

Terms of Reference

HACCP-driven regulatory streamlining for livestock export

Proposal due: COB 26 February 2026

Submit to: Nick Baker, RD&E Program Manager (nbaker@livecorp.com.au)

The Livestock Export Program (LEP)

The Australian Livestock Export Corporation (LiveCorp) is the rural Research and Development Corporation for the livestock export industry in Australia. LiveCorp's mandate is to provide research, development, extension (RD&E) and marketing services that maximise the productivity, sustainability and competitiveness of Australia's livestock export industry.

Meat & Livestock Australia (MLA) is a research development corporation representing Australia's livestock producers.

LiveCorp and MLA have an active collaboration through a joint program known as the Livestock Export Program (LEP). The LEP delivers animal welfare improvements in Australia and overseas markets through funding programs in:

- Livestock management, health and welfare
- Market access and development
- Supply chain improvements
- Communication and stakeholder relationships
- Research, development and extension.

Project background

The current regulatory system for livestock exports – particularly in relation to animal welfare – is complex, composed of a raft of regulations, standards, policies, notices, guidelines, and other documents. There is little differentiation between the relative importance of the different requirements to achieve animal welfare objectives. The requirements are also reviewed and changed or added to relatively regularly.

Until now, a holistic review of the entire regulatory process has not been conducted. In 2025, the Department of Agriculture, Fisheries and Forestry (DAFF) commenced a comprehensive review of the regulatory requirements, processes and pathways to assess and evaluate the current state of the framework and develop a streamlined regulatory model. Key elements of DAFF's review are to reduce duplication, and align regulation to risk levels, across livestock, non-livestock, and reproductive material exports.

To support DAFF's review, this project will apply HACCP-type, risk-based principles adapted from their traditional food-safety context to the live animal export regulatory and operational system to identify key animal welfare risks and clarify critical control points. The methodology will explicitly consider the proportionality of existing and proposed controls by assessing their relative regulatory effort, compliance burden, and resource intensity, thereby supporting DAFF's review of animal welfare risk management across the export supply chain.

This project may build on the findings of the LEP research project *Economic analysis of regulation*.

If successfully developed and implemented, a redefined and prioritised/weighted set of regulatory requirements would deliver against strategic priorities and objectives, as well as tangible benefits including:

- improving regulatory clarity,
- enhancing regulatory effectiveness (by weighting focus towards the most critical areas),
- improving regulatory compliance,
- reducing the costs of compliance, and
- allowing industry and government to gain better outcomes from modernisation initiatives.

Objectives

It has been identified through stakeholder consultation that there are several objectives to be achieved, which can be summarised to:

- Visit relevant domestic supply chains to observe the practical export processes and regulatory compliance activities undertaken by exporters, other supply chain participants and DAFF.
- Propose discrete sets of regulatory outcomes for the different elements of the regulatory system.
- Conduct an analysis applying, in a general sense, HACCP type principles (noting HACCP's focus on food safety), such as:
 - > Identifying hazards and risks – regulatory, operational and animal welfare, that impede achievement of regulatory outcomes
 - > Identifying and documenting Critical Control Points (CCPs) within regulatory pathways where interventions are essential and proportionate.
 - > Proposing points, procedures and operational steps that can be controlled to eliminate the hazards/risks or minimise their likelihood of occurrence (i.e. CCPs).
 - > Proposing critical limits that would ensure the CCPs are under control and are measurable.
 - > Proposing a system to monitor control of CCPs by scheduled testing or observations (and data collection), that is risk based.
 - > Proposing the corrective actions to be taken when monitoring indicates that a particular CCP is not under control.
 - > Documenting opportunities for simplification arising from the HACCP analysis, including removal of duplication, unnecessary requirements, and administrative burden.
 - > Proposing procedures for verification to confirm that the HACCP system is working effectively.
 - > For each identified CCP, assessing and documenting the relative level of regulatory and compliance effort required (e.g. low/medium/high), including consideration of exporter effort, regulator effort, frequency of activity, and administrative complexity, to enable comparison against the assessed animal welfare risk
- Informed by the CCP style analysis, review the existing standards and regulatory instruments and weight and prioritise them according to their influence or importance to achieving the regulatory outcomes/objectives.

Applications should detail the methodology tenderers propose to use to deliver against the above objectives.

Outputs

Through interaction with LEP stakeholders including DAFF, and liaising with LiveCorp management, the successful tenderer will produce:

- A draft consultation report (and papers as necessary) detailing:
 - Identified discrete sets of regulatory outcomes that apply to the different elements of the regulatory system.
 - Findings of the HACCP analysis and proposed weighting and prioritisation of the existing regulatory standards and instruments according to their influence or importance to achieving the regulatory outcomes/objectives.
 - A comparative assessment mapping animal welfare risk, CCP criticality, and relative regulatory and compliance effort, highlighting areas of potential misalignment where regulatory burden is high relative to risk, or where risk is high relative to regulatory focus.
- A comprehensive final report detailing the components included in the draft report and refined in line with feedback received from DAFF and industry stakeholders during consultation.
- Materials to support extension and adoption of the findings to the LEP's stakeholders:
 - Three presentations to industry on progress and findings of the project.
 - Summary final report and other materials as required
 - Report to the DAFF/industry Regulatory Roundtable Working Group every two months, or as determined.

The intended audience of these items is DAFF and industry representatives including exporters, Registered Establishment operators, veterinarians, and stockpersons.

Fees and proposal format

The proposal should include an outline of the proposed plan, deliverables and fees in a table with the below elements (this may be elaborated on in keeping with the proposal's design).

Milestones				
Milestone	Milestone Details	Date Complete	Research/ Service Organisation Fees	Expenses
Milestone #	<i>[Insert details of the Milestone that must be achieved, such as the provision of a Service or Deliverable or a particular stage of the Project that must be met]</i>	<i>[Insert the date by which the Milestone will be met]</i>	<i>[Insert the funds payable to the Research Organisation for this Milestone or particular rates/material basis]</i>	<i>[Insert the funds for expenses incurred by the Research Organisation for this Milestone or particular rates/material basis]</i>

If travel fees are to be sought separately from the costs of the project, an estimate of this cost should also be included (which will be reimbursed by LiveCorp based on actual expenditure).

Project timing

It is anticipated that the project will be delivered within four months of the signing of the agreement. However, the tenderer should indicate if more/less time will be required, with the understanding that the project must be completed and final report provided by June 2026.



Tender selection

In line with governance requirements to deliver value for money, this project will be put out for tender to identify the best-placed consultant to deliver the Terms of Reference.

The LEP RD&E Management Committee will review each proposal. The Management Committee will select the proposal that offers the most appropriate project plan and demonstrates the best value for money. They may also select a short list of tenderers to supply further details (if required).

Resources and skills required

The proposal should include all resources and personnel required to undertake the project together with a complete budget. This includes any subcontractors, their details, roles and expected fees.

Tenderers should demonstrate the skills and qualifications that position the proposed team as being the most appropriate for the project execution.

The submission should also detail two examples of previous work completed that is relevant to this project.

Terms of Agreement

Where no previously negotiated agreement is in place, unless stated otherwise, all terms of the standard agreement (see Appendix 1) will be deemed to be accepted by the tenderer. If the tenderer is proposing any variations to those terms, the tenderer must identify the clause, detail the reasons for non-acceptance and, if appropriate, provide the tenderer's proposed alternative wording to the clause.

The consultant should advise in the proposal if they intend to introduce any background Intellectual Property (IP) or if they intend to seek any ownership of the final IP of this project.

Other terms

LiveCorp may seek to use the successful tenderers branding/logo (in line with style guides and branding/logo requirements) on the final outputs.

Confidentiality

The terms and details of any proposal will be treated as confidential.

Conflict of interest

Where tenderers identify that a conflict of interest might arise in the provision of goods or services contemplated by this request for tender, tenderers are to identify that potential conflict of interest in their tender.

Further information

If you have questions regarding this project, contact:

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Appendix 1 – Standard Research & Development Services Agreement