



MLA GRDC Partnership
Producer Demonstration Site (PDS) Program
Application Guidelines for Full Applications

Contents

Planning your project and developing a full application	4
Producer Group Name	4
Project Title	4
Project Start Date/Project Completion Date	4
MLA GRDC Partnership PDS Priority	4
1 Producer Group Contact	4
2 Regions	4
MLA Consultation Regions	5
GRDC subregions	5
Agro-climatic Zone	6
3 Producer Group Members (Core and Observer Producers)	6
4 Group Facilitator	6
5 Contracting Organisation	7
6 Insurance	7
7 Description and background to the PDS	7
8 Project Aim	7
9 Objectives (Measurable Outcomes)	8
10 Method	8
11 Benefits to producers and their business	9
12 Monitoring, evaluation and reporting (MER) activities	9
13 Communication activities to engage the project and broader farming community	11
14 Project Risk	11
15 Milestones and reporting	12
16 Project budget and funding	14
16.1 Operating	14
16.2 Travel	15
16.3 Professional Fees - project support (such as facilitation, report writing, vets, external contractors, etc)	15
16.4 Summary of budget and funding	15
16.4.1 Budget	15
16.4.2 Funding Contributions	16
16.4.3 Distribution of Funds	17
17 Other Support	18
Other Important information relevant to PDS Applications	18
Animal Welfare Committee Approval	18
Intellectual property (IP)	18

Acknowledgement and project review process	19
Key Roles, Responsibilities	19
Contacts and Request for information	19

Planning your project and developing a full application

Planning your project is an important step of your application. Your group should engage with all participating parties early in the planning phase. Appropriate technical support should be brought in to ensure a sound design, and effective monitoring, evaluation and reporting (MER).

To assist in developing your application the following guidelines have been prepared. They should be read in conjunction with the **MLA GRDC Partnership PDS Terms of Reference (ToR)** and the **Full Application Form**, available on the [MLA GRDC Partnership PDS webpage](#).

Producer Group Name

Please provide the name of the producer group implementing the project.

Project Title

Please provide a title for your project that captures the essence of the work. This should be brief (**maximum of 6 words**) as it is the title by which the PDS project becomes known. Consider a title that will also support search engine capability i.e. key words that reflect the project subject.

Project Start Date/Project Completion Date

Please provide the proposed project start and completion date. The maximum project period of 40 months (3 years, 4 months).

MLA GRDC Partnership PDS Priority

Identify the MLA GRDC Partnership PDS priority the application will address.

Applications must align with at least one priority outlined in the Terms of reference (available at <https://www.mla.com.au/extension-training-and-tools/pds-producer-demonstration-sites/mlagrdc-partnership--producer-demonstration-site-pds-projects/>).

1 Producer Group Contact

Please provide the contact details for the producer who is the Chair/lead producer of the group for the purpose of the proposed project.

2 Regions

Nominate the MLA consultation region, GRDC sub-region and Agro-climatic zone where the PDS activities will be conducted. This will be determined based on the location of the demonstration sites & field activities will take place. Refer to the maps below.

MLA Consultation Regions

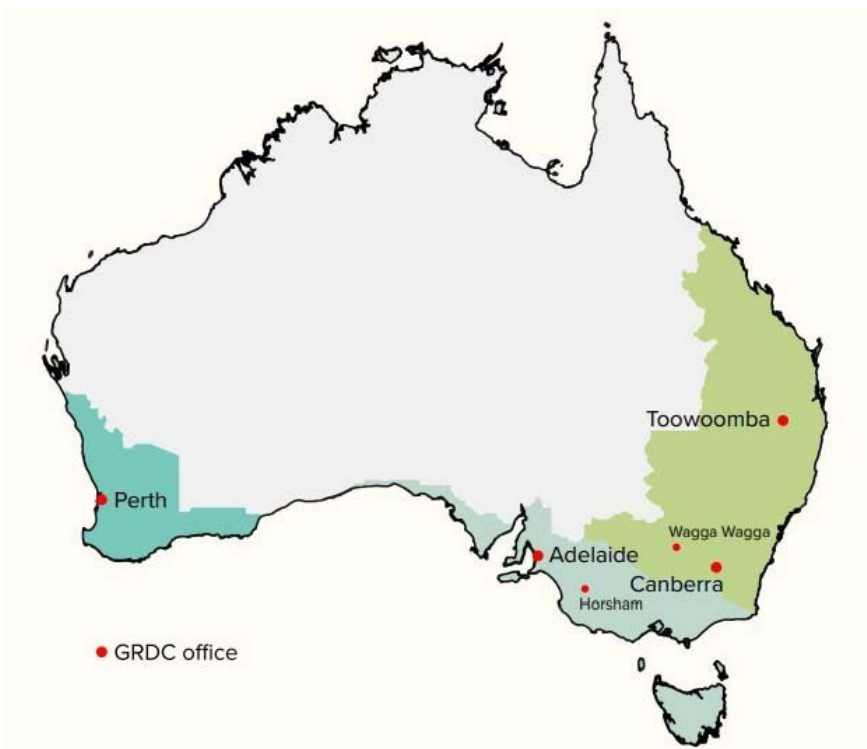
MLA engages research advisory councils for directing research, development and adoption (RD&A) investment for grassfed cattle and sheepmeat levies.



- [North Australia Beef Research Council \(NABRC\)](#)
- [Western Australia Livestock Research Council \(WALRC\)](#)
- [Southern Australia Livestock Research Council \(SALRC\)](#)

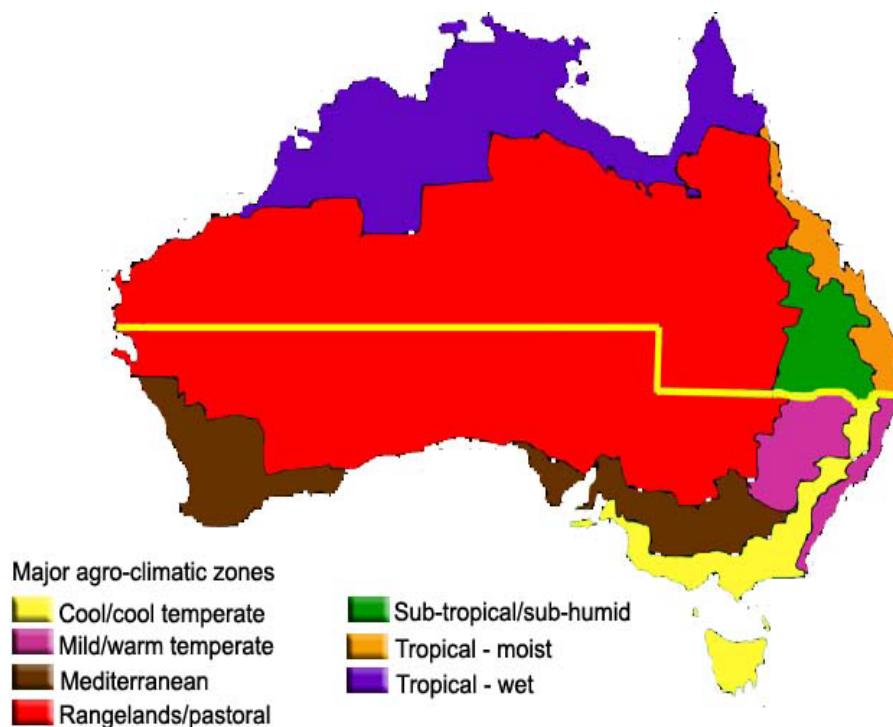
GRDC subregions

The Australian grains industry is defined by three broad regions – comprising 13 agroecological zones – with distinct climate, cropping and market characteristics.



- [Southern region map](#)
- [Western region map](#)
- [Northern region map](#)

Agro-climatic Zone



3 Producer Group Members (Core and Observer Producers)

Provide the number of core and observer producers as well as the number of Demonstration sites.

List all core PDS producer group members and contact details, ticking the box next to those who will be hosting demonstration sites. Additional rows can be added to the table as needed.

Producer groups applying must have the following:

- A 'core' group of producers who will be actively involved in the running of the demonstration site project. The core group must involve at least 10 producers, though flexibility is offered in extensive regions. A portion of core producers will have demonstration sites on their properties. Please indicate which of the core producers are hosting a demonstration site by using the check box in the right-hand column of the table.
- A larger 'observer' group of producers who receive regular updates on progress with the PDS as well as attend workshops and field days to learn first-hand about outcomes and are likely to closely examine their application and implement it on their own property.

Also include data as requested on the scale of operation – livestock numbers, area of operation etc. covered by the core and an estimate of the observer group.

4 Group Facilitator

PDS activities are expected to have detailed MER at appropriate stages. All PDS projects must have an appropriate industry specialist involved in the project to act as the group facilitator. The group facilitator via the contract organisation is responsible for ensuring that the project is running to schedule, milestones are met and MER is completed. The group facilitator (and the contracted organisation) will also be responsible for managing the project budget.

Group facilitator contact details will be published on the MLA website, as the key contact for producers/stakeholders to contact to obtain additional information on and/or engage with the project. The applicant/contracting organization must obtain written consent from the group facilitator in relation to their contact details being published as noted above.

5 Contracting Organisation

MLA has been appointed the managing agent for the MLA GRDC Partnership PDS program.

An MLA GRDC Partnership PDS project requires a contract with a single entity that is responsible for reporting and invoicing. This is usually the organisation that the facilitator works for or the producer group. Please note MLA is unable to contract with entities registered as a sole trader.

For unincorporated producer groups, arrangements should be made for contracting through an affiliated company.

Where the intended contracted party is a Trustee (on behalf of a trust), MLA will require copies of ID for all Trustees along with a copy of the Trust Deed.

The contracting organisation's authorised signatory must supply their full name, mobile number and email address. This information is used for successful applicants through the contracting process.

6 Insurance

The contracted organisation must provide details of current insurance policies held by it and each proposed subcontractor and supplier.

7 Description and background to the PDS

- Provide a brief outline of why your group formed, when it formed, what group members have in common, etc. Please indicate if your group is part of, or assisted by, any other group.
- Define the challenge/problem/opportunity, detail the needs of producers and the expected benefits of the project.
- Clearly identify (and, if possible, quantify) the magnitude of the problem to the group, and to the industry at a local or broader level. The magnitude in this context should focus on one or more components of the 'triple bottom line' (economic, environmental and social) and should be a genuinely tangible issue.
- Clearly identify the related management practices the groups will be demonstrating and quantify the current uptake.
- Identify how the project will address the relevant identified MLA GRDC Partnership PDS priorities.
- Advise if the proposal has been reviewed and endorsed by the supporting partner organisation/s, or the relevant regional committee.

8 Project Aim

Maximum one short sentence.

This should be a broad umbrella statement such as:

- (a) Demonstrate the uptake of perennial grasses and associated management practices to increase the carrying capacity and meat production per hectare by 10%.
- (b) To improve members' skills in live assessment so they are more confident with OTH trading

Consider using words such as optimising, profitability, productivity, sustainability.

The aim cannot be to conduct basic or applied research. PDS projects must aim to demonstrate the implementation of best practice management, known research outputs or outcomes and/or technologies to increase producer knowledge, skills and adoption.

Example demonstration aim:

Demonstrate that dual-purpose canola increases pre-joining liveweight gains, condition scores, and the conception rate and reproductive rate (measured by pregnancy scanning) of ewes relative to current forage options and can be harvested in its second year to produce a seed/oil crop in the central & western NSW and QLD sheep regions.

9 Objectives (Measurable Outcomes)

This is probably the most critical element of your application form.

Develop objectives that meet your project aim. The measures will be the specific results from your project. Objectives should be SMART (specific, measurable, achievable, relevant and time-based) and address the selection criteria found in these guidelines.

Take some time to clearly develop the objective of your project (s). Use criteria such as number of producers developing a certain skill or a stretch kg/ha production target (eg. increasing from X kg/ha to Y kg/ha). There may be more than one objective. For example:

By *date* in the *Region* of ... *state*, the project will establish x demonstration sites, engaging x core and x observer producers to:

1. Demonstration trials across ... *number of sites* ... will have ... *increased/decreased*.... *the trait or issue you are trying to change or impact*
2. Conduct a simple analysis of the costs and benefits of the *trait or issue you are trying to change or impact* shows a positive return on investment (estimated)
3. Achieve xx% of core producers and xx% of observer producers adopting (or intend to adopt) *the trait or issue you are trying to change or impact*
4. Implement a series of skills and development activities to increase the knowledge, skills and confidence of xx% of core producers and xx% of observer producers in relation to *the trait or issue you are trying to change or impact*.
5. The results of the PDS will be widely disseminated with targeted extension and adoption activities such as

As a group it is worth developing a range of objectives (measurable outcomes), and then ranking them in order of importance to your group and evaluating how many of the goals it would be feasible to complete within the project time frame and budget. Don't try to over-commit and make the project too complex.

It is better to have a small number of clear measurable objectives than to have an extensive but hard to quantify list. Please ensure you cover both core and observer producers and remember PDS should be designed to achieve demonstrable practice change and impact.

10 Method

Detail where, how and when the project will be undertaken. Include the number of sites involved in the demonstration. Minimum of 3-5 sites preferred. (e.g. 4 demonstration sites will be established in year one, with an additional 4 new sites each year, totaling 12 sites by completion of the project).

Directly address how and when the 'standard' measurements will be taken and by whom.

Outline:

- Project design and treatments: Describe the type of demonstration design and treatments used. Include the management practices producers will be developing. What will you be comparing to i.e. a control treatment?

- Animal management: Describe how you will manage your animals or will, for example, meat production be modelled? What animals will you use, how many, for how long will they be measured and for what trait etc?
- Pasture management: Describe what is the type or cultivar of the pasture or crop used, and how will you manage it?
- Measurements: Detail how and when the measurements will be taken
- Economics: Describe how the impact or value of your project will be demonstrated
- Producer engagement: What activities will the group implement to engage producers outside the core group i.e. observers and when?

Sequence of Activities (Work breakdown structure)

There is a table within the application form for you to use. Please include a work breakdown structure within the method section. Clearly present the tasks required to be undertaken to achieve the project objectives and when these will be undertaken. Use relevant experts to help design your trials and measures.

For the above example this might be:

- 1st May: Complete a review of current practices and benchmarks
- 1st August: Spray trial paddocks and take soil samples
- 1st December ...etc

11 Benefits to producers and their business

Describe the expected benefits of the PDS to the group and include the triple bottom line benefits you are trying to achieve (if applicable). This should directly link to your objectives. Also consider the outcomes to the observer producers and others.

To what extent would you expect the results to be applicable in a wider region? Estimate what the benefits achieved by core producers (as above) would mean to the wider region if they were to adopt the new practices/knowledge.

12 Monitoring, evaluation and reporting (MER) activities

All MLA GRDC Partnership PDS projects will be required to have a comprehensive MER plan aligned to the MLA PDS MER framework. Please budget for MER in this proposal. MLA suggests between 5-10% of the total budget should be allocated to MER activity and reporting. An example PDS MER plan is available in the [Monitoring and evaluation guidelines](#).

For successful applicants, the MER plan should be produced within one month of contracting.

As a minimum, all PDS projects monitoring and evaluation will include:

- Clear identification of practices and metrics being demonstrated and measured
- Collection of data on engagement, including the number of producers and service providers/consultants that participate in the project and the number of animals and area potentially impacted by the project
- Pre-project surveys of core producers to benchmark current knowledge and skills in relation to the subject
- Benchmark current practices in relation to the subject
- Observer producer/event evaluation surveys
- Post-project surveys of producers to enable assessment of changes in:
 - Reactions (perceptions, enthusiasm etc.) as a result of the project

- Knowledge, Attitudes, Skills and Aspirations
- Practices
- Extent of and impact from communication/extension activities outside of the PDS project participants

In your full application, please provide a brief overview of the key components of your MER i.e.:

- How you will measure success at the demonstration sites e.g., economic, social & environmental benefits
- What practices will be demonstrated, the data being captured, and the metrics being measured.
- General statistics on producer numbers and animals and area potentially impacted by the project
- Entrance and exit surveys of producers (core and observer) to benchmark Knowledge, Attitudes, Skills and Aspirations (KASA) in relation to the subject
- Benchmark current practices in relation to the subject and undertake exit surveys to enable assessment of changes in practices
- Extent of and impact from communication/extension activities beyond the core producers

12.1 Tools

Please identify which tools and technologies will be incorporated into the project. These could include benchmarking, forecasting and assessment tools.

12.2 Data Management Plan

The requirement for a Data Management Plan (DMP) is a new aspect of GRDC investment that is part of the GRDC Data Partnership Initiative which is looking to harness and collate past, current, and future investment resources ([Click here for more information](#)).

MLA GRDC Partnership PDS projects must comply with these requirements and provide an overview of the proposed DMP in the full application. A full DMP on GRDC's template will need to be submitted as a part of Milestone 1 deliverables:

- The initial DMP is about establishing how data will be handled and stored, both for 'in project' use and sharing amongst Programs and upon maturity of the data and the long-term storage in approved data repositories.
- The DMP template can be found here: [GRDC RD&E Data Management Plan](#).
- For further detailed information refer to [GRDC RD&E Data Capture and Storage Guidelines for Research Partners](#)

12.3 Key contributing practices /Key performance metrics

Refer to the [MER Guidelines](#) in particular Table 1 Productivity and economic impact data requirements by practice change area, to assist you to identify the key practice change area/s and related productivity and economic KPIs that will need to be measured to assess success and impact of the project. The table then identifies what data is required to measure success against these KPIs.

Please complete the table by selecting which key contributing practices / capabilities will be demonstrated and measured throughout the project, along with the corresponding productivity and impact KPIs that will be measured with the core group members. At least one productivity and one impact KPI must be selected.

MLA's expectation is that results will be reported throughout the project and on delivery of the final report for all metrics selected within the application.

13 Communication activities to engage the project and broader farming community

PDS progress, findings and benefits should be communicated to the core and observer producers and to the broader producer and industry audience. Complete the table in the application form– please provide details in relation to these activities which could include farm visits, property field days, workshops, webinars/seminars, forums, visiting speakers, producer case studies/guidelines or videos etc.

Annual field days and case studies are mandatory for all PDS projects. All PDS projects will be required to develop and implement a detailed communication plan. The information outlined in the table in this section of the application will be the basis for the development of the communication plan, as per MLA's template.

All PDS projects will be required to provide content and producer interviewees for MLA communication channels such as Feedback magazine articles.

Think about opportunities to link to other groups and organisation events to communicate and extend your PDS results and how your communication activities will help to drive impact and adoption.

14 Project Risk

Risk assessments are important to effectively manage issues and risks that may threaten the delivery of the project's anticipated benefits. MLA and GRDC seeks to identify risk management processes pertaining to each project to increase the likelihood of achieving outcomes. Risk management processes may also establish a reliable basis for planning and decision making. An example of a Risk Assessment table is in Appendix 1. A Risk Matrix Guide is included as Appendix 2.

Identifying key risks requires an understanding of the root cause of the risk and what the impact/consequence of the risk occurring may be. Once these risks have been identified, they should also be assessed for the consequence and likelihood of occurrence to be able to better evaluate the size of the risk before any mitigation plans are in place (inherent risk). As such, mitigating activities should be formulated to control/manage these risks to an acceptable level. Once mitigation plans have been developed, the risks should be re-assessed for the residual risk.

Project proposals should identify a range of risks that may derail the delivery of the outcomes. For example, risks may be considered in a number of areas, such as;

- *Negative reputational exposure* – e.g. Non-cooperation from industry and community with social research, stakeholder relationships are not managed, work is discredited as being biased or too narrow in sampling
- *Ethical issues* – e.g. Animal welfare concerns, human ethical concerns, environmental concerns, modern slavery practices
- *WHS issues* – e.g. injuries on farm or processing plants, during MLA organised tours or events, events impacted by acts of terrorism, poor crowd control, pandemic / government health orders
- *Legal or regulatory issues* – e.g. Legal issues in using particular devices or methods in each state, working outside of the boundaries of regulatory areas (i.e. genetic manipulation etc.), conflicts of interest between researcher and potential future commercial partner
- *Nutritional claims* – e.g. false or unsubstantiated nutritional claims in reports, advertisements, promotional materials.
- *Privacy or confidentiality breaches* – e.g. collection of personal information or commercially sensitive information are not safely managed, stored or used without consent
- *Intellectual Property (IP) related risks* – e.g. Freedom to operate issues stemming from infringement of IP, unidentified ownership of IP, unmanaged IP interests
- *Technical risks* – e.g. Risk of design, technological, scientific or experimental constraints

- *Adoption or extension failure* – e.g. Lack of buy-in from producers or processors, lack of uptake by the industry, value of the project is not understood, limited capability in the industry to drive adoption or extension services
- *Resource, personnel or facility issues* – e.g. Over-reliance on a small pool of resources, limited facilities to conduct research or limited availability of subject matter experts, conflicts of interest between service provider and MLA decision makers, movement restrictions as a result of government measures
- *Weather constraints* – e.g. Research is derailed due to variable weather
- *Food safety* – e.g. Breaches to food safety standards, inexperienced food handling, food contaminants not identified, high levels of radiation exposure
- *Ineffective communications or engagement with industry or community stakeholders / participants* – e.g. Limited participation from relevant industry or community groups, potential miscommunication of objectives and outcomes to participant groups, mismanaged stakeholder expectations
- *System or technological failure* – e.g. System issues impacting data collection, management, retention and ownership (breach in privacy law) or equipment malfunction and breakdown
- *Financial risks* – e.g. Failure to account for fluctuations in foreign exchange rates, delayed milestones, potential for additional costs

15 Milestones and reporting

PDS projects are made up of different stages called milestones. When a milestone is achieved, it means a stage in the project has been completed. Payments will be linked to the completion of a specific milestone or series of milestones. The project milestone deliverables and the date of completion are to be summarised in a table in the application form.

MLA GRDC Partnership PDS Project milestone will be required to be submitted to the MLA Producer Demonstration Site Program Project Manager. MLA will share the submitted report with GRDC for their review, comment and approval. Only once MLA and GRDC both review and approve the milestone will MLA accept the Milestone as complete and approve any associated payments.

For administration reasons, milestone dates should not be set in late **December/January or June**.

For each project, a detailed annual report is required along with a 6 monthly progress report each year. A detailed Final Report will be required at project completion. Six monthly progress and Annual Reports are relatively brief updates (two or three pages - a template is provided) and would normally be aligned with key activities. The information in the due date column (see example) is guide only and actual due dates should align with the methodology (including sequence of activity) and milestone achievement criteria.

A 'Go / No Go' project review will be held annually following the submission of the Annual Report by teleconference.

Up to two payments per year can be made, which should align with expenditure and a report. Your final invoice payment will be made upon acceptance of the Final Report.

The example below is a starting point for developing the milestone deliverables. The milestones deliverables for your project should align with key activities, outcomes and outputs as per your methodology, sequence of activities and communications/extension plans.

EXAMPLE

Milestone Number	Achievement criteria	Due date
1.	1.1 The submission of the following: <ul style="list-style-type: none"> • Communications plan • Monitoring and Evaluation plan 	+1 month – 6 weeks from the project start date

	<ul style="list-style-type: none"> • Data Management Plan • Pre-project core & observer producer survey templates 	
	1.2 Acceptance/approval of Milestone 1 deliverables by MLA	+ 2 weeks from the MS1 submission date
2.	2.1 The submission of a Progress report including: <ul style="list-style-type: none"> • MER report • Summary of key activities or data over past 6 months • Update against communication and wider engagement plan activities • Pre-project core and observer survey completed, analysed and results reported 	+ 6 months from the project start date
	2.2 Acceptance/approval of Milestone 2 deliverables by MLA	+ 2 weeks from the MS2 submission date
3.	3.1 The submission of the Annual report including, <ul style="list-style-type: none"> • MER report • Summary of key activities or data over past 6 months • Update against communication and wider engagement plan activities • Field day evaluation results • Year 1 project results 	+ 12 months from the project start date
	3.2 Acceptance/approval of Milestone 3 deliverables by MLA	+ 2 Weeks from MS3 submission date
	Go/ No Go decision	+ 1 week From MS3 acceptance date
4.	4.1 The submission of a Progress report including: <ul style="list-style-type: none"> • MER report • Summary of key activities or data over past 6 months • Update against communication and wider engagement plan activities 	+ 18 months from the project start date
	4.2 Acceptance/approval of Milestone 4 deliverables by MLA	+ 2 Weeks from MS4 submission date
5.	5.1 The submission of the Annual report including: <ul style="list-style-type: none"> • MER report • Summary of key activities or data over past 6 months • Update against communication and wider engagement plan activities • Field day evaluation results • Year 2 project results 	+ 24 months from the project start date
	5.2 Acceptance/approval of Milestone 5 deliverables by MLA	+ 2 Weeks from MS5 submission date
	Go / No Go decision	+ 4 weeks from the MS5 acceptance date

1.	6.1 The submission of a Progress report including: <ul style="list-style-type: none"> • MER report • Summary of key activities or data over past 6 months • Update against communication plan activities • Post project core & observer producer survey templates 	+ 30 months from the project start date
	6.2 Acceptance/approval of Milestone 6 deliverables by MLA	+ 2 Weeks from MS5 submission date
7.	7.1 The submission of the Annual report including: <ul style="list-style-type: none"> • MER report • Summary of key activities or data over past 6 months • Update against communication and wider engagement plan activities • Field day evaluation results • Year 3 project results 	+ 36 months from the project start date
	7.2 Acceptance/approval of Milestone 7 deliverables by MLA	+ 2 Weeks from MS5 submission date
8.	The submission of a draft Final Report and supporting documentation, including: <ul style="list-style-type: none"> • Project findings & impact (BCA) • Communication & extension outputs & outcomes • Whole of project MER • Financial reconciliation 	+ 39 months from the project start date
9.	Acceptance of the final report and supporting deliverables by MLA	+ 40 months from the project start date

16 Project budget and funding

The project budget is recorded as GST-exclusive. MLA will pay GST, in addition to the budget, on the presentation of a tax invoice from the contracted organisation. When allocating payments, MLA follows these guidelines:

- All payments are to be performance-based (i.e. linked to the achievement of a milestone)
- The amount of the final milestone payment (on acceptance of the final report) should be between 15 -25% of the total project budget (subject to project value).
- Milestone payments are due 30 days from invoicing

16.1 Operating

Include the costs of obtaining animal ethics approval, event costs, testing fees, equipment hire, advertising for workshops, etc that you have identified as being necessary for the completion of your project. However please seek sponsorship support or use members' equipment/materials and return afterwards. Sponsorship and use of members equipment/materials is viewed favorably as it demonstrates buy-in from commercial parties and producers.

Capital items required for projects

MLA GRDC Partnership PDS funding will not cover the costs of capital items. In all cases, commercial partnerships (including sponsorship, equipment loans, etc) are encouraged.

Examples of items not covered by PDS funding include the purchase of animals, fencing (temporary or permanent), extensive hardware, eID tags, etc.

Work already completed - MLA is unable to offset the cost of work or professional fees that have occurred before the project commences.

16.2 Travel

Car travel costs for professional support will be reimbursed. Producers need to be prepared to pay for their own travel.

Car travel will be reimbursed at a standard rate of the ATO standard mileage rate, please refer to the [ATO website](#) for the latest rate.

Any other travel should be at economy rates, and you should provide details in the space provided.

16.3 Professional Fees - project support (such as facilitation, report writing, vets, external contractors, etc)

Please detail who will be providing professional support to assist with project delivery, including

- the organization they work for, including ABN;
- hourly, or daily rate;
- how much time will be required; and
- what tasks will be undertaken;

If you are unsure of the person's name at the time of application, please identify tasks and approximate remuneration rates.

The funding will **not** cover the costs of on-farm labour for the PDS project or for the purchase of animals. The animals and on-farm labour required for running the project are deemed an in-kind contribution from the group members. Direct producer involvement is a key component of skills development among the group members.

The funding can support the cost of the group engaging a project facilitator (and/or other professional support) who is experienced in delivering on-farm research and demonstration projects and is responsible for project design, set up, overseeing monitoring, data recording, data analysis and reporting.

The funding is not available for the facilitator to conduct routine monitoring and data collection. It is important to ensure that the producers are upskilled in the routine monitoring and data collection requirements for the project.

16.4 Summary of budget and funding

Complete the summary tables in the application form. See the examples below for further assistance.

16.4.1 Budget

This table outlines all costs associated with the project. A simple table that combines the values provided in sections 16.1 – 16.3 to provide the total contract value. Example below.

BUDGET ITEM	TOTAL (ex GST)
Fees	\$250,000.00
Expenses (Operating + Travel)	\$110,000.00

TOTAL PROJECT COST	\$360,000.00
---------------------------	--------------

16.4.2 Funding Contributions

50% of the project value will be funded by GRDC contributions, and the remaining 50% of the project budget will be funded through MLA's MDC funding program (at a ratio of 60/40). This requires a cash contribution from a project partner (either the producers, producer group or other third-party organization, or a combination of both). The cash contribution required is 30% of the total project value.

An 8% access fee for producer contributions is included to cover costs associated with providing and operating MDC programs. Where a third-party contribution (non-producer dollars) is being matched by MDC, the access fee is 12% of the contribution amount. Examples are outlined below.

Producer contribution only:

In this scenario, the producer contribution is 30% of the project costs; based on this, the funding split is 50% GRDC, 30% producer contribution & 20% MDC.

	Funding percentage	Cash Contribution to the project (\$ ex GST)	Access Fee	TOTAL (\$ ex GST)
Partner (Producer)	30% of A above	\$108,000.00	<input checked="" type="checkbox"/> 8% / <input type="checkbox"/> 12% of the contribution	\$8,640.00
MLA/MDC	20% of A above	\$72,000.00	<input checked="" type="checkbox"/> 8% / <input type="checkbox"/> 12% of the contribution	\$5,760.00
GRDC	50% of A above	\$180,000.00		
TOTAL CASH CONTRIBUTIONS		\$360,000.00	TOTAL ACCESS FEE	\$14,400.00
TOTAL CONTRACT VALUE (TOTAL CONTRIBUTION + TOTAL ACCESS FEE)			\$ 374, 400.00 (Excl GST)	

Third-party contribution only:

In this scenario, a third-party organization is contributing the partner contribution of 30% of the project costs; based on this, the funding split is 50% GRDC, 30% third-party contribution & 20% MDC.

	Funding percentage	Cash Contribution to the project (\$ ex GST)	Access Fee	TOTAL (\$ ex GST)
Partner (Producer)	30% of A above	\$108,000.00	<input type="checkbox"/> 8% / <input checked="" type="checkbox"/> 12% of the contribution	\$12,960.00
MLA/MDC	20% of A above	\$72,000.00	<input type="checkbox"/> 8% / <input checked="" type="checkbox"/> 12% of the contribution	\$8,640.00
GRDC	50% of A above	\$180,000.00		
TOTAL CASH CONTRIBUTIONS		\$360,000.00	TOTAL ACCESS FEE	\$21,600.00
TOTAL CONTRACT VALUE (TOTAL CONTRIBUTION + TOTAL ACCESS FEE)			\$ 381,600.00 (Excl GST)	

Producer + third party contribution:

In this scenario, the producer contribution is 20% of the project costs, and a third-party organization contributes an additional 10% based on this the funding split is:

50% GRDC, 20% producer contribution, 10% third party contribution, 20% MLA/MDC. The access fee is charged at 8% against the producer contribution and MDC matched amount and 12% against the third-party contribution and matched amount.

	Funding percentage	Cash Contribution to the Project (\$ ex GST)	Access Fee	TOTAL (\$ ex GST)
Partner (Producer)	20% of A above	\$72,000.00	<input checked="" type="checkbox"/> 8% / <input type="checkbox"/> 12% of the contribution	\$5,760.00
Partner (Third Party)	10% of A above	\$36,000.00	<input type="checkbox"/> 8% / <input checked="" type="checkbox"/> 12% of the contribution	\$4,320.00
MLA/MDC (Producer Matched)	15% of A above	\$54,000.00	<input checked="" type="checkbox"/> 8% / <input type="checkbox"/> 12% of the contribution	\$4,320.00
MLA/MDC (Third party Matched)	5% of A above	\$18,000.00	<input type="checkbox"/> 8% / <input checked="" type="checkbox"/> 12% of the contribution	\$2,160.00
GRDC	50% of A above	\$180,000.00		
TOTAL CASH CONTRIBUTIONS		\$360,000.00	TOTAL ACCESS FEE	\$16 560.00
TOTAL CONTRACT VALUE (TOTAL CONTRIBUTION + TOTAL ACCESS FEE)			\$ 376 560.00 (excl GST)	

For more information on cash flow and invoicing for Co-contributor PDS projects, please refer to the [PDS MDC Cash Flow Frequently Asked Questions \(FAQ\)](#). The FAQ has been developed to assist producer groups in understanding the mechanics of cash flow with PDS projects accessing MDC funding, including when contributions are required to be paid.

16.4.3 Distribution of Funds

The Payment dates in the in the disbursement of funds table should be 30 days from the milestone due date. 15-25% of the total project value must be retained for the Final Report payment. Payments are generally aligned with Milestones 1, Annual Reports, and the acceptance of the final report; however, up to two payments per year can be made, which should align with expenditure and the delivery of a report. The final payment must be upon acceptance of the Final Report.

Example below:

Date	Payment Dependent on Milestone	Fees	Operating Expenses	Total
1 March 2012	Milestone 1 – Comms & MER plan received	\$8,400	\$12,400	\$20,800
1 Oct 2012	Milestone 3 – Annual report yr1	\$9,450	\$2,700	\$12,150
1 April 2013	Milestone 5 – Annual report yr 2	\$9,450	\$2,700	\$12,150

1 April 2014	Milestone 8 – Acceptance of Final Report	\$12,000	\$1,500	\$13,500
TOTALS		\$39,300	\$19,300	\$58,600

Note: The Sub Total Project Costs (A) in table 16.4.1, is the amount of funds that are to be disbursed back to the contracted organisation through Milestone payments. The access fee is not part of the disbursement of funds.

As noted in section 15 of this guide, the MLA GRDC Partnership PDS Project milestone will be required to be submitted to the MLA Producer Demonstration Site Program Project Manager. MLA will share the submitted report with GRDC for their review, comment and approval. Only once MLA and GRDC both review and approve the milestone will MLA accept the Milestone as complete and approve any associated payments.

17 Other Support

List any other support this project is receiving. In-kind as well as other financial support in addition to the proposed funding from the MLA GRDC Partnership PDS Program.

For example:

- Group – Number of in-kind days that members are contributing to this PDS - on their own property, at other trial site(s), attending workshops, courses etc. Define as number of days.
- Sponsors - PDS groups are encouraged to obtain sponsorship for inputs where possible.
- Other Funding Sources - Will your group be applying for, or already have, funding from other sources for this project?
- If Government Department Officers are assisting in your project on an unpaid basis, please estimate their time.

All parties contributing an in-kind or financial contribution to the project must be listed. Indicate the amount and type of contribution and whether the Contributor will seek any Intellectual Property.

If there is more than one funding party, MLA maintains the rights to ensure that the mechanism for determining commercialisation will enable MLA to address the requirements of its stakeholders.

Other Important information relevant to PDS Applications

Animal Welfare Committee Approval

Supporting Partner Organisations are responsible for obtaining any relevant Animal Welfare Committee approval from their respective organisations prior to approval of PDS funding. If animal welfare committee approval is required, please advise once approval has been received.

Intellectual property (IP)

a. Ownership

Project IP Interests will be outlined in the contract.

You must ensure you own or have permission to use any Background IP used in the project

b. Provision of information

The Contracted Organisation must provide MLA with all information in its possession regarding Project IP which has been developed or is in the process of being developed.

c. Personnel

The Contracted Organisation must ensure that those of its employees, agents and contractors who participate in the Project:

- (a) identify Project IP generated or developed by them;
- (b) promptly communicate details of Project IP to MLA; and
- (c) assign ownership of all Project IP in accordance with the provisions within the MLA agreement

Acknowledgement and project review process

A completed application includes a signed [tender declaration](#), the [MDC source of funds declaration](#) and the relevant application form (see Terms of Reference) submitted electronically via email to pds@mla.com.au.

Once received, applications will be acknowledged via return email and recorded on the MLA project information system.

The full application evaluation committee will be comprised of six members:

- 2 x GRDC staff
- 2 x MLA Adoption Project Manager

All projects will be ranked against the selection criteria and competing applications. Applicants will be advised by email of the outcome of their submission.

Key Roles, Responsibilities

Producer Group Chair/Lead Producer - is the key contact for the producer group.

Core Producers- are those directly involved in the project. The core producers are committing to the project and the expected outlined practice change by undertaking and participating in the project. A number of core producers will be demo site owners.

Observer Producers - producers who will receive regular updates on progress of the PDS, through communication activities, as well as attending workshops and field days

Group Facilitator - is experienced in delivering on-farm research and demonstration projects and is responsible for project design, set up, overseeing monitoring, data recording, data analysis and reporting.

Contracted Organisation - holds an executed agreement with MLA to deliver the project and is responsible for the management of the project budget. The contracted organisation may be the Producer Group, the Group Facilitator or another company that is directly involved in the PDS project.

PDS Coordinators - are contracted on MLA's behalf to drive the development and implementation of the PDS program.

Contacts and Request for information

All requests for further information or clarification are to be submitted via email prior to the date advised in the terms of reference; all requests and responses to requests will be published as Frequently Asked Questions at the bottom of the [MLA GRDC PDS Partnership program](#) webpage.

Alana McEwan, MLA Producer Demonstration Site Program Project Manager, Email: pds@mla.com.au

1. Appendix 1: Risk assessment table

Identify the key risks to the project by completing the risk assessment table, using the risk matrix guide in Appendix 2 to assess the consequence and likelihood.

Risk	Risk Type	Risk Impacts	Risk Mitigation Plan	Consequence	Likelihood	Residual Risk Rating
e.g. Live export industry suspension	Industry risk	Industry suspended, impacted businesses.	Monitor stakeholder sentiments; promotion of the LiveX forum.	5	4	Extreme
e.g. Foreign exchange fluctuations	Operational risk	Inaccurate budgeting; financial loss	Inform the Finance team of FOREX transaction.	2	2	Low
e.g. Compromised integrity systems data	Industry / Operational risk	Data cannot be relied upon, compromising the integrity systems program and damaging the industry's reputation.	Regular audits conducted; training and communications materials disseminated to users.	4	2	Medium
e.g. Animal or human ethics approval not obtained	Project risk	Reputation may be compromised; non-adherence to standards.	Animal and human ethics approval will be obtained prior to commencing the project.	4	2	Medium

Note: Risk type refers to:

- **Industry risk**, where the risk may affect the industry (e.g. trade access suspended, changed barriers, climate change, restrictions to antibiotics usage, animal welfare concerns in the industry etc.). The controllability for these types of risks may be low; however, as they impact the industry, there is opportunity for investment to address these risks.
- **Operational risk**, where the risk may affect MLA (e.g. financial loss, breach to privacy, system failure or hacks, ethical concerns, legislative breach etc.). The controllability for these types of risks may be moderate to high. As such, mitigation actions should be planned accordingly.
- **Project risk**, where the risk may affect the specific project (e.g. weather constraints, unclear methodology or approach, lack of participation, biased results, food safety issues, technical difficulties, WHS concerns etc.). These risks are also operational in nature and controllability may be moderate to high. As such, mitigation actions should be planned accordingly. Note that project risks and operational risks may sometimes overlap.

2. Appendix 2: Risk matrix guide

Refer to the consequence and likelihood tables below as a guide to assess and rate risks. Consequence categories are not limited to those in the table below and should take into account relevant consequences to your project.

Consequence table

	Consequence				
	1	2	3	4	5
Safety, Health and Welfare	Ailments not requiring medical treatment	Minor injury requiring first aid treatment	1 serious injury causing hospitalisation or multiple minor injuries	1 life threatening injury or multiple serious injuries causing hospitalisation due to MLA's negligence	1 death or multiple life-threatening injuries due to MLA's negligence
Reputation	Adverse national / regional media coverage with negligible impact, resolves through routine management processes	Adverse national / regional media coverage requiring internal reviews	Adverse national / regional media coverage and / or regulator inquiry and / or loss of members or funding less than 1%	Adverse national / regional media coverage and / or regulator investigation, parliamentary inquiry and / or loss of members or funding between 1 – 10%	Adverse international media coverage and / or government investigation and / or loss greater than 10% or members of funding
Financial	< \$50,000*	\$50,001 - \$250,000*	\$250,001 - \$2M*	\$2M - \$10M*	> \$10M*
Organisational Objectives	Minor disruptions to the achievement of objectives; very strong impact made to the industry; majority KPIs met	Would require some adjustments to achieve objectives; strong positive impact made to the industry; most KPIs met	Would require significant adjustments to achieve objectives; average positive impact made to the industry; at least half of the KPIs met	Would threaten the achievement of objectives; small positive impact made to the industry; some KPIs met	Would stop the achievement of objectives; very minimal to no positive impact made to the industry; little or no KPIs met
Legal / Regulatory / Compliance	No litigation consequences; issuance of advice letter	Issuance of reprimand/ warning letter; minimum fine	Issuance of public reprimand/ warning letter; moderate fine	Suspension of operations; heavy fines	Closure of operations

Likelihood scale

Likelihood	5	Almost Certain	The risk is expected to occur in most circumstances or will almost certainly occur within the 12-month period.
	4	Likely	The risk is expected or likely to occur several times a year.
	3	Possible	The risk is expected or likely to occur at least once in the next 12 months.
	2	Unlikely	The risk is unlikely to occur but has occurred infrequently in other similar organisations. It is considered to have around a 1% chance of occurring in the current planning cycle (or at least once in the next 3 years).
	1	Rare	The risk may occur in exceptional circumstances only. It is possible but has less than a 1% chance of occurring in the current planning cycle (or unlikely to occur in the next 5 years).

Based on the results of the assessment, inherent risks but also residual risks (once controls assessment and efficiency have been performed) can be reported using a classic representation under the form of a risk consequence and likelihood matrix (see below).

			Consequence				
			1	2	3	4	5
			Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	5	Almost Certain					
	4	Likely					
	3	Possible					
	2	Unlikely					
	1	Rare					

Low	Medium	High	Extreme
------------	---------------	-------------	----------------

