

EXTENSIONNET

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EXTENSION NETWORK (INC)

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Improving Extension Practice and Professionalism in QDPI

Janice Timms, Research and Extension Unit, DPI, Brisbane

Over the past 6 years in particular, QDPI has put in place a number of mechanisms to support improvements in extension practice and professionalism. No one of these mechanisms can achieve all the support necessary. They need to be looked at as components of a total system and environment which is about enabling Extension practitioners and others who contribute to the total DPI Extension effort, to do their jobs well. Below I have listed just a few of the range of mechanisms we have in place.

Rural Extension Centre (REC)

The Rural Extension Centre was one of the strategic components in the 1992 DPI Extension Strategy Statement. It was established in 1993 as a result of a Memorandum of Understanding between the University of Queensland and the Department of Primary Industries. Its primary task is to provide a vehicle to increase the level of skills and professionalism in extension staff (including formal extension qualifications) in Queensland and beyond, and to contribute to the development of effective extension methods, policy and management.

The REC operates 4 programs, which together contribute to supporting

extension practice and professionalism. The programs are:

- Extension Development
- Education and Professional Development
- Rural Community Development
- Communication Technology in Rural Development

Research and Extension Unit

In 1995 the Department established the Research and Extension Support Unit. This Unit has gone through some changes over the past few years and is now known as the Research and Extension Unit (R&EU). The overall role of the Unit is to provide leadership for the Department as a whole, in the development and delivery of excellent extension and research services. In general, staff of the Unit are involved in developing policies, formulating strategic directions and providing specialist support for the Department's roles and responsibilities in extension and research.

With regard to extension, some of the major initiatives the Unit is responsible for include implementation and updating of the DPI Extension Strategy, implementation of the DPI Client Information Services Statement



Janice Timms

and overseeing the Department's involvement in the Rural Extension Centre. The Unit also includes the DPI Extension Specialists and ensures the provision of specialist extension development support to all Business Groups and Institutes in the Department through several different strategies.

In addition to the support outlined above, R&EU supports Institutes and Business Groups to further develop their extension service capability and capacity by providing funds for staff to undertake formal extension training at the Rural Extension Centre. The strategy that R&EU is using to allocate the resources available, purposefully focuses support towards using funds to help DPI officers to complete the Certificate, Graduate Certificate, Post Graduate Diploma or Masters programs in extension at the REC.

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From the Editor

Elwin Turnbull

This edition has a geographical bias towards Queensland which is near the center of our Australasia Pacific region. For those who were at the conference in Albury there will be no surprise that a culture has emerged of improving and supporting extension activities in the Queensland Department of Primary Industries. I hope that those in other regions can find some new ideas and enthusiasm for improving the quality of their extension activities from the energy and thinking evident in Queensland. The articles in the next newsletter will be drawn from projects in the Asia Pacific part of our network.

The value of the articles in this newsletter depends on what you see as extension. The concept of a core business (so often mentioned by successful commercial organisations) is also relevant to extension. How often have you asked? **What is the Core Business of Extension??** and, how satisfied are you with your answer?

Reading about the 1973 radical transformation in the Brotherhood of St Laurence (an organisation which formed in 1933 in Fitzroy, Victoria) has helped me with this question about the core business of extension. In 1973 the Brotherhood changed to a multi disciplinary approach of development. In this new model they articulated their goal as **improving the socio economic functioning of the client group**. They aimed to do this through a process of empowerment in four human living domains, as follows.

To develop participative strategies to assist the clients develop power over:

- Resources
- Relationships
- Information and
- Decision - making.

In my view this model provides a solid foundation on which to base both:

- a future career for extension professionals, and
- a positive contribution to our communities.

The difficulties currently faced by farmers and rural communities are extreme, both in Australia and the Asia Pacific. It is incumbent on us, as the privileged professionals who work with farmers and rural communities, to have crystal clarity about our own contribution. This can be done through a core business concept of improving the socio economic functioning of the clients. The key performance indicators (KPI in the Queensland DPI current terminology) would be **client power** over resources, relationships, information and decision making.

Extension operators cannot afford to view themselves as merely communicators of scientific discovery. "Sleepers Wake" as Barry Jones would say! Metaphorically we are at a cross roads in APEN and our professional roles in rural development. It is time to lay to rest the myth that extension is just a group of marginal social scientists or an also ran gaggle of agricultural scientists working on the fringe agricultural research (with its core business - scientific discovery and technological innovation). If we choose to have commitment to the alternative concept of empowerment facilitator then we have a large, complex, worthwhile and interesting challenge. We also have an expanded corps of close colleagues. In addition to cooperating closely with our



Natural Resources
and Environment

AGRICULTURE

RESOURCES

CONSERVATION

LAND MANAGEMENT



(Continued page 3)

Janice Timms article (Continued)**Extension Development Support**

Extension development support is provided to all Business Groups and Institutes through several different strategies, including:

- One strategy which involves support being provided by Extension Specialists who are attached to the Research and Extension Unit but are fulfilling specifically negotiated extension development roles for particular Institutes or Business Groups. This type of support is of particular benefit to Business Groups and Institutes for which the concepts of contemporary extension are fairly new and/or which have a relatively small extension work force;

- Another strategy has been developed for the Farming Systems Institute and Queensland Horticulture Institute since both these Institutes have larger extension work forces and some very experienced extension practitioners who can take on an extension development role. Research and Extension Unit is financially and professionally supporting three Principal Extension Officers in the Farming Systems Institute to jointly undertake the specialist extension development function.

R&EU is also financially and professionally supporting the Discipline Leader (Extension) in the Queensland Horticulture Institute to fulfil the specialist extension development role.

Extension Specialists and Discipline Leader (Extension) Roles

The type of expertise and support provided by the Extension Specialists and Discipline Leader (Extension) to enable improvements in extension practice and professionalism include:

- support and advice on the development, design and evaluation of extension programs, projects and activities;
- advanced adaptation of existing extension processes;
- conceptualisation of new extension processes;
- facilitating access to extension knowledge and experience;
- providing professional development advice and opportunities;
- providing and leading training programs in contemporary extension processes, management and evaluation;
- undertaking and supporting high level extension research; and
- creating and guiding professional extension networks.

Professional Progression Scheme

In 1997 DPI introduced the Professional Progression Scheme for professional research, extension, regulation and diagnostic staff. The Scheme is a state-wide process of internal promotion to recognise and reward outstanding achievement and performance of DPI's Professional staff regardless of their geographical location.

The Scheme is now into its second year and, while there are areas where improvements can be made to the process, it has been a mechanism through which DPI has recognised and rewarded Extension practitioners for outstanding achievements and professionalism.

Conclusion

DPI is committed to a continuous improvement approach to its extension services. If we are practice continuous improvement then we must continue to support extension development and learn from our experiences in the delivery of extension services. To me, the outlook for DPI extension is of a bright and dynamic profession that is well supported by the organisation. I look forward to being involved in that future.

▽

From the Editor (Continued)

traditional colleagues (in policy and the scientific community) people from agribusiness companies, rural stores, credit institutions, welfare services, local government will become key partners in our joint endeavours. The APEN committee of management is currently exploring forming new partnerships to this end with both:

- the traditional scientific discourse - through the journal committee, and
- agribusiness - through a survey and special sessions at the workshop in Adelaide.

Our hope is that we can get interest and commitment to become equal partners in an integrated endeavour to improve the socio economic functioning of rural communities in the Australasia Pacific region. If you have energy or resources to help in this transition of the role of extension in rural development please contact the APEN committee of management.

▽

**Please Respond to the letter from Peter Davies which is an insert with this issue.
By August 6th if possible.**

AVAILABLE AT THE APEN Secretariat

The 1997 Updated version of:
**JOURNAL AND REFERENCE LISTS IN AGRICULTURAL EXTENSION AND RURAL
DEVELOPMENT**

\$14.50 for members, \$16.50 for non-members including postage and handling

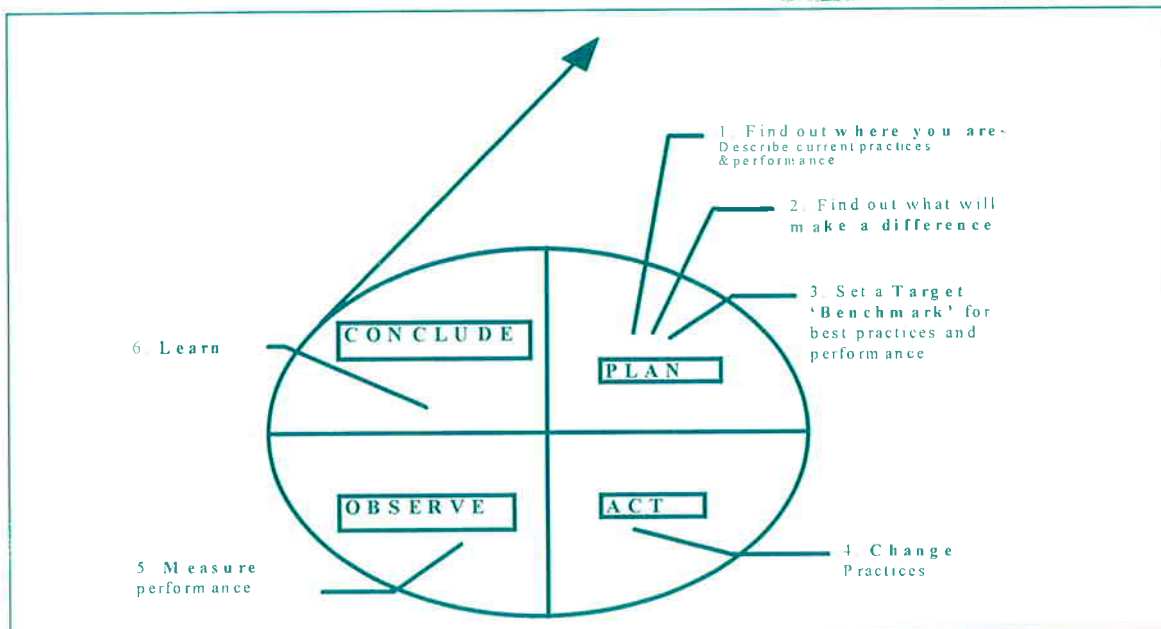
BEST BEEF - Focusing on Making a Difference

Emma Robinson, Program Extension Officer, Emerald

The Best Practices process of extension that I have been using with producers in central Queensland, is a structured six-step process that targets **learning** as the principle outcome.

The Best Practices process **enables ALL participants to continuously improve Key Performance Indicators**. The 6 steps of the process (shown in the following diagram) have key features which ensure:

1. Continual and conscious learning
2. A focus on practices that make a real difference to performance.
3. Formation of interdependent learning partnerships



The Best Practices Process

The Best Practices process has been applied in the BEST BEEF project, with the goal of focusing on what makes a difference to beef enterprise performance. Using the Best Practices process as a 'road map' participants can apply/access tools at each of the six steps to achieve an objective understanding of the impact of different practices on their beef enterprise performance. One of the key tools used to 'focus' group participants

is Key Performance Indicators. Participants agree what are the key performance indicators of a beef enterprise. Models of herd production and economic performance are then used to determine the impact on these indicators according to the number of different management practices that are operating or being considered. These management practices can then be ranked according to their positive impact

on the performance of the present beef enterprise.

Some Outcomes

I've had numerous learning's through my participation in the BEST BEEF project.... I'd like to share some of them with you!

- When using a new process greater time needs to be spent on establishing participants

understanding and support for the process.

- People bring different skills, perceptions and agenda's to groups - consciously discuss these differences and manage them so they enable group development. Disagreement can be of value to a working team, if it is managed for positive outcomes!
- The Best Practice process is the projects core, don't get bogged down on deciding which tools do the best job! If they meet your needs use them.
- The Best Practices process challenges the way people currently learn - its essential that service agent participants apply this process in partnership with producer participants.
- Producer participants are generally open to new ways of learning often its the team that are closed to new ideas.
- Answers come with age, a new project won't have all the answers but it will enable lots of questions.
- New ideas require greater outcome based promotion.

The Bottom Line

With each new Best Beef experience, the more developed the project is becoming. The Best Beef project doesn't pretend to have all the answers, but it does set the direction of extension for the future, providing an extension relationship based on a partnership of interdependent learning.

**APEN Membership
Renewals OUT SOON.
Please pay promptly!**

A Vote of Confidence in APEN

The secretariat recently received this letter from Keith Jones. Thanks Keith for the feedback, and congratulations to all of those at the national level and in the Tasmanian Chapter for a job well done - and it is only the beginning!! Keith, I hope your retirement does give you more time to be involved in extension and that you enjoy being a mentor to young extension professionals in a new and rewarding way for yourself.

Dear Rosemary

May 1998

Fairly shortly I will be retiring from my profession in agriculture being nearly 65. Although not looking forward to retiring I suppose I must accept facts and be tipped over the cliff with the other brain-dead.

As a founding member of APEN in Tasmania I must congratulate the organisation in attaining a substantial voice in Australasian - Pacific agriculture. When Terry Makin first talked to us in 1994 I did wonder whether we could form a viable unit in Tasmania. From our inaugural meeting in July 1994 the organisation has gained strength.

We functioned as an Interim Committee for the first year. This consisted mainly of young women and older, some quite old, men. Much of the success in Tasmania has been the combination of youthful enthusiasm tempered with experience. It has not only been a success it has been a learning and enlightening experience and fun.

Many people may find it odd that a full-time research scientist should be so involved with an organisation such as APEN. My reply to this is that much research is seriously discounted as there is no obvious or effective method of communication to the user. Fitting scientists into extension delivery is not always easy, as many may prefer to hide in their laboratories away from practical agriculture. This is changing and has got to change more.

In particular electronic communication can alter transfer of information. But it was T.S. Elliott who issued the warning of confused interpretations:

***"Where is the life we have lost in living?
Where is the wisdom we have lost in knowledge?
Where is the knowledge we have lost in information?"***

Now that my scientific career is nearing an end the only function that I will consider is my retirement is extension, both in Australia and overseas. In this I will rely heavily on what I have learnt in APEN in the four short years of its life.

Thank you all for your Help for all the benefits a strong organisation has bestowed.

*Yours sincerely
Keith Jones
Senior Principal Scientist
Tasmanian Institute of Agricultural Research*

A Framework for Designing, Managing and Evaluating Extension Processes and Projects

Or How Six Months Can Seem Like A Lifetime

Janice Timms, *Research and Extension Unit, DPI, BRISBANE*
Richard Clark, *Rural Extension Centre, GATTON*

At the conference in November, we presented a framework for designing, managing and evaluating extension processes and projects. If we had been numbering each version of the framework as it has evolved since our initial concept in 1994, we would probably have been up to about Version 10 or 11 at the conference. At this point in time, 2.14pm, 23 April 1998 AD, it feels like we are probably up to about Version 55 and we are learning more about the practical use of the concept every day. And we're not just thinking about the framework - at least once a fortnight we are making, what we feel, are important adaptations and improvements to the framework and how we use it.

We hope this paper can provide some insight into our learnings and the ways we have changed the framework. If you are interested in discussing the concept further we would be pleased to hear from you. We have included our contact numbers in the by-line.

Key Points from the Presentation
(Remember, the presentation was about V.10 not V.55!)

These key points are a combination of explanations about the framework and explanations about some of our beliefs which influence why we developed the framework and how we use it:

- We believe the purpose of Extension is to enable meaningful change. For people to improve a situation requires that certain individuals (key practitioners) need to change their practices. To enable key practitioners to change their practices it can be necessary to change 7 key "people attributes", i.e. awareness, understanding,

skills, attitudes and aspirations, and "people enabling attributes", i.e. resources and technology.

- To put together good extension processes and projects we need to be clear about the purpose, be clear about appropriate guiding principles, and have a good understanding of the characteristics of the processes and techniques available.
- We have designed a framework that helps us to clarify our purpose, clarify appropriate principles, understand the characteristics of available techniques and therefore design better processes. The framework helps us to assess current processes and projects; and design, manage and evaluate new processes and projects.
- The framework has 10 elements: Context; Purpose; Objectives; Principles; Processes; Planning; Management; Evaluation; Advantages; and Disadvantages. For good process, it is important that there is "congruency" between these different elements. For example, the processes you choose must be relevant to the context of the situation and be able to achieve your purpose and fit well with your principles.
- To use the framework you go through 2 stages. In each stage you go through 6 steps. Stage 1 involves applying the 6 steps to the whole project. Stage 2 involves applying the 6 steps to component activities within the project such as processes.

The six steps are:

1. Assess the context;
2. Assess the purpose;
3. Identify principles;
4. Identify appropriate techniques;
5. Plan, manage and evaluate; and
6. Critical assessment.

Key Comments, Questions and Suggestions Made by the Audience

Our experiences at the conference re-confirmed our belief in the importance of sharing concepts and ideas. In general, we found participants at the conference were a very "giving" lot. If you were willing to share ideas, they were more than willing to listen to you and help you think and build on concepts. We value all the questions and suggestions made but have chosen to share just two specific contributions that we rate as real "gems".

- One suggestion was made by Vince Edmondston (DPI, Charleville) that the framework could be used as a diagnostic tool to check weak points in existing projects or processes and to work out ways to strengthen these weak areas. We think this is an excellent and very practical use for the framework.
- Another participant pointed out that while we talked about making sure there was "congruency" between the different elements of the framework (eg purpose, context, processes), one also needs to check for congruency between the different levels (eg project, process and other sub-project levels) assessed in the framework. This was one of those situations where once somebody actually mentioned this, it seemed so important and obvious to us that we couldn't believe we hadn't realised it before.

Key Learnings and Changes Since the Presentation

To try to synthesise the key learnings from what has been happening since the conference has

been quite a challenge. *For us, a learning isn't a learning unless it has led to some practice change.* Sometimes when you try to represent to others the practice changes that have resulted from key learnings the changes can look very small and very insignificant - but for the practitioner they can be hugely significant. So, first up we would like to show you the latest

version of the framework table (see attached). It may look fairly similar to the version presented in the conference paper, but we would ask you to look for the changes because we have only made them if and when they were needed and really made a difference to the practical use of the Framework.

In addition to this updated table we have also developed a series of questions that help us and others to go through the framework process. We have not included these questions but you are welcome to contact us for a copy.

It has become apparent to us that it is important to keep separate the stages of deciding on the broad purpose/outcome for a process or project and deciding on the objectives. Both stages are important, but to be able to select relevant processes and techniques you need to be able to focus in on -

- *What will really make a difference? and*
- *How you will know it has made a difference?*

In other words you need to be able to specify what "people attributes" you are actually going to impact on so as to achieve the broader change outcome and these translate into the objectives.

It is important to emphasise the need to go through **all 10 steps** in the framework at least once. Many people acknowledge a tendency to jump to solutions or things to "do" without adequately considering the context, purpose, objectives and principles. It is great to see that the Framework can help people to consider these aspects because they form the basis of a well designed and effective project. But, one needs to make sure that the great work from the initial steps flows through to the selection of process and techniques, planning, management and evaluation. Seeing the whole project laid out in the Framework helps to check that it all fits together and that there aren't any major problems. This can really give you a boost of confidence as to the rigour, worth and potential of the project.

Since the conference we and others have used the framework for a

number of different purposes, but all of these purposes have one thing in common - they are about designing, managing and evaluating processes or projects that enable change of some kind. Just two examples are:

- We have used the framework to develop a course about ideas for improving change processes. And just to confuse the issue, not only did we use the framework to design the course (which itself was a change process), we also used the framework within the course as a mechanism for participants to plan a change process in which they were involved. So these people have been using the framework to design change processes for a whole range of different situations.
- We are currently using the framework as the basis for planning a new Masters program about the contribution of research to rural innovation and change.

Thanks for this new opportunity to share our thoughts. We look forward to more questions and suggestions.

(See Framework – Page 9) ▽

"Managing change – building knowledge and skills"
2nd Australasia Pacific Extension Conference, 18 to 21 November, 1997,
Albury Convention Centre, Albury

A limited number of the **Proceedings** of this conference are available through the APEN Secretariat. The cost is \$65 for members, \$70 for non-members, postage and handling included.

These two volumes hold the state of the art of extension in 1997

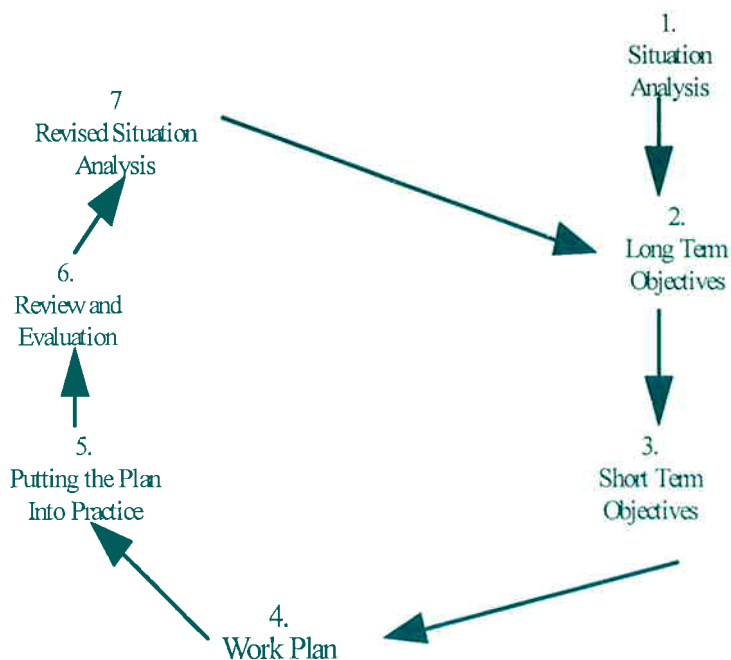
If you are not personally interested in purchasing these Proceedings, perhaps your library may be.

Walking the Talk

Rowland Holmes, DPI, Ayr

Background

Program planning is nothing new. As an Extension Officer, I encourage my growers to plan and record their activities. There are many ideas on how to apply it to a number of situations for example those of Mortiss (1993).



The Planning Process

But Now To Do It

In my role as the Mango Commodity Champion, I have recently been involved with the development of a RD&E plan. This also involved the formation of a Commodity Team to aid in its development and implementation. At the start of this process, I felt my knowledge of planning was limited to the dictionary definition. I wasn't sure how to develop a work plan that had transparency even though I had experience in helping farmers to develop plans. Then I "discovered" the Program

Planning process shown above for myself and used it in the project.

The importance of this "discovery" accentuates that my own learning style and preferences have to be taken into account. I am a person who likes to get on with things. I have always found it difficult to be actively involved in planning until it comes down to the "nuts and bolts". The planning process helped me to apply some structure to the mango RD&E planning which I was involved in.

This is highlighted by my thoughts from a recent planning meeting.

"Developing a mango RD&E plan was not easy because there were very few models to help guide our thought processes. This meant that it took a lot of time for very small gains. In the past I would have quietened down and withdrawn from the conversation, resulting in my unacceptance of others views."

However, because I was conscious of this, I was able to identify it happening and stop myself withdrawing. I tried to bring myself back into the conversation by clarifying what I had heard others say and try and apply it to the planning process. I was also helped by others in the group whether they recognised it or not."

The process has helped me identify needs of the growers I work with and with them, develop objectives and actions to improve their future position. The evaluation phase will determine how successful we have been."

I Have Added A New Room To My Home

So although I had been actively helping farmers with planning when it came to the crunch I felt ill prepared. My discovery through the process of reflecting on the experience has helped to better equip me for the challenges I face with farmers and the Mango industry. It has made more aware of the need to be sensitive of others learning styles and preferences and so has refined another tool in my "bag of tricks" as an extension worker. I have added a new room to my house but importantly I needed to be actively in the building of the room for it to be part of my home.

▽

(From page 11)

- **Marketing Basketball to change recreational community behaviour,** presented by the National Basketball League. Thursday 20 August, 1998. 8.00am - 9.00am. Betty Cuthbert Room, MCG. Breakfast provided.

For further information, or to register your attendance, contact David Buntine by phone 03 9637 8337, fax 9637 8114, or email David.Buntine@nre.vic.gov.au.

From page 7

Janice and Richard suggested a framework with 10 columns on a large sheet as below:

A framework for the Design, Management and Evaluation of Change Processes and Projects Change Process (Steps 1-6), Project (Steps 1-9) and Critical Analysis (Step 10)

1	2	3	4	5	6	7	8	9	10

The headings for each of the columns in the framework are as follows:

- 1. Context** Issue. Broad need. Problem relevance. Environment. Paradigms
- 2. Purpose** Goals. Desired outcome/s
- 3. Objectives** Focus on knowledge & expertise needed. Focus on elements of change needed:- Awareness, Understanding, Skills, Attitudes, Aspirations, Technology Resources, Practices. Focus on 'what will make a difference' & 'how will you know' specific needs of key participants
- 4. Principles** Ideas. Rules. Assumptions
- 5. Process** Sequence of steps & activities. 'Off-the-shelves' process
- 6. Techniques** Techniques for each step of process
- 7. Planning Key participants.** Skills training needed. People. Money. Resources. Risk analysis
- 8. Management** Cycle of Organising, Leading, Monitoring, Feedback
- 9. Evaluation** Critical Success Factors (CSF's). Key Performance Indicators (KPI's). Key practices (KP's) (Performance Drivers). Continuous improvement and learning
- 10. Critical Analysis** Success factors. Hindering factors. Strengths, Weaknesses, Opportunities, Threats. Pitfalls. 'Down-stream' effects; impacts on other components of the system

APEN News

From the Chair

John Bourne

It was good to hear recently from **Horrie Poussard in Vietnam**. Horrie has been working on a training needs analysis for government officers involved in environmental management. He is our International Relations contact and liaises with organisations that have similar aims to APEN, as well as contacting members and potential members outside of Australasia. If you have any contacts that you think he should follow up then I am sure he would be happy to hear from you (horrie@netnam.org.vn).

At Albury last year we heard about the initiative to incorporate **refereed extension articles into the Australian Journal for Experimental Agriculture**. This is still being developed and a special extension edition of this journal is planned for the latter half of 1999, with subsequent editions to include a regular extension input. A working group headed by Shaun Coffey from the Tropical Beef Centre in Rockhampton (Shaun.Coffey@tag.csiro.au) is planning the special edition. It was initially hoped that a forum could be held to launch the special edition, however this is proving difficult to arrange and may not go ahead. It is more important to get the special edition completed. The planning group is going to target some people for papers, as well as making an open invitation for papers to cover particular extension streams. The group is hoping for a good response so that some papers will carry over to later editions of AJEA. Warren Straw and myself are representing APEN on this group and we feel it is

an important initiative to support. If you would like more information then you could contact Warren, myself or Shaun.

In putting together this initiative with AJEA the working group needs to come up with a set of guidelines by which papers will be accepted for publication, including some guidelines for referees. Of course we are looking to AJEA and other journals for direction, and have been helped by people involved in related journals. If you have any suggestions or comments, then again the working group would be delighted to hear from you.

Elwin Turnbull is still on the lookout for articles for *ExtensionNet*. I am sure there are often articles that we write for other purposes, that could easily be altered to suit Extension Net and so be appreciated by a much wider audience. We are too good at just thinking of our own patch and not considering the wider possibilities.

The committee of management has welcomed two members and farewelled one. Dick Kuiper was seconded by the committee to represent New Zealand and Sally Marsh has taken over Ian Maling's position of WA representative as Ian has taken on a job with WesFarmers. We thank Ian for his lively contributions and wish him well in his new job and thank Sally for taking on the WA Contact job so readily.

Lastly, the APEN committee of management has decided on a venue for the next AGM, due at the end of this year. It will be held in South Australia at University of Adelaide Roseworthy campus.

**APEN AGM Forum
2 & 3 December 1998
Adelaide!**

1998 APEN AGM FORUM IN ADELAIDE

**Wed 2nd - Thursday 3rd,
December 1998
University of Adelaide
Roseworthy Campus.**

The residential campus is about 50 Km north of Adelaide city and is set in farming country representative of the lower north cereal growing district of SA. The Roseworthy Graduate Diploma in Agriculture was for many years the standard training for those wishing to pursue a career in practical agriculture. More recently it has become part of the University of Adelaide, and the range of courses is now much expanded. It is also the site of important field crop research.

An attractive program is currently being organised by the local APEN chapter, including a district tour.

So plan to visit Adelaide in December, and watch for more details. See you there !

APEN(WA) Happenings

Sally Marsh

The Western Australian chapter has conducted two meetings this year. We were lucky enough to grab Lyn Sykes for an afternoon seminar when she was over here to speak at a "no-till" conference. Lyn was entertaining and insightful, and feedback from this seminar was so positive that we are planning a half-day workshop later in the year. In April two of our own members travelled to Northam to give an APEN seminar on their research projects. Fiona Frost spoke on her work with Landcare groups, focussing on group development and the emerging sense of community seen in these groups.

Sally Marsh spoke on issues relating to extension policy.

The WA chapter produces their own quarterly newsletter which is distributed to APEN members and others who pay a small fee to receive it. We are using this to give national APEN activities a wider coverage, advertise and report on our own activities and just generally create an awareness of APEN as a useful organisation for extension professionals. We have subscribers from Esperance to Kununurra. Feedback from some of these more isolated practitioners has been especially positive. ▽

SUNSMART AT SUNSET

David Buntine

The Melbourne APEN Chapter recently conducted a seminar to explore social marketing and behavioural change campaigns. The focus of the seminar was the high profile SunSmart campaign run by the Anti-Cancer Council of Victoria.

Craig Sinclair, SunSmart Campaign Manager, presented the session to around 30 eager extensionists. The venue for the session was Melbourne's premier scenic lookout with views across the entire city - the observation deck of the 55 floor Rialto Tower. The fact that Craig was able to divert people's attention from the scenery and the sunset highlighted the relevance of the SunSmart campaign to other extension fields.

Craig discussed the development of the campaign over the last 15 years, and some of the lessons learnt along the way. The original emphasis on community awareness -featuring the *Slip Slop Slap* jingle - was very successful but has now been replaced by a strong focus on strategic sponsorships and targetting of specific market groups.

A number of key points emerged from the presentation which are

useful to consider in any extension and behaviour-change context:

The use of critical thinking in the design of programs.

The SunSmart program designers constantly expose their thinking and planning to critical analysis. Discussions include input and analysis from people outside of the SunSmart campaign trained to provide critical thinking and stimulation of new ideas. This is intended to constantly expand the thinking behind the campaign, to recognise and monitor the assumptions involved in the campaign, and to reduce the risk of narrow planning.

The importance of market research and targetting.

The SunSmart campaign is surprisingly low budget for the profile it maintains, involving only four full time staff and about \$500,000/yr (which includes funds for advertisements, sponsorship, etc). A key feature is therefore the value for money which is achieved. An emphasis is placed on knowing the market segments that the campaign has to influence, their social and demographic profiles, and recognising and catering to the triggers which make these market segments change their behaviour. Then, specific programs are developed to focus on these key sections of the community, rather than using a broad-brush or scattered approach. Another feature of the campaign is the leverage achieved through "free" advertising by making their messages newsworthy - even if it was old info repackaged. News releases are well planned, designed and timed to gain maximum advantage from the media.

The importance of monitoring.

The ongoing benefit of the Sunsmart campaign has to be demonstrated to ensure continued funding. Therefore, emphasis has been placed on monitoring the value of all parts of the campaign, including

use of a number of innovative monitoring methods. For example, a qualitative measure that the campaign is having an effect on community behaviour is demonstrated by analysing and showing an increase in the number of people wearing hats at the Australian Open Tennis Championship each year and the use of sunscreen at Melbourne's beaches. Similarly, the value of the sponsorship of Victorian lifesavers has been partly analysed by monitoring the behaviour of the lifesavers in regard to sun protection compared to their interstate colleagues and the level of media exposure gained through the sponsorship.

The challenge of justifying change in the long term.

An issue which SunSmart has faced is the significant time gap between implementation of the program and reduction in rates of skin cancer. This is a similar problem faced in agricultural extension where the outcomes of an extension program may not be evident for decades. As discussed above, SunSmart has maintained an emphasis on qualitative monitoring and performance indicators. However, a recent scientific study has shown a direct link between implementation of the SunSmart campaign and decreasing rates of skin cancer.

The APEN SunSmart seminar was the first of three sessions planned for 1998 to be run by the Melbourne Chapter, at a cost of \$15 for members and \$20 for non-members.. The next two seminars focus on:

- **Use of a social marketing paradigm in the Child Immunisation Campaign,** presented by Paul Cramer from the Dept. of Health & Family Services (which has also been involved in Australia's drug and alcohol campaigns). Friday 12 June 1998. 12 noon - 2pm.

(Continued page 9)

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