ISC to improve the team's capability around the use of program logic and Monitoring, Evaluation and Reporting (MER) frameworks. This was achieved through the development and delivery of a 'program cycle workshop' tailored to meet ISC/MLA's M&E framework requirements and terminology. A program logic and MER framework was developed for the DPO program. The project also included supporting the professional development of four DPOs and working individually with each DPO to complete of their individual workplans and MER frameworks.

Objectives

- i) *Conduct a face-to-face workshop for up to 10 ISC staff, to drive understanding and application of Project Logic (PL) and MER frameworks in the Adoption and Research & Insights teams.*

This objective was achieved with a workshop held on 27 February 2023 for ten ISC staff. The workshop covered the program cycle, identifying the problem, what is program logic (PL) and a practical exercise including the development of a PL for the DPO program.

The afternoon workshop session included evaluation planning, types of evaluation and purpose, developing an M&E Plan and data collection tips.

- ii) *Work with the Project Manager- Adoption to drive understanding of PL and MER framework development in up to 10 DPOs, by upskilling DPO's in these frameworks and supporting DPOs to deliver finalised PL and MER frameworks relevant to individual DPO roles.*

This objective was achieved with a workshop held on 31May 2023 for four of the contracted DPOs. The workshop covered the program cycle, program logic and evaluation planning. This workshop had a strong focus on adult learning styles, extension and adoption principles and strategies, provided an overview of the red meat industry structure and included the commencement of the DPO PL templates.

Following the workshop, AgSTAR Projects worked with each of the individual DPOs to develop and finalise their respective DPO workplans in a program logic format with an accompanying M&E framework.

Methodology

- MLA and ISC evaluation documents were reviewed.
- A workshop on 'the program cycle' covering program logic and M&E was delivered for ISC staff.
- A workshop on the program cycle including extension and adoption principles was delivered for the DPOs.

Results/key findings

- A template DPO Workplan including a MER framework was developed for the DPOs.
- AgSTAR Projects provided individual support to each DPO to complete their respective draft Workplans.
- A final report was provided to ISC including a program logic and MER Framework for the DPO program.
- It will be important for the DPO program including the individual DPOs to collect data throughout the project to feed into the program evaluation.

Benefits to industry

This project is aimed to drive ISC's and the DPO's capability around the use of program logic and MER frameworks.

The DPO program will fast-track industry transition to a culture that captures and shares data across every point in the supply chain and increases industry's capacity to make decisions informed by data and insights. Increased use of data and reports via feedback systems by supply chains and their producer partners will increase compliance to processor grids and therefore grid specifications, increasing total value captured from every carcase, - thereby contributing to MLA's strategic goal of 'doubling the value'.

Future research and recommendations

1. *It is recommended that the ISC project manager request that the DPO Workplans be submitted as part of the DPO quarterly Milestone Reports and that ISC meet with the DPOs at least six-monthly to go through the DPO Workplans and update the activities and M&E accordingly. This should involve the DPOs submitting their data/outputs to ISC.*
2. *It is recommended that the DPOs utilise the workshop/field day survey questions provided in Appendix 8.4 for each of their events.*
3. *It is recommended that the DPOs consider how best to collect project data and undergo Professional Development in how to use online survey platforms and how to develop producer case studies.*
4. *As the DPOs encourage their suppliers including producers, transporters and staff within their processing companies to adopt data and digital systems, they will likely have more success if they have tools, information and resources that outline the 'why' including the purpose, benefits and reasoning for the changes.*

5. *It is recommended that the DPOs work with ISC communications to develop digital product extension and adoption resources be distributed through their respective networks.*

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1. Background

The Integrity Systems Company (ISC) Digital Product Officer (DPO) program is a capability building program that aims to address capability gaps in both processing companies as well as enabling these companies to encourage suppliers to adopt data and digital systems. The program contributes to achieving MLA's 2025 Strategic Plan focus area 'Decisions informed through data and insights' by building industry capability to respond to and take advantage of data and digital systems.

The previous ISC Digital Supply Chain Officer program was evaluated in 2020. A key recommendation from this evaluation, V.ISC.1933 *Evaluation of the Integrity Systems Company Co- Funded Resources Program*, was to improve program Monitoring and Evaluation.

AgSTAR Projects was contracted to help ISC to improve the team's capability around the use of program logic and Monitoring, Evaluation and Reporting (MER) frameworks. This was achieved through the development and delivery of a 'program cycle workshop' tailored to meet ISC/MLA's M&E framework requirements and terminology. A program logic and MER framework was developed for the DPO program. The project also included supporting the professional development of four DPOs and working individually with each DPO to complete of their individual workplans and MER frameworks.

2. V.DIG.2005 Objectives

- iii) *Conduct a face-to-face workshop for up to 10 ISC staff, to drive understanding and application of Project Logic (PL) and MER frameworks in the Adoption and Research & Insights teams.*

This objective was achieved with a workshop held on 27 February 2023 for ten ISC staff. The workshop covered the program cycle, identifying the problem, what is program logic (PL) and a practical exercise including the development of a PL for the DPO program.

The afternoon workshop session included evaluation planning, types of evaluation and purpose, developing an M&E Plan and data collection tips.

- iv) *Work with the Project Manager- Adoption to drive understanding of PL and MER framework development in up to 10 DPOs, by upskilling DPO's in these frameworks and supporting DPOs to deliver finalised PL and MER frameworks relevant to individual DPO roles.*

This objective was achieved with a workshop held on 31 May 2023 for four of the contracted DPOs. The workshop covered the program cycle, program logic and evaluation planning. This workshop had a strong focus on adult learning styles, extension and adoption principles and strategies, provided an overview of the red meat industry structure and included the commencement of the DPO PL templates.

Following the workshop AgSTAR Projects worked with each of the individual DPOs to develop and finalise their respective DPO workplans in a program logic format with an accompanying M&E framework.

3. Methodology

3.1 Review of MLA/ISC resources

AgSTAR Projects reviewed the following documents to ensure that the workshop material developed aligned with MLA evaluation frameworks and terminology:

- Digital Supply Chain Officers – Round 2 proposal (confidential)
- V.ISC.1933 Evaluation of the Integrity Systems Company Co- Funded Resources Program
- MLA Extension Program Monitoring and Evaluation Framework for Measuring Attributable Adoption and Economic Impact
- MLA Triple Bottom Line Evaluation Framework Guidelines – May 2023

3.2 Project Cycle workshop for ISC staff

A face-to-face workshop was delivered to ten ISC staff on 28 February 2023. This included the ‘workshop outline’ below and was tailored to meet MLA’s M&E framework and terminology. Practical activities during the training included working on the development of a Program Logic and MER for the broader DPO Program.

Feedback from the ISC staff workshop in February 2023:

‘Today was excellent and while yes, a lot of content to cover you delivered it in a palatable manor. I now need to put pen to paper (something I have been meaning to do) and just get started. I have shared this with my team and blocked some time out in my calendar – ACCOUNTABILITY.

Thank you again, you are an excellent facilitator- a real skill.’
ISC Representative

A follow up online workshop on 8 March 2023 was organised for ISC staff who missed components of the training due to travel delays.

3.2.1 Workshop aims

The workshop aims:

This is an internal capacity building opportunity provided for ISC staff to build knowledge of program cycles, program logic and monitoring and evaluation (M&E) incorporating extension and adoption and adult learning principles.

- *To provide an introduction to the program cycle, program logic & evaluation planning*
- *To encourage a culture of evaluative thinking within day-to-day program & project management capacities.*
- *Commence the development of a program logic and MER for the Digital Product Officer (DPO) program.*

3.2.2 Project Cycle Workshop outline

The full workshop content focussed on the key steps in the diagram below.

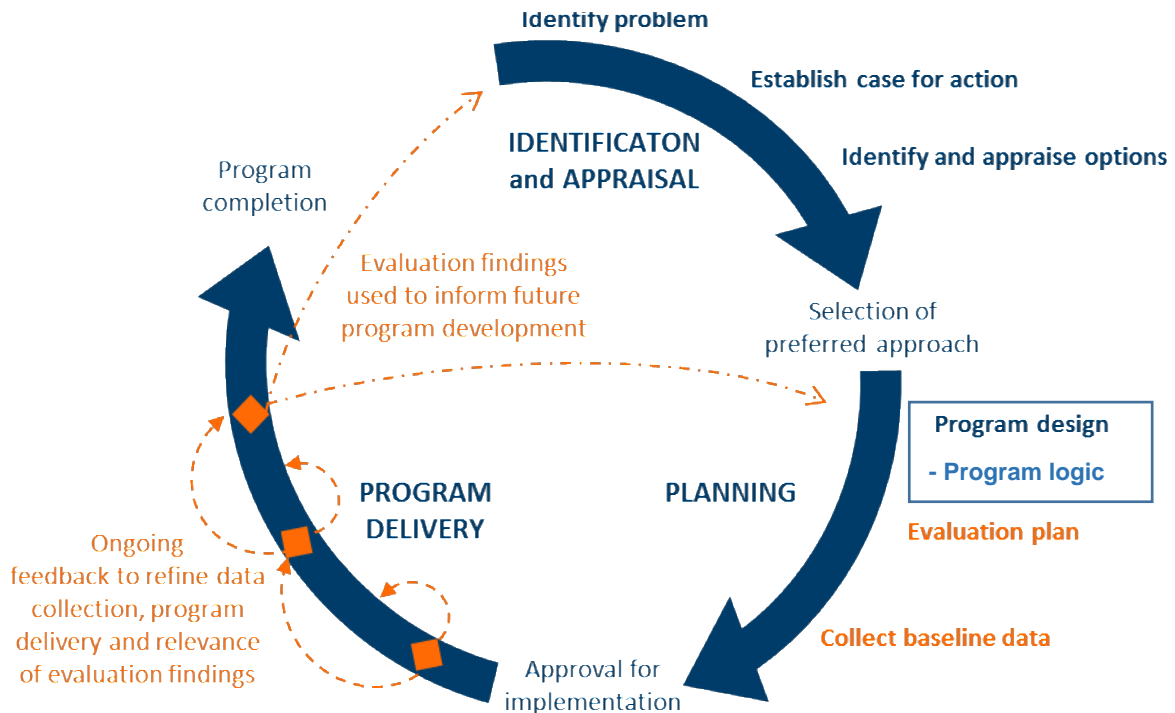


Figure 1. The program cycle (Adapted from Queensland Treasury, 2013)

The content areas for the training, outlined below included interactive activities and discussion points for each of the topic areas elected.

a) Identify the problem (foundation activities for program logic frameworks)

The focus of this topic includes:

- Five whys
- Problem/solution trees
- SWOT analysis
- Literature reviews
- Stakeholder analysis

b) Program Design – An Introduction to Program Logic

The focus of this topic includes:

- What is program logic?
- Why use program logic?
- Inputs, outputs,
- Outcomes
- Assumptions
- External factors
- Determine the success of a project's extension and adoption/ practice change outcomes using **Bennett's Hierarchy**
- Using Program Logic for monitoring & evaluation (M&E).

c) Evaluation Planning

The focus of this topic includes:

- Evaluation types and purpose

- Evaluation of Knowledge, Attitude, Skills, Aspiration (KASA)
- Identifying and mapping evaluation stakeholders
- Developing an M&E Plan
- Data collection tips

d) Principles of adult learning in extension and adoption

Principles of adult learning in extension and adoption, such as the VARK exercise and ORID evaluation were conducted as activities to break up the 'Program Cycle' theory and to provide additional key learnings (or refreshers) for the participants.

3.3 Support to ISC staff to develop Program Logic and MER for the DPO program

Following the workshop at 3.2, AgSTAR developed a PL and MER framework for the broader DPO program. This included online Zoom meetings with an ISC project manager.

3.4 'Project Cycle' workshop for DPOs

A face-to-face workshop was delivered to four of the contracted DPOs on 31 May 2023. This included the 'workshop outline' above and was tailored to include practical activities on 'How to complete your DPO PL and MER template'. This workshop also had a strong focus on agriculture extension and adoption principles and strategies and included an overview of the red meat industry structure.

3.5 DPO Workplans

AgSTAR Projects developed templates for the DPO workplans and M&E frameworks (see Appendix 8.3). The templates were provided to ISC for input and feedback.

AgSTAR then provided individual support to each DPO to build and finalise their workplans and MER frameworks via individualised online Zoom sessions and via follow up emails.

Consultation dates with the DPOs included:

- 22 June 2023 – Processor A
- 26 June 2023 – Processor B
- 27 June 2023 – Processor C
- 27 June 2023 – Processor D

4. Results and Discussion

4.1 DPO Program Logic

At the workshop on 28 February 2023, the ISC staff commenced the development of a PL for the DPO program. This was further developed via Zoom session with the ISC project manager. The DPO Program Logic is in Appendix 8.1.

It is important to note that a program logic should not be a static document and should be reviewed and refined as the project evolves.

4.1.1 DPO Program M &E

A DPO Program M&E framework has been developed (see appendix 8.2)

Program performance will be evaluated by:

- *100% of partner companies/establishments have adopted electronic consignments and will be champions of the system to support broad scale adoption – this is a key element to driving industry to go paperless.*
- *100% of partner companies/establishments are collecting disease and defect data against the national standards and providing feedback to their suppliers - reducing animal disease is one of the significant areas where impact can be achieved in supporting doubling the value of the industry.*
- *80% of workshop attendees have fast tracked changes in their business - this can be directly attributed to attending supply chain workshops.*

4.2 Project Cycle workshop with DPOs

At the workshop on 31 May 2023, the four DPOs completed a practical activity involving the development of a PL for the DPO program. This contribution was added to the DPO Program Logic (see Appendix 8.1.)

4.2.1 Situation analysis

The DPOs contributed to a situation analysis (Figure 2) which identified the key products that the DPOs will promote, the relationships and the main challenges that the DPOs are currently facing.

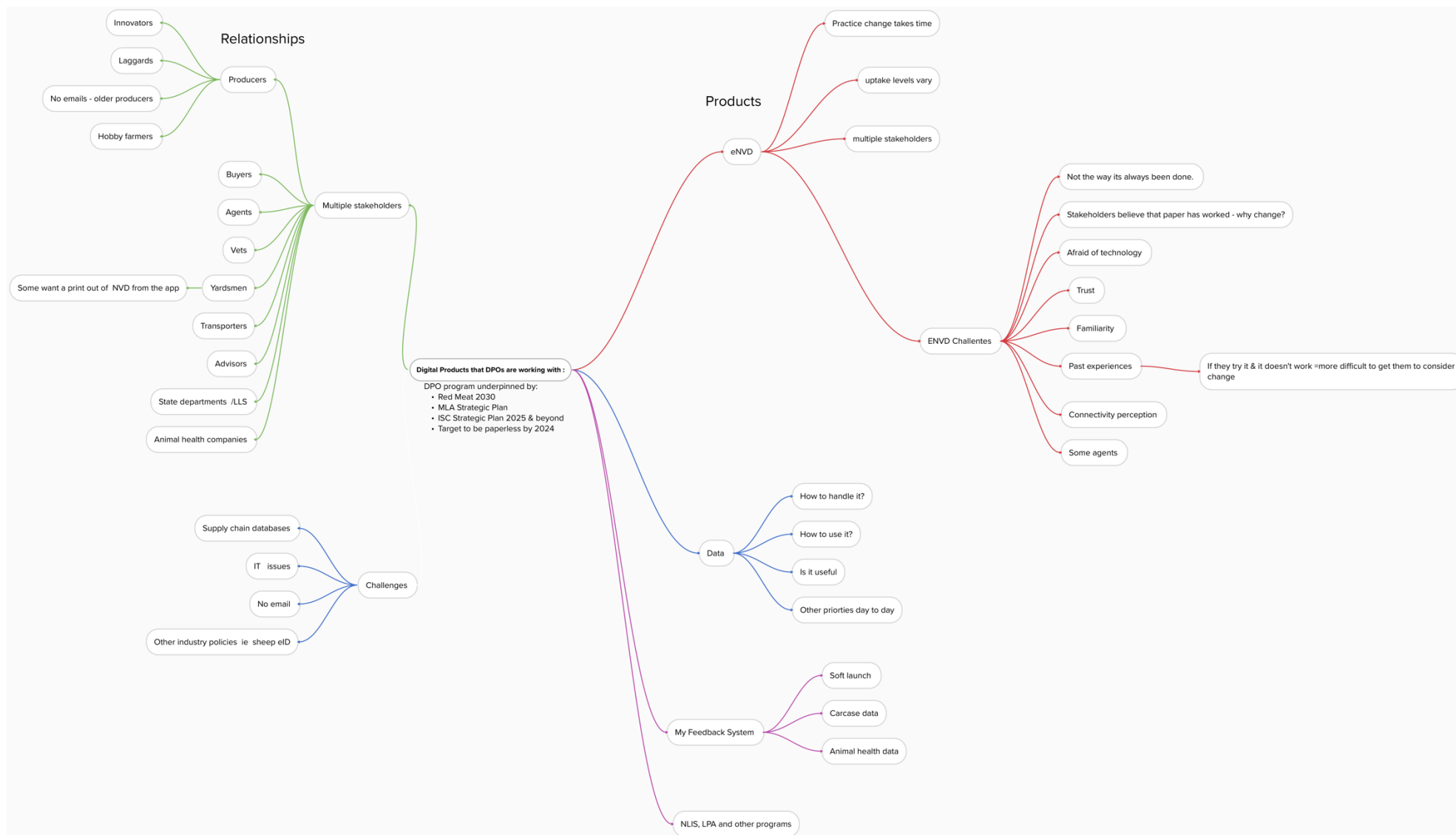


Figure 2. Situation analysis for DPOs.

4.2.2 DPO professional development opportunities

AgSTAR Projects facilitated a discussion on potential professional development opportunities for the DPOs at the workshop. This is captured in Table 1 below.

At the one-on-one meetings with the DPOs this professional development was also discussed and added in the DPO individual workplans.

Table 1. Potential profession development opportunities identified with the DPOs.

Presentation skills	Change management
Public speaking skills	Media training
AUS-MEAT and MSA courses	ICMJ Northern Conference
Report writing	Australasia Pacific Extension Network (APEN) Conference
Having difficult conversations	Training in online survey platforms such as Slido
Negotiation skills	

4.3 Developing individual DPO Workplan and M&E frameworks

The template for the DPO Workplan and M&E Framework (see Appendix 8.3) was provided to the DPOs with a follow up 2-hour Zoom consultation between the individual DPOs and AgSTAR Projects to go through each objective and build the workplan and M&E. The DPOs were provided with their draft plans for review and feedback.

Feedback from the DPOs regarding the workplan layout and content:

- *'I reviewed the template almost immediately after you sent it and nothing at that time stood out as being incorrect or inaccurate, after which I printed out a hard copy to place on the wall in front on my desk.'*
- *'I like the set out of this template as it's easy to follow and update when changes had occurred.'*
- *'I like the workplan, this format works well for me. It's great that it encompasses all the DPO objectives. I have started making progress notes against each objective, this should make writing my next milestone report much easier!'*

4.3.1 DPO Workplan updates

It is important to note that the DPO Workplans and corresponding M&E should remain documents under continual evolution and should be updated quarterly. A progress column was added to the Workplan so that the DPOs can update progress of each activity and provide this to ISC quarterly.

Recommendation 1:

It is recommended that the ISC project manager request that the DPO Workplans be submitted as part of the DPO quarterly Milestone Reports and that ISC meet with the DPOs at least six-monthly to go through the DPO Workplans and update the activities and M&E accordingly. This should involve the DPOs submitting their data/outputs to ISC.

4.3.2 DPO activity M&E

A key component of the DPO workplan's includes DPOs implementing M&E for each of their activities. This includes the DPOs conducting M&E at their quarterly workshops. It will be important for the overall DPO Program M&E that the individual DPOs are capturing this data.

Draft workshop/field day questions are provided in Appendix 8.4.

Recommendation 2:

It is recommended that the DPOs utilise the workshop/field day survey questions provided in Appendix 8.4 for each of their events.

Recommendation 3:

It is recommended that the DPOs consider how best to collect this data and undergo Professional Development in how to use online survey platforms and how to develop producer case studies.

4.3.3 End of program surveys of the DPOs

As outlined in the DPO Program M&E Framework, it is suggested that a survey be drafted for the DPOs at the end of the program to capture:

- knowledge and skills gained through the program
- intention to stay in the red meat industry
- impact on the sector/ producers influenced

4.3.4 DPOs communicating with stakeholders

A key element of the DPO activities will be effective communication and relationship building with a range of stakeholders.

Recommendation 4:

As the DPOs encourage their suppliers including producers, transporters and staff within their processing companies to adopt data and digital systems, they will likely have more success if they have tools, information and resources that outline the ‘why’ including the purpose, benefits and reasoning for the changes.

For example, producer/stakeholder workshops to include:

- i) An update from the processing company on where product goes on the domestic and international markets.
- ii) How the ISC products including NLIS, LPA modules and the NVD underpin product integrity and trade and market access.

The above messages should be simple and relatable for supply chain stakeholders and producers.

It is important that the DPOs know that their communication efforts can be supported by the ISC communication team.

Recommendation 5:

It is recommended that the DPOs work with ISC communications to develop ‘digital product’ extension and adoption resources be distributed through their respective networks.

5. Conclusion

AgSTAR Projects was contracted by ISC to deliver the project, V.DIG.2005. This project aimed to drive ISC's capability around the use of program logic and Monitoring, Evaluation and Reporting (MER) frameworks. This was provided through the development and delivery of a program cycle workshop tailored to meet ISC/MLA's M&E framework requirements and terminology. The process included supporting the professional development of four DPOs and working individually with each DPO to complete of their individual workplans and MER frameworks.

It will be essential for the ISC project manager to continue to check in with each DPO on a regular basis to ensure that the DPOs are implementing their workplans and corresponding M&E data collection.

6. References

- Digital Supply Chain Officers – Round 2 proposal (confidential)
- V.ISC.1933 Evaluation of the Integrity Systems Company Co- Funded Resources Program
- MLA Extension Program Monitoring and Evaluation Framework for Measuring Attributable Adoption and Economic Impact
- MLA Triple Bottom Line Evaluation Framework Guidelines – May 2023

7. Appendix

8.1 ISC DPO Program Logic

The purpose of the ISC DPO program is to support the development and implementation of feedback systems and associated extension materials to improve producer decision making and management practices for enhanced farm productivity.

Increasing use of data and digital systems in the red meat industry is a strategic priority in both the Red Meat 2030 plan as well as MLA's 2025 Strategic Plan. The program will fast-track industry transition to a culture that captures and shares data across every point in the supply chain and increases industry's capacity to make decisions informed by data and insights. Increased use of data and reports via feedback systems by supply chains and their producer partners will increase compliance to processor grids and therefore grid specifications, increasing total value captured from every carcase, - thereby contributing to MLA's strategic goal of 'doubling the value'.

DPO Program objectives:

- a. Drive uptake of ISCs eNVD mobile app and myFeedback system.
- b. Implement a quarterly program of producer workshops
- c. Develop supply chain capability to adopt digital systems and drive a data culture in the red meat industry.
- d. Increase uptake of feedback systems to drive improved on-farm decision making by producers leading to increased value across the supply chain.
- e. Develop tools that processors can use to maximise the benefit of feedback.
- f. Identify and profile supply chain/producer champions who are willing to trial and demonstrate innovative practices.
- g. Develop a monitoring and evaluation (M&E) plan for the supply chain program which includes benchmarking of production practices at the commencement and then measure annually to assess productivity improvements.
- h. Develop case studies on supply chain activities to demonstrate value to other value adding operations
- i. Submit any carcase data collected to the MLA Group data platform.

Table – ISC DPO Program Logic

HOW? (Activities)	WHO IS TARGETED? (Participants)	LEARNING OUTCOMES (Awareness, knowledge, skill, aspiration, motivation, confidence)	WHAT CHANGES? (Behaviour, practice, decision- making, policy change)	WHAT IMPACT? (Social, environmental, economic)	HOW DO YOU KNOW IT'S BEEN ACHIEVED? (Monitoring & evaluation)
Objective a. Drive uptake of ISCs eNVD mobile app and myFeedback system Objective b. Implement a quarterly program of producer workshops Objective c. Develop supply chain capability to adopt digital systems and drive a data culture in the red meat industry.					
DPOs contracted and individual workplans developed and implemented including: - Quarterly stakeholder workshops - Processing company communications	DPOs Processors Producers Supply chain stakeholders	Producers and supply chain stakeholders have an awareness, knowledge, and skills to use the ISC products and tools.	ISC Product/tool adoption including NLIS, eNVD web, eNVD App, LPA and myFeedback across the supply chain	DPO program accelerates adoption of whole-of-value chain digital strategies to ensure industry can leverage new and evolving digital enablers. Contributes to trade and market access. Increased compliance improves integrity and consumer trust.	DPO eNVD data dashboards to monitor supply chain adoption. Workshop data including: - Number of workshops & number of attendees - Surveys on KASA changes and adoption or intention to adopt.
	DPOs Processors Producers Supply chain stakeholders	Producers and supply chain stakeholders have an awareness, knowledge and skills to implement eNVD systems and to move away from paper-based systems	Digital adoption - customers migrating from existing paper-based solutions to digital ones.	Increased compliance of paperwork and improved auditing outcomes via complete and correct data. Contributes to trade and market access.	DPO eNVD data dashboards to monitor supply chain adoption incl. baseline data capture. Workshop data including: - Number of workshops & number of attendees - Surveys on KASA changes and adoption or intention to adopt.
Objective d. Increase uptake of feedback systems to drive improved on-farm decision making by producers leading to increased value across the supply chain. Objective e. Develop tools that processors can use to maximise the benefit of feedback. Objective h. Develop case studies on supply chain activities to demonstrate value to other value adding operations					
DPOs work with key producers at workshops and	Producers Advisors consultants	Producers have knowledge and skills to access and interpret myfeedback data.	myFeedback adoption - instituting new feedback loops to capture feedback and then actively use the	Producers improve their performance (and profitability)	Compliance to grids.

<p>individually to help them access and use the data.</p> <p>DPOs identify areas of improvement for extension resources and inclusion at workshops with subject matter experts.</p>		<p>Producers have an aspiration to improve productivity and performance using myFeedback data.</p>	<p>information to inform business decisions.</p> <p>Producers adopt changes on-farm to improve outcomes including changes in animal health, genetics etc.</p>	<p>ISC gains valuable feedback on new tools and enablers tested by DPOs.</p>	<p>DPO developed case studies with economic benefits included where relevant.</p> <p>Extension material developed and distributed.</p>
<p>Objective i. Submit any carcase data collected to the MLA Group data platform.</p>					
<p>DPO contracted companies share key data sets with MLA's group data platform, including carcase feedback and animal disease and defect data.</p> <p>DPOs work with producers to identify benchmarking opportunities and areas to implement change on-farm.</p>	<p>Processing companies ISC Producers</p>	<p>Producers able to identify areas for improvement.</p> <p>Producers have the skill to review and interpret the benchmarking data.</p>	<p>data adoption - customers leveraging ISC's data offering to inform their business decisions. i.e. feedforward and feedback of aggregated, deidentified animal disease and defect data for industry benchmarking</p>	<p>Data generated will be used by producers to improve their performance (and profitability)</p>	<p>Compliance to grids.</p> <p>DPO developed case studies with economic benefits included where relevant.</p>
<p>Objective e. Develop tools that processors can use to maximise the benefit of feedback.</p> <p>Objective f. Identify and profile supply chain/producer champions who are willing to trial and demonstrate innovative practices.</p>					
<p>DPO program develops/delivers industry communications and extension/adoption resources to broader industry through identifying supply chain/ producer champions who are willing to trial and demonstrate innovative practices.</p>	<p>Producers</p>	<p>Producer and supply chain awareness of ISC products increased through communications</p>	<p>Communications may lead to increase in industry awareness. Attribution of comms materials difficult to ascertain.</p>	<p>-</p>	<p>Comms materials developed and distributed.</p> <p>DPO developed case studies with economic benefits included where relevant.</p>
<p>Objective g. Develop a monitoring and evaluation (M&E) plan for the supply chain program which includes benchmarking of production practices at the commencement and then measure annually to assess productivity improvements.</p>					
<p>DPO program demonstrates the achieved outcomes through the implementation of program M&E</p>	<p>Processors Processing sector Supply chain participants</p>	<p>Supply chain participants support the program. The processing sector acknowledges the benefits of the DPO model.</p>	<p>Supply chain participants value the DPO model and the outcomes. Processors continue to fund and adopt the DPO model</p>	<p>Program legacy - Processor and producers see value in the DPO model and continue to support the program beyond the program timeframe.</p>	<p>DPO program evaluation. A DPO model continues.</p>

<p>Quarterly meeting between plant management and DPO program manager to discuss program effectiveness, issues, and opportunities.</p>	<p>Processing company management DPO program manager</p>	<p>ISC is aware of program effectiveness, gaps, and opportunities. DPO is delivering activities effectively in line with desired company outcomes. ISC and company have confidence the program is delivering value to all involved.</p>	<p>Producers have confidence that the dedicated resource has skills and knowledge to effectively deliver the outcomes.</p>	<p>Effective program delivering value to all parties. Increased capability and capacity to drive data culture in the red meat industry.</p>	<p>Meeting minutes. Case study on what partnership has delivered for parties involved. Post project evaluation demonstrates program value and effectiveness.</p>
<p>Additional objective: DPO program provide professional development and creates a connected DPO network</p>					
<p>DPO Professional Development and Network including training: - MLA Innovation modules - myFeedback - eNVD - Program Logic and M&E training - Peer group workshops Plus, additional training identified in DPO Workplans.</p>	<p>DPOs</p>	<p>DPOs undertake professional development and have an increase in knowledge, skill and confidence to deliver the activities in the DPO workplans. DPOs gain extension and adoption skills.</p>	<p>DPOs have increased capability and capacity to drive adoption of ISC data and products. DPOs are part of an established network. ISC gains valuable feedback on new tools and enablers tested by DPOs.</p>	<p>Increased capability and capacity to drive data culture in the red meat industry.</p>	<p>Number of training days attended by DPOs. Post project survey of the DPOs on their: - knowledge and skills gained through the program -intention to stay in the red meat industry - impact on the sector/ producers influenced</p>

8.2 DPO Program M&E Framework

Program performance will be evaluated by:

- *100% of partner companies/establishments have adopted electronic consignments and will be champions of the system to support broad scale adoption – this is a key element to driving industry to go paperless by January 2024.*
- *100% of partner companies/establishments are collecting disease and defect data against the national standards and providing feedback to their suppliers - reducing animal disease is one of the significant areas where impact can be achieved in supporting doubling the value of the industry.*
- *80% of workshop attendees have fast tracked changes in their business - this can be directly attributed to attending supply chain workshops.*

M&E TABLE

EVALUATION LEVEL	EXAMPLES	DPO PROJECT PERFORMANCE MEASURE	EVALUATION METHODS
INPUTS Outline the planned and expected inputs/ investments involved in your project, including: - funds - resources - people	Investments <ul style="list-style-type: none"> ○ Software ○ Digital innovations Resources devoted to the project. Number of people working on it Number of producers involved: <ul style="list-style-type: none"> ○ Number of head Area involved (Ha)	Investments/Inputs ISC program Investment Resources devoted to the project – Program manager. DPOs contracted. Number of producers involved: <ul style="list-style-type: none"> ○ Number of head Number of stakeholders involved.	Efficient project delivery in accordance with budgets and timelines Program manager performance DPOs contracted. DPOs recording stakeholder engagements and demographics.
OUTPUTS Outline the outputs/ deliverables planned and expected from your project, including: - Activities - Events - workshops/forums - one on one - communications - case studies - extension resources	Number of activities held. - number of producers/ agents/ buyers/ advisors or other attending -demographics of participants - satisfaction of participants Communications from company ie media releases, newsletters - Reach Social media posts Number of case studies produced.	Outputs DPOs identify roles & responsibilities to meet project objectives. DPOs draft and implement workplans. <ul style="list-style-type: none"> • Work with ISC and processing company • Pilot of the eNVD App along the supply chain • Delivery of quarterly workshops • Development of communications • Supply chain champions determined • Development of case studies DPOs working with producers to access myFeedback. Carcase data collected for MLA Group data platform	DPO workplans completed and M&E captured and recorded. Challenges reported to ISC Pilot results and baseline data of eNVD usage collected and issues reported. Quarterly workshops delivered. Number of stakeholders attending recorded. Communications outputs recorded ie number of newsletters, reach of social media. Case studies developed and distribution recorded. DPOs recording producer use of myFeedback and develop case studies for champion producers. Data set submitted by processor to MLA group data platform

<p>LEARNING OUTCOMES Outline the awareness, knowledge, skill, aspiration, motivation, confidence changes that are planned</p>	<p><i>Change in awareness, knowledge, skill, aspiration, motivation, confidence of participants from being involved. Experience of participants involved – extent to which they found their involvement in the activity useful or of value.</i></p>	<p>KASA outcomes DPOs activities are leading to an increase in stakeholder awareness, knowledge of requirements and skill to use the eNVD web and eNVD app and myFeedback including identifying any challenges. Agents are confident in using the App and are motivated to educate producers and truck drivers to use it.</p>	<p>DPOs survey stakeholders on their awareness, knowledge and skills using the eNVD web, eNVD App and myFeedback. DPO developed case studies. Number of agents that the DPOs engage with and potentially survey them.</p>
<p>WHAT PRACTICE CHANGES? Outline the behaviour, practice, decision-making, changes expected to be achieved after participant involvement in the project.</p>	<p><i>- Participants making change or an intention of change from participating in the project - Influence the project had on practice change achieved. - What were the barriers to adoption? - What were the enablers to adoption?</i></p>	<p>Producers, transporters and yardsman are aware and have the skills to download and use the eNVD and the App. Data dashboards set up to monitor adoption rated. Producers access the myFeedback system and utilise the data to make decisions. Product adoption - NLIS, eNVD web, eNVD app, LPA and myFeedback. DPOs have increased capability and capacity to drive adoption of ISC data and products.</p>	<p>Annual comparison to baseline data of product usage including the number of transactions being received via eNVD web and eNVD App and metrics for myFeedback. DPO eNVD data dashboards to monitor supply chain adoption. Case studies of producer use of myfeedback. Workshop surveys including KASA changes and adoption or intention to adopt + barriers to adoption. Post project survey of the DPOs on their: - knowledge & skills gained through the program - intention to stay in the red meat industry - impact on the sector/ producers influenced</p>
<p>WHAT IMPACT? Outline any benefits that are expected from the project Social, environmental, economic</p>	<p><i>- Benefits/impacts to practice change - \$ value - reduced labour - other social benefits</i></p>	<p>Supply chain capability developed with an adoption of digital systems. Producers utilise the feedback data to make on-farm decisions. eNVD web and eNVD app provides improved real time industry data that supports Australian product integrity. Reduced labour with the use of eNVD along the supply chain.</p>	<p>DPOs successfully implement workplans and achieve goals. DPOs develop case studies that include the \$ benefits to producers/industry (where relevant). DPO eNVD data dashboards to monitor supply chain adoption incl. baseline data capture. Explore the opportunity for processors to estimate the time saved through the introduction of the digital platforms (ie percentage metrics on the number of follows required).</p>
		<p>Program legacy - Processor and producers see value in the DPO model and continue to support the program beyond the program timeframe</p>	<p>A DPO model continues.</p>

Appendix 8.3 DPO Individual Workplan and M&E Template

PROGRAM TITLE: [Insert Processor] Digital Product Officer

The DPO program accelerates adoption of whole-of-value chain digital strategies to ensure industry can leverage new and evolving digital enablers. Increasing use of data and digital systems in the red meat industry is a strategic priority in both the Red Meat 2030 plan as well as MLA's 2025 Strategic Plan.

DPO KPIs

Program performance will be evaluated by:

- *100% of partner companies/establishments have adopted electronic consignments and will be champions of the system to support broad scale adoption – this is a key element to driving industry to go paperless by January 2024.*
- *100% of partner companies/establishments are collecting disease and defect data against the national standards and providing feedback to their suppliers - reducing animal disease is one of the significant areas where impact can be achieved in supporting doubling the value of the industry.*
- *80% of workshop attendees have fast tracked changes in their business - this can be directly attributed to attending supply chain workshops.*

DPO OBJECTIVES

1. Develop, implement, monitor, and evaluate a supply chain digital and data adoption plan for the supply chain. The adoption plan must address:
 - a. Drive uptake of ISCs eNVD mobile app and Future Feedback system.
 - b. Implement a quarterly program of producer workshops (in line with detailed milestone deliverables).
 - c. Develop supply chain capability to adopt digital systems and drive a data culture in the red meat industry.
 - d. Increase uptake of feedback systems to drive improved on-farm decision making by producers leading to increased value across the supply chain.
 - e. Develop tools that [Insert processor] can use to maximise the benefit of feedback.
 - f. Identify and profile supply chain/producer champions who are willing to trial and demonstrate innovative practices.
 - g. Develop a monitoring and evaluation (M&E) plan for the supply chain program which includes benchmarking of production practices at the commencement and then measure annually to assess productivity improvements.
 - h. Develop case studies on supply chain activities to demonstrate value to other value adding operations
2. Submit any carcass data collected to the MLA Group data platform.

3. Submit final report in accordance with MLA guidelines + a final report video comprising of a short case study video

Workplan developed in June 2023 – suggested that DPOs update their workplan at each MLA Milestone and provide an update in the progress column.

WORKPLAN ACTIVITIES (How?)	PARTICIPANTS (Who is targeted?)	OUTCOMES (What is the result?)	M&E (How do you know it's been achieved?)	PROGRESS (To be updated at each Milestone)
Work with Processor and ISC to identify barriers, issues and challenges				
Objective 1. a) Drive uptake of ISCs eNVD mobile app and Future Feedback system.				
b) Implement a quarterly program of producer workshops (in line with detailed milestone deliverables).				
c) Develop supply chain capability to adopt digital systems and drive a data culture in the red meat industry.				
d) Increase uptake of feedback systems to drive improved on-farm decision making by producers leading to increased value across the supply chain.				
e) Develop tools that OBEX can use to maximise the benefit of feedback.				
f) Identify and profile supply chain/producer champions who are willing to trial and demonstrate innovative practices.				
g) Develop a monitoring and evaluation (M&E) plan for the supply chain program which includes benchmarking of production practices at the commencement and then measure annually to assess productivity improvements.				
Collect baseline data to determine what percentage of suppliers use the: <ul style="list-style-type: none"> - eNVD - eNVD app - other benchmarking data 	Producers	Benchmarking of production practices collected at the commencement of the program.	Benchmarking data collected at the commencement and annually	
h) Develop case studies on supply chain activities to demonstrate value to other value adding operations				
Objective 2. Submit any carcase data collected to the MLA Group data platform.				
Objective 3. Submit final report in accordance with MLA guidelines + a final report video comprising of a short case study video				
Develop final report including a video comprising of a short case study video.	Champion producers	Final report developed and short case study video completed	Video developed and uploaded. Shared through networks. Number of viewings recorded. Number of hits on processor website/YouTube.	

			Social media	
Develop DPO network and organise professional development				
Participate in DPO meetings, training, and network.		DPO network established and functioning		
Investigate opportunities for the following training: -	DPOs	Training completed.	Training implemented.	

Appendix 8.4 Draft Survey Questions for the DPO event surveys

[INSERT MLA/ISC stakeholder data]

The information will be completely confidential, and individuals will not be identified in the reporting of analysed data.

Participant Name: _____

MLA may contact me to further assess the impact of their programs? Yes No

MLA may send me newsletters and inform me of future events? Yes No

I have read, understood, and accept the terms of MLA's "Participant Consent & Release"
(see appendix 1) Yes No

Section – Demographic Information

1. Contact details:

- Company/business name
- Name
- Property address (include property name)
- Phone number
- Email
- Postal address

2. Role in industry (tick the box)

- Producer
- Livestock Agent
- Buyer
- Transporter
- Private consultant/advisor
- Government consultant/advisor
- Veterinarian
- Rural retailer
- Other – Please list

4. About your Enterprise

- Area managed (in hectares)
- Number of beef breeders
- Number of cattle turned off each year
- Total number of cattle
- Number of ewes
- Number of lambs turned off each year
- Total number of sheep
- Number of goats turned off each year

Section – Event Information

5. Overall, how relevant did you find the workshop/forum/ field day/ meeting?

Not relevant at all 1 through to 10 highly relevant

6. What could have made the workshop/forum/ field day/ meeting more beneficial to you?

7. At the (event) what level of new knowledge or understanding did you gain about:

No new knowledge at all 1 through to 10 significant amount of new knowledge

- i) eNVD web /10
- ii) eNVD App /10
- iii) MyFeedback system /10
- iv) Importance of LPA to underpin the product /10
- v) The impact of diseases or carcass defects /10
- vi) Other

The information you are providing in this form may be personal information under the Privacy Act. Such personal information is collected for the business purposes of MLA including the PDS program and will not be disclosed to anyone else except as notified here, as set out in the PDS Participant Consent & Release" and in accordance with its privacy policy or where your consent has been obtained. MLA's privacy policy can be obtained directly from MLA by calling 1800 675 717, or from its website at <https://www.mla.com.au/general/privacy/>. By providing your personal information, you consent to MLA collecting, holding, using and disclosing that information in the manner specified in this form, in the PDS Participant Consent & Release" and as otherwise specified in its privacy policy. If you do not provide such personal information, MLA may not be able to provide you with products or services or keep you informed about market news, industry information and other communications from them. You can request access to and correction of your personal information by calling MLA on 1800 675 717 or 02 6332 2135.

8. At the (event) what level of new skills did you gain about:
 No new skills at all 1 through to 10 significant new skills
- | | |
|--|-----|
| i) How to use eNVD | /10 |
| ii) How to download and use the eNVD App | /10 |
| iii) How to use the MyFeedback system | /10 |
| iv) Other | |
9. As a result of attending the event I will adopt or intend to adopt the following (please tick):
- i) eNVD web
 - ii) eNVD App
 - iii) MyFeedback system
 - iv) Changes in my business to address livestock diseases and carcass defects
 - v) Other – Please list
10. What has stopped you, or made it difficult for you to adopt the above?
11. As a result of attending the event or receiving support from (insert processing company), what actions (if any) have you been prompted to take following the workshop/forum/field day/meeting?
12. Please indicate what other information or support would help you to act on the information you have gained (please tick):
- i) One on one assistance
 - ii) Videos to show you how
 - iii) Fact sheets/flyers
 - iv) How to/user guides
 - v) Other – please list
13. What key message are you taking away from today:
14. Please make any other comments:

