



Extending
Horizons

EXTENSIONNet

August 2001

Vol. 9 No. 1

Newsletter of the Australasia-Pacific Extension Network (Inc)

ISSN 1445-2111

A0029919P

Contact: 61 2 6024 5349

Australia Post approved PP347637000014

Advocacy and Extension

Horrie Poussard

NRM Consulting

poussard@thereef.com.au

In March this year APEN President **Jane Fisher** and myself were privileged to be part of the start of a new extension network in the Philippines. APEN and a small grant from AusAID have supported the establishment of the Philippines Extension Network (PEN).

At the "establishment workshop", with participants from academic, project, training and government extension groups, one of the first issues was to get an agreed view of what we were all talking about -

What are the aims of an extension organisation in the Philippines?

After much discussion this was boiled down to:

- Advocacy for the profession and for extension
- Sharing and information exchange
- Developing models for practical change
- Professional identity and professional development

The issue of **advocacy** was seen as very important in a country where extension has been devolved over the last 10 years to local government level, resulting in isolation of officers and a loss of a focus and training at a national or provincial (State) level. It also reflects the bureaucratic and political power in the Philippines that can reach down to the lowest

levels at times.

However these aims of PEN are just as applicable to APEN. While we have tried hard to share knowledge and promote professional development, a sign of our development and maturity as a professional organisation may well be a **greater level of activity to advocate for extension** as an integral element in our own country's development. This advocacy should not only be as an input to a focussed inquiry (such as the recent R&D Corporations project), but proactive and reactive inputs to discussions at various levels.

If we look at the range of physical and biological issues affecting land and water management (and impacts on people), what should we as extension professionals be saying? Do we have any agreed policies/ views on protection of biodiversity, efficiency of water use, catchment (as distinct from individual farm) management, Landcare and group approaches, environmental management systems, etc.

To advocate effectively we need the mechanism (and the information) in place to respond appropriately to relevant issues at national, State and local levels. The CoM, and maybe the upcoming international conference in Queensland should consider extension advocacy.

IN THIS ISSUE

Ruth Beilin 3

Using Participatory Approaches in Extension Research - The case for Photo Elicitation

Kate Roberts 6

A Profile of Evaluation in Action

APEN International Conference 8

APEN Strategic Plan 9

Regular Columns

From the Chair 2

From the Editor 2

From the Chapters 10

APEN Contacts 12

Advance Notice: APEN 2000 Annual General Meeting

See page 9 for details

Have YOU registered for APEN 2001 yet?

**APEN is pleased to
acknowledge the
support of:**



DAIRY RESEARCH
AND DEVELOPMENT
CORPORATION



Horticulture Australia

FROM THE CHAIR

Jane Fisher

APEN President

e-mail: Jane.Fisher@nre.vic.gov.au



2001 has been a very stimulating and progressive year for APEN

I am pleased to share with you the good news that **Horticulture Australia Limited** has agreed to sponsor *ExtensionNet* for \$7000 per year over the next two years, and **DRDC** \$4000 per year. The high regard in which this newsletter is held is a tribute to our editor, **Mark Paine**. Comments like "it is worth paying my membership to receive *ExtensionNet*" have appeared on membership renewal forms.

Mark has been indefatigable, chairing the editorial committee responsible for refereeing the papers for the 2001 Conference in addition to his *ExtensionNet* responsibilities. I would like to thank him very much for the thought, time and effort that he put into this process. Coordinating 70 papers and associated referees is quite a feat.

Our major event for the the year, the APEN 2001 International Conference is being ably organised by **John James** and his conference organising committee (see page 8 for an update).

The refereeing process introduced for the conference has begun a culture of peer review within APEN, giving our members, as authors and reviewers alike, experience in the art of writing for publication. The number of papers submitted indicates that extension-

ists need to share their thoughts and philosophies with a broader audience than mates in the office.

I am proud to have initiated the process of peer review at the 2001 Conference. The CoM believes that this step takes APEN well down the track to being recognised as an organisation committed to professional development and to having extension theory and practice recognised by funders as a science, with rigour and outcomes.

Other news: **John Stantiall** has left the CoM, his departure coinciding with him taking up a new job. John worked hard on the APEN strategic plan (see page 9), and his insight and energy will be missed. **Janet Reid** from Massey University has joined the CoM as the New Zealand representative.

Paul Ainsworth has coordinated production of a new membership brochure, which matches *ExtensionNet* in design. We are developing that all important corporate look.

I am looking forward to meeting many of you in Toowoomba. The 2001 Conference is an important one in the extension calendar. I wish the organising committee good luck with this event.

FROM THE EDITOR

Mark Paine

e-mail:

m.paine@landfood.unimelb.edu.au



A global electronic community – for better or worse!

A recent item on the national news reported that the Code Red virus spread at a rate of 250,000 new computer infections within the first nine hours of its release. We can imagine the disruption and personal distress this type of infection can create. This startling rate of spread also helps us appreciate the extent of connectivity most of us now share through our workstations. We are members of a global electronic community – for better or worse!

Technological advances in medium like the internet can at times divert our attention for the subtleties of human interaction that are the primary concern of extension workers. These new technologies can be treated like a panacea if we attribute more features to a medium than that of an information conduit. Perhaps more importantly, extension needs to ensure it is considered more than an information conduit – something that can be readily displaced through advanced technologies.

The articles in this issue of *ExtensionNet* discuss some projects that are contributing to a profession that is using new approaches to work with people in the field. **Ruth Beilin's** discussion of photo-elicitation provides a useful review of the method while also illustrating the approach using a catchment study. **Kate Roberts** outlines the diverse evaluation studies undertaken by her group to indicate the role and contribution of evaluation to extension projects.

The past few months have been very busy for the editorial committee with the refereeing of papers submitted to the APEN 2001 International Conference. An impressive range of projects and achievements are reported in these papers. I strongly recommend people make the effort to attend the conference to engage with these authors and learn more about the work operating in this country and overseas.

The Editorial Committee is seeking feedback and suggestions for improvement, so please send me any comments, no matter how brief, and indicate whether you want your comments published. If you have any articles for publishing please contact me.

Using Participatory Approaches in Extension Research

This article describes a photo-elicitation method adapted from within a visual sociology tradition for use in a land conservation study. Visual sociology, based on an ethnographic foundation, encourages the integration of photograph and commentary. This process of qualitative interview and narrative explanation is called 'photo elicitation' (Collier, 1967; Harper, 1987). The photograph, and not a researcher's question, becomes the focus of the discussion (Harper, 1986). The responses of the informants extends the possibility that the researcher can build on proffered answers to approach a more meaningful understanding of the areas under discussion. The act of collaborative research is strengthened through the listener's participation (Forester, 1989). The narrator of the photographic 'story' is encouraged by the images to explore previously 'taken for granted' understandings, which can be quite confronting for the subject as well as the researcher (Harper, 1994).

The study referred to here

The study referred to here, mainly involved dairy farms, and particularly Landcare farmers. The larger question underlying the study was how farmers interpret and manage their landscapes for conservation. Governments are necessarily anxious to know whether programs, like Landcare, lead to changes in farm management. Researchers often struggle to find appropriate and reasonable ways of understanding the effect of government policies at a local level. The method described here offers just such an insight into the decision-making process at the individual farm landscape level. In analysing their images of Landcare, participating farmers discussed the decision making process and their management strategies.

Landscape studies have commonly used photography as a tool for explaining research, analysing management changes, and to encourage public participation in validating particular landscapes for preservation or creation (Emmelin, 1996; O'Riordan, et al., 1993; Whitmore, et al., 1995). Brandenburg and Caroll (1995) use landscape photographs to review citizen responses to resource manage-

The Case for Photo Elicitation

ment issues. Moore (1997) uses farmers' photographs to 'provide immediate and efficient access to place'. The examples describe the visual reality of seeing. Ethnographers and anthropologists have yearned to unlock that which is not seen, but implied; that which is evoked in memory and symbolised by that same physical representation.

MacDougall (1994:265) is concerned with 'signs of absence'. We look at photographs for an indication of what is no longer there or what used to be. MacDougall (ibid) links photographs to memory, both at a personal and community level. He suggests that at a representational level, this is a social narrative. 'The photographer's gaze' say Lutz and Collins (1994:363), in a study of photographs from America's *National Geographic*, turns the landscape and the photograph into objects. They explored the power of the photographer's position through a consideration of the ways in which it allowed readers as outsiders to look in on 'the foreign'. Modell and Brodsky (1994) used existing photographs from historical archives and personal family albums to elicit oral histories. In pursuing photographs and informants suggested by other photographs and informants, they created a web of interconnectedness. Their process mirrored the integration of larger social and economic issues inherent in the politics of a mill town at a macro level, and with the personal histories of its citizens at a micro level.

Ways to analyse the photographs

There are several ways to analyse the photographs. Usually these involve some type of content analysis. Content analysis is defined as the quantification of the various elements seen in photographs. Questions are developed based on what stands out to the evaluator as being significant about those photos after the quantification of elements (Collier & Collier, 1986). Examples might be: Who is in the photo?

THE AUTHOR

Dr. Ruth Beilin,

Landscape Sociologist, Institute of Land & Food Resources, University of Melbourne

R.Beilin@landfood.unimelb.edu.au



The narrator of the photographic 'story' is encouraged by the images to explore previously 'taken for granted' understandings

Landscape studies have commonly used photography as a tool for explaining research, analysing management changes, and to encourage public participation in validating particular landscapes for preservation or creation

What location is it? What are they doing? Based on the content that emerges, categories are developed to reflect what is seen. The elements within the categories are counted and comparisons made across photos. In this model, the researcher is usually the photographer. Photo elicitation can also occur using existing images and content analysis. No new photographs are produced for the research project. The content analysis is applied to 'found' or existing images. For example, existing historic photographs or cultural/recreational ones from the Shire. The photos are content analysed and explanations offered for the resulting data. The photos can be analysed by the researcher alone or by those involved with the site and not authors of the images (Modell & Brodsky, 1994).

A third type of photo elicitation involves researched-produced photos and content analysis. The subjects of the research project take photographs specifically for the research project. The expectation is that different photographs and photographers focus on different aspects and by analysing those differences in content, a better understanding of the site is gained by the researchers and the researched. Visitor-employed photography surveys at zoos, national parks and similar tourist sites, use this model (Chenoweth & Gobster, 1990), though not all of them involve the users in the analysis.

Landscape photographs and photo-elicitation combined

In the study that is the subject of this article, landscape photographs and photo-elicitation are combined and content analysis is organised around farmer derived themes. As Landcare is a participatory program, the 'photographer's gaze' is necessarily that of the farmers themselves. To assist in ascertaining levels of significance in the series of twelve photographs taken by each farm family, a modified form of personal construct theory was used (Kelly, 1955; Dalton and Dunnett, 1990). This involved farmers sorting their photographs into groups. The groups were then given a thematic name by the farmer, such as 'production', 'vermin', 'things I'm proud of...'. The farmers were asked to explain

why the photographs belonged in each group and what the significance of the theme was to the overall series. The farmers indicated which group was most significant to them. Then each farmer was asked to order the photos within each group. Once again, each farmer explained why the photograph was ranked in this order and why it formed a part of the theme. In this way, a laddering process occurred that allowed the farmers and the researcher to understand the significance of each photograph within the overall context and with reference to particular detail.

Photograph 1. Feel good farming/animals

Marvin and Stan, a father-son farming partnership comment on a photo of cows in the paddock.

Marvin: "It shows the animals grazing and each cow knows where to go. They have their favourite spot in the paddock and they all head into that one spot. That is the other landslip which is more of a problem to our dam than the one up the top. They do stabilise. If this winter is not as wet, it might stabilise."

Stan: "...there are individual trees that we planted. The dirty area around the hayshed...is where we feed out the hay in winter and it gets very chewed up. This is a feel good shot for me. It is the one that gives me a good feeling. This is our farm...The sun was going down. I knew that I was going to take a photo from there, but I just had to get the right night...I planned it with the cows and the hill and the tree. You see the colours every day. I see the sun setting with the beautiful colours...you see the beauty that people don't see when you look at it every day."

This is an inter-generational farm inherited by Marvin from his father seven years ago, when Marvin was 50. Stan is Marvin's 27-year old son. Father and son are the only workers on this 180 ha farm with 240 dairy cows. The farmers took 6 shots each. They ordered and described all 12 each. Marvin put this photo in the category 'animals' and it was number 10 of the 12. Stan took the photo. It was number 2 of the 12 for Stan. Both farmers talk about the photo in relation to what is seen and what is not visible. Marvin says, the cows 'know where

to go' to settle, and to be in the sun. He notes the erosive character of the land, suggesting the slip might not develop any further. He does not sound convinced. Stan has been travelling around the world, has come home to farm and he deliberately took this photo to indicate his farming dream. He analyses the photo as a positive. He notes the feeding out area as part of the necessary landscape of production. It's ugly but the overall outcome is good. He deliberately waited for sunset and the warm glow of soft light to capture the importance of the scene. This photo is a confirmation of his personal identification with the work and the place.

Photograph 2. Mixing pasture and trees

Colin and Jayne are conservationists and birdwatchers. They are in their sixties and have a small beef herd on the undulating plains. They have planted extensive shelterbelts across their farm.

Colin: "I love that big tree. I think it must be about 75 years old. And I'd like to think that in another 50 years he still is there. But I guess he won't be unless I put a fence around him, or sell these cattle."

Colin is determined to plant trees. He helped clear the last of the trees and scrub in this neighbourhood in the 1960s. They consider the future landscape one in which old trees are part of the scene. But they ruefully note that everyday routines counter that likelihood. Cattle will graze under, rub against and trample the root area. Landcare is not addressing the management issues arising from the location of conservation zones in production landscapes.

Photograph 3. Things we have done

Campbell and Isobel have owned this property for 10 years and described it as a 'green desert' when they first arrived. Now it is about 20% covered by revegetation zones.

"...and you can see beyond it (this farm) and it all looks bare. Beyond our property you can see there are very few trees and you can see the creek is a drain...if we were up close, you could see...that cattle have been allowed to get into this area (from the other neighbour's land). And it is about 30 feet deep. They haven't wanted to fence it out. They actually burned what was left of the *Melaleuca ericifolia* to let



Photograph 1. Feel good farming/animals



Photograph 2. Mixing pasture and trees



Photograph 3. Things we have done

the water get through faster, and it roars!...The area is such a contrast. They're not Landcare members. And we still have a problem because their cattle can get across the creek in summer."

This photograph emphasises landscape transformation. On Campbell and Isobel's side of the creek the plantings are lush. Their farm is singular in the wider landscape context. Their farm represents a commitment to Landcare ideals and the wider landscape speaks to the voluntary character of Landcare where 70% of farmers do not belong or necessarily share their goals. Campbell deliberately took this photograph from on top of his shed in order to make this point. He used the photo elicitation method to illustrate their frustration with neighbours and with government. The participatory character of the study empowers farmers to speak about Landcare through the photographic narrative and because the voices and pictures are theirs, the reader has insight into the everyday reality behind these scenes.

A landscape sociology

The photographs provide a landscape sociology of farming in a difficult and highly degraded terrain. As farmers analyse their photographs, they define 'conservation' on their farms. The photographs clearly identify the overwhelming production mandate of the hills and plains. They emphasise the 'look of the land' and management responses. The sub-text in the wider study addresses issues such as roadside planting, fencing out creeks, zoning areas to agroforestry and recognising the importance of the individual in creating new landscapes.

The landscape is not an object 'out there' for us to gaze at and accept as an apparently static fact. By contrast, the landscape is a construction that in the context of this study, using photo elicitation offers an insight into policy at the farm landscape level.

References

The comprehensive list of references is available from the APEN Secretariat, or the author.

A Profile of Evaluation in Action

THE AUTHOR

Dr Kate Roberts

Head Evaluation unit, Rural Extension
Centre, University of Queensland, Gatton
Campus

robertkc@dpi.qld.gov.au



In this article I introduce the Evaluation Unit and then describe a cross section of projects that illustrate a diversity of approaches used in evaluation studies. The particular approach to evaluation depends on the context and issues under investigation.

INTRODUCTION

The aim of the evaluation unit at the Rural Extension Centre is :

- To deliver evaluation information to clients;
- To carry out and be involved in evaluation training
- To be up to date and leaders in the field of evaluation research

The Rural Extension Centre is jointly funded by the University of Queensland and the Queensland Department of Primary Industries. It is located on the Gatton campus of the University of Queensland and is largely a training centre for extension and rural community development.

Since the evaluation unit was formed in 1998, it has secured 18 projects. Most projects were of short duration but four were over a three year period. To date, these projects have resulted in 55 reports, 8 workshops and 6 conference presentations.

A profile of some of the projects

Bestprac

The Bestprac program is a national program and in its third year of evaluation. It terminates at the end of 2001. Bestprac is the name given to woolgrower, best practice, benchmarking project that uses a modified process of action research for bringing about continual improvement.

The major evaluation activities are:

- Continual evaluation of the Bestprac steering team effectiveness;
- Annual evaluation of the effectiveness of the groups, the Bestprac process and what is required from continual improvement; and
- Annual evaluation of the activities of facilitators and coordinators.

Working In Groups (WIGs)

WIGs workshops were provided to beef and sheep meat producers across Australia to improve the effectiveness of their group activities. The invigoration provided by the trainers is evident from participants' comments. Analysis of data from post workshop questionnaires, an annual impact survey and an annual report are ongoing activities.

Dairying BEYOND 2000

This series of workshops throughout Queensland was provided for dairy farmers facing deregulation of the dairy industry. The intent of the workshops was to provide farmers with projected scenarios about what could happen and give them skills to deal with the uncertainty. Farmers were invited to a series of four workshops dealing with various aspects of change management.

Evaluation activities centred on assessing the effectiveness of the content and process for the audience. Effectiveness was assessed at two levels – facilitators and participants and opinions from these two groups were compared. Facilitators were asked to keep a diary which was divided into the categories of the action learning cycle. Facilitators were asked to report against these categories of – action, observation, reflection and planning and participants completed post workshop questionnaires.

Subtropical Dairy

The evaluation project with Subtropical Dairy is for three years. Subtropical Dairy is a regional development program funded by the Dairy Research and Development Corporation and defined by dairying from Malanda in North Queensland to Kempsey on the mid north coast of New South Wales. Subtropical Dairy supports seven subregional teams and these teams together with Subtropical Dairy carry out research and development projects in the areas of feed systems, holistic farm management and animal health.

Evaluation of Subtropical Dairy centred on an assessment of the suitability of its structure,

WIGs workshops were provided to beef and sheep meat producers across Australia to improve the effectiveness of their group activities.

Facilitators were asked to keep a diary which was divided into the categories of the action learning cycle.

that is delegating responsibility for research and setting research direction to the subregional teams. An assessment was done by:

§ Conducting evaluation workshops with the subregional teams to determine what those members knew and thought about the structure;

§ A survey of dairy farmers and other individuals associated with the dairy industry about their knowledge and opinion of the activities of Subtropical Dairy; and

§ An assessment of the value of having an annual forum where subregional team members can share information.

Capacity Building for Natural Heritage Trust Facilitators

This evaluation project was similar in content to evaluations carried out for the *Working in Groups* workshops. It was also similar in process to the evaluation for the *Dairying Beyond 2000* workshops in that facilitators were asked to keep a learning log.

The aim of the workshops was to provide training nationally for prospective and current Natural Heritage Trust facilitators to build their regional networks, provide them with skills to work with people and deal with their regional issues.

Greening Australia – Measuring attitude change

This project was small in financial terms but by far made the greatest impact on an external audience. Greening Australia received many requests for the report.

A survey was conducted of landholders in South West Queensland who had been involved in a Bushcare project. The questionnaire was developed by Greening Australia staff in that region with advice from the Evaluation Unit. Landholders were asked about what changes in thinking and practice they had made as a result of their Bushcare projects.

Queensland Fruit and Vegetable Growers

The Queensland Fruit and Vegetable Growers held an information day – *Growing for Profit* at Gympie in November 2000.

The intention was to provide information in many different areas. Growers would then choose where they needed more information and follow-up events would be organised.

Evaluation involved participant observation at the event. Photographs to assess what participants found most useful were also used to support findings.



The beef nutrition workshops

An evaluation of the delivery of the Northern Nutrition package for the Queensland Beef Industry Institute and Meat and Livestock Australia began as a small one-off event. More evaluations were asked for as the package evolved through its various drafts and was delivered to producers.

It continues to be an intriguing package to evaluate because of the assumptions made about the needs of producers when it came to delivery. The softer, facilitated approach to learning, which is current practice, was passed over in favour of high percentage of content in the delivery followed by vigorous discussion.

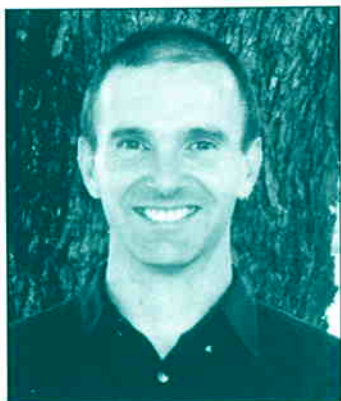
Conclusion

Evaluations have been of a variety of learning programs within a number of rural industries. Most, but not all, of the learning programs have centred on measuring the effectiveness of action learning or action research. All involved an assessment of effectiveness to meet learner needs which were not just defined by content and process but by social and economic factors as well.

The softer, facilitated approach to learning, which is current practice, was passed over in favour of high percentage of content in the delivery followed by vigorous discussion.

APEN 2001 International Conference is attracting a great deal of interest

Contemporary extension as a powerful vehicle for regional change,
 University of Southern Queensland, Toowoomba, Queensland, Australia.



John James, APEN 2001
 Conference Convenor

Over 80 registrations have been received for the conference which is to be held in Toowoomba on October 3-5, which is a tremendous response at this early stage. Most are from throughout Australia, but we have several Kiwis and two people from Denmark.

While most are from the natural resource and environment discipline, it is pleasing to see several from the health sector attending.

Almost 100 expressions of interest for submission of conference papers were recorded. More than 70 papers were subsequently submitted from which 36 will be invited to be presented at the conference.

According to convenor John James, the high level of interest augers well for a successful three days of challenging presentations and stimulating discussion.

"It promises to contain lots of interaction and meaningful outcomes for regional communities," he said.

Sponsorship of the conference has also exceeded expectations. Major sponsors include the Queensland Department of Primary Industries, Queensland Natural Resources and Mines, Telstra Countrywide, Meat & Livestock Australia, Horticulture Australia and Land & Water Australia.

Be sure to attend this exciting event. To register, go to the conference website at

www.apen.org.au/apen2001 or contact Kim Hamilton at the University of Southern Queensland on 07 4631 2940 for a copy of the registration kit. Rosemary at the APEN Secretariat also has some copies of the kit available. Phone 02 6024 5349

How do YOU get ahead?

Studying with the REC (Rural Extension Centre) not only allows you to update your skill base but also gives you internationally recognised qualifications. The programs are flexible, letting you choose the courses you want to learn.

www.rec.edu.au

Get skills in:

- group facilitation
- community development
- adult learning
- project management
- evaluation
- and many more courses.

Go to our website to find out more, or contact Jodie now –
 phone: (07) 5460 1092
 e-mail: info@rec.edu.au



The APEN Strategic Plan

The APEN Committee of Management (CoM) embarked upon a strategic planning process with a workshop of members early this year.

The purpose was to revisit the organisation's direction and purpose over the next five years and provide a structure for the CoM to lead the organisation and address the needs of the membership.

The outcome of the workshop has been a document: *The APEN Strategic Plan* which the CoM sees as a living document, that is focussed on actions and outcomes.

The plan is divided into three sections: objectives, strategies for meeting those objectives and actions with names against them - an action plan.

Being a living document it is the CoM's intention that it be continually updated and that members have opportunity to contribute to that development and have some ownership of its intent.

If you are interested in participating in this process, please get in contact with Jane Fisher. The CoM is looking for people with energy

and commitment to participate in this process of developing an active, dynamic organisation, well funded and able to contribute to the professional development of our members.

Goal 1: A stable membership of 1000 from a wide range of professions and communities.

Goal 2: APEN has secure short to mid term funding.

Strategies include identifying and servicing the needs of current APEN members and attracting sponsorship and funding. The survey included in the renewal of membership is part of this process.

The Strategic Plan will be available on the web, and will be distributed to all members for comment. I would like to hear from you - have we met your needs, are there issues that you feel that we have overlooked - please send your comments to Jane.Fisher@nre.vic.gov.au.



Jane Fisher, APEN President

The APEN 2001- 2005 Strategic Plan is the product of the collective effort of the following people:

Preparation for the Sydney meeting: Jane Fisher, Mark Paine, Greg Cock.

Sydney: from the CoM: John Stantiall, Terry Reid, Jane Fisher, Mark Paine, Amanda Miller, Jon Warren, John James, John McKenzie, Rosemary Currie, and others, Sally Marsh, Roger Johnson and Greg Leach

Post Sydney: John Stantiall, Jane Fisher, Greg Cock, Paul Ainsworth from the CoM and Heather Shaw.

The Sydney meeting was very ably facilitated by Stuart McMahon.

Advance Notice – the Annual General Meeting of the Australasia Pacific Extension Network -5pm Wednesday October 3, 2001

The 2001 APEN AGM will take place at 5pm on Wednesday October 3, 2001 at the University of Southern Queensland Toowoomba as part of APEN 2001.

The agenda will be as follows:

- Welcome and apologies
- Minutes of the AGM held at Centra, Hotel, Melbourne, October 27, 2000
- President's Report
- Treasurer's Report
- Election: President
Vice President
Secretary
Committee members (2)
- Confirmation of Committee of Management's secondment of Janet Reid (NZ)
- Appointment of Public Officer -

confirmation of Jane Fisher for the following year

- Appointment of Auditor - confirmation of Peter Chandler A.C.A for the following year
- General Business
- Close

Elections for the APEN Committee of Management:

The position of Secretary is for election. Those finishing two year terms and thus up for re-election to the committee for a further two year term are: Jane Fisher (President), John McKenzie (Vice President), Jon Warren (Committee) and John James (Committee).

Nominations are called positions on

the APEN Committee of Management, to reach the APEN Secretariat by 5pm September 26, 2001. (Nomination Forms are available from Rosemary at the APEN Secretariat and from the APEN Website).

General Business:

The Committee of Management have a couple of items for presentation;

- the APEN Strategic Plan (see above)
- the price of membership subscriptions to APEN and management of unfinancial members (see back page).

Notification of Any Other Business should reach the APEN Secretariat by 5pm September 19,2001.

We look forward to seeing as many of our members at the AGM as possible.

FROM THE CHAPTERS

The Main Event – How to Organise Your Next Event

The “Main Event” attracted 30 extension agents from organisations across western Victoria, including the Glenelg Hopkins CMA, Landcare groups, Greening Australia, SILC (Secretariat for International Landcare) and NRE. People travelled from Horsham, Ballarat, Geelong, Hamilton, Warrnambool, Colac and Glenthompson to participate in the new look extension workshop at the Royal Mail Hotel, Dunkeld.

Guest speaker **David Beckingsale** imparted his words of wisdom with great emotion about what it took to organise the International Landcare Conference, which took place in Melbourne, March 2000. Of course most of the events we have to organise won't come close to the size of the International Landcare Conference but the underlying principles of initiating, planning, executing and evaluating a project are still the same.

David shared with us some of the tools and techniques he uses in project management. David's definition for project management is ‘**a process that enables a project to create the right product (or service, process or plan), at the right time, for the right customer, within the resource limits established.**’ A project being ‘any temporary, organised effort that creates a unique product, service, process or plan’.

David outlines **the benefits of using good project management as being:**

- ▼ Ensures that customer requirements are met.
- ▼ Eliminates ‘reinventing the wheel’.
- ▼ Reduces the number of tasks that are overlooked during the project.
- ▼ Eliminates duplication of effort.
- ▼ Ensures that projects are in control.
- ▼ Maximises the use of resources.

On the flip side **the pitfalls of not using project management are:**

- ▼ Excessive workloads for some individuals.

- ▼ Cost overruns.
- ▼ Team members lack the right skills or expertise for the project.
- ▼ Staffing conflicts with other projects or assignments.
- ▼ Relationships with team members are strained.
- ▼ The scope of the project keeps changing
- ▼ Work is redone or duplicated
- ▼ Resources are insufficient.
- ▼ Deadlines are missed.

I think everyone has experienced these unfortunate outcomes with projects. It is important to remember that to learn and improve we have to make mistakes. But to assure future project success we have to spend more time in planning and evaluation to make sure we attain continuous improvement in the projects we undertake.

David outlined **a project planning process** as phases that overlap as shown in the diagram below.

The Initiating Phase

The initiating phase recognises that a project should begin and committing to do so. You need to establish justification to proceed with the project. The next step is to identify a sponsor, project boundaries, and an agreement to commitment of resources.

The Controlling Phase

The controlling phase involves ensuring that the project objectives are met by monitoring and measuring progress and taking corrective action when necessary. This includes: gaining control, risk control, issue control and quality control.

The Planning Phase

The planning process concentrates on devising and maintaining a workable scheme to accomplish the business need that the project was undertaken to address. The workable scheme involves:

- ▲ **Identifying objectives and deliverables:** What is actually going to be delivered? What are the underlying principles?

▲ **Assembling the team:** The right people with authority, responsibility and knowledge need to be sourced. A range of skills must be available and all activities need to be considered.

▲ **Stakeholder and customer expectations:** Market segmentation needs to be explored unrealistic- realistic. How to gauge feedback. Expectations must be stated and agreed at the beginning of project.

▲ **Schedule:** List activities and when they occur using GANT and PERT charts. Put in place milestones to be monitored to keep the project on track.

▲ **Estimating:** Attendance. Sensitivity analysis via market segmentation. Consensus using the Delphi approach.

▲ **Budget:** As tight as possible. Fixed versus variable.

▲ **Management of risk:** Is separated into two types of risks:

- Project risks are threats to the project being able to deliver products within cost and time.
- Business risks are threats associated with a project not delivering products, which can achieve accepted benefits.
- Risk analysis involves determining the risks that could occur, estimating the importance based on likelihood and impact and deciding the appropriate action.
- Risk management involves planning and resources of the actions required to manage the risks and consequent activities.

▲ **Quality:** What is the role of quality? What parameters are you putting around quality?

The Executing Phase

Executing the plan and coordinating other people and resources to carry out the plan. Doing it!

The Closing Phase

The closing phase formalises the acceptance of the project and brings it to an orderly end for yourself, others and to produce a final report.

The APEN extension workshop “The Main Event” was coordinated by **Chris Sourness, Ginny Forrest, Lee-anne Minter and Mark Costello** who

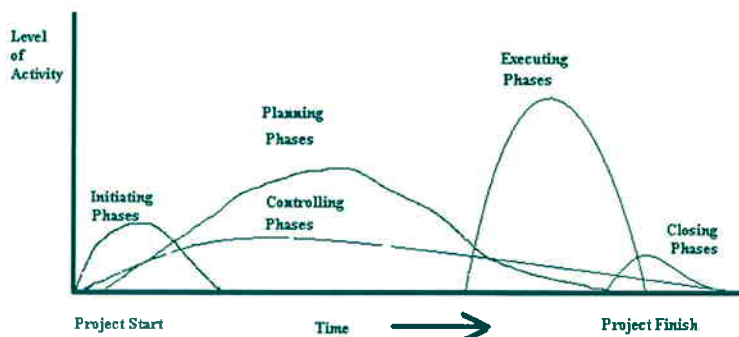
FROM THE CHAPTERS CONTINUED

formed an interim committee joining the SAVic Borders chapter and the Western Victoria chapters. We also included our AGM as part of the day and Chris Sourness was appointed Convenor, Ginny Forrest Treasurer, Mark

Costello and Lee-anne Minter in charge of marketing and promotion of the APEN chapter as well as being local contacts. We were able to entice four new recruits to join the APEN Western Victoria chapter committee: Belinda

Gardiner (NRE, Colac) who has been appointed secretary and Frank Carland (NRE, Ballarat), Belinda Dooley (NRE, Colac) and Peta Funston (NRE, Geelong) as committee members. A big welcome to the new Western Victoria APEN committee members.

PROJECT PLANNING PROJECT PHASES AND PROCESSES



APEN SA - A new volunteer for the Chair!

Craig Feutrill has been volunteered to replace **Narelle Campbell** who has taken off interstate with her new position.

For those of you who are unfamiliar with Craig, he has been in a consulting role since 1990, initially as an IPM consultant for Yandilla Park, a large Citrus grower & packer at Renmark. Subsequently he ran Horticultural Pest Management Services from 1992 to 1998 working on IPM in Citrus, vines, vegetables, stonefruit, pomefruit and many exotic crops. HPMS had company offices in 3 states with a staff of nine. Craig returned to SA in 1998,

took up the position of SA Vegetable Industry Development Officer - a Horticulture Australia (previously HRDC) funded 5 year project. More recently he jointly started ARRIS Pty Ltd, with a couple of researchers, providing consultancies to the horticultural, and agricultural regions, mainly with regard to water issues. Craig has co-led 2 tours recently - the Greenhouse tour to Israel (25 growers) in 2000 and Reclaimed Water Tour to Israel & California May 2001 (31 participants). You may have seen some of the outputs from the most recent tour on Landline over the past month or so.

The SA Chapter will be holding its AGM on Wednesday 19th of September at the Cafe Nova - 19 Murray Street Gawler. APEN members, other extension professionals and interested reclaimed water users from the Northern Adelaide Plains have been invited to attend.

The AGM will be in the form of a dinner, with **Jim Kelly** from the University of Adelaide speaking on the recent Israel/California Reclaimed Water Tour and how tour delegates participated in the information gathering and dissemination. This will be preceded by the AGM.

More information from Craig at:
cfeutrill@adam.com.au, 08 8232 5555

International Union of Forestry Research Organizations

FORESTRY EXTENSION - INTERNATIONAL WORKING PARTY SYMPOSIUM

29 Oct-2 Nov 2001 at Lorne, Victoria, Australia

"Assisting Forest Owner, Farmer, and Stakeholder Decision-Making"

For details see: www.mtg.unimelb.edu.au

IUFRO is the world's leading forest science organisation. IUFRO has held Extension Working Party Symposia in Kenya, Virginia (USA), Slovenia. Over 50 overseas papers.

Note: Late papers will be considered at this stage, despite closing dates shown on website.

Proposal to Increase Subs

Greg Cock

APEN Treasurer

cock.greg@saugov.sa.gov.au

The APEN Committee of Management has endorsed the following three proposals to be put to the AGM during the International Conference in Toowoomba in October. (See General Business in Agenda, page 9) That:

1. the subscription rate for ordinary membership to APEN be raised by \$10/year to take effect from July 2002

Subs have not risen (except for

GST) for four years. To continue to be able to produce **ExtensionNet**, the Conferences and Forums and to be able to expand the range of activities and services organised through APEN requires funds that continually need to be sought. The CoM has been active in boosting our sponsorship income and the Forums and Conferences have continued to be profitable, but the organisation needs to maintain a solid base of funding to move forward. Certainly, as a largely volunteer based organisation we rely heavily on the Secretariat services, provided by Rosemary Currie to make things happen and it is vital to maintain a solid base so as to maintain that and to also expand. A modest increase in subs will make a big difference to our future.

The proposal would mean a rise from \$55 pa. to \$65 pa. (incl. GST).

2. those who have not paid subscriptions for two years be dropped from the membership database. (If un-financial as at November, get sent a reminder, if un-financial by December 31st then deleted from database)

This is mooted not primarily as a punishment, but simply because it costs APEN to keep chasing people and to continue to provide **ExtensionNet** and other things.

3. new members who join between January 1st and June 30th pay half membership + \$10 (secretariat overhead).

This change was proposed as an encouragement for new members.

APEN WEBSITE

**http://
www.apen.org.au**

APEN MEMBERSHIP

463 members at end August 2001

176 are Financial

220 owe for 2001/2002

66 owe for 2000/2001 & 2001/2002

Opinions expressed in ExtensionNet are not necessarily those of the Australasia Pacific Extension Network (Inc.) unless otherwise stated.

Guidelines and deadlines

Submissions should be made in Word with minimal formatting. A portrait photograph is required. All photographs, figures and/or tables ought to be provided as separate files (preferably TIF, GRIF or JPEG). Feature articles ought to be 1500 words and minor articles 750 words. Letters to the editor or general items of news of interest to the network are welcome. Articles should be submitted to the committee four weeks prior to publication. Preference is given to articles that are grounded in some form of project or event.

EDITOR: Mark Paine, Land and Food Resources, The University of Melbourne, Victoria 3010

LAYOUT: Rosemary Currie, APEN Secretariat, PO Box 1239, Wodonga, Victoria 3689

PRINTING: Robyn and Greg Barlow, Snap Printing, Hume Street, Wodonga, Victoria 3690

WHERE TO CONTACT APEN:

COMMITTEE OF MANAGEMENT

President: Jane Fisher

Ph: 61 3 9210 9243, E-mail:
Jane.Fisher@nre.vic.gov.au

Vice President: John McKenzie,
Ph: 61 2 6366 5000, E-mail:
mckenzj@ix.net.au

Secretary: Vacant

Treasurer: Greg Cock,
Ph: 61 8 8303 9346 E-mail:
cock.greg@saugov.sa.gov.au

Editor: Mark Paine
Ph: 61 3 8344 8096, E-mail:
m.paine@landfood.unimelb.edu.au

Committee Members

Jon Warren, Ph: 61 8 9531 1788
E-mail:

jdwarren@agric.wa.gov.au

John James, Ph: 61 7 5460 1495
E-mail: Jamesj@dpi.qld.gov.au

Janet Reid, Ph: 64 6 350 5268

E-mail: J.I.Reid@massey.ac.nz

Paul Ainsworth, Ph: 61 3 5824 2375

E-mail: p_ainsworth@hotmail.com

Amanda Miller, Ph: 61 8 9865 1205

E-mail: amiller@agric.wa.gov.au

Terry Reid, Ph: 61 7 3280 1928 E-mail:
ReidTR@dpi.qld.gov.au

CHAPTER CONTACTS

SE Queensland & Northern NSW

Felicity McIntosh, Ph: 61 7 3280

1439 E-mail:
mcintof@dpi.qld.gov.au

Central/Western NSW

John McKenzie (See CoM)

Northern NSW

Anne Currey, Ph: 61 2 6628 7079 E-mail:
natres@naturallyresourceful.com.au

Murray Riverina

John Lacy, Ph: 61 3 5883 1644

E-mail: john.lacy@agric.nsw.gov.au

Western Victoria

Chris Sounness, Ph: 61 3 5362 2111

E-mail:
Chris.Sounness@nre.vic.gov.au

Melbourne

Penny Richards, Ph: 61 3 9412 4538

E-mail:
Penny.Richards@nre.vic.gov.au

Gippsland

Julie Williams, Ph: 61 3 5624 2222

E-mail:
Julie.Williams@nre.vic.gov.au

Northern Territory

David Kennedy, Ph: 61 8 8951 8612

E-mail: david.kennedy@nt.gov.au

South Australia

Craig Feutrill, Ph: 61 8 8232 5555

E-mail: cfeutrill@adam.com.au

Tasmania

Amabel Fulton Ph: 61 3 6231 1419,

E-mail:
Amabel.Fulton@utas.edu.au

Western Australia

Amanda Miller (See CoM)

South-East NSW & ACT

Roger Johnson Ph: 61 2 9420 4001

E-mail:
rjohnson@regional.org.au

New Zealand

Janet Reid (See CoM)

New Guinea

Sam Rangai, Dept Agric & Livestock, PO Box 417, Konedobu

APEN SECRETARIAT

Rosemary Currie
PO Box 1239, WODONGA 3689,
AUSTRALIA

Ph: 61 2 6024 5349, Fax: 61 2 6056
1967, E-mail: rcurrie@albury.net.au

APEN Website

http://www.apen.org.au