



*Measuring what Matters*  
**FRDC's 2020-25 Monitoring and Evaluation Framework**



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# INTRODUCTION

## Purpose

The FRDC's Monitoring and Evaluation Framework (MEF) has been developed to provide a coordinated approach for monitoring, evaluation and reporting to enable the Corporation to better meet the needs of its stakeholders, which include each sector of fishing and aquaculture, the government, and the community. This document will do so by setting out a forward-looking, results-based process for evaluating performance across all functions undertaken by the FRDC during the life of FRDC's 2020-25 Research & Development Plan (R&D Plan).

Specifically, this framework aims to drive:

- **Monitoring of performance** –of the FRDC progress against R&D Plan outcomes;
- **Demonstration of impact** –to determine the extent to which R&D Plan outcomes have been achieved, and the impact of the FRDC's investments;
- **Accountability** – to the Australian Government and FRDC stakeholders;
- **Compliance** – with requirements under key legislation and the FRDC's Statutory Funding Agreement;
- **Continual improvement** – regarding the effectiveness, efficiency and appropriateness of investments, partnerships, communication, and internal systems and processes

This framework will be reviewed annually to ensure continued currency, and alignment with the FRDC's R&D Plan.

## Context for monitoring and evaluating performance

The FRDC's 2020-25 R&D Plan "Imagining the Future of fishing and aquaculture" states that the organisation's mission is to "Act as a national thought leader, facilitating knowledge creation, collaboration and innovation to shape the future of fishing and aquaculture in Australia for the benefit of the Australian people". Fishing and Aquaculture includes commercial wild-catch, aquaculture, recreational, Indigenous and post-harvest sectors, along with fisheries management, research, development and extension professionals, and the Australian community.

The FRDC works to achieve its mission by planning, investing in and managing research and development for fishing and aquaculture and the wider community, and ensuring that the resulting knowledge and innovation is adopted for impact.

## Statutory Funding Agreement

Development of a MEF will assist in meeting obligations within the FRDC's Statutory Funding Agreement with the Department of Agriculture, Water and Environment. Specifically, that the FRDC is to act at all times, in accordance with the following performance principles:

1. *Stakeholders are engaged to identify research, development and extension priorities and activities that provide benefits to portfolio industries*
2. *Ensuring that R&D (and marketing\*) priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio*
3. *Collaboration is strategic and sustained across industries and sectors to address shared challenges and draw on experiences from other sectors*

4. *Governance arrangements and practices fulfill legislative requirements and align with contemporary Australian best practice for open, transparent and proper use and management of funds*
5. *Demonstrating positive outcomes and delivery of R&D (and marketing) benefits to Levy Payers and the Australian community in general, and continuous improvement in governance and administrative efficiency*

The SFA also clarifies expectations with respect to the review of performance, as follows:

*FRDC must implement appropriate processes, on an ongoing basis during each Financial Year, to:*

- a. Monitor and evaluate its performance against the Performance Principles, and*
- b. Demonstrate its performance against the Performance Principles to Levy Payers and other stakeholders (demonstrations could include updates by newsletter, meetings, website, email or annual report)*
- c. The Commonwealth may review FRDC's performance and compliance with the Act, this Agreement, and the Guidelines at any time during the term of this Agreement.*

*The Commonwealth may request FRDC from time to time (but no more often than once every three years) to obtain, at FRDC's expense, an independent review of FRDC's performance against the Performance Principles.*

\* The majority of the FRDC's funding is invested in R&D priorities, rather than marketing related activities.

Further to the Statutory Funding Agreement, guidance is provided in the following supplementary documents as of March 2022:

- [A Companion to RDCs Statutory Funding Agreement](#)
- [RDC Knowledge Transfer and Commercialisation Guide](#)
- [Best Practice Guide to Stakeholder Engagement.](#)

These guidance documents underpin the new [Guidelines for Statutory Funding Agreements](#). With these guidelines are KPIs for each of the five statutory principles of performance:

- Stakeholder engagement
- RD&E activities
- Collaboration
- Governance
- Monitoring and evaluation

The KPIs given with these guidelines have been incorporated into FRDCs monitoring and evaluation framework below to ensure efficient alignment for reporting.

## Public Governance, Performance and Accountability (PGPA) Act

Reporting of performance evaluation is also legislated under the Public Governance, Performance and Accountability (PGPA) Act 2013, with the following compliance specifications:

| Section    | Title  | Requirement  |
|------------|--|--|
| Section 37 | Records about performance of Commonwealth entities           | <ol style="list-style-type: none"> <li>1. The accountable authority of a Commonwealth entity must cause records to be kept that properly record and explain the entity's performance in achieving its purposes.</li> <li>2. The accountable authority must ensure that the records are kept in a way that:               <ol style="list-style-type: none"> <li>a. complies with any requirements prescribed by the rules; and</li> <li>b. enables the preparation of the annual performance statements required by section 39.</li> </ol> </li> <li>3. The responsible Minister and the Finance Minister are entitled to full and free access to the records kept under this section. However, those Ministers' access is subject to any Commonwealth law that prohibits disclosure of particular information.</li> </ol> |
| Section 38 | Measuring and assessing performance of Commonwealth entities | <ol style="list-style-type: none"> <li>1. The accountable authority of a Commonwealth entity must measure and assess the performance of the entity in achieving its purposes.</li> <li>2. The measurement and assessment must comply with any requirements prescribed by the rules.</li> </ol>   |

## FRDC'S MONITORING AND EVALUATION FRAMEWORK EXPLAINED

### Strategic Planning

The FRDC's 2020-25 MEF directly relates to the monitoring and evaluation of progress and impacts against the 2020-25 R&D Plan. The R&D Plan acknowledges a vision shared by all sectors of fishing and aquaculture of what fishing & aquaculture might look like by 2030, identifies outcomes required to pursue that vision, and enabling strategies to achieve them.

The primary function of the MEF is to enable assessment of progress against the FRDC's organizational outcome, as well as the R&D Plan (Figure 1) and the impacts of investments and activities undertaken towards achieving its outcomes. The Department of Finance has determined that the FRDC's organizational outcome is *'Increased economic, social and environmental benefits for Australian fishing and aquaculture, and the wider community, by investing in knowledge, innovation, and marketing'*.



**Fig. 1** The FRDC's strategic agenda, as outlined in 2020-25 R&D Plan

Cycles of planning occur at five-year intervals for the setting of strategic intent through the R&D Plan, and annually to set 12-month investment strategy to guide practical delivery of the current R&D Plan through the implementation of the Annual Operating Plan (AOP). The AOPs focus on each of the R&D Plan's five outcomes, setting out the challenges/opportunities to be addressed, the order they will be undertaken, and how each will enable the outcomes to be achieved. These AOPs inform strategic calls for R&D priorities nominated through the FRDC's stakeholders.

### Management and Evaluation framework: seven elements of performance

The FRDC has adopted the Commonwealth input/output/outcome/impact reporting framework (figure 3), which connects investments and activities to impacts in the context of internal and external influences, and illustrates the role of regular planning, monitoring, assessment and revision. This provides opportunity for the FRDC to take an agile approach to strategic investment throughout the life of the R&D Plan.

It is important to note that time is an important component of the monitoring and evaluation cycles, particularly as it relates to impacts. While the length of time for an investment to deliver outputs and outcomes is related to the duration of planned activities, there is typically a lag between activity completion and impact realisation. This highlights the importance of continuous monitoring and evaluation throughout the process, to ensure that investment inputs and outputs (which FRDC can directly influence) are adjusted according to updated impact information as it becomes available. In particular, it illustrates the role and importance of monitoring which includes the outcomes and impacts



of work beyond the boundaries of individual R&D Plans, particularly including extension and adoption activities.

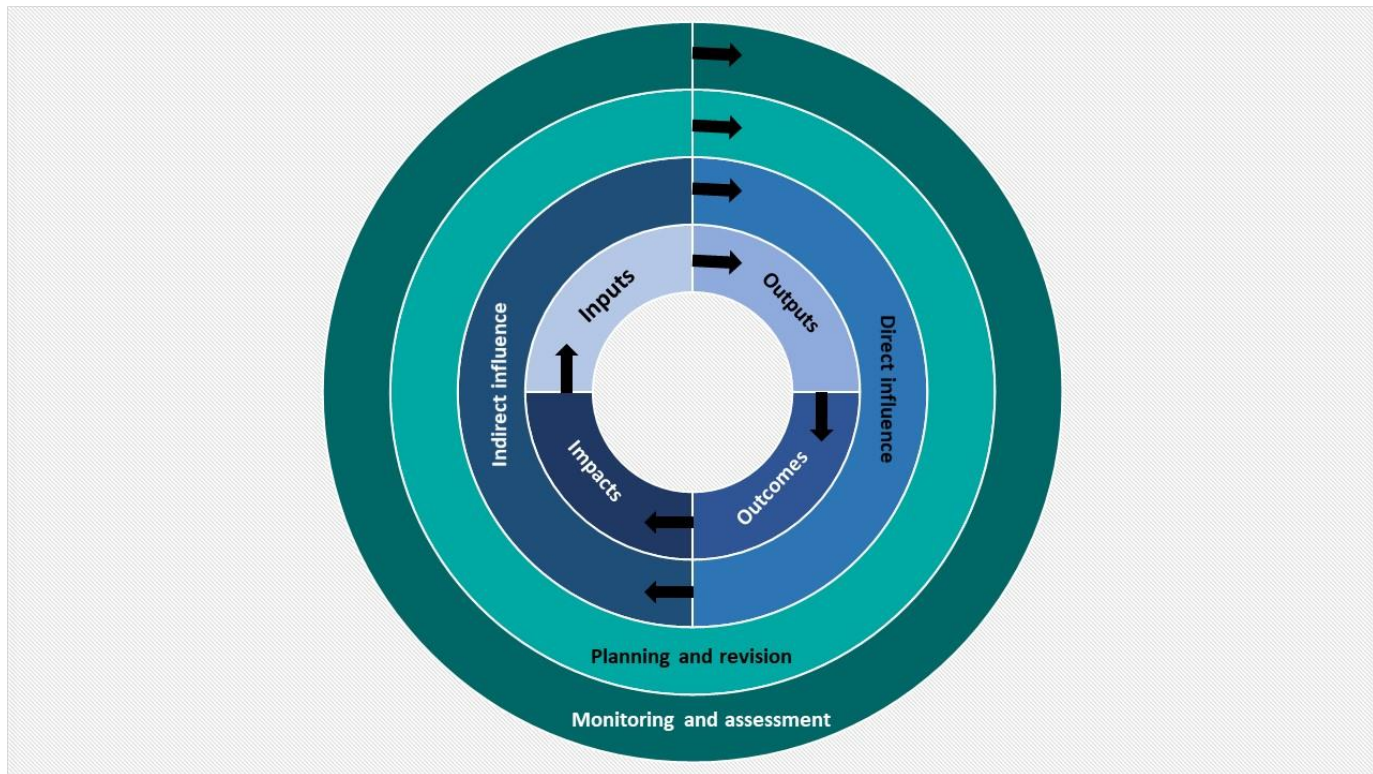
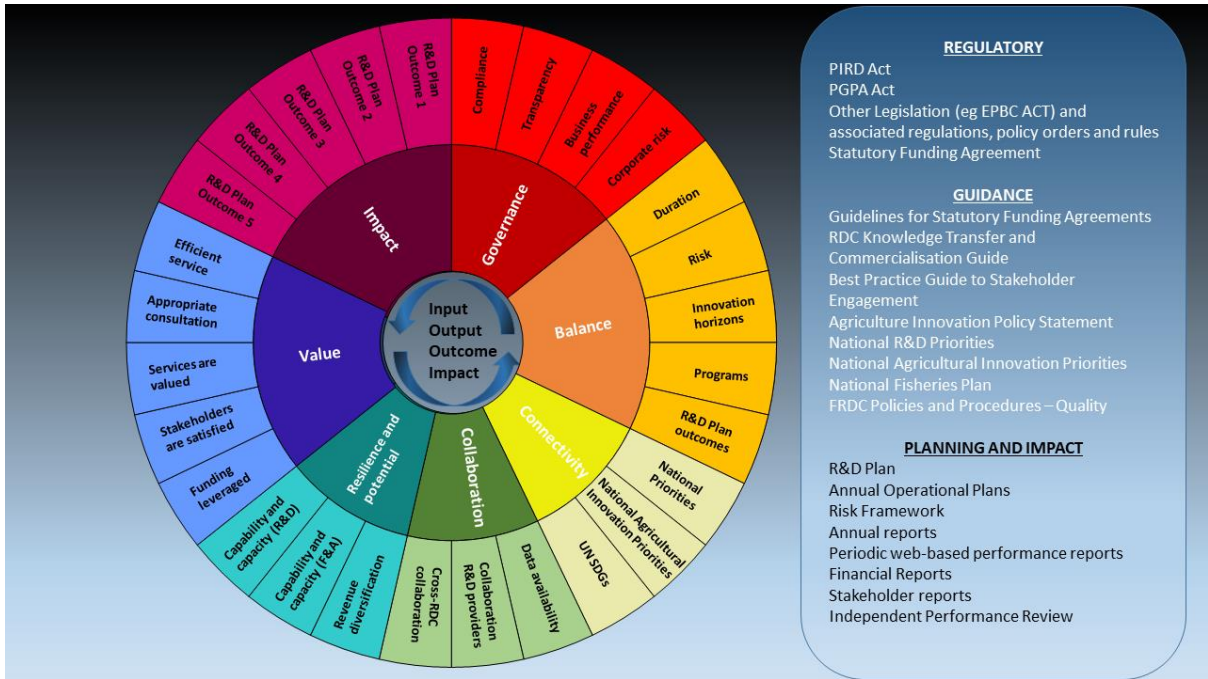


Fig. 2. Monitoring and evaluation framework

While the Commonwealth input/output/outcome/impact reporting framework provides a strong foundation for monitoring performance of strategic investments, the FRDC recognizes that there is also an opportunity to expand this framework to facilitate continuous improvement more broadly across its operations. In this expansion, seven elements of performance are identified (Figure 3):

- Governance
- Balance
- Connectivity
- Collaboration
- Resilience and potential
- Value
- Impact

This expanded input to impact process is also cyclical, allowing for iterative improvements as monitoring data flow in over time (Figure 3). This expanded framework acknowledges that the activities of the FRDC which are not directly related to investment can critically influence its success in delivering against its organizational outcome, and enable monitoring for continuous improvement for all elements of performance.



**Fig. 3 Monitoring and evaluation framework;** inner circle summarising the monitoring and evaluation cycle, darker shades describing seven elements of performance, light-outer-circle colours circle showing facets of each element of performance.



## Governance

Governance provides foundation for the FRDC's MEF. It fulfills the FRDC's statutory obligations and accountability to regulatory and guidance inputs, particularly to ensure the proper use and management of funds (Table 1). Under the new Guidelines for Statutory finding agreements, there are four KPIs within the 'Governance' principle, which are addressed through FRDCs approach to governance (Table 1):

- KPI 4.1; Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes
  - See Compliance
- KPI 4.2; Demonstrated management of financial and non-financial risk
  - See Transparency, Business Performance and Corporate Risk
- KPI 4.3; Relevant policies and procedures are adopted and implemented (e.g. whistleblower, privacy, etc.)
  - See Compliance
- KPI 4.4; Non-financial resources implemented effectively (Human resources, IT, IP etc.)
  - See Compliance

The FRDC is responsible for providing reporting against dimensions of planning, performance, risk management, and to demonstrate compliance with best practice in financial, other processes and record keeping. The Board's Finance Audit and Risk Management Committee (FARM) has oversight and monitors the quality and integrity of the FRDC's accounting, auditing, financial reporting, and risk and compliance systems. Demonstration of full compliance is denoted by a 'unmodified' audit report.

**Table 1** Four facets that make up the FRDC's approach towards monitoring of governance performance

| Facet                | Target  | Key Performance Indicator (KPI)   | Measurement tool  | Frequency                     |
|----------------------|---|---|---|-------------------------------|
| Compliance           | FRDC is fully compliant with administrative and record keeping responsibilities   | Unmodified result found   | Independent audit                                       | Annually                      |
|                      | Policies and procedures are reviewed and updated internally no later than every two years                               | No updates overdue by >3 months   | Internal policy and procedure update schedule           | Twice yearly                  |
| Transparency         | FRDC's record keeping is complete, and allows all investments and transactions to be clearly tracked and understood     | Unmodified result found   | Independent audit                                       | Annually                      |
| Business performance | FRDC has managed finance such that it will be able to pay all debts as and when they fall due                           | Financial reporting   | Financial Statements                                    | Monthly                       |
| Corporate risk       | FRDC has appropriate oversight of risk, and risk management planning in place, and utilises risk management accordingly | FRDC systems of risk management, internal control and compliance shows FRDC to be effective | FARM committee oversight of systems of risk management, | As required by FARM Committee |

|  |   |  |   |                     |
|--|---|--|---|---------------------|
|  |   |  | internal control and compliance   |                     |
|  | FRDC has in place appropriate probity measures, and has complied with those measures                | Management of probity issues is 'effective', probity arrangements are 'appropriate', and FRDC has 'complied' with applicable probity requirements (assessment wording from ANAO) | Internal Audits<br>ANAO Audits<br>Compliance check list Project<br>Financial Acquittals<br>Research provider audits | As required by ANAO |
|  | FRDC has stable maturity in risk management (noting current assessment score is highest achievable) | Overall risk maturity assessed as 'Optimal'  | Comcare Risk Management Benchmarking Survey   | Biannual            |

The FRDC is committed to continuous improvement in the above-listed facets of corporate governance. Although not previously listed as a component of the MEF, these KPIs and associated measurement tools have continuously been used by FRDC and DAWE to evaluate corporate governance performance. The FRDC has traditionally demonstrated excellent adherence to governance standards supported by internal and external management resources and systems. While it is expected that this should remain the case, should future monitoring identify instances where the listed KPIs are not being met, the response will be to immediately undertake planning to ensure improved performance, and associated actions to be reported in the Annual Report.

## Balance

In accordance with FRDC's Statutory Funding Agreement, 'Balanced portfolio' is defined as *'an RD&E investment portfolio incorporating an appropriate blend of issues of national importance based on government and Levy Payer priorities that seeks to balance short, medium and long term, high and low risk, and strategic and adaptive research needs including consideration for regional variations and needs.'*

In past, balance was pursued by imposing pre-assigned percentages of funding allocation across risk profile, basic and applied research, and project duration, and then adhering to these percentages as closely as possible. The limitation of this approach is its failure to acknowledge the complex and complicated variables driving the R&D and industry ecosystems. The implication is that not every dollar is equal in its ability to deliver impact, and that potential impacts of investments can be influenced by changes in the business ecosystem over time. Additionally, it is important to note that spending needs are likely to be balanced differently from year to year, as many elements of R&D must be developed sequentially over long periods.

Dimensions of balance will continue to be tracked under the new MEF, but allocation targets will not be imposed at the outset. To attain an appropriate balance without requiring a prescriptive proportional funding scheme, the FRDC proposes instead to monitor with the aim of achieving the activities listed within each AOP, which are based on program logic.

To facilitate this monitoring, R&D Plan outcomes are also added as a facet of balance. In addition, the FRDC will seek to understand trends in activity types among those elements of balance identified in its statutory funding agreement through annual impact reporting to identify opportunities for improvement in strategic planning. This includes project duration, risk, and strategic vs applied science for each of the regions. In so doing, an agile tailored approach may be taken to ensure investment is directed to where it may achieve optimal benefits.

The following elements of balance will be measured on an ongoing basis to ensure spread of investment guided by R&D AOPs:

|                     |  |
|---------------------|--|
| R&D Plan outcomes   | <ol style="list-style-type: none"> <li>1. Growth for enduring Prosperity</li> <li>2. Best practice for production systems</li> <li>3. A culture that it inclusive and forward thinking</li> <li>4. Fair and secure access to aquatic resources</li> <li>5. Community trust, respect and value</li> </ol> |
| Innovation Horizons | <ul style="list-style-type: none"> <li>• Horizon 1</li> <li>• Horizon 2</li> <li>• Horizon 3</li> </ul>  |
| Risk                | <ul style="list-style-type: none"> <li>• Low risk</li> <li>• Medium Risk</li> <li>• High risk</li> </ul>   |
| Duration            | <ul style="list-style-type: none"> <li>• Short term</li> <li>• Medium term</li> <li>• Long term</li> </ul>   |

The primary function of balance monitoring (Table 2) is to ensure optimal delivery of funding to fulfill the R&D Plan. Continuous tracking of investment, the operating environment, capacity of solution providers to deliver R&D, and the outcomes and impacts (as they emerge) of activities will allow adjustments to investment prioritisation planning to occur throughout the year in consultation with stakeholders. Iterative management will provide opportunity to maximise impact for delivery of the R&D Plan through identified needs (should they arise) for adjustments to prioritised investments. Delivery against the AOPs, contextual information and any associated changes will be detailed in the Annual Report.

**Table 2** Four facets that make up the FRDC’s approach towards monitoring of balance performance

| Facet             | Target   | Key Performance Indicator (KPI)   | Measurement tool  | Frequency                   |
|-------------------|--|---|---|-----------------------------|
| R&D Plan outcomes | <b>Investments align with strategic plans</b> and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation, or | On track for 100% of priority activities identified in AOPs are invested in by 2025 | AOP activity tracking, impact measures (non-bolded text in target; see impact section for additional information) | With calls for applications |

## The Three Horizons model of innovation

Innovation horizons model will be used to augment tracking of basic vs applied R&D. It provides a framework for thinking about the business of research and innovation, understanding the current approach and searching for new opportunities to innovate.

Horizon 1: Ideas support continuous innovation in a company's existing business model and core capabilities in the short-term. This is characterised by improving existing approaches and technologies within industry sectors.

Horizons 2: Ideas extend a company's existing business model and core capabilities to new customers, markets, or targets. These innovations might involve adapting technology, processes, or revenue stream structures that already function well in other industries to our own.

Horizon 3: Ventures are long-term innovation projects that are typically associated with non-incremental innovation (disruptive, radical, or architectural innovations).

|                     |  |   |                       |                             |
|---------------------|--|---|-----------------------|-----------------------------|
|                     | access to new markets<br>(2.1 from Guidelines for SFAs KPIs) |   |                       |                             |
| Innovation Horizons | Investment in alignment with R&D Plan AOPs                   | On track for 100% of priority activities identified in AOPs are invested in by 2025 | AOP activity tracking | With calls for applications |
| Risk                | Investment in alignment with R&D Plan AOPs                   | On track for 100% of priority activities identified in AOPs are invested in by 2025 | AOP activity tracking | With calls for applications |
| Duration            | Investment in alignment with R&D Plan AOPs                   | On track for 100% of priority activities identified in AOPs are invested in by 2025 | AOP activity tracking | With calls for applications |

## Connectivity

This element seeks to enable understanding and enhancement of linkages between FRDC’s activities and key Australian and international shared commitments and common interests. Two of these, the Australian Government’s Science and Research Priorities, and the Rural Research, Development and Extension Priorities are key planning inputs provided by DAWE.

To demonstrate connectivity, the FRDC will continuously track activities which address the following (detailed below):

- The Australian Government’s National Science and research priorities
- National Agricultural Innovation Priorities
- United Nations Sustainable Development Goals (SDGs)

Periodically, FRDC will also evaluate alignment with other initiatives such as the DAWE Corporate Plan 2020-21 (Appendix 1), [Agriculture Innovation Agenda](#), National Marine Science Challenges and Council of Rural RDCs on an at-need basis.

| <b>Australian Government’s National Science and Research Priorities</b> |  |
|---|--|
| Food  | <ul style="list-style-type: none"> <li>• Knowledge of global and domestic demand, supply chains and the identification of country specific preferences for food Australia can produce</li> <li>• Knowledge of the social, economic and other barriers to achieving access to healthy Australian foods</li> <li>• Enhanced food production through</li> <li>• novel technologies, such as sensors, robotics, real-time data systems and traceability, all integrated into the full production chain               <ol style="list-style-type: none"> <li>i. better management and use of waste and water; increased food quality, safety, stability and shelf life</li> <li>ii. protection of food sources through enhanced biosecurity</li> <li>iii. genetic composition of food sources appropriate for present and emerging Australian conditions</li> </ol> </li> </ul> |
| Soil and water  | <ul style="list-style-type: none"> <li>• new and integrated national observing systems, technologies and modelling frameworks across the soil-atmosphere-water-marine systems</li> <li>• better understanding of sustainable limits for productive use of soil, freshwater, river flows and water rights, terrestrial and marine ecosystems</li> <li>• minimising damage to, and developing solutions for restoration and remediation of, soil, fresh and potable water, urban catchments and marine systems</li> </ul>  |
| Transport   | <ul style="list-style-type: none"> <li>• low emission fuels and technologies for domestic and global markets</li> </ul>  |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>improved logistics, modelling and regulation: urban design, autonomous vehicles, electrified transport, sensor technologies, real time data and spatial analysis</li> <li>effective pricing, operation, and resource allocation</li> </ul>  |
| Environmental change                               | <ul style="list-style-type: none"> <li>improved accuracy and precision in predicting and measuring the impact of environmental changes caused by climate and local elements</li> <li>resilient urban, rural and regional infrastructure</li> <li>options for responding and adapting to the impacts of environmental change on biological systems, urban and rural communities and industry</li> </ul> |
| <b>National Agricultural Innovation Priorities</b> |  |
| Priority 1   | Australia is a leading trusted exporter of premium food and agricultural products by 2030  |
| Priority 2   | Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector by 2030   |
| Priority 3   | Australia is a world leader in preventing and rapidly responding to significant pests and diseases through futureproofing our biosecurity system by 2030   |
| Priority 4   | Australia is a leading adopter, developer, and exporter of digital agriculture by 2030   |

### United Nations Sustainable Development Goals



Alignment with National Science Priorities, National Agricultural Innovation Priorities, and UNSDGs will be used as part of the assessment of progress and in associated priority setting (Table 3). Identification of gaps in alignment will be used to drive adjustment in background information to calls for applications and associated investment choices, and where necessary, re-evaluation of critical R&D pathways.



**Table 3** Three facets that make up the FRDC’s approach towards monitoring of connectivity performance

| Facet  | Target  | Key Performance Indicator (KPI)  | Measurement tool                     | Frequency  |
|--|---|--|--------------------------------------|------------|
| Australian Government’s National Science and Research Priorities | All FRDC research activities align with National Science and Research Priorities                            | All FRDC research activities have demonstrated alignment with at least one National Science and Research Priority          | Application stage alignment tracking | Continuous |
| National Agricultural Innovation Priorities                      | FRDC is investing in research and development activities for each National Agricultural Innovation Priority | FRDC has research and development activities with alignment to each National Agricultural Innovation Priority              | Application stage alignment tracking | Continuous |
| UN Sustainable Development Goals                                 | All FRDC research and development activities align with UN Sustainable Development Goals                    | All FRDC research and development activities have demonstrated alignment with at least one UN Sustainable Development Goal | Application stage alignment tracking | Continuous |

## Collaboration

This element directly relates to how well FRDC is able to leverage collaboration across RDCs and among solution providers\* to:

1. Increase cost effectiveness
2. Reduce overlap/redundancy
3. Increase overall impact.

The results of KPI monitoring for collaboration (Table 4) will be used to assist in evaluation of funding applications, where those demonstrating improved leveraging of investment will be preferred.

**Table 4.** Three facets that make up the FRDC’s approach towards monitoring of collaboration performance

| Facet                   | Target   | KPI  | How measured  | Frequency    |
|-------------------------|--|--|---|--------------|
| Cross-RDC collaboration | Collaboration with other RDCs is maintained or increases | Number of activities, investments or partnerships joint or cross RDC projects is | Tracking number of activities, investments or partnerships in | Twice yearly |

|  |  |  |  |              |
|--|--|--|--|--------------|
|  |  | maintained or increases over time  | joint/cross RDC projects   |              |
| Promoting collaboration among solution providers | Collaboration among solution providers is maintained or increases  | Collaboration is maintained or increases among solution providers over time  | Case studies of successful collaborations  | Twice yearly |
| Output availability                              | Project output availability from FRDC projects increases   | All relevant project products (including final reports, data and metadata) that are appropriate for publication are made open access   | Project product tracking   | Continuously |
|  | Completed, current and future R&D including commercialisation opportunities are accessible through the growAG platform (3.1 from Guidelines for SFAs KPIs) | Number of completed, current and future R&D including commercialisation opportunities accessible through the growAG platform increases | Number of completed, current and future R&D including commercialisation opportunities added to the growAG platform in 6 month period | Twice yearly |

\*Solution providers include researchers, entrepreneurs, innovators, educators, communicators

## Resilience and potential

Resilience here refers to the ability of the FRDC and the F&A community to endure over time in a rapidly changing operating landscape. Potential refers to the ability to sustain workforces to meet R&D and business needs. Measurement under this element seeks to ensure no loss or growth in the quality or quantity of service delivered by the FRDC to the F&A community. Three facets directly influence the continued resilience and potential to meet this goal; capability among solution providers, and among the F&A community, and revenue diversification.

The monitoring of KPIs against the Resilience and Potential element (Table 5) of performance will be used as a component of R&D Plan implementation assessment. Should instance occur of any of the above-listed KPIs not being met, critical components and priorities may be adjusted commensurate to the level of agreed need among FRDC and its stakeholders.

**Table 5** Three facets that make up the FRDC's approach towards monitoring of resilience and potential performance

| Facet | Target | KPI | How measured | Frequency |
|-------|--------|-----|--------------|-----------|
|-------|--------|-----|--------------|-----------|

|   |   |   |  |              |
|---|---|---|--|--------------|
| Revenue diversification   | Increased new (non-traditional) funding attracted each year               | Annual % change in new (non-traditional) funding attracted each year  | Financial report   | Annually     |
| Capability maintenance across solution provider community                 | 100% of priorities receive successful applications                        | Proportion of priorities that receive successful applications is increasing (up to 100%)  | Review of applications (re: proportion of identified priorities addressed) | Continually  |
|   | Capability across the solution provider community is maintained over time | Number of new applicants seeking FRDC investment is 30%   | Identification of first-time applicants                                    | Continually  |
| Capability and capacity maintenance/growth across fishing and aquaculture | Capability and capacity needs across fishing and aquaculture are met      | Number of participants completing capability & capacity uplift initiatives is commensurate with identified needs (in accordance with Capability & Capacity Investment Plan, Annual Operational Plan, and associated priorities) | Participation tracking   | Twice yearly |

## Value

The FRDC exists to build partnerships, invest in the generation and sharing of knowledge for the benefit of the Australian community, so that Australia's marine and freshwater resources can be managed and used for fishing and aquaculture sustainably. Value is therefore demonstrated when:

1. Stakeholders have been appropriately consulted to determine and prioritise their needs and aspirations
2. The services that FRDC provides align with those needs, and are valued by stakeholders

Performance against Value KPIs (Table 6) will be used to drive how the FRDC aligns services and consultative activities to meet end-user needs and expectations. Should instances occur where any of the above-listed KPIs are not being met, the FRDC will seek to evaluate the cause, with appropriate

adjustments in stakeholder engagement and communication activities to follow as actions. Additionally, the efficiency target will be used to seek opportunities to improve customer service.

**Table 6** Four facets that make up the FRDC’s approach towards monitoring of value performance

| Facet                                 | Target   | KPI  | How measured  | Frequency                             |
|---------------------------------------|--|--|---|---------------------------------------|
| Satisfaction with the FRDC’s services | Stakeholders report that they value FRDC services highly                         | Proportion of stakeholders that are satisfied with FRDC services remains at 70% or above   | Stakeholder survey  | Twice during life of R&D Plan         |
| Stakeholder satisfaction              | Stakeholders report that they value FRDC highly                                  | Proportion of stakeholders that are satisfied with FRDC remains at 70% or above  | Stakeholder survey  | Twice during life of R&D Plan         |
|                                       | Stakeholders demonstrate that they value FRDC highly                             | Matchable contribution achieved in all jurisdictions   | Financial report  | Annually                              |
|                                       | Stakeholders report that they value FRDC extension and adoption                  | Proportion of stakeholders that have gained new knowledge or information from extension and adoption programs, and intent to (or have) made changes in existing practices by adopting outcomes is 50% or greater | Stakeholder survey  | Twice during life of R&D Plan         |
|                                       |  |  | Surveys upon completion of extension and adoption programs and activities | Every extension and adoption activity |
| Funding is leveraged                  | Total industry contributions as a proportion of total income increases over time | Total industry contributions as a proportion of total income   | Financial report  | Annually                              |
|                                       |  |  | In-kind report  |                                       |
| Appropriateness of consultation       | Stakeholders report high satisfaction with FRDC consultation activities          | Proportion of stakeholders that are satisfied with FRDC consultation activities  | Short stakeholder event surveys   | Every consultative event              |

|            |   |  |   |                          |
|------------|---|--|---|--------------------------|
|            |   | remains at 70% or above  |   |                          |
|            | Strategy prioritisation and development processes include appropriate consultation plans based on the <i>Best Practice Guide to Stakeholder Consultation</i> (1.1 from Guidelines for SFAs KPIs)  | FRDC Stakeholder engagement activities have checklist-style consultation plans | Consultation plans in place prior to engagement activities  | Every consultative event |
|            | Demonstrated stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan (1.2 from Guidelines for SFAs KPIs)   | FRDC Stakeholder engagement activities have checklist-style consultation plans | Consultation plans in place prior to engagement activities. Activities are minuted.                   | Every consultative event |
|            | Demonstrated incorporation of stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to stakeholders on why incorporation was not possible. (1.3 from Guidelines for SFAs KPIs) | FRDC responds to stakeholder feedback  | Stakeholder engagement activities are minuted, and written feedback saved. All feedback is addressed. | Every consultative event |
| Efficiency | Non-financial resources (HR, ICT, IP) are implemented effectively   | FRDC's policies and procedures are regularly reviewed, updated and understood  | Policies and procedures are maintained, up to date and understood                                     | Annually                 |

## Impact

FRDC will ensure the [methodology](#) used for impact assessment follows the Impact Assessment Guidelines (and Impact Assessment Companion) established by the CRRDC.

The current target for the impact assessments is:

- *Investment in FRDC programs demonstrates positive return*

Economic impacts are usually the impacts in cost-benefit analyses that can be determined with the most confidence. Economic impacts are typically derived from outcomes that lead to cost-reducing or demand-enhancing changes. Impacts of the project on unit production costs or margin for enterprises involved in an industry are valued and then aggregated by the level of industry adoption already manifest and/or expected. Implementation costs involved in adoption are also valued and included.

| Facet             | Target   | KPI   | How measured                          | Frequency |
|-------------------|--|---|---------------------------------------|-----------|
| R&D Plan outcomes | Impact (cost-benefit) assessment of a sample of RD&E (and marketing) investments undertaken annually (5.1 from Guidelines for SFAs KPIs)   | Projects sampled for cost-benefit analysis show positive average return on investment | Cost-benefit analysis                 | Annually  |
|                   | Investments align with strategic plans <b>and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation, or access to new markets</b> (2.1 from Guidelines for SFAs KPIs) | Positive commercial benefits to stakeholders  | Qualitative assessment (case studies) | Annually  |



|  |   |  |                           |                 |
|--|---|--|---------------------------|-----------------|
|  | <p>Of levy payers who participate in RDC supported extension and adoption programs: -the majority (over half) intend to make or have made changes to existing practices by adopting the outcomes of R&amp;D (2.1 from Guidelines for SFAs KPIs)</p> | <p>Impactful proportion (&gt;50%) of stakeholders embracing/adopting R&amp;D</p> | <p>Stakeholder survey</p> | <p>Annually</p> |
|--|---|--|---------------------------|-----------------|

**Table 7** Five facets (R&D Plan outcomes) that make up the FRDC's approach towards monitoring of impact performance

## REPORTING PERFORMANCE

FRDC will also address the following KPIs from the new Guidelines for Statutory Funding Agreements:

| Facet                     | Target  | KPI   | How measured  | Frequency                                     |
|---------------------------|---|---|---|---|
| Responsive monitoring     | Demonstrated consideration of and response to outcomes of monitoring and evaluation processes (5.2 from Guidelines for SFAs KPIs)                                       | All monitoring outcomes are considered  | Monitoring outcomes are reported in the annual report and as a part of RAC, IPA and Coordination Program meetings | Annually and at stakeholder planning meetings |
| Transparent communication | Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E (and marketing) activities (5.3 from Guidelines for SFAs KPIs) | Stakeholders report that they have seen and understand information about the impacts and benefits of FRDC's R&D | Stakeholder survey  | Twice during the life of the R&D Plan         |

### Annual reporting and impact assessment

FRDC is required to report the results of its impact assessments in its annual reporting to the Australian Government and other stakeholders. Hence, a performance report (including impact assessment based on completed projects) is required by 30 June each year until 2026. The first project assessments will refer to projects completed in the year ending 30 June 2021 and this first draft assessment report is required by 30 June 2022.

In addition to traditional impact reporting, the FRDC will also report against the above-listed additional elements of performance to provide transparency and underline its commitment to continuous improvement. In 2021-22 the FRDC will also be establishing a digital performance reporting dashboard to deliver active tracking of key indicators relevant to delivery of the R&D Plan 2020-25.

The annual impact assessment reports will enable reporting against the current FRDC R&D Plan and evaluation framework associated with SFA, commencing with projects completed in the years ending 30<sup>th</sup> June 2021 and extending to those completed in the years ending June 2023, 2024, 2025 and 2026. The annual assessment reports are likely to be used for populating part of the Evaluation Framework required in the 2026 SFA reporting.

## CRRDC reporting

Economic analysis is required to provide impact assessments from RDC investments across the 15 RDCs. Each RDC is contributing to this effort within a standard set of guidelines and a standard reporting framework. Valuation of these impacts, along with identification of investment expenditure, is required to demonstrate the RDCs contribution to Australian primary industry as well as any environmental and social benefits to Australia.

The unit of investment to be evaluated will be the individual project. In any one year, the number of completed FRDC projects varies. However, as the number of projects completed in any year averages over 100, it would not be possible to carry out impact assessments for all completed projects in any one year. Therefore, a random stratified sampling process is to be used to select the projects for which individual impact assessments will be undertaken. Randomness is important to satisfy the CRRDC requirements and stratification is important to ensure that all principal categories of projects are included, particularly in relation to the core FRDC investment programs/PIRD Act objectives.

## Digital performance reporting

FRDC is continuously seeking to improve performance for the benefit of its stakeholders, which includes elements of performance which exist beyond return on investment. By providing stakeholders with additional reporting against these identified elements of performance, the FRDC demonstrates its commitment to them, and provides clarity on specific areas of focus for improvements.

The digital performance reporting will itself be continuously upgraded in pursuit of the following principles:

- Accessibility – infographics and other rapidly understandable content will allow viewers to quickly find and understand data which are important to them
- Regular content change – information will be added or updated as it becomes available, rather than on an annual basis
- Expanding how we think about impacts – placing impacts in context, and integrating meaningful social and environmental as well as economic return monitoring

Digital performance reporting will be integrated into the FRDC website and newsletters.

**Appendix 1: FRDC approach to DAWE Guidelines for statutory Funding Agreements summary**

| Principle                 | Guidelines for SFAs description  | Guidelines for SFAs KPIs  | Sources of evidence   | Demonstration in SFA performance meeting   | Where reported               | FRDC Monitoring and Evaluation Framework: Element | FRDC Monitoring and Evaluation Framework: KPI   | FRDC Monitoring and Evaluation Framework: How measured |
|---------------------------|--|---|---|--|------------------------------|---|---|--|
| 1. Stakeholder engagement | <b>Stakeholder Engagement</b><br>Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to portfolio industries. | <b>1.1</b> Strategy prioritisation and development processes include appropriate consultation plans, based on the <i>Best practice guide to stakeholder engagement</i> .  | Consultation Plans  | Provide example event consultation plans   | 1. SFA performance reporting | Value   | Proportion of stakeholders that are satisfied with FRDC services remains at 70% or above                | Stakeholder survey                                     |
| 1. Stakeholder engagement | <b>Stakeholder Engagement</b><br>Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to portfolio industries. | <b>1.2</b> Demonstrated stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.  | *Minutes of RAC, IPA and Coordinating Program meetings, and Stakeholder Planning Meeting<br>*Annual Operational Plans | *Provide examples of minutes to RAC, IPA and/or Coordinating Program meetings as required.<br>*Provide AOP | 1. SFA performance reporting | Value   | Proportion of stakeholders that are satisfied with FRDC remains at 70% or above                         | Stakeholder survey                                     |
| 1. Stakeholder engagement | <b>Stakeholder Engagement</b><br>Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to portfolio industries. | <b>1.3</b> Demonstrated incorporation of stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to a stakeholder/s on why incorporation was not possible. | *Feedback to RACs/IPAs/Subprograms prior to finalising each call  | *Provide examples of correspondence back to RACs, IPAs and Coordinating Programs, as required.             | 1. SFA performance reporting | Value   | Proportion of stakeholders that are satisfied with FRDC consultation activities remains at 70% or above | Short stakeholder surveys                              |

|  |   |  |  |  |  |                |  |                              |
|--|---|--|--|--|--|----------------|--|------------------------------|
| <p>Research, Development and Extension (RD&amp;E) Activities</p> | <p><b>Ensure RD&amp;E (and marketing) priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio.</b><br/>         -Balancing long-erm, short-term, high and low risk, and strategic and adaptive research.<br/>         - RD&amp;E activities address Levy Payer and government priorities.<br/>         - Delivering impact 'on the ground'.</p> | <p>2.1 RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation or access to new markets.</p> | <p>Investment analytics<br/>         Annual Report<br/>         Web-based performance report</p>                             | <p>Presentation of investment against AOP</p>  | <p>1. SFA performance reporting<br/>         2. Web-based performance report</p> | <p>Balance</p> | <p>On track for 100% of priority activities identified in AOPs are invested in by 2025</p> | <p>AOP activity tracking</p> |
| <p>Research, Development and Extension (RD&amp;E) Activities</p> | <p><b>Ensure RD&amp;E (and marketing) priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio.</b><br/>         -Balancing long-erm, short-term, high and low risk, and strategic and adaptive research.<br/>         - RD&amp;E activities address Levy Payer and government priorities.<br/>         - Delivering impact 'on the ground'.</p> | <p>2.1 RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation or access to new markets.</p> | <p>Implementation of MEF<br/>         Benefit/Cost Analyses<br/>         Investment analytics<br/>         Annual Report</p> | <p>Presentation of investment against AOP, across Innovation Horizons, and across project duration</p> | <p>1. SFA performance reporting<br/>         2. Web-based performance report</p> | <p>Balance</p> | <p>On track for 100% of priority activities identified in AOPs are invested in by 2025</p> | <p>AOP activity tracking</p> |

|  |  |  |  |   |   |                      |   |   |
|--|--|--|--|---|---|----------------------|---|---|
| <p>Research, Development and Extension (RD&amp;E) Activities</p> | <p><b>Ensure RD&amp;E (and marketing) priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio.</b><br/>         -Balancing long-erm, short-term, high and low risk, and strategic and adaptive research.<br/>         - RD&amp;E activities address Levy Payer and government priorities.<br/>         - Delivering impact 'on the ground'.</p>  | <p>2.2 Of levy payers who participate in RDC supported extension and adoption programs: - the majority (over half) have gained new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness, - The majority (over half) intend to make or have made changes to existing practices by adopting the outcomes of R&amp;D</p> | <p>Consultation Event Stakeholder Survey</p>                 | <p>Present survey results</p>                                 | <p>1. SFA performance reporting<br/>2. Web-based performance report</p> | <p>Value</p>         | <p>Proportion of stakeholders that have gained new knowledge or information from extension and adoption programs, and intent to (or have) made changes in existing practices by adopting outcomes is 50% or greater</p> | <p>Stakeholder survey; surveys upon completion of extension and adoption programs and activities</p>                          |
| <p>Collaboration</p>   | <p><b>Undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges and draws on experience from other sectors</b><br/>         -Collaborate across the agricultural innovation system to address common challenges and opportunities, including through active participation with AIA on cross sectoral and transformation outcomes<br/>         -The RDCs collaborate with the AgriFutures Emerging Rural Issues forum, 8 Innovation Hubs across Australia and growAG where relevant.</p> | <p>3.1 Completed, current and future R&amp;D including commercialisation opportunities is accessible through the growAG platform.</p>  | <p>Number of projects/opportunities published via growAG</p> | <p>Report number of projects and opportunities via growAG</p> | <p>1. SFA performance reporting<br/>2. Web-based performance report</p> | <p>Collaboration</p> | <p>Number of completed, current and future R&amp;D including commercialisation opportunities accessible through the growAG platform</p>   | <p>Number of completed, current and future R&amp;D including commercialisation opportunities added to the growAG platform</p> |



|               |  |  |   |  |   |               |  |  |
|---------------|--|--|---|--|---|---------------|--|--|
| Collaboration | <p><b>Undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges and draws on experience from other sectors</b></p> <p>-Collaborate across the agricultural innovation system to address common challenges and opportunities, including through active participation with AIA on cross sectoral and transformation outcomes</p> <p>-The RDCs collaborate with the AgriFutures Emerging Rural Issues forum, 8 Innovation Hubs across Australia and growAG where relevant.</p> | 3.2 Number and quantum of cross-industry and cross-sector RD&E investments available.  | Number/quantum of cross industry/sector investments | Reported number/quantum of cross industry/sector investments | 1. SFA performance reporting<br>2. Web-based performance report<br>3. Annual Report | Collaboration | Number of activities, investments or partnerships joint or cross RDC projects is maintained or increases over time | Tracking number of activities, investments or partnerships in joint/cross RDC projects |
| Governance    | <p>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</p> <p>-Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements</p> <p>-Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.</p>   | 4.1 Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes. | Audit results                                       | Demonstration of unmodified result                           | 1. SFA performance reporting<br>2. Annual Report                                    | Governance    | Unmodified result found  | Independent audit  |
| Governance    | <p>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</p> <p>-Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and</p>  | 4.1 Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes. | Audit results                                       | Demonstration of unmodified result                           | 1. SFA performance reporting<br>2. Annual Report                                    | Governance    | Unmodified result found  | Independent audit  |

|            |   |  |  |  |  |            |  |  |
|------------|---|--|--|--|--|------------|--|--|
|            | <p>achievements</p> <ul style="list-style-type: none"> <li>-Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.</li> </ul>  |  |  |  |  |            |  |  |
| Governance | <p>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</p> <ul style="list-style-type: none"> <li>-Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements</li> <li>-Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.</li> </ul> | 4.2 Demonstrated management of financial and non-financial risk. | Finance and Risk Committee oversight of systems of risk management, internal control and compliance                    | FRDC systems of risk management, internal control and compliance shows FRDC to be effective  | 1. SFA performance reporting<br>2. Annual Report | Governance | FRDC systems of risk management, internal control and compliance shows FRDC to be effective  | Finance and Risk Committee oversight of systems of risk management, internal control and compliance                    |
| Governance | <p>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</p> <ul style="list-style-type: none"> <li>-Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements</li> <li>-Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.</li> </ul> | 4.2 Demonstrated management of financial and non-financial risk. | Internal Audits<br>ANAO Audits<br>Compliance check list<br>Project<br>Financial Acquittals<br>Research Provider Audits | Management of probity issues is 'effective', probity arrangements are 'appropriate', and FRDC has 'complied' with applicable probity requirements (assessment wording from ANAO) | 1. SFA performance reporting<br>2. Annual Report | Governance | Management of probity issues is 'effective', probity arrangements are 'appropriate', and FRDC has 'complied' with applicable probity requirements (assessment wording from ANAO) | Internal Audits<br>ANAO Audits<br>Compliance check list<br>Project<br>Financial Acquittals<br>Research Provider Audits |

|            |  |  |   |   |  |            |   |  |
|------------|--|--|---|---|--|------------|---|--|
| Governance | <p>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</p> <p>-Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements</p> <p>-Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.</p> | 4.2 Demonstrated management of financial and non-financial risk.                                 | Comcare Risk Management Benchmarking Survey | Survey results demonstrate that the FRDC has stable maturity in risk management (noting current assessment score is highest achievable) | 1. SFA performance reporting<br>2. Annual Report | Governance | Overall risk maturity assessed as 'Optimal'                                   | Comcare Risk Management Benchmarking Survey                                    |
| Governance | <p>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</p> <p>-Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements</p> <p>-Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.</p> | 4.3 Relevant policies and procedures adopted and implemented (e.g., whistleblower, privacy etc). | Policies and procedures                     | Policies and procedures are reviewed and updated internally no later than every two years   | 1. SFA performance reporting<br>2. Annual Report | Governance | No updates overdue by >3 months   | Internal policy and procedure update schedule                                  |
| Governance | <p>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</p> <p>-Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements</p>   | 4.4 Non-financial resources implemented effectively (Human resources, IT, IP etc).               | Policies and procedures                     | FRDC's policies and procedures are regularly reviewed, updated and understood   | 1. SFA performance reporting<br>2. Annual Report | Value      | FRDC's policies and procedures are regularly reviewed, updated and understood | Policies and procedures are maintained, up to date and understood by all staff |

|                         |  |   |  |  |   |        |   |   |
|-------------------------|--|---|--|--|---|--------|---|---|
|                         | -Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.   |   |  |  |   |        |   |   |
| Monitoring & Evaluation | <p><b>Demonstrate positive outcomes and delivery of RD&amp;E [and marketing] benefits to Levy Payers and the Australian community in general, and continuous improvement in governance and administrative efficiency.</b></p> <p>-Suitable mechanisms and processes in place that enable regular impartial reviews of performance, and identify improvement opportunities</p> <p>-Demonstrate that investments are striving to achieve meaningful RD&amp;E outcomes and priorities</p> <p>-Communicate the results of the impact and benefits of RD&amp;E activities and investments to stakeholders and the government.</p> | 5.1 Impact (cost - benefit) assessment of a sample of RD&E [and marketing] investments undertaken annually. | BCA results                                | Presentation of BCA results  | <ol style="list-style-type: none"> <li>1. SFA performance reporting</li> <li>2. Web-based performance report</li> <li>3. Annual Report</li> </ol> | Impact | All projects sampled show positive return on investment | Cost-benefit analyses   |
| Monitoring & Evaluation | <p><b>Demonstrate positive outcomes and delivery of RD&amp;E [and marketing] benefits to Levy Payers and the Australian community in general, and continuous improvement in governance and administrative efficiency.</b></p> <p>-Suitable mechanisms and processes in place that enable regular impartial reviews of performance, and identify improvement opportunities</p>  | 5.2 Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.          | Information used to inform decision-making | Evidence that outcomes of monitoring and evaluation inform R&D investments, activities, and/or system improvements within FRDC | <ol style="list-style-type: none"> <li>1. SFA performance reporting</li> <li>2. Web-based performance report</li> <li>3. Annual Report</li> </ol> | Impact | All monitoring outcomes are considered                  | Monitoring outcomes are reported in the annual report and as a part of RAC, IPA and Coordination Program meetings |

|                         |  |  |   |  |   |        |   |                    |
|-------------------------|--|--|---|--|---|--------|---|--------------------|
|                         | <p>-Demonstrate that investments are striving to achieve meaningful RD&amp;E outcomes and priorities</p> <p>-Communicate the results of the impact and benefits of RD&amp;E activities and investments to stakeholders and the government.</p>   |  |   |  |   |        |   |                    |
| Monitoring & Evaluation | <p><b>Demonstrate positive outcomes and delivery of RD&amp;E [and marketing] benefits to Levy Payers and the Australian community in general, and continuous improvement in governance and administrative efficiency.</b></p> <p>-Suitable mechanisms and processes in place that enable regular impartial reviews of performance, and identify improvement opportunities</p> <p>-Demonstrate that investments are striving to achieve meaningful RD&amp;E outcomes and priorities</p> <p>-Communicate the results of the impact and benefits of RD&amp;E activities and investments to stakeholders and the government.</p> | 5.3 Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E [and marketing] activities. | FRDC News Website<br>Extension & Adoption Program<br>Web-based performance report | Examples of reporting impact and benefits provided as required | <ol style="list-style-type: none"> <li>1. SFA performance reporting</li> <li>2. Web-based performance report</li> <li>3. Annual Report</li> </ol> | Impact | Stakeholders report that they have seen and understand information about the impacts and benefits of FRDC's R&D | Stakeholder survey |