



# final report

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## Measuring the Key Performance Indicators of the Livestock Export Program

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# Measuring the Key Performance Indicators of the Livestock Export

**QualDATA**  
program planning & evaluation specialists

LiveCorp and Meat & Livestock Australia

**MAY 2009**



### **Acknowledgements**

This document is a result of QualDATA's work with staff of LiveCorp, Meat & Livestock Australia and The Centre for International Economics to develop appropriate Key Performance Indicators for the Livestock Export Program, then the determination of a series of operational processes to Monitor, Evaluate and Report on them.

QualDATA is a company specialising in developing Monitoring, Evaluation and Reporting Systems for programs and projects. QualDATA works with clients to manage those systems and processes in such a way that they can assess their effectiveness in meeting those Key Performance Indicators. QualDATA specialises in using Program Logic to determine the most effective and efficient evaluation and reporting processes – and has applied this to the Live Export Program.

The systems and processes aim to measure progress and success in meeting the Key Performance Indicators. QualDATA recognises the time and input of senior management and personnel of the Live Export Program and The Centre for International Economics in this process. In particular it recognises the specific focus and continued support of Cameron Hall, CEO, LiveCorp and Dr Lewie Atkinson, Manager, Evaluation and Program Improvement at Meat & Livestock Australia in their commitment to the Monitoring Evaluation and Reporting processes that have been developed during this project.

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# Contents

Purpose of this Report.....	4
Why Monitoring & Evaluation (M&E)?.....	5
Principles & Approach .....	6
Data collection methods .....	9
Reporting .....	15
Data collection and reporting instruments.....	17
Data collection B: Regular Reporting Procedures:.....	17
Data Collection C: Structured Participant feedback .....	18
Data Collection D: Surveys .....	20
Next Steps.....	22

# Purpose of this Report

This report supplements the *Review of LiveCorp's Key Performance Indicators* undertaken by The Centre for International Economics' (The CIE) in which QualDATA was a key participant.

The purpose of the review of Key Performance Indicators (KPIs) was to come up with a relatively small number of specific and focused KPIs critical to the strategic and operational performance of the joint LiveCorp/Meat & Livestock Australia's Livestock Export Program (LEP) during the life of its Strategic Plan and Annual Operating Plans (AOPs). The review came up with 15 KPIs across the four programs of:

- 1. Livestock management and animal welfare**
  - 1.1 On-going improvements to handling and transport
  - 1.2 Increasing understanding and capacity by management and staff of exporters, shippers and in-market interests
  - 1.3 On-going improvements in facilities and infrastructure
  - 1.4 Demonstrated capacity to respond to incidents
  
- 2. Market Access and development**
  - 2.1 Maintenance and building of existing markets, improving conditions and efficiency of access and improving understanding of market requirements
  - 2.2 Support for additional market options and increasing industry's ability to have ready access to markets.
  - 2.3 Improved capacity for industry to manage in-market operational issues
  
- 3. Supply chain**
  - 3.1 Increased efficiency in transport and handling from farm to in-market
  - 3.2 On-going improvements in skills and capacity of the supply-chain workforce
  - 3.3 Improved capacity to meet market requirements
  - 3.4 Reduced cost of regulatory requirements
  
- 4. Communications and stakeholder relationships**
  - 4.1 Increased stakeholder endorsement of the industry (by industry, the Australian community and the Australian Government)
  - 4.2 Enhanced perceptions by the scientific community of the technical capacity of industry
  - 4.3 Stakeholders have confidence in technical advice and analysis undertaken by the Live Export program
  - 4.4 Demonstrated industry unity through membership and support for LiveCorp and the LEP

The rationale is that ... *if these 15 KPIs can be monitored, measured and effectively reported on, then management, partners, members and the broader industry and community can effectively gauge how well the LEP is fulfilling its stated aims – and steps can be taken to ensure continuous improvement is in place in order to meet the terms of LiveCorp's Four Year Strategic Plan 2008 – 2011 and its AOPs.*

This report deals with the Process of measuring performance against these identified KPIs.

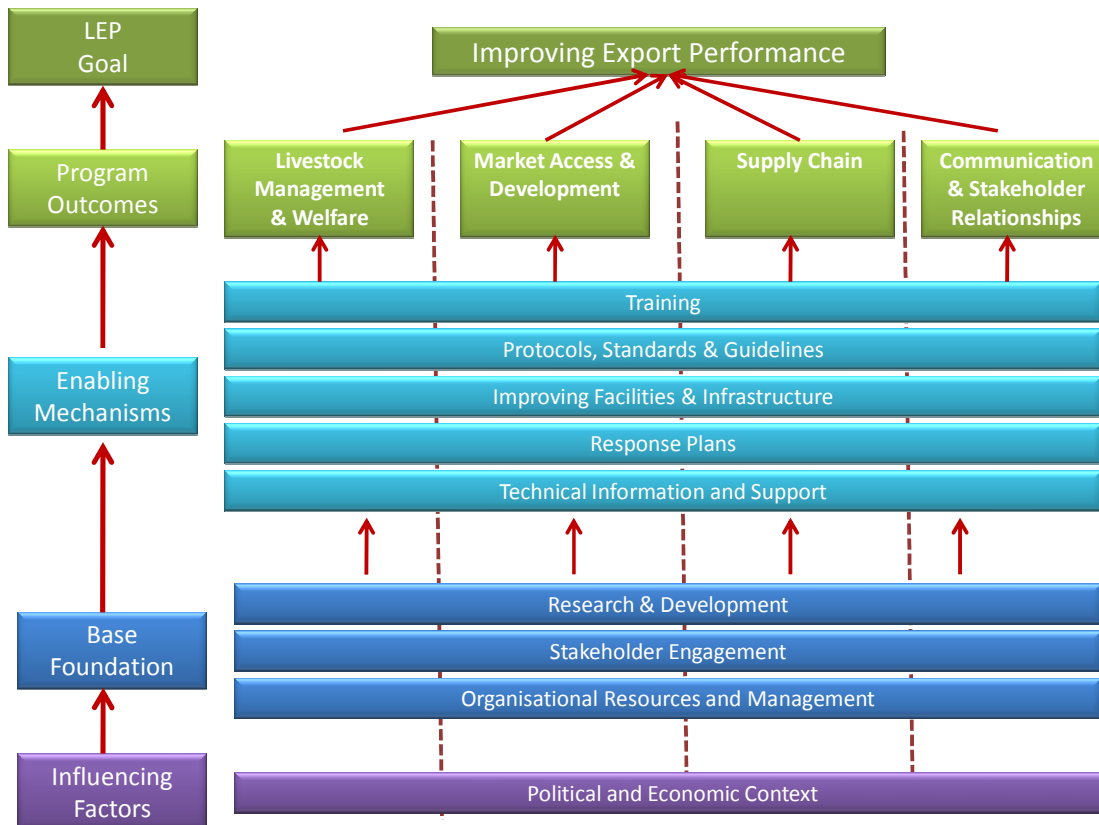
# Why Monitoring & Evaluation (M&E)?

The focus of Monitoring and Evaluation (M&E) is on being systematic in the collection and analysis of the data that is required to facilitate robust Reporting of performance against the defined KPIs.

M&E therefore has the following Purposes:

- Reinforce to staff and contractors that the LEP has required Outcomes
- Benchmark performance over time against those Outcomes
- Provide information to LEP management so as to allow changes to be made in response to performance (Continuous Improvement)
- Provide information to Report in a robust way to stakeholders, members, industry and community about Performance against Objectives based on progress in achieving the required Outcomes.

The **Key Performance Indicators** are measures of how well the program is performing against required Key Program Outcomes as shown in the following diagram.



LEP log frame QualDATA 2008

The KPIs are a series of Indicators of how well the program Base Foundation functions and activities (through the Enabling Mechanisms) are performing at the operational level while also reporting on the LEP Impacts in context of the Influencing Factors (policy and economic environment).

The KPIs influence the framework that is created to structure the information that needs to be collected to *Monitor* what has taken place and then *Evaluate* the effectiveness of what has been achieved in terms of progress in meeting the defined objectives. Therefore the specific data collection methods that are needed to collect and report on this information can be identified and systems put in place to undertake the collection.



Effective Reporting of the information that has been collected, to defined Stakeholders, is essential (where MER = Monitoring, Evaluation and Reporting). Then decisions can be made about on-going Improvements (creating MERI = Monitoring, Evaluation, Reporting and Improvement) over time to more effectively meet the LEP Objectives by achieving the defined Outcomes at Strategic Plan and AOP level.

## Principles & Approach

The key principles for monitoring and evaluating the LEP program and its identified KPIs are as follows:

- Simplicity is the guiding principle – at all levels of the process
- Measurements should directly reflect performance against the identified KPIs
- As far as possible, measurements should use or build on information that is already being collected by program staff and contractors
- Consistency is crucial – through the use of common and systematic data collection and reporting procedures
- Data collected /collection should be rigorous and transparent
- Reporting should be robust based on a system that has high level accountability – and that can be seen to be accountable
- All systems and processes for data collection are to be integrated into the current and planned LiveCorp data management systems.

Based on these principles, the following key data collection techniques or methods are proposed so the LEP can report on the relevant KPIs. They are focused on creating a streamlined data collection and reporting process for use by all LEP personnel.

### Core data collection approaches

The core data collection approaches focus around the following key mechanisms:



- A. **Existing statistics and documentation:** Refine the collation of existing statistics and incident, shipping, industry committees, industry and government reporting (in Australia and in-country) under appropriate KPIs.

*This includes such sources as: the 6 monthly report by AQIS (export numbers, mortality %, etc – noting 6 month delay; incident/investigation reports); Voyage reports (a small number are obtained); Expert Advisory Notices; and the regular MLA survey of sheep and lambs, etc.*

- B. **Regular Reporting procedures:** Refined reporting frameworks (as needed) for LEP management, staff and contractors to explicitly report against the identified KPIs and the key information requirements.

*This includes reporting on such things as: details of R&D projects and their outcomes; initiatives taken to promote new understanding and practices (in Australia and in-country); assistance provided to new or existing exporters; input into the development of new facilities or infrastructure or procedures; summarised informal feedback/interaction from stakeholders; observations made in relation to practices and issues; details of influences/input on policy, guidelines, regulation or legislation; public relation initiatives taken, progress in meeting key outcomes agreed at the AOP level that inform the Strategic Plan and products developed.*

- C. **Structured Participant Feedback:** Refined training reporting as needed to further capture the impact on participants in line with their appropriate KPIs; refined structured feedback from specific stakeholder workshops as they are held and structured feedback on key meetings with stakeholders.

*This feedback goes beyond competency-based achievements to impacts on participants' understanding, attitudes and intentions. Where possible, samples of participants should also be followed up to see what changes in practices have occurred over time practice as a result of the training.*

- D. **Surveys:** A short survey given at the Annual General Meeting to members and participants to provide a basis for regular (annual) comparable performance assessment of progress against the relevant KPIs from their perspective.

*A critical element is how members view the LEP programs and their achievements. Given that there is a high participation in the Annual General Meeting, it makes sense that this feedback is captured in a structured manner (short survey) – set questions (with variations give the issues/activities at the time) to allow comparison from year to year – at a consistent time.*

- E. **Community monitoring:** Continued systematic targeted media analysis and community opinion sampling.

*This involves media monitoring with a defensible rating process, Newspoll and focus groups.*

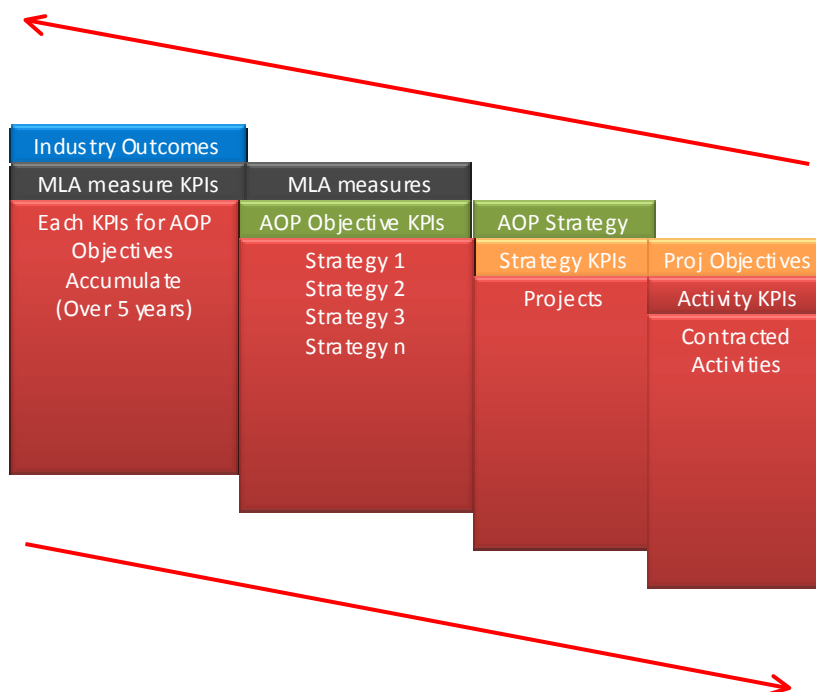




The Key Performance Indicators also guide the reporting at the Annual Operating Plan level where the activities are undertaken under the four program areas. Each activity should be considered in terms of what it contributes towards the relevant KPI during that year and this is linked to cumulative reporting of each activity over the life of the Strategic Plan against the achievement of the KPI.

The following diagram demonstrates how this is achieved:

### KPIs Cascading **Up** – from the Project to AOP to Strategic Plan levels



### KPIs Cascading **Down** – from industry outcome to Strategic Plan to AOP to project to contract activity

# Data collection methods

Using the broader data collection mechanisms outlined above, the following specific methods are proposed for use at AOP level to collect the necessary data:

Program Area	KPI	What should be measured	Data collection methods
<b>1. Livestock management and animal welfare</b>	1.1 On-going improvements to handling and transport	<ul style="list-style-type: none"> <li>Levels of mortalities, sickness and injuries at each stage of transport</li> <li>Numbers and circumstances of notifiable incidents</li> <li>Extent and usefulness of R&amp;D outcomes in relation to handling and transport</li> <li>Improvements in guidelines and regulation and their practice</li> <li>The introduction and level of use of decision tools</li> </ul>	<p><b>A: Existing statistics and documentation</b> – numbers; mortality; incidents; voyage reports</p> <p><b>B: Regular reporting</b> – including: R&amp;D projects and their outcomes related to handling &amp; transport; new tools and guidelines introduced; observed levels of current and new practices.</p>
	1.2 Increasing understanding and capacity by management and staff of exporters, shippers and in-market interests	<ul style="list-style-type: none"> <li>Number and type of training activities, their targets and locations</li> <li>Numbers and types of participants – in which training activities</li> <li>Numbers and types of persons that achieve specific accreditation</li> <li>Gains in capacity of participants and its perceived impact on them and their industry.</li> </ul>	<p><b>B: Regular reporting</b> including: assistance provided to exporters; new products &amp; models; details of training on handling &amp; transport undertaken and responses from in-country informed persons.</p> <p><b>C: Structured feedback</b> – summarised impact of training on participants.</p> <p><b>D: Survey</b> – members at AGM – re capacity in relation to handling.</p>

	1.3 On-going improvements in facilities and infrastructure	<ul style="list-style-type: none"> <li>• Extent, location, type of improvements to facilities and infrastructure</li> <li>• Role played/resources provided by LEP</li> </ul>	<p><b>B: Regular reporting</b> – including: R&amp;D, advice, resources or other inputs provided into improved facilities and infrastructure; details of changes made and responses from in-country informed persons.</p>
	1.4 Demonstrated capacity to respond to incidents	<ul style="list-style-type: none"> <li>• Improvements and confidence in response plans</li> <li>• Assessment and rating of response to actual incidents</li> </ul>	<p><b>B: Regular reporting</b> – including: updates on response plans.</p> <p><b>C: Structured feedback</b> – from participants at workshops, testing of plans and debriefing on incident handling.</p>
<b>2. Market Access and development</b>	2.1 Maintenance and building of existing markets, improving conditions and efficiency of access and improving understanding of market requirements	<ul style="list-style-type: none"> <li>• Changes in level and type of exports to each market</li> <li>• Changes/improvements in access procedures and processes</li> <li>• Changes in the approach to markets as a result of better understanding of existing requirements</li> </ul>	<p><b>A: Existing statistics and documentation</b> – including: levels and types of exports to each market; observed/documente d changes and responses from in-country informed persons.</p> <p><b>B: Regular reporting</b> – evidence and examples of changes in access and/or approaches as a result of intervention and/or increased understanding.</p>



	<p>2.2 Support for additional market options and increasing industry's ability to have ready access to markets.</p>	<ul style="list-style-type: none"><li>• Number and type of additional market options proposed and supported</li><li>• Changes made by the industry in response to market access / new market requirements</li></ul>	<p><b>B: Regular reporting</b> – including: details of options proposed and/or supported; awareness of markets by exporters / importers, observations of changes made.</p> <p><b>D: Surveys</b> – including questions for members on market access and changes in understanding or practice.</p>
	<p>2.3 Improved capacity for industry to manage in-market operational issues</p>	<ul style="list-style-type: none"><li>• Level and type of activities undertaken to inform, train, support, encourage the industry to better manage in-market operational issues</li><li>• Evidence of impact on understanding, motivations and actions of industry personnel</li></ul>	<p><b>B: Regular reporting</b> – including: details on extent of in-market training, advice and/or resources and responses from in-country informed persons</p> <p><b>C: Structured participant feedback</b> – from participants at training activities re in-market operations.</p>

<b>3. Supply chain</b>	3.1 Increased efficiency in transport and handling from farm to in-market	<ul style="list-style-type: none"> <li>• Level and type of new information and knowledge about approaches to improve efficiency – and its uptake in the industry.</li> <li>• Levels and changes in critical transport and handling efficiency statistics</li> </ul>	<p><b>A: Existing statistics and documentation</b> – numbers transported; efficiency calculations.</p> <p><b>B: Regular reporting</b> – including: R&amp;D projects and their outcomes related to efficiency in transport and handling. New tools and guidelines introduced; observed levels of new practices.</p>
	3.2 On-going improvements in skills and capacity of the supply-chain workforce	<ul style="list-style-type: none"> <li>• Number and type of training activities, their targets and locations</li> <li>• Numbers and types of participants in which training activities</li> <li>• Gains in capacity of participants and its perceived impact on supply-chain efficiency</li> </ul>	<p><b>B: Regular reporting</b> including: assistance provided to supply chain participants; details of training, supply chain management &amp; transport undertaken.</p> <p><b>C: Structured feedback</b> – summarised impact of training on participants through training responses.</p> <p><b>D: Survey</b> – members at AGM re supply chain and handling efficiency.</p>
	3.3 Improved capacity to meet market requirements	<ul style="list-style-type: none"> <li>• Details/examples of improved processes, products or approaches which better meet specified market requirements</li> </ul>	<p><b>B: Regular reporting</b> -including: R&amp;D projects, outcomes &amp; outcomes in relation to market requirements and responses from in-country informed persons.</p>

	3.4 Reduced cost of regulatory requirements	<ul style="list-style-type: none"> <li>• Level and changes in costs – actual and per unit – to meet regulatory requirements</li> <li>• Examples of improved efficiency in meeting regulatory requirements</li> </ul>	<p><b>A: Existing statistics and documentation</b> – including details over time on costs to meet regulation requirements.</p> <p><b>B: Regular reporting</b> – including: calculations on costs and impacts of changes made.</p> <p><b>D: Survey</b> – members at AGM re changes of costs of regulatory requirements.</p>
<b>4. Communication s and stakeholder relationships</b>	4.1 Increased stakeholder endorsement of the industry (by industry, the Australian community and the Australian Government)	<ul style="list-style-type: none"> <li>• Level and changes in levels of support from the identified segments.</li> <li>• Number and type and ‘favourability’ of media coverage – and changes over time and relation to events that impact on the industry (planned and un-planned)</li> </ul>	<p><b>B: Regular reporting</b> – including: summarised feedback on issues that have arisen, correspondence and interaction with different stakeholders and their support / concerns; activities undertaken to impact on understanding and attitudes of different groups.</p> <p><b>E: Community monitoring</b> – including support for the industry; concerns raised in the media; issues that need addressing.</p>

	<p>4.2 Enhanced perceptions by the scientific community of the technical capacity of industry</p>	<ul style="list-style-type: none"> <li>• Numbers of technical and refereed scientific articles/ publications relating to Industry</li> <li>• Individual assessments by key members of the scientific community</li> </ul>	<p><b>B: Regular Reporting</b> – including: numbers and types of articles/ papers/presentations and reactions/ response; summarised feedback on interactions with scientific community over time.</p> <p><b>E: Community monitoring</b> – including media articles from the scientific community.</p>
	<p>4.3 Stakeholders have confidence in technical advice and analysis undertaken by the Live Export program</p>	<ul style="list-style-type: none"> <li>• Numbers and types of stakeholders seeking/ receiving advice and analysis</li> <li>• Examples of stakeholders acting on this advice</li> <li>• Level and changes in level of confidence of stakeholders in technical advice and analysis provided by LEP</li> </ul>	<p><b>B: Regular reporting</b> – including: details of information requests; advice given; responses; actions taken by individuals as a result of information / advice.</p> <p><b>D: Survey of members</b> – including question relating to level of confidence in technical advice and analysis.</p>
	<p>4.4 Demonstrated industry unity through membership and support for LiveCorp and the LEP</p>	<ul style="list-style-type: none"> <li>• Level and changes in level of confidence and support by members</li> <li>• Level of type of membership</li> </ul>	<p><b>B: Regular reporting</b> – including: level of membership; summary of informal feedback from members.</p> <p><b>D: Survey of members</b> – including question relating to overall level of support.</p>

# Reporting

The central factor in providing an organisational focus on **Key Performance Indicators** is to consistently report against them – and to be able to summarise results to demonstrate progress and comparisons against previous years – so that performance, trends and implications are clear over the life of the Strategic Plan.

For example:

## KPI 1.1 On-going improvements to handling and transport – example of structure only.

Measurements	Findings	Explanations, issues and implications
<ul style="list-style-type: none"> <li>Levels of mortalities, sickness and injuries at each stage of transport</li> </ul>	<p>Total livestock export numbers and categories and mortality percentages for previous 6 months in each category –compared to previous figures were: X (see graphs).</p> <p><i>This trend show a slight change in mortalities in the following categories:...</i></p> <p>The cases of injuries and diseases reported at the different stages of transport were as follows: Y (see tables)</p> <p><i>These incidents compare with the previous year in the following way:....</i></p>	<p>Changes in livestock export mortalities appear to be linked to ..... (see Report G)</p> <p>The differences in the incidents of injuries and reported disease are seen to be as a result of.... (see Report H)</p> <p><i>Key activities needed in R&amp;D, extension, training, information products and/or guidelines – to address gaps/build on gains – are:...</i></p>
<ul style="list-style-type: none"> <li>Numbers and circumstances of notifiable incidents</li> </ul>	<p>The number and type of identifiable incidents in the current year were (see graphs):</p> <p><i>This compared to previous years as... (shown in graphs/tables)</i></p>	<p>The circumstances around the reportable incident(s) were... (see Report I).</p> <p><i>The following steps/initiatives are needed to ensure that this/ese incident(s) is/are not repeated:...</i></p>



<ul style="list-style-type: none"> <li>Extent and usefulness of R&amp;D outcomes in relation to handling and transport</li> </ul>	<p>The following R&amp;D programs relating to handling and transport were started / completed / are being undertaken....with the following (indicative) results and implications for handling and transport...</p> <p><i>This shows an increase / decrease in resources directed at this issue with specific new information resulting being ....</i></p>	<p>There has been increased R&amp;D in this area because of.... Its focus has been....</p> <p><i>As a result of R&amp;D results to date, the outcomes is / there is a need to promote the use of .....</i></p>
<ul style="list-style-type: none"> <li>Improvements in guidelines and regulation and their practice</li> </ul>	<p>There have been X significant changes in guidelines for transport and handling this year. These are:..... which have directly resulted from results and tools from our R&amp;D program. They are expected to have a direct impact on reducing .....</p> <p>It is reported that Y ships have adopted this practice.</p> <p><i>This continues the strong input from the R&amp;D program in terms of strengthening the guidelines and regulations.</i></p>	<p>This research directly resulted from stakeholder workshops.</p> <p><i>As a result of practice uptake levels which are ... , there is a need to further promote/train people in the application of these guidelines.</i></p>
<ul style="list-style-type: none"> <li>The introduction and level of use of decision tools</li> </ul>	<p>One new decision-tool has been introduced related to transport and handling on-board ship. This tool provides a basis for.....</p> <p><i>This builds on the decision-support aid developed for ship owners in the previous year and allows them to....</i></p>	<p>The tool was designed following X R&amp;D project and stakeholder workshops showing the urgent need to be able to.....</p> <p><i>Further refinement and testing of this tool needs to be undertaken before full promotion and training.</i></p>

This approach would also be taken for the other program KPIs.



# Data collection and reporting instruments

Data collection and reporting instruments need to be geared towards the information required to report against the KPIs. Consistency across program areas will assist in collation and reporting at program level.

The following examples are intended to provide some of the key headings/types of information required. Layout of data collection instruments/reports may be different to this and will need to be tailored to specific situations and needs.

## ***Data collection B: Regular Reporting Procedures:***

### **Staff Activity Reporting**

- Personnel:**
- Program:**
- Time period:**
- Summary of Activities and Impacts**

Relevant KPI	Relevant AOP	Summary of activities undertaken	Summary of impacts, observations, issues and/or needs related to this activity

- **Attachments/details of activities, observations and/or evaluation activities (to be defined / nominated):**



## ***Data Collection C: Structured Participant feedback***

### **Training Participant Feedback**

- Training topic/purpose**
- Date**
- Location**
- Trainers**
- Participant: sector/roles/[age group]/[organisation]**
- Accreditation**
  
- Overall, how useful did you find this training to help you in your work:  
  
No use  0  1  2  3  4  5  6  7  8  9  10 very useful
  
- Please comment on your rating:
  
- Please rate how much you increased your understanding or skills in the following areas:
  - i. [Specified area 1] None  0  1  2  3  4  5  6  7  8  9  10 a lot
  - ii. [Specified area 2] None  0  1  2  3  4  5  6  7  8  9  10 a lot
  - iii. [Specified areas 3] None  0  1  2  3  4  5  6  7  8  9  10 a lot
  
- Please make any comments on your ratings
  
- Has your attendance at this training workshop:
  - Changed your thinking about some aspect [eg of livestock handling] ....
  - Reinforced your belief in some aspect ....
  - Not affected the way you think or view this topic ....
  
- Please comment on your answer
  
- Specifically, what do you expect to be able to use in your workplace in practice (tick box)?
  - [Specific skill or information covered in training1]
  - [Specific skill or information covered in training1]
  - [Specific skill or information covered in training1]
  - [Specific skill or information covered in training1]
  - [Specific skill or information covered in training1]
  
- Please make any comments about what could have been included in the training to better provide you with the information or skills you need for your work?



### **Stakeholder Workshop Participants**

- Workshop purpose**
- Date**
- Location**
- Participant: sector/roles/[age groups]/[organisation]**
  
- Overall, how would you rate the value of the workshop in achieving its aims?  
  
Very low  0  1  2  3  4  5  6  7  8  9  10 very high
  
- Please comment on your rating:
  
- What has been the main achievement/outcome of the workshop?
  
- What has been the main industry benefit from the workshop
  
- What was not (fully) achieved as planned at the workshop?
  
- What new insights have you gained as a result of your participation in the workshop?
  
- What would have helped the workshop to be (even) more valuable/effective?
  
- Please make any other comment about the workshops, the issue involved, the Live Export Program or the industry as a whole:



## ***Data Collection D: Surveys***

### **Member survey at AGM**

- Date**
- Member/staff/other stakeholder**
  
- Overall, how do you rate the value of the Livestock Export Program in supporting the live export industry?  
  
Very low  0  1  2  3  4  5  6  7  8  9  10 very high
  
- Specifically, please rate how well you believe the LEP is delivering in terms of its key program areas:  
  
Livestock management and animal welfare  
Very low  0  1  2  3  4  5  6  7  8  9  10 very high  
  
Market Access and development  
Very low  0  1  2  3  4  5  6  7  8  9  10 very high  
  
Supply chain  
Very low  0  1  2  3  4  5  6  7  8  9  10 very high  
  
Communications and stakeholder relationships  
Very low  0  1  2  3  4  5  6  7  8  9  10 very high
  
- Please comment on your ratings
  
- How would you rate the relevance and effectiveness of the current R&D program?  
Very low  0  1  2  3  4  5  6  7  8  9  10 very high
  
- Specifically, what current R&D project(s) do you see as most relevant?
  
- What R&D project(s) do you see as least relevant?
  
- What (other) R&D should LEP be undertaking in the immediate future?



## Livestock Export Program

### M&E of Key Performance Indicators

- How confident are you in the level and quality of LEP's technical advice and analysis?
- Very low  0  1  2  3  4  5  6  7  8  9  10 very high

As a result of LEP activities, information, advice or training, do you believe that you and/or your staff and contractors have a greater understanding, capacity or gains in any of the following areas:

- Livestock transport and handling
- Market requirements and access
- Reduced cost of compliance

Please make any other comment about LEP and its activities, impact or issues that need to be addressed:



## Next Steps

The purpose of this project was to create a structure for determining:

- What to measure – in context of the KPIs;
- The measures themselves; and
- How to measure progress in meeting the KPIs.

The proposed structure is now complete.

The key data collection and reporting instruments have been created. It is noted that LiveCorp is currently putting in place a new data collection process which can facilitate the collection of M&E data.

As a result it is time to move to the Data Collection Implementation Phase. These steps are needed for this phase:

1. Review the brief for the new data collection process to ensure the M&E needs are met / designed to be incorporated.
2. Customise / field test / fine tune the data collection and reporting instruments – with key personnel – to be sure they are robust and meet all needs.
3. Incorporate the final and agreed data collection and reporting instruments in the new data collection process.
4. Determine how the data collection process will work cost effectively.
5. Implement the data collection process.
6. Determine how the data analysis and reporting processes will work cost effectively.
7. Implement the data analysis and reporting processes over time.
8. Review the final report of the AOP for 2009/10 against The CIE Evaluation Report process used by MLA.