## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>1. Background</td>
<td>2</td>
</tr>
<tr>
<td>2. Role and Overview of AMPC</td>
<td>4</td>
</tr>
<tr>
<td>3. Evaluation Framework</td>
<td>6</td>
</tr>
<tr>
<td>4. Strategic Alignment</td>
<td>12</td>
</tr>
<tr>
<td>5. Key Performance Information</td>
<td>14</td>
</tr>
<tr>
<td>6. Dissemination of RD&amp;E Outcomes</td>
<td>16</td>
</tr>
<tr>
<td>7. Consultation with the Commonwealth</td>
<td>16</td>
</tr>
<tr>
<td>8. Participation in Collective RDC Forums and Projects</td>
<td>17</td>
</tr>
<tr>
<td>9. Commitment and Funding to an Evaluation Framework</td>
<td>17</td>
</tr>
</tbody>
</table>
INTRODUCTION

The purpose of this document is to provide guidelines (a framework) for the evaluation of programs and projects relating to AMPC funded investments.

Our purpose
Enable Australia to build the most sustainable red meat industry

Our mission
To lead industry-level strategy, innovation and capability development for our members, stakeholders and communities

Our vision
To become a highly regarded, world-class provider of RD&E playing a vital role in influencing and growing the Australian red meat industry

Our values
Collaboration, Innovation, Creativity, Challenge the Status Quo, Continuous Improvement

Our strategy
1. Focuses on member needs
2. Diversifies funding sources
3. Develops collaborative networks and relationships with authoritative resources
4. Strategically invests in research, implementation of R&D and marketing initiatives by harnessing the world’s best ideas and skills that deliver industry-wide benefits
The Australian Meat Processor Corporation (AMPC) is party to a Funding Agreement (FA) with the Commonwealth of Australia represented by the Department of Agriculture and Water Resources (DAWR).
 Clause 31 of the 2016-20 FA requires AMPC to develop an Evaluation Framework

In summary, the Evaluation Framework must:

**a**
BE CONSISTENT WITH AMPC’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 AMPC’S KEY INVESTMENTS

**d**
INCLUDE A MEANS OF PUBLISHING AND DISSEMINATING RELEVANT RESEARCH AND DEVELOPMENT OUTCOMES AND THE OUTCOMES OF EVALUATIONS

AMPC’s mandate is to provide services that improve the productivity, profitability and sustainability of the industry.
2. ROLE AND OVERVIEW OF AMPC

AMPC is the rural Research and Development Corporation for the red meat processing industry in Australia. Its mandate is to provide research, development, extension and marketing services that improve the productivity, profitability and sustainability of the industry.

Red meat processor levies are strategically invested in programs that deliver a range of benefits for the industry and the broader Australian community.

In 2017, AMPC had 105 members operating across 135 meat processing establishments, representing over 97% of Australia’s red meat processing capacity.

Through research, development and extension (RD&E) activities, AMPC aims to:

• improve processor efficiency and competitiveness
• enhance the sustainability of the red meat processing industry
• assist in protecting and enhancing access to new markets
• enhance industry capability and innovative capacity
• increase overall processor productivity and performance.

The Core Program is supported by an industry-wide consultation process aimed at identifying and delivering innovative outcomes.
The Core Program

The Core Program is focused on addressing key issues facing processors including productivity, profitability, sustainability, integrity and capability. In addition to being administered and delivered by AMPC, the Core Program is supported by an industry-wide consultation process aimed at identifying and delivering innovative outcomes. Funding for this program is derived from processor levies and matched government funding (where applicable). The Core Program is divided into 5 sub-programs (see Table 1) that are central to delivering continuous improvement and long-term sustainability to the red meat processing industry.

The Joint Program

The Joint Program delivers supply chain improvements that support food safety, eating quality and increased demand for red meat. The program is collaboratively funded between AMPC and Meat & Livestock Australia (MLA), and leverages both processor and producer levies, as well as government matching of funds for eligible projects.

The Plant Initiated Projects (PIP) Program

The Plant Initiated Projects (PIP) Program enables processors to identify and undertake RD&E projects that generate whole-of-industry benefits by trialling and adopting new technologies at operating plants under real world conditions. This is realised through leveraging private investment in industry RD&E.

Table 1. AMPC sub-programs

1. **Processing Technologies**
   - Improve process efficiency, reduce production costs and facilitate improved value capture through the use of technology throughout the red meat processing value chain

2. **Environment & Sustainability**
   - Improve industry sustainability through environmental, economic and social outcomes

3. **Processing Hygiene, Quality & Meat Science**
   - Increase the standards of food safety, product integrity and eating quality, while delivering new insights into effective process interventions for the industry and broader community

4. **Capability, Extension & Education**
   - Translate and communicate AMPC’s RD&E activities to stakeholders, including key training initiatives at both research and vocational levels

5. **Industry Improvement & Economic Analysis**
   - Understand the economic impacts and levers for the industry through economic modelling, statistical analysis, benchmarking and networked information flows.
AMPC will review and update its Evaluation Framework within the timeframes set out in its FA with DAWR.
AMPC’s RD&E framework incorporates the following principles:

• RD&E investments align with AMPC’s strategic priorities and risks (which are aligned with the Government’s broader priorities)
• build evaluation review and management as a core organisation competency
• findings of the RD&E investments are disseminated and implemented to stakeholders
• evaluation processes are continuously reviewed and refined.

The key elements underpinning the design of the Evaluation Framework include:

• evaluations should be built into investment/portfolio design – the design, power and rationale for a program can be strengthened and improved by planning an evaluation before the program is implemented.
• evaluations should be methodologically rigorous, with appropriate scale and design – they should be designed and scaled to each program’s size, risk, and significance.
• evaluations should be conducted with the right mix of expertise and independence – the person/organisation conducting the evaluation should be independent from program managers. However program managers should be involved in planning of evaluations and input from subject matter experts should be included. Draft evaluation reports should be discussed with program managers prior to finalisation.
• evaluations should be timely to support and implement decision making – before implementation, the planning of evaluations should commence with the selection of methodologies and collection of baseline data.
• evaluation processes should be transparent and open to scrutiny – comprehensive information on all aspects of the evaluation should be systematically recorded, including choice of methods, analyses and conclusions.

AMPC will review and update its Evaluation Framework within the timeframes set out in its FA with DAWR. Where material changes dictate it, AMPC will implement (and publish) an update of its Evaluation Framework earlier than the timeframes set out in the FA.
3.1 EVALUATION FRAMEWORK – LIFECYCLE

There are three logical points where evaluation fits into AMPC’s investment process: point of investment, during implementation and on completion.

Each year AMPC must consider which continuing (multi-year) projects and new proposals will be funded. At this point, AMPC has the greatest flexibility in choosing where to invest but the least amount of information available to assess an investment. The Evaluation Framework assists AMPC to make investment decisions by structuring assessments so that projects are rigorously evaluated and the portfolio can be balanced by reviewing the distribution of projects against investment criteria in a comparable, consistent and repeatable manner.

During implementation, evaluation will be used to review projects or project evaluation groups to inform “go/no-go” decisions and/or how they can be improved.

Upon completion, evaluation can determine the actual impact and provide recommendations on future investments.

At each stage the evaluations can be used to communicate with all stakeholders on the impact of AMPC’s investments. At the point of investment, the evaluation results provide evidence to communicate the portfolio view to stakeholders and explain why particular investments were chosen or not funded at that time. Evaluations during implementation can be used to inform stakeholders on progress, particularly where the impacts are complex or controversial. Evaluations completed at the end of an investment provide validated information on the actual results achieved.

3.2 EVALUATION GROUPS

Evaluations are focused at the Strategic Plan level with measurement not necessarily on the individual projects but the program or program stream as a whole. Accordingly, evaluation groups allow AMPC to evaluate AMPC’s investment portfolio. The evaluation groups can be defined at the project level and/or the program level, depending upon:

- the timing of the evaluation
- the type of evaluation
- the size of the investment
- level of investment risk
- level of uncertainty associated with the design, delivery and results of a program
- the involvement with other organisations (eg. MLA).

At each stage the evaluations can be used to communicate with all stakeholders on the impact of AMPC’s investments.
3.3

EX ANTE EVALUATION / PORTFOLIO DEVELOPMENT PROCESS

An ex-ante evaluation of proposed projects is undertaken by AMPC annually via its Portfolio Development Process (PDP). Each year, the PDP is conducted via a rigorous approach which includes the following key steps:

- Member Survey
- Program Advisory Committee (PAC) – Round 1
- Request for PRP’s (Preliminary Research Proposal)
- Review PRP’s – which includes the use of the Project Assessment Tool (see 3.3.1)
- PAC – Round 2
- Request for FRP’s (Final Research Proposal)
- Review FRP’s
- Prepare Annual Portfolio proposal and budget
- Final Committee and Board Approvals.

Ex-ante evaluation assessments will continue to be undertaken at the project level on an annual basis.

3.3.1

PROJECT ASSESSMENT TOOL

The Project Assessment Tool (PAT) assesses AMPC’s investment portfolio value on a project by project basis, in terms of Industry Impact and Benefit to Industry.

A key principle is that AMPC should invest in projects with the highest impact. However, each project will have a different balance of industry (and public) benefits, risks and AMPC investment rationale that must be considered whether it is chosen or not at a particular time.

Another key principle is that each project proposal must address one or more of the following six strategic risks facing the red meat industry:

- International Competition and Market Access
- Changing Consumption Patterns
- Climate Change
- Social Licence to Operate
- Regulatory Environment
- Supply Chain Integration.

The PAT integrates these considerations as the basis for the value of the proposed research, and allows for the calculation of a single score for each project. These scores fall into the following categories: “Accept”; “Reject”; and “Consider”.

Projects which fall into the “Consider” category flow through to a second round of assessment which includes a ‘Portfolio Balancing’ exercise which takes into account factors such as:

- ‘Program’ balance of the Portfolio (eg. there should be sufficient representation of projects across the highest priority Program areas)
- ‘Horizon’ balance of the Portfolio (eg. there should be sufficient representation of projects across various levels of risk and impact)
- any Portfolio budget constraints.
3.4 EVALUATION DURING PROJECTS

Evaluations during projects are conducted in consultation with relevant stakeholders and include:

- reviewing milestones to ensure project is on track to meeting contractual requirements and delivering outcomes per the stated objectives
- reviewing issues and risks to ensure they are appropriately managed.

3.5 POST-PROJECT EVALUATION

AMPC’s post-project evaluations are conducted in consultation with relevant stakeholders and include:

- evaluating whether project has met contractual requirements and delivered outcomes per the stated objectives
- identifying recommendations for future directions of project and methods of incorporating outcomes into the strategic RD&E plan for the program
- evaluating process of managing project, issues, risks and lessons learnt
- identifying methods of communicating and marketing outcomes of project to members
- identifying the process of industry adopting the outcomes of the project and how that can be taken forward.
3.6 OUTCOME EVALUATIONS

Outcome Evaluations will allow AMPC to evaluate the results achieved in order to demonstrate actual impact to stakeholders and inform future investments. The evaluations also provide AMPC’s contribution to the various commonwealth and collective RDC councils’ evaluation series.

The general principle is that all investments should be included in an Outcome Evaluation over a five-year strategic planning cycle. Within this AMPC has discretion on how to structure the Outcome Evaluation groups and the depth to which they are evaluated.

3.6.1 HOW OUTCOME EVALUATIONS WILL BE USED

Each year AMPC needs to develop a rolling 5-year Outcome Evaluation Schedule. This will allow evaluation requirements to be included in project contracts and joint evaluations with MLA to be agreed and scheduled. Once Outcome Evaluations for the whole portfolio have been completed AMPC can update the rolling 5-year schedule to target future evaluations.

Outcome Evaluations should be conducted by independent evaluators and can be structured as collaborative evaluations involving investors, providers and other stakeholders as required.

All investments should be included in an Outcome Evaluation over a five-year strategic planning cycle.
4. STRATEGIC ALIGNMENT

AMPC recognises the importance of evaluation in ensuring its ability to efficiently and effectively address its priorities under its Strategic Plan by evaluating the outcomes and measures specified in the Strategic Plan.

AMPC’s RD&E Evaluation Framework is fully aligned to not only AMPC’s Strategic Plan, but also to the MISP 2020 (Meat Industry Strategic Plan 2020) – refer Table 2 opposite:

The Core Program is focused on addressing key issues facing processors including productivity, profitability, sustainability, integrity and capability.
AMPC’s Core RD&E Program Alignment Strategy

**INDUSTRY TRENDS**

<table>
<thead>
<tr>
<th>Mega trends</th>
<th>Industry-specific trends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer &amp; community support</td>
<td>Market growth &amp; diversification</td>
</tr>
<tr>
<td>Processing technologies</td>
<td>Supply chain efficiency &amp; integrity</td>
</tr>
<tr>
<td>Environment &amp; sustainability</td>
<td>Productivity &amp; profitability</td>
</tr>
<tr>
<td>Hygiene, quality &amp; meat science</td>
<td>Leadership &amp; collaborative culture</td>
</tr>
</tbody>
</table>

**PILLARS OF THE MISP 2020**

- Consumer & community support
- Market growth & diversification
- Supply chain efficiency & integrity
- Productivity & profitability
- Leadership & collaborative culture

**INDUSTRY RISKS**

- International competition
- Regulatory environment
- Changing consumption patterns
- Value chain integration
- Social licence to operate
- Climate change

**Themes of AMPC’s Strategic Plan 2018-2022**

- Shape the future of the industry
- Unlock markets
- Protect and promote the industry
- Build enduring industry relationships
- Diversify funding sources
- Strengthen capabilities to become a world-class R&D organisation

**AMPC’s Core RD&E Program Streams**

- Processing technologies
- Environment & sustainability
- Industry improvement & economic analysis
- Capability, extension & education
- Processing hygiene, quality and meat science
5. KEY PERFORMANCE INFORMATION

AMPC undertakes a systematic approach to evaluate performance across the organisation with outcomes published during our annual reporting cycle.
All key project milestone and performance data is captured and monitored on AMPC’s ERP and Project Management system. This information is critical to the successful management and ongoing evaluation of AMPC’s RD&E projects, and forms the key input into ongoing project milestone evaluations and Go/No Go decisions throughout the phases of each project.

AMPC also regularly collects and monitors performance-related feedback from its ongoing Member Surveys, Program Advisory Committees, MINTRAC Networking Forums, and Industry Conferences, as well as regular engagement with the Government, Peak Industry Councils, other RDC’s and wider industry stakeholders.

Per its obligations under the 2016-20 FA, AMPC conducts independent performance reviews to assess its operations, investments and engagement with the broader Australian red meat processing industry, thereby providing Government and other key stakeholders with an assessment of AMPC’s efficiency and operational effectiveness.

Finally, on a rolling basis, AMPC’s key performance indicators (KPIs) are listed in its Annual Operating Plan and their results are reported in the following year’s Annual Report.
6. DISSEMINATION OF RD&E OUTCOMES

AMPC disseminates the outcomes of its RD&E activities and the outcomes of evaluations through the following channels:

- Website ampc.com.au
- Annual documents and reports (eg. Annual Report, Annual Operating Plan, RD&E Program Overview)
- Member emails
- Electronic newsletters
- Media releases
- Network Meetings
- Conferences and workshops
- Webinars
- Social media updates
- Public Events and Launches.

The overall aim of communicating the results from evaluations is to inform decision making and demonstrate impact at all levels – projects, programs, evaluation groups, levy payers, Processor Members, the Government, Research Providers and all other stakeholders.

Evaluation evidence can be used to inform a range of decisions, such as:

- immediate decisions about the project/program, including whether to roll out a pilot as a mainstream program
- longer-term decisions about the project/program, including informing budget reviews and the future scale of investment
- how the project/program should be improved, for example, if the evaluation identifies issues or challenges to delivery
- how future policies and programs should be designed and implemented.

7. CONSULTATION WITH THE COMMONWEALTH

In preparing this Evaluation Framework, AMPC consulted with DAWR.
8. PARTICIPATION IN COLLECTIVE RDC FORUMS AND PROJECTS

AMPC actively participates in Commonwealth and collective RDC forums and projects such as the Council of Rural Research & Development Corporations (CRRDC). Furthermore, AMPC commits to any activities and evaluations arising from these forums and projects.

9. COMMITMENT AND FUNDING TO AN EVALUATION FRAMEWORK

AMPC commits ongoing budget allocations to manage all of its FA requirements, including the development of this Evaluation Framework.
AUSTRALIAN MEAT PROCESSOR CORPORATION (AMPC)

Suite 1, Level 5
110 Walker Street
North Sydney NSW 2060

PO Box 6418
North Sydney NSW 2059

Tel: 02 8908 5500
Email: admin@ampc.com.au
Website: ampc.com.au

Disclaimer: The Australian Meat Processor Corporation (AMPC), has developed this Evaluation Framework for internal use only. In publishing this document, AMPC is engaged in disseminating information, not rendering professional advice or services. AMPC, its authors and editors expressly disclaim any form of liability to any person in respect of anything done or omitted to be done by such person in reliance upon the whole or any part of the contents of this document.