



# EVALUATION FRAMEWORK

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## **BACKGROUND**

The Australian Livestock Export Corporation (LiveCorp) is party to a Funding Agreement with the Commonwealth of Australia represented by the Department of Agriculture and Water Resources.

Clause 31 of the Funding Agreement 2017-2021 requires LiveCorp to develop an Evaluation Framework which must:

- a) be consistent with LiveCorp's Strategic Plan;
- b) ensure that key performance related information is routinely collected and monitored;
- c) include a structured plan for the systematic evaluation of the efficiency, effectiveness and impact of LiveCorp's key investments; and
- d) include a means of publishing and disseminating relevant Research and Development outcomes and the outcomes of evaluations.

## **PROGRAM FRAMEWORK**

LiveCorp has an established structure which facilitates planning, guides investment selection, monitors performance and reports on progress/achievements resulting from the investment activities.

The Program Framework has the following elements:

- The LiveCorp 2016-2020 Strategic Plan sets the aims, objectives, outcome statements and key performance indicators to direct investment of levy payer funds to meet defined Livestock Export Industry needs.
- The annual operational plans (AOP) translate the strategic plan into annual investment plans that fund programs to undertake activities in pursuit of the agreed outcomes.
- The annual report brings together performance related information generated by the Program Framework and summarises the AOP outputs and impact of investment.
- The performance review under the Funding Agreement will include information on the extent to which planned services and deliverables were met and the outcomes of evaluations completed.

LiveCorp has an Evaluation Framework to support this Program Framework.

## **EVALUATION FRAMEWORK**

LiveCorp recognises the importance of performance evaluation in ensuring its ability to efficiently and effectively address its priorities under the Strategic Plan by collecting performance information and evaluating the outcomes and measures of success specified in that Strategic Plan.

The 2016-2020 Strategic Plan identifies five priorities. They are:

1. Achieve continuous improvement in animal health and welfare across the supply chain.
2. Improve supply chain efficiencies and regulatory performance.
3. Enhance market access and conditions for both existing and new markets.
4. Develop and deliver targeted exporter, government and other stakeholder communications that serve to secure, promote and inform the activities of the livestock export sector.
5. Maximise collaboration with key Australian and international stakeholders involved in the livestock export industry.

Outcomes are stated for each priority and within each of these priorities a number of strategies are outlined, each with a measure of success.

## **Evaluation Process**

A systematic approach is undertaken to guide investment decisions, allocate resources to specific activities, collect key performance information and evaluate performance across projects.

Evaluation takes place at key stages of the project lifecycle:

### Potential projects

The decision to invest in a project is made following evaluation of the:

- Alignment of the project with the marketing and RD&E investment priorities and the RD&E portfolio balance
- Likely animal welfare, supply chain and market access impacts
- Value for money and program budget
- Pathway to adoption, uptake and commercialisation opportunities, where relevant
- Risks associated with the project, including capability of provider to deliver the project

### On-going projects

Projects are evaluated through their life as milestones are assessed, to ensure the investment continues to be relevant.

### Completed projects

Post-project evaluations for the Livestock Export Program (LEP) are conducted by Meat and Livestock Australia (MLA), as administrator of the joint LEP, under the MLA Program Evaluation Framework, developed by the Centre for International Economics, every four years. The most recent program evaluation was undertaken in 2016 for the period 2010/11 - 2014/15 and published on MLA's website.

At completion of marketing projects, the final report is assessed against the terms of reference and the budget to determine if it has delivered the required outputs and provided a positive return on the investment. LiveCorp also measures and reports on member satisfaction with its services.

These evaluations are published in LiveCorp's annual report.

## **Collection of Information**

MLA uses its project management and governance tool to collect and record relevant information at the key stages of the LEP's RD&E and in-market projects. LiveCorp uses a project management process to collect and record information on each of its projects.

The information collected is monitored, analysed and reported on to determine the benefits delivered and the performance of LiveCorp against its priorities and strategies.

## **Dissemination of R&D Outcomes**

LiveCorp disseminates the outcomes of the LEP RD&E Program through the following channels, where appropriate:

- LiveCorp website
- Factsheets
- Electronic newsletters – LEP Update
- RD&E Updates
- Presentations at conferences
- Conference workshops
- R&D field days
- Seminars, workshops and Stockpersons course
- Annual report