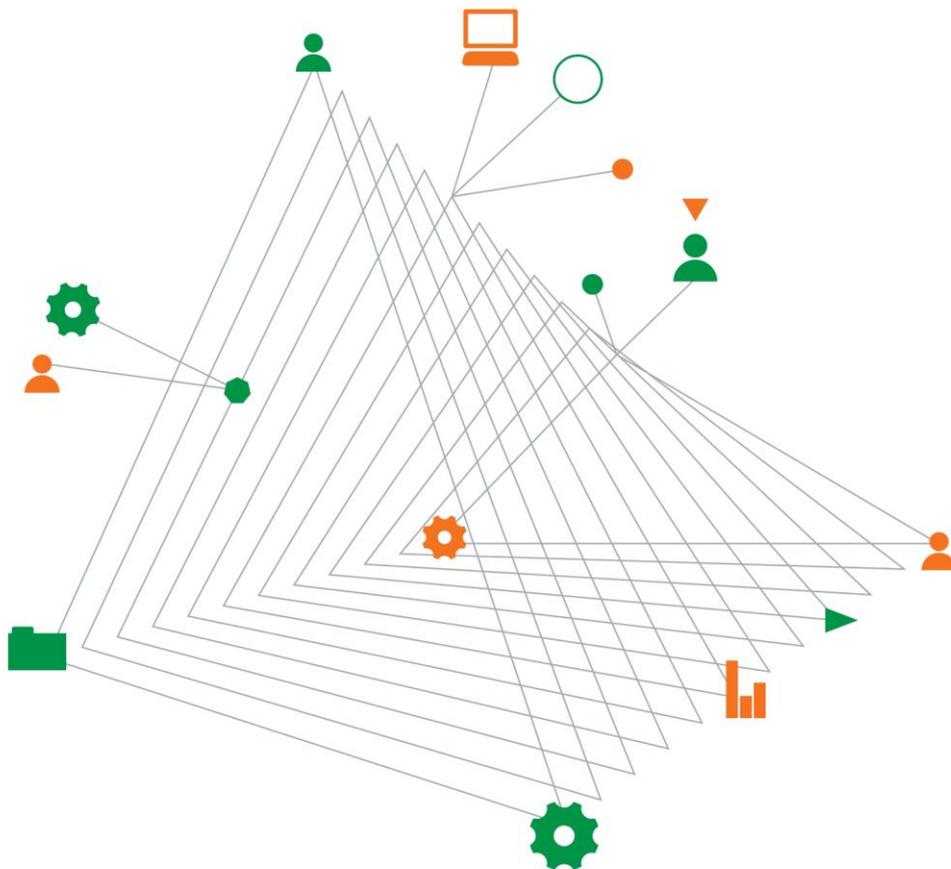**Meat Industry Strategic Plan**

Mid-Term Progress Report Plan

May 2017

Experience
comes to life
when it is
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Contents

Annexes

ACRONYMS

AHA	Animal Health Australia
ALFA	Australian Lot Feeders Association
ALEC	Australian Livestock Exporters Council
AMIC	Australian Meat Industry Council
AMPC	Australian Meat Processor Corporation
CCA	Cattle Council of Australia
CEO	Chief Executive Officer
CIE	Centre for International Economics
GICA	Goat Industry Council of Australia
KPI	Key Performance Indicator
MER	Monitoring, evaluation and reporting
MISP2020	Meat Industry Strategic Plan 2015 – 2020
MLA	Meat and Livestock Australia
NRS	National Residue Survey
RDC	Research and Development Corporation
RMAC	Red Meat Advisory Council
SCA	Sheep meat Council of Australia
SoI	State of the Industry
SFA	Statutory Funding Agreement

1.   INTRODUCTION

Background to the Meat Industry Strategic Plan

The Meat Industry Strategic Plan 2015-2020 (MISP2020) is a whole-of-industry strategy developed by the Red Meat Advisory Council (RMAC) for addressing risks and leveraging opportunities in order to unlock $7b growth by 2020. MISP2020 was launched in October 2015 and is a partnership of ten industry stakeholders. The Plan is based on complex economic modelling and has a strong focus on quantifiable performance indicators and accountability for delivery and results. While MISP2020 is the fourth iteration of the Plan, it is the first to integrate the industry's component supply chains and represents a significant shift for the industry and its stakeholders. MISP2020 calls for robust monitoring, evaluation and reporting in order to track its implementation and its effectiveness.

Objectives and scope of the mid-term progress report

The mid-term progress report has been commissioned as a constructive process to understand how the plan has been implemented, assess progress made towards achieving results and make recommendations to build on successes, help address challenges encountered and develop a monitoring, evaluation and reporting system and implementation plan. More specifically, the objectives of the Progress Report are:

a. To report against the MISP2020 including:

- Progress made against the strategic pillars and Key Performance Indicators (KPIs). Progress reporting will largely rely on data from existing information sources and published research

- Changes in environmental factors (ie changes in the market environment facing producers, meat processors, retailers). The report will consider the significance of these factors and how they affect the relevance and realisation of specific objectives. The Progress Report will also provide recommendations for how emerging challenges may be addressed

- The MISP2020 implementation process, including a higher level assessment of the industry gains from the MISP.

b.   **To provide recommendations for future monitoring, evaluation and reporting against the MISP.** Recommendations will consider established Monitoring, Evaluation and Reporting (MER) systems within partner organisations; the requirements of RMAC members and other industry stakeholders; and opportunities to enable align data collection, collation and analysis with the requirements of Statutory Funding Agreements and the Council of Rural RDCs.

c.   **To gather information that will be relevant to MISP2025.** This includes: industry insights that should be addressed; information relating to the consultation, planning, implementation and reporting processes; as well as feedback on the content of the MISP.

Progress Report questions

In line with the above objectives, the Progress Report will be structured according to seven key questions - these questions are listed below. Section 2 and Annex 2 provide further detail on how the questions will be defined, what factors the assessment will consider in answering the questions and the sources of evidence that will be used.

1. What has been delivered under the MISP2020 and to what extent is this in line with the Plan?

2. What are the emerging outcomes of the MISP2020 in terms of unlocking growth?

3. How are contextual/ environmental factors affecting the *relevance* of the MISP2020?

4. How are contextual/ environmental factors affecting the *realisation* of the MISP2020 objectives?

5. What is the value of the MISP2020 to stakeholders and the industry more broadly?

6. What can be done to ensure that the MISP2020 achieves its objectives?

7. How can performance measurement and reporting be improved by 2020?

2. APPROACH

General approach

The Progress Report will be designed according to the needs and priorities of stakeholders, ensuring that the research process and the final report are relevant, meaningful and useful to the ten MISP2020 partners. Annex 3 provides a detailed Stakeholder Engagement Strategy which sets out our approach to engaging stakeholders through all phases of the progress reporting.

The Progress Report will involve a combination of primary and secondary research as well as a top line review of the economic model which underpins the MISP2020. Research will be phased so that significant issues and opportunities can be identified early and then explored through detailed qualitative and quantitative analysis.

3. METHODOLOGY AND TOOLS

Inception (complete)

The purpose of the inception phase was to define the scope of the Progress Report and understand what key stakeholders expect and need from the process and the final report. The inception phase included an inception meeting with RMAC as well as a teleconference with the Project Reference Group. The feedback from these meetings informed this Progress Report Plan, in particular:

- **Assessment framework** (Annex 2) – this provides detail on how the key questions have been understood and the factors that will be considered in responding to the questions. This framework is significant because it defines the scope for the Progress Report and will be used as a framework for collecting and analysing data.

- **Stakeholder engagement strategy** (Annex 3) – as noted above, the focus on the process is to produce a report which meets stakeholders' information needs and can be readily used to inform decision making. The engagement strategy reflects the Progress Report Team's understanding of what stakeholders need from the report and the most effective way of communicating with stakeholders. Feedback on this strategy is critical to make sure the Progress Report is as effective as possible.

- **Performance assessment matrix** (Annex 7) – One of the priorities outlined in the inception meetings was for the Progress Report to provide a snapshot of performance against MISP2020 and an assessment of how progress would affect the achievement of MISP2020 targets. The performance assessment framework set out in Annex 7 considers progress and changes (both positive and negative) in relation to strategic or environmental issues, activities undertaken and outcomes achieved since MISP2020 was published. It rates the significance of these changes and also highlights the key issues contributing to progress or a lack thereof. Providing separate analysis of changes to issues, opportunities, activities and outcomes enables stakeholders to understand *what* is happening, but also *why* it is happening. This is very important to inform strategic decision making and resource allocation. In order to be relevant and effective, the MISP2020 needs to be dynamic – responding to changes in the industry and reflecting lessons learned from ongoing monitoring, research and evaluation.

  In line with the scope of the Progress Report, the assessment will rely on data published in existing reports and will focus on the priority areas and KPIs under each pillar. If the desk review reveals detailed information that will enable quantitative reporting against each KPI, then performance assessment framework will be updated to reflect this.

Desk based review

The desk based review will involve a detailed analysis of all published documentation relevant to MISP2020. The purpose of the review is to comprehensively catalogue all of the existing information and identify gaps in information or emerging trends which need to be explored through primary

research. The documents provided to the Team to date are listed in Annex 4. There are five key components to the desk-based review:

- **Data collection and mapping** – All of the documents provided (listed in Annex 4) will be systematically reviewed against the MISP2020 results framework (pillars, priorities, objectives and indicators). Annex 5 contains an extract from the document review matrix. The information in the documents is mapped against the relevant MISP2020 indictors. This process will provide a clear indication of what information is currently available against each indicator as well as making an assessment of the quality and completeness of the information. This will be useful to inform further research and recommendations for strengthening monitoring and reporting.

- **Review of broader industry reporting requirements –** It is recognised that when the MISP2020 was launched, there was no specific guidance to organisations on how to implement the plan or report on progress and achivements. As such, each organisation has developed their own processes for integrating the MISP2020 into the strategic plan, operational plans and regular reports. Further, organisations are required to report against a range of frameworks and agreements, including direct reporting to RMAC, board reporting, SFA reporting, reporting to Rural RDCs and reporting against individual strategic plans. The format, content and reporting frequency of all reports produced will be mapped in order to explore opportunities for streamlining reporting processes.

- **Document review and collaboration of information –** The content of each of the documents will be reviewed in detail to extract information about the achievements and challenges faced by organisations in implementing MISP2020. Extracts from documents will be transferred to a central word document which follows the structure of the final report for further analysis alongside the primary research material.

- **Top line review of the economic model** – The economic model produced by the Centre for International Economics (CIE) will be reviewed in order to map important data sources, understand the key assumptions underpinning the MISP and whether they are still valid, and to identify any areas for further investigation. Critical analysis of the model will be conducted after the primary research is complete.

- **Assessment of the MISP2020 KPIs and other indicators –** The robustness of the KPIs and measurement approach in the MISP2020 will be reviewed in order to inform further investigation into how to improve performance management and reporting. Annex 6 sets out the criteria against which the indicators will be reviewed.

Revision of the Progress Report Plan

The findings from the desk-based review will help to inform the primary research by identifying emerging trends to be explored and identifying gaps in information that need to be filled. The Progress Report Plan will be updated with further detail on how primary research will be conducted to fill these gaps. The updated Plan will also reflect comments and feedback from the project reference group on the first draft of the Progress Report Plan and include a more nuanced stakeholder engagement strategy.

Consultation

The consultation phase will involve approximately 30 one hour face to face interviews with individuals and groups in stakeholder organisations. Interviews will be structured based on the overarching Progress Report questions (see Annex 2 for further detail), and also seek specific information based on information emerging from the desk based review. In addition to individual consultations, representatives from Coffey may attend the second industry workshop proposed as part of the State of the Industry Report development process which has been commissioned as a separate initiative.

Analysis and reporting

Data analysis and reporting will be structured according to the assessment framework (Annex 2) and presented according to the final report template (Annex 8). In addition to this report, the Progress Report will generate summaries of key findings and briefing packs as detailed in Annex 3.

Coffey will engage with stakeholders during the analysis and reporting phase in order to validate emerging findings and to work together to draft recommendations that are practical and realistic. Stakeholders will be provided with a draft version of the report and this will be the basis of a findings and recommendations workshop in late June. Further details of the workshops are provided in Annex 3.

The final report will be divided into three key sections described below.

Part A: MISP2020 Status Report

This will provide a consolidated assessment of progress towards MISP2020 objectives and insights into changes and developments since the Plan was published, their significance and implications for unlocking $7 billion growth. The report will also provide recommendations for overcoming challenges encountered or emerging issues. Data from primary and secondary research will be systematically recorded and mapped against the relevant progress report question and MISP2020 pillar, priority or imperative. Progress will be summarised in a narrative supported by financial data of unlocked economic growth where possible. This information will also be used to complete a performance assessment snapshot as described in section 3.1 and depicted in Annex 7.

It is noted that the original terms of reference suggested that the Progress Report and Issues Report be presented separately, however it is felt that integrating the reports would capture the complexity of the industry and provide a more nuanced understanding of how and why progress is occurring, as well as its impact. It is suggested that a standalone Achievements Report be produced as a promotional document – see Annex 3 for further details.

Part B: Results Framework Recommendations

The Progress Report will provide recommendations for a simple, streamlined results framework and reporting system for all partners to the MISP (including RMAC) which builds on existing systems and provides stakeholders with timely, accurate and relevant information to inform decision making. The desk review will provide insights into the quality of current reporting, its alignment with the MISP2020 and overlap with other reporting requirements. This information will be reviewed alongside stakeholders' specific information requirements which will be elicited through interviews. After reviewing what information is available compared to what information is desired, the Progress Report Team will consider what KPIs or indices can reasonably be developed and reported against given the capacity of staff and the resources available. These findings will be presented to stakeholders at the June board meeting. Once there is agreement on the KPIs, the Team will make recommendations in relation to:

- **Guidelines and standards for measurement** (including error estimates) to ensure consistency and rigour across multiple stakeholders.

- **Reporting templates** which aim to streamline reporting to multiple stakeholders.

- **A system for data summarisation and aggregation** to enable whole-of-industry reporting against the MISP2020 which can be carried out periodically and with minimal data processing. The Progress Report Team will consider the value and viability of developing indices as suggested in the original MISP2020.

- **A reporting system** which provides stakeholders with ready access to qualitative and quantitative data. The Progress Report Team will consider how infographics or a dashboard might be used to make information as accessible as possible. This will include consideration of the need to revise the MISP2020 to update the performance matrices.

- **A range of resourcing options** which set out options for quality, detail and frequency of reporting and the resource implications of each.

PART C: CONSIDERATIONS FOR MISP2025

Through the desk-based review and primary research, the Progress Report Team will document key learnings from MISP2020 and stakeholders' perceptions on how the MISP2020 can be improved in terms of development, content, implementation, communication and governance. The Report will also

highlight industry insights that should be addressed in the next iteration of the MISP. This information will be captured in a narrative report with a series for recommendations for the next phase of strategy development.

Clarification of key terms

There are some key terms in this Progress Report Plan which are not explicitly defined in the MISP2020:

- **Activity** refers to the projects undertaken by partner organisations. Many of the 'objectives to be achieved' under the MISP2020 are in fact planned activities

- **Output** refers to the direct product or effect of these activities, for example, a report produced or a number of people trained. Stakeholders have a large degree of control over whether activities lead to outputs. Many of the 'objectives to be achieved' under the MISP2020 are outputs

- **Outcome** refers to the higher level product or effect of activities, for example an increase in community support or a reduction in trade barriers. Stakeholders influence whether activities lead to outcomes, but are not able to control external factors which affect whether outcomes are achieved. Many of the KPIs listed in the MISP2020 are outcomes.

Assumptions and limitations of the Progress Report

This Progress Report Plan is based on a series of assumptions, in particular:

- **Consensus on key deliverables:** that the project reference group and key stakeholders reach agreement on the purpose and scope of the Progress Report and on the format and content of key deliverables.

- **Availability of information:** that a substantial amount of information relevant to the MISP2020 indicators exists and can be made available to the Progress Report Team. It is anticipated that there will be some gaps in the information, but that there will be enough evidence of activity to make an assessment of progress.

- **Accessibility of the economic model:** That detail of the economic model, its underpinning assumptions and the data sources it relies on will be made available to the Progress Report Team.

- **Cooperation of stakeholders:** That MISP2020 stakeholders will make documentation available, and be available for face to face interviews and follow up communication.

The main limitation of the Progress Report is the extent to which the Team can carry out primary research and analysis in order to quantify progress. As noted in the original proposal and methodology outlined above, the Progress Report will largely rely on existing documentation to assess and report on performance against the MISP2020. The Progress Report will not include significant analysis of raw data or extensive research to report on KPIs. The Progress Report will provide a top line assessment of the economic model, assessing its robustness and the validity of the assumptions underpinning it, but it will not update or rerun the model in order to provide revised cost benefits ratios or estimates for unlocking growth. Where this is deemed to be necessary, the Progress Report Team will provide detailed recommendations for further analysis to be undertaken.

4. MANAGEMENT OF THE REVIEW PROCESS

Management arrangements

The Progress Report has been commissioned and will be managed by RMAC. A project reference group has been established with representatives from CCA, ALFA, SCA, GICA, AMIC and ALEC. The project reference group is responsible for defining the purpose and scope of the Progress Report, facilitating research and approving key deliverables. The RMAC CEO will be the main point of contact for the Progress Report Team and the conduit between the Team and project reference group. Comments and feedback from the project reference group will be consolidated by the RMAC CEO to ensure that guidance from the project reference group is clear and unified.

Work plan

WORKPLAN AND RESOURCE ALLOCATION	Days	April				May					June				July		
		3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17
Inception																	
Inception meeting with RMAC executive		▢															
Project reference group/stakeholder teleconference	10.5	▢															
Deliverable 21 April- Evaluation plan (includes stakeholder analysis, analytical framework & communication and dissemination plan)				★													
Desk-based review																	
Review of industry reports and secondary data			▢														
Review of economic model			▢														
Revision of evaluation plan and development of research tools	10.25			▢													
Deliverable 28 April: Monthly milestone report (1-2 pg. doc and teleconference: tasks undertaken, emerging findings, work plan)					★												
Consultations																	
Preparation and distribution of an introductory letter						▢											
Stakeholder interviews in Sydney (face to face)							▢	▢									
Stakeholder interviews in Canberra (face to face)	19.5							▢	▢								
Other stakeholder interviews as required (teleconference or locations to be specified)							▢										
Deliverable 29 May: Monthly milestone report (1-2 pg. doc and teleconference: tasks undertaken, emerging findings, work plan)										★							
Analysis and reporting																	
Top line economic analysis											▢						
Data analysis and triangulation of evidence											▢						
Deliverables 23 June: First draft of the MISP2020 Status Report	22												★				
Presentation of findings and recommendations workshop with project reference group														▢			
Deliverables 12 July: Revised draft Status Report, Results Framework Recommendations and MISP2025 considerations																★	
Communication and dissemination																	
Deliverable 14 July: summary finding materials and briefing pack	2.5																★
Total days and fees	**64.75**																

Key deliverables

The key contract deliverables are outlined in the table below. In addition to this, it is anticipated that the Progress Report Team will provide briefings, summaries and communication tools to stakeholders. Annex 3 provides further detail of the stakeholder engagement strategy and communication plan.

Deliverable	Indicative date	Purpose	Format
Progress Report plan	21 April (first draft) Revised after stakeholder feedback	Define the scope of the Progress Report and outline how the research will be carried out and the basis upon which performance and progress will be assessed.	7 page Word doc (plus annexes)
Monthly milestone reports	28 April, 29 May	Summarise progress, tasks undertaken, emerging findings and work plan going forward	1-2 page word doc
Part 1: MISP2020 Status Report	23 June (first draft) 12 July (final draft)	Detail progress against the MISP, including analysis of factors enabling and inhibiting progress, implications for achieving MISP2020 objectives and recommendations to overcome challenges	25 page word doc plus annexes
Presentation of findings	29 June	Present key findings on the progress report, MER review and MISP2025 considerations to stakeholders and work together to generate detailed recommendations and systems to support their implementation	20 minute presentation & facilitated workshop discussion
Part 2: Results Framework recommendations	12 July	Detail recommendations for building on and refining existing data collection, collation and reporting systems to improve the efficiency and effectiveness of reporting. Present multiple options for resourcing the implementation of the system based on the quality, frequency and detail of reporting	10 page word doc (plus annexes and tools)
Part 3: Considerations for MISP2025	12 July	Summarise insights and learnings from Progress Report and stakeholder perceptions on how to strengthen the next iteration of the MISP	5-10 page word doc
Summary findings and briefing pack	19 July	Summarise key findings and recommendations from the Progress Report in line with the information needs of specific stakeholders	PowerPoint, 1-2 page summary

ANNEX 1 – TERMS OF REFERENCE (FROM THE REQUEST FOR PROPOSAL)

Consultancy Purpose

The purpose of the *Meat Industry Strategic Plan* 2020 Mid Term Progress Report is to:

- Measure midterm progress against goal of unlocking $7 billion in growth
- Identify barriers to unlocking growth and providing recommendations for addressing these
- Establish an ongoing reporting system for the rest of MISP 2020
- Intelligence gathering for MISP 2025

Principles

RMAC is committed to the highest level of professionalism and delivering to Australian red meat and livestock businesses. In executing a mid-term review and establishing a reporting system RMAC seeks to achieve:

- **Accountability** – What has been achieved ($ gains) and what hasn't been achieved. How do we make the current MISP better by 2020 and who is responsible for making it better?
- **Transparency** – Being open about what we are doing well and what we can do better.
- **Dynamism** – Form understanding of future drivers for growth for MISP 2025.
- **Inclusivity** – Meaningful engagement of the industry and community we serve.
- **Good Governance** – Ensuring the MISP2020 is managed in the best manner possible.

Out of Scope

The focus of the Progress Report is to identify growth unlocked; and where it is not provide recommendations to address this (as opposed to review the corporate planning process engaged). Only where process is a barrier to achieving growth outcomes should this be addressed.

Deliverables

Deliverable	Description	Timeframes
Part 1: Progress Report – *what has been achieved?*	Evaluation of growth unlocked (against 2020/2030 projections) against key strategic pillars (pg16-17) through structured consultation with MISP2020 stakeholders (listed on cover) and other levy recipients (AHA, NRS).	DRAFT report presented to Board of RMAC on 29 June 2017
Part 2: Issues Identification Report – *what hasn't been achieved & how do we solve this?*	Identify specify barriers to unlocking growth and provide clear recommendations for troubleshooting these.	Milestone reports presented monthly via teleconference to RMAC CEO working group. A draft set of dates can be provided in relation to this.
Part 3: Mid Term Monitoring, Evaluation and Reporting (MER) Recommendations – *how do we improve performance measurement by 2020?*	In light of findings in Part 1 and Part 2; recommend a low maintenance MER framework with a clear implementation plan. This should include a stocktake of existing industry reporting models and provide synthesised approach to delivering this.	

Note: It is expected the final report will be presented in PDF format, and accompanied by a communications package including summary finding materials (e.g. summary briefing, PowerPoint/Prezi) highlighting key findings.

ANNEX 2 – ASSESSMENT FRAMEWORK

Question	Issues for consideration	Desk review	In-depth interviews	Stakeholder workshops	Review of CIE Model
1. What has been delivered under the MISP2020 and to what extent is this in line with the Plan?	• Stakeholder's main focus are since 2015 and changes during this period? • Summary of outputs delivered since 2015 (within and outside of the Plan) • Summary of anticipated outputs that have not been delivered • Issues which have positively or negatively affected the delivery of outputs • Broad effect of changes in outputs/events on the CIE modelling estimates and projected dollar figures for unlocking growth • New activities that have emerged or been priorities since the Plan was signed off • Development of scorecard and refinement of KPIs and, reporting against those	X	X		
2. What are the emerging outcomes of the MISP2020 in terms of unlocking growth?	• Progress made against the priority areas and KPIs • Ways in which progress and achievements have been measured and how this is evidenced • Stakeholders expectations for achievements between now and 2020 • Dollar value of growth unlocked based on existing reports • Extent to which achievements to date vary from the MISP2020 • Extent to which projected achievements vary from the MISP2020 • Robustness of the CIE GMI model in projecting potential growth and significant issues which might affect projections	X	X		X

Question	Issues for consideration	Desk review	In-depth interviews	Stakeholder workshops	Review of CIE Model
3. How are strategic/ environmental factors affecting the **relevance** of the MISP2020?	• Changes in the global or domestic market that were not foreseen in MISP2020 • Changes in the supply chain (ie logistics, transport, production costs, processing costs) that were not foreseen in MISP2020) • Changes in the regulatory environment that were not foreseen in MISP2020 • Seasonal issues or opportunities that were not foreseen in MISP2020 • Changes in the political environment that have shifted the focus on the industry • Other factors that have influenced the operation, efficiency or effectiveness of the industry • Extent to which the MISP2020 still relevant to stakeholders and the industry in light of these factors	X	X	X	
4. How are strategic/ environmental factors affecting the **realisation** of the MISP2020 objectives?	• Changes in the supply chain (ie logistics, transport, production costs, processing costs) that were not foreseen in MISP2020 • Changes in government policy (Commonwealth and state/territory) and the regulatory environment that were not foreseen in MISP2020 • Seasonal issues or opportunities that were not foreseen in MISP2020 • Changes in the political environment within industry that have shifted the focus on the industry • Evidence that the outputs delivered lead to the outcomes anticipated in the Plan and plans for future assessment • Realism of the assumptions/estimates underpinning the CIE GMI modelling • Signficance of factors identified in terms of achieving the MISP2020 objectives and KPIs	X	X	X	X

Question	Issues for consideration	Desk review	In-depth interviews	Stakeholder workshops	Review of CIE Model
5. What is the value of the MISP2020 to stakeholders and the industry more broadly?	• Anticipated impact of developing a whole-of-industry plan on stakeholders • Evidence the Plan has influenced the strategic direction and priorities of stakeholders (e.g., peak industry councils, service provider and other agency strategic plans) • Evidence the Plan has changed what activities stakeholders deliver • Extent to which the Plan responded to contextual/ environmental factors affecting the industry • Assessment of the counterfactual - what would have happened if the MISP2020 did not exist? • Extent to which MISP2020 has improved the coordination or cohesiveness of the industry • Stakeholders' perceptions of the role of MISP2020 in shaping or reflecting their priorities • The role of MISP2020 in holding stakeholders to account for their outputs and achievements	X	X	X	
6. What can be done to ensure that the MISP2020 achieves its objectives?	• Mechanisms to respond to changes in environment ie changes to the content of the plan (including priorities and objectives), delivery and focus of the programs, funding structure, accountability requirements, governance of the Plan		X		
7. How can performance measurement and reporting be improved by 2020?	• Quality and measurability of the indicators in the Plan • Baseline and performance data available against MISP2020 objectives and indicators • Alignment of stakeholders' strategies and operational plans with the MISP2020	X	X		X

Question	Issues for consideration	Desk review	In-depth interviews	Stakeholder workshops	Review of CIE Model
	• Relevance, accuracy and validity of data provided by key stakeholders				
	• The quality of information needed by stakeholders ie information for marketing purposes or independently verifiable data				
	• Information needs of each organisation's stakeholders (ie producers, processors etc.)				
	• Stakeholders' perceptions regarding utility of industry reports and alignment with their information needs				
	• Stakeholders' perceptions of the need to disaggregate reporting by sector and by industry				
	• Evidence that information from reporting is used to inform lobbying or decision making in relation to resource allocation				
	• Alignment and overlap between MISP2020 reporting with other requirements ie RMAC reporting, RMAC board reporting, SFA reviews, Rural RDC reporting (through the CCRDC; to levy payers, the Commonwealth and other investors in R&D managed by the service providers)				
	• Accountability relationships and ownership of the Plan				
	• Capacity of stakeholders to monitor, evaluate and report on activities and achievements				

ANNEX 3 – STAKEHOLDER ENGAGEMENT STRATEGY

1.   Overview of the stakeholder engagement strategy

Purpose of the strategy

The purpose of the stakeholder engagement strategy is to ensure that the Progress Report Team accurately understand what stakeholders want from Progress Report process and outputs and to ensure that it meets these needs.

The sections below reflect feedback provided so far on stakeholders' information needs and propose tools and communication approaches to meet these needs. It is hoped that stakeholders will make detailed comments on this Strategy and that it will be updated as the Progress Report progresses with further information about stakeholders information needs in relation to MISP2020 monitoring, evaluation and reporting.

NB: This strategy does not contain information about what stakeholders want from the MISP2020 monitoring, evaluation and reporting arrangements. This will be determined through detailed consultation with stakeholders during face to face meetings in May.

Objectives of stakeholder engagement

The focus of the Progress Report is to deliver a process and products that are relevant, meaningful and useful to all stakeholders. In order to do this, it is critical that stakeholders are involved from the design phase and throughout the delivery and final reporting phases. The objectives of engaging stakeholders are that all stakeholders:

- recognise the purpose of the Progress Report and its relevance to their work

- contribute relevant documentation and resources to ensure that the Progress Report can be conducted effectively

- use the Progress Report deliverables to inform decision making, allocate resources or share information with their stakeholders

- own and implement the recommendations made in the Progress Report.

2. Understanding stakeholders' needs in relation to the Progress Report

Stake-holder	Stake in MISP2020	Information needs from the Progress Report	Uses of information from the Progress Report
RMAC Executive	• Commissioning the Progress Report and together with the Project Reference Group responsible for direction, review, acceptance of final report and subsequent commas	• How the implementation of MISP is influencing members planning, activities and reporting • What is being delivered under MISP (to date and proposed by 2020) • Outputs and emerging outcomes from activities • Major issues or new opportunities affecting how the MISP is implemented or what it achieves • Opportunities and methodologies for co-ordinating data collection to assist other industry level M&E (specifically, SFA reviews and Rural RDC evaluations)	• Reporting to members • Ensure support is responsive to members needs and changing environment • Reporting to industry • Informing government (ministers, members and senators, government officials) and the community at large
RMAC Board	• Accountable for the delivery of MISP2020	• Progress in implementing the MISP • Whether the whole of industry focus is being achieved (noting any difficulties) • Indicative guidance on 'quantitative' outcomes so far (given changes in the industry and external environment) and thus the extent to which the MISP is on track or otherwise • Development of high level scorecard	• Reporting to industry • Informing government (ministers, members and senators, government officials) and the community at large
Policy / Advocacy groups (CCA, ALFA, SCA, GICA, AMIC, ALEC)	• RMAC members: Policy and strategy responsibility	• An Results Framework that focusses on outcomes and program KPIs (across all Pillars and priorities, at the priority level) for the whole industry, delivering credible information in a timely fashion	• Reporting to board and members • Informing government (ministers, members and senators, government officials) and the community at large

Stake-holder	Stake in MISP2020	Information needs from the Progress Report	Uses of information from the Progress Report
Service delivery groups (MLA, AMPC, LiveCorp)	• Service providers make the program level investment to deliver the MISP outputs and achieve the MISP outcomes and report the KPIs	• Recognition that respective strategic plans reflect the MISP • Objective assessment of the progress in implementing the MISP, delivering outputs and achieving outcomes at this point in the MISP • Agreement and endorsement for the planned process for further developing and reporting KPIs	• Reporting to levy payers, members and other funders, including industry interests and the Commonwealth Government
Other service providers (AHA, NRS)	• Service providers making the investment to deliver the MISP outputs and achieve the MISP outcomes	• Agreement and endorsement for the planned process for further developing and reporting KPIs	• Reporting to levy payers, members and other funders, including industry interests and the Commonwealth Government
Dept. of Agriculture and Water Resources	• Significant funder of the investment being made by the service providers (mandatory levies and $ for $ R&D matching)	• Objective assessment of the progress in implementing the MISP, delivering outputs and achieving outcomes at this point in the MISP	• Reporting to the Government

3. Stakeholders relationship to the MISP

MISP Pillar and Priority	Priority area for stakeholders (where they invest)											
	RMAC	CCA	ALFA	SCA	GICA	MLA	AMIC	AMPC	ALEC	Livecorp	AHA	NRS
Consumer and community support												
Welfare of the animals within our care						√				√	√	
Stewardship of environmental resources						√						
Red meat in a healthy diet						√		√				
Market Growth and Diversification												
Efficiency and value in trade and market access						√						√
Marketing and promoting Australian red meat and livestock						√						
Supply chain efficiency and integrity												
Optimising product quality and cost efficiency						√		√		√		
Guaranteeing product and systems integrity						√		√		√		√
Productivity and profitability												
Production efficiency in farms and feedlots						√					√	
Processing productivity								√				
Live export productivity										√	√	
Leadership and collaborative culture												
Building industry capability	√	√	√	√	√		√		√			
Promoting and protecting our industry	√	√	√	√	√		√		√			

4.   Communication plan

Based on the analysis conducted above, the following communication plan combines a range of communication tools to make sure that stakeholders are engaged throughout the process and that deliverables are accessible and useful for stakeholders. A summary of key deliverables from this table is provided in section 4.2 of the main body of the Progress Report Plan. This table also describes informal communication and promotional material to be produced.

Phase	Communication tool and purpose
Inception	**Project reference group teleconference (complete) –** Stakeholders to define scope and purpose of the Progress Report and their key priorities **Introductory email (complete) –** Coffey to summarise purpose of Progress Report based on teleconference and outline next steps **Progress Report Plan (draft complete) -** Define the scope of the Progress Report and outline how the research will be carried out and the basis upon which performance and progress will be assessed **1 page summary of Plan (complete) –** Summarise Progress Report plan for dissemination within stakeholder organisations **Monthly milestone report (complete) -** Summarise progress, tasks undertaken, emerging findings and work plan going forwards
Research	**Introductory letter (complete) –** Formally introduce Team to organisations and outline expectations for engagement **Monthly milestone report -** Summarise progress, tasks undertaken, emerging findings and work plan going forwards **Monthly phone briefing –** Answer questions on the monthly reports and provide opportunities to shape ongoing activity
Analysis and reporting	**Monthly milestone report -** Summarise progress, tasks undertaken, emerging findings and work plan going forwards **Monthly phone briefing -** Summarise progress, tasks undertaken, emerging findings and work plan going forwards **MISP2020 Status Report -** Detail progress against the MISP, including analysis of factors enabling and inhibiting progress, implications for achieving MISP2020 objectives and recommendations to overcome challenges **Key achievements report –** Highlight achievements towards unlocking growth for promotional and lobbying purposes.[1] **Findings and recommendations workshop -** Present key findings on the Progress Report, MER review and MISP2025 considerations to stakeholders and work together to generate detailed recommendations and systems to support their implementation **Results Framework recommendations -** Detail recommendations for building on and refining existing data collection, collation and reporting systems to improve the efficiency and effectiveness of reporting

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[1] Format to be determined in consultation with the Project Reference Group after the consultation phase.

	Considerations for MISP2020 - Summarise learnings from Progress Report and stakeholder perceptions on how to strengthen the next iteration of the MISP
Dissemination	**1-2 page summary of findings** – A standalone executive summary of the Progress Report process and key findings **Slide presentation pack** – PowerPoint presentation summarising key findings and recommendations from the Progress Report

5. Key contacts

Organisation	Name	Email
RMAC	Anna Campbell	anna@rmac.com.au
ALEC	Simon Westaway	ceo@livexcouncil.com.au
ALFA	Christian Mulders	christian.mulders@feedlots.com.au
AMIC	Kevin Cottrill	kcottrill@amic.org.au
	Leonie Migachov	lmigachov@amic.org.au
	Patrick Hutchinson	phutchinson@amic.org.au
	Maria Gospel	mgospel@amic.org.au
CCA	Duncan Bremner	ceo@cattlecouncil.com.au
GICA	Rick Gates	gategoats1@bigpond.com
	Katie Davies	ejdearthmoving@gmail.com
MLA	Joanne Taylor Craig	jtaylorcraig@mla.com.au
	Richard Norton	rnorton@mla.com.au
	Terry Longhurst	tlonghurst@mla.com.au
SCA	Kathleen Giles	kgiles@sheepmeatcouncil.com.au
Livecorp	Paula Leniston	pleniston@livecorp.com.au
AMPC	Peter Rizzo	P.Rizzo@ampc.com.au
	Weifen Chen	W.Chen@ampc.com.au
AHA	Kathleen Plowman	KPlowman@animalhealthaustralia.com.au
The CIE	Derek Quirk	dquirke@thecie.com.au
EY	Alastair McArthur	Alastair.Mcarthur@au.ey.com
DAWR - Meat Export Operations	Barb Cooper	Barbara.Cooper@agriculture.gov.au
	Alexis Bendun	Alexis.Bendun@agriculture.gov.au
	Angela O'Sullivan	Angela.O'Sullivan@agriculture.gov.au
DAWR - Meat Export Standards	David Cunningham	David.Cunningham@agriculture.gov.au
	Annabelle Bryce	Annabelle.Bryce@agriculture.gov.au
DAWR - Live animal export operations	Trysh Stone	Trysh.Stone@agriculture.gov.au
	Erin Payne	Erin.Payne@agriculture.gov.au
	Narelle Clegg	Narelle.Clegg@agriculture.gov.au
	Annabelle Bryce	Annabelle.Bryce@agriculture.gov.au
DAWR - Trade and market access	Paul Ross	Paul.Ross@agriculture.gov.au
	Courtney Barry	Courtney.Barry@agriculture.gov.au
	Anne McDonald	Ann.McDonald@agriculture.gov.au
	Matthew Worrell	Matthew.Worrell@agriculture.gov.au
	Ian Mortimer	Ian.Mortimer@agriculture.gov.au
DAWR - NRS	Jim Paradice	Jim.Paradice@agriculture.gov.au

ANNEX 4 – DOCUMENT LIST

Ref #	Organisation	Title of report
1	ALFA	Q1 and Q2 Activity Reports 2016-2017
2	ALFA	Business Plan for Industry Funding provided through RMAC For Financial Year 2016-17
3	ALFA	ALFA RMAC PROGRESS REPORT July - December 2016
4	AMIC	Business Plan for Industry Funding provided through RMAC For Financial Year 2016-17
5	AMIC	January Report - Use of RMAC funding
6	AMPC	Strategic Plan 2013-2017
7	AMPC	Strategic Plan Summary 2013-2017
8	AMPC	2018-2020 Strategy
9	AMPC/EY	DEXA Independent Review - Issues Paper 1
10	CCA	Business Plan for Industry Funding provided through RMAC For Financial Year 2016-17
11	GICA	Business Plan for Industry Funding provided through RMAC For Financial Year 2016-17
12	Livecorp	Strategic Plan 2016-2020
13	MLA	Strategic Plan 2016-2020
14	MLA	Digital Value Chain Strategy Forum and Workshop Summary Report
15	MLA	Digital Value Chain Strategy – Participant Input Summary
16	MLA	December MLA Pillar Report
17	MLA	Feb 2017 - Non-Tariff Barriers Impacting the Australian Red Meat Industry
18	MLA/EY	*Confidential* - State of the industry Proposal
19	MLA and AMIC	*Confidential* - Comparative evaluation of non-tariff barriers for Australian red meat trade
20	RMAC	MISP2020
21	RMAC/ CIE	MISP 2015-2020: Quantifying the payoffs from collaborative investments by the red meat industry
22	RMAC	RFP - Consultancy service to deliver Options for Future Funding Models for the Australian red meat & livestock industry April 2017
23	RMAC	Board Paper 9.2.1 - 2016 –17 Member Business Plan Approval
24	SCA	Business Plan for Industry Funding provided through RMAC For Financial Year 2016-17
25		Australian Beef Sustainability Framework
26		Livex Indexing study
27	ALFA	Strategic Plan 2015-2020 - updated May
28	ALFA	2016 Bus Plan Progress Report to RMAC

29	AMPC	Performance Review 2011-15
30	MLA	SFA signed Oct 2016
31	MLA	ACIL Allen Performance Review 2015
32	MLA	Impact Assessment 2010-11 to 2014-15
33	MLA	Performance Review 2015 Response
34	AMPC	Meat Matters - We all have a steak in this!
35	AMPC	Strategic risks facing the Australian Red Meat Industry, Aug 2016
36	AMPC	A Feast of Ideas: Sustainability Report, 2016
37	CCA	Beef Industry Strategic Plan
38	MLA	Pillar reports April 2017
39	SCA	SISP 2015-2020
40	SCA	SCA Business Strategy

ANNEX 5 – DOCUMENT REVIEW MATRIX

NB – This is an extract of the document review matrix. The original version of the file is in excel

Heading	Indicator	Doc1	Doc2	Doc3	Data quality assessment	Comments on data quality	Alternative indicator in existing reports	Alt indicator desc.
Format for responses		*Relevance rating*			*Qual rating*	*Narrative*	*y/n*	*Text*
Consumer and community support	Consumer and community support index*							
Welfare of the animals within our care	Increase in community support for industry animal welfare practices on 2015 baseline							
Continuous improvement of animal welfare	Active alignment of farm animal welfare practices and community expectations							
	Indicators of animal welfare developed along the entire livestock supply chain							
	Monitoring and reporting framework established to identify problems, enable corrective actions and capture improvements							
	Effective communication of changes in the industry's animal welfare outcomes, engendering community support							

Relevance rating	Quality rating
1 – Direct alignment with indicator ie reporting against indicator	No information
2 – Same subject/issue as indicator	Incomplete information
3 – Indirectly relevant to indicator	Information not supported by evidence
	Information available and supported by evidence

ANNEX 6 – KPI ASSESSMENT

It is proposed that the KPIs listed in the MISP2020 be reviewed to inform recommendations for ongoing monitoring, evaluation and reporting. It should be noted that initial review of stakeholders' documentation suggests that that these KPIs have further developed and refined in line with the MISP2020's requirement for service providers (MLA, AMIC an Livecorp) to develop an industry scorecard, Program KPIs and Sub program and project KPIs. During the desk review, the Team will consider whether it is appropriate to do a review of these measurement systems and indicators.

NB – This is an extract of the document review matrix. The original version of the file is in excel

Heading	Indicator	Data type	Data source	Measurability	Availability of data	Existing data quality assessment*	Comments on data quality*
Format for responses		*Type classification*	*Source classification*	*Measurability classification*	*Availability classification*	*Quality assessment*	*Narrative*
LEADERSHIP & COLLABORATIVE CULTURE	**Increased stakeholder recognition of the industry's leadership capability and socio-economic value**						
Consumer and community support	Consumer and community support index						
Welfare of the animals within our care	Increase in community support for industry animal welfare practices on 2015 baseline						
Stewardship of environmental resources	Maintenance or increase in community support for the industry's environmental stewardship practices						
Red meat in a healthy diet	Continued consumer and health professional support for red meat as a preferred component of a healthy diet						
Market Growth and Diversification	Maintain or increase in the real value of red meat sales (domestic and export) and live exports						

Heading	Indicator	Data type	Data source	Measurability	Availability of data	Existing data quality assessment*	Comments on data quality*
Efficiency and value in trade and market access	New market opportunities are made available worth $150 million by 2020 and $1 billion by 2030						
Marketing and promoting Australian red meat and livestock	Improved consumer attitude (weighted by market expenditure) towards Australian red meat and livestock						
	Increase in wholesale red meat and livestock demand index						

* Information will be transferred from document review matrix (Annex 5)

Data type	Data source	Measurability	Availability of data	Data quality assessment
Nominal	Single data source	Requires further definition	Primary research required	No information
Ordinal	Multiple data sources	Defined but measurability unclear	Part of regular reporting cycle	Incomplete information
Metric	Index	Clearly defined and measurable	Updated data available in real time	Information not supported by evidence
Ratio				Information available and supported by evidence

ANNEX 7 – PERFORMANCE ASSESSMENT MATRIX

1	2	3	4	5
Variation from MISP with serious negative consequences for the relevance or realisation of the plan	Variation from the MISP with some negative consequences for the relevance or realisation of the plan	In line with MISP2020 analysis, projections and plans	Variation from the MISP resulting in benefits to the industry and its stakeholders	Variation from the plan resulting in significant benefits to the industry and its stakeholders
>$500m lost opportunity or growth not realised	<$500m lost opportunity or growth not realised		Up to $500m additional growth unlocked or risk avoided	>$500m additional growth unlocked or risk avoided

Pillar	Priority	Issues and opportunities	Activities and outputs	Emerging outcomes	Influencing factor
Format for responses		*1-5 rating*	*1-5 rating*	*1-5 rating*	*Narrative*
Leadership & collaborative culture	Building industry capability				
	Promoting and protecting our industry				
Consumer and community support	Welfare of the animals within our care				
	Stewardship of environmental resources				
	Red meat in a healthy diet				
Market Growth and Diversification	Efficiency and value in trade and market access				
	Marketing and promoting Australian red meat and livestock				
Supply chain efficiency and integrity	Optimising product quality and cost efficiency				
	Guaranteeing product and systems integrity				
Productivity and profitability	Production efficiency in farms and feedlots				
	Processing productivity				
	Live export productivity				

ANNEX 8 – FINAL REPORT TEMPLATE

EXECUTIVE SUMMARY

1.   Introduction

Background to the MISP2020

Overview of the mid-term progress report

2.   Progress towards achieving MISP2020

Major achievements of implementing and delivering the strategy

Major challenges faced in implementing and delivering the strategy

Recommendations for addressing challenges

Pillar	Priority	Issues and opportunities	Activities and outputs	Emerging outcomes	Influencing factor
Leadership & collaborative culture	Building industry capability				
	Promoting and protecting our industry				
Consumer and community support	Welfare of the animals within our care				
	Stewardship of environmental resources				
	Red meat in a healthy diet				
Market Growth and Diversification	Efficiency and value in trade and market access				
	Marketing and promoting Australian red meat and livestock				
Supply chain efficiency and integrity	Optimising product				
	Guaranteeing product and systems integrity				
Productivity and profitability	Production efficiency in farms and feedlots				
	Processing productivity				
	Live export productivity				

3.   Results Framework Recommendations

4.   Considerations for MISP2025

NB: The report will consider each of the pillars and priorities according to the following areas:

- **Strategic issues and opportunities**
    - Reflection on issues and opportunities set out in the Plan
    - New issues which will inhibit growth
    - New opportunities for enhancing industry
    - Implications of changes to issues/opportunities
    - Relevance of existing objectives and activities

- **Activities and outputs**
    - Progress towards delivering activities according to the imperatives – what has been done
    - Challenges in delivering activities
    - Implications on progress or lack of progress on achieving MISP2020 objectives

- **Emerging outcomes**
    - Summary of what has been achieved through MISP2020 and implications for beneficiary groups
    - Discussion of counterfactual

- **Recommendations**
    - Options for addressing challenges identified

1. Review of the strategic and environmental context for the MISP2020

Issue	Significance of issue	Anticipated impact	Mitigation measures

2. Consumer and community support

Strategic issues and opportunities

Welfare of the animals within our care

Stewardship of environmental resources

Red meat in a healthy diet

Other issues

Activities and outputs

Welfare of the animals within our care

Stewardship of environmental resources

Red meat in a healthy diet

Emerging outcomes

Welfare of the animals within our care

Stewardship of environmental resources

Red meat in a healthy diet

Recommendations

3.   Market Growth and Diversification

Strategic issues and opportunities

Efficiency and value in trade and market access

Marketing and promoting Australian red meat and livestock

Other issues

Activities and outputs

Efficiency and value in trade and market access

Marketing and promoting Australian red meat and livestock

Emerging outcomes

Efficiency and value in trade and market access

Marketing and promoting Australian red meat and livestock

Recommendations

4.   Supply chain efficiency and integrity

Strategic issues and opportunities

Optimising product quality and cost efficiency

Guaranteeing product and systems integrity

Other issues

Activities and outputs

Optimising product quality and cost efficiency

Guaranteeing product and systems integrity

Emerging outcomes

Optimising product quality and cost efficiency

Guaranteeing product and systems integrity

Recommendations

5.   Productivity and profitability

Strategic issues and opportunities

Production efficiency in farms and feedlots

Processing productivity

Live export productivity

Other issues

Activities and outputs

Production efficiency in farms and feedlots

Processing productivity

Live export productivity

Emerging outcomes

Production efficiency in farms and feedlots

Processing productivity

Live export productivity

Recommendations

6.   Leadership & collaborative culture

Strategic issues and opportunities

Building industry capability

Promoting & protecting our industry

Other issues

Activities and outputs

Building industry capability

Promoting & protecting our industry

Emerging outcomes

Building industry capability

Promoting & protecting our industry

Recommendations

7.   MISP2020 Implementation

Intended impact of the MISP2020

Accountability and ownership of the Plan

Influence of the MISP2020 on stakeholders strategic priorities and activities

Broader influence of the MISP2020

Recommendations

PART 2: RESULTS FRAMEWORK RECOMMENDATIONS

1. **Review of existing framework and information sources**

2. **Summary of stakeholder information requirements**

3. **Recommended KPIs to meet stakholders objectives**

4. **Recommendations for guidelines and standards for measurement**

5. **Recommendations for a system for data summarisation and aggregation**

6. **Recommendations for an industry-wide reporting system**

7. **Revisions to the current MISP2020**

8. **Resourcing options for delivering and implementing the framework**

PART 3: CONSIDERATIONS FOR MISP2025

1. Summary of key issues with MISP2020

2. Lessons learned from MISP2020 implementation

Design process

Consultation

Plan content

Implementation

Communication

Accoutnability requirements

Governance

3. Summary of industry insights relevant to MISP2025

4. Recommendations for MISP2025