



Australia Indonesia Partnership
for Emerging Infectious
Diseases (AIP-EID), Animal
Health Program 2010-2014
Independent Progress Review

Final Report

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The team also appreciates receiving both before and during the field mission a comprehensive set of background documents. We express our thanks to AusAID and DAFF for these documents which provided essential information to aid our understanding of the Program.

The Review team would also like to thank Health Resource Facility and AusAID officials for their administrative and logistic support which ensured a smooth running and comprehensive fieldwork program.

Abbreviations and acronyms

AAHL	Australian Animal Health Laboratory
ACIAR	Australian Centre for International Agricultural Research
AES	Australasian Evaluation Society
AI	Avian Influenza
AIP-EID	Australia Indonesia Partnership - Emerging Infectious Diseases
AQIS	Australian Quarantine and Inspection Service
AusAID	Australian Agency for International Development
BAPPEDA	<i>Badan Perencanaan Pembangunan Daerah</i> – Indonesian Provincial Development and Planning Agency
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAFF	Australian Department of Agriculture, Fisheries and Forestry
DAH	Directorate of Animal Health
DFAT	Australian Department of Foreign Affairs and Trade
DGLAHS	Directorate-General of Livestock and Animal Health Services
DIC	Disease Investigation Centre
DOHA	Australian Department of Health and Ageing
EID	Emerging Infectious Diseases
EWARS	Early Warning Alert and Response System
FAO	Food and Agriculture Organization
FETP	Field Epidemiology Training Program
FIFO	Fly In Fly Out model
G to G	Government to Government
GoA	Government of Australia
Gol	Government of Indonesia
IAQA	Indonesian Agricultural Quarantine Agency
IPR	Independent Progress Review
MoA	Indonesian Ministry of Agriculture
MoH	Indonesian Ministry of Health
M&E	Monitoring and Evaluation
OIE	World Organisation for Animal Health
PCC	Program Coordinating Committee
PDSR	Participatory Disease Surveillance and Response
PMU	Program Management Unit
POMT	Program Operations Manager Technical
PSC	Program Steering Committee
PVA	Principal Veterinary Adviser

PWD	People With Disability
QTA	Quarantine Technical Adviser
RoU	Record of Understanding
Sub-national	Provincial and District
SVA	Senior Veterinary Adviser
TOR	Terms of Reference
TA	Technical Assistance
UPTD	<i>Unit Pelaksana Teknis Daerah</i> – Indonesian Regional Technical Implementation Unit
WHO	World Health Organization
WoG	Whole of Government

Map of Indonesia



Executive Summary

This Independent Progress Review (IPR) Report makes recommendations to AusAID on the future directions of the *Australia Indonesia Partnership for Emerging Infectious Diseases (AIP-EID) Animal Health Program 2010-2014* based on a review of progress to date. It has been prepared by a two-person team – Ms Susan Majid (Team Leader) and Professor Bambang Pontjo Priosoeryanto (Animal Health Expert). Fieldwork from 15 to 29 October 2012 was supported by the AusAID Program Manager, Ms Yoshiko Siswoko.

The terms of reference (TOR) had indicated that the Review was to focus on organisational arrangements, funding management and partnership arrangements, not on technical results. The TOR set out 8 objectives and 37 subsidiary questions. The Team Leader had prepared an Evaluation Plan which guided the fieldwork.

The team collected information from 61 people through a mix of interviews and workshops. Data was entered into a grid according to 15 themes which allowed the team to analyse the data against the eight objectives. The team presented its initial findings in an Aide Memoire and PowerPoint presentations on 29 October 2012. Key recommendations of the 43 in this IPR Report include:

- Reshaping of the governance model to combine the functions of the Program Coordination Committee (PCC) and Program Steering Committee;
- Every second PCC meeting to be a 'super PCC' combined with an Annual Reflection and open to a larger stakeholder group including Australian and Indonesian representatives of the five components (1, 2.1, 2.2, 2.3, 3);
- Increased Australian Department of Agriculture, Fisheries and Forestry (DAFF) management team in Jakarta and tighter definition of roles and responsibilities to create greater efficiencies. Functions to remain in Canberra to be program oversight and financial management;
- Greater focus within activities so that where appropriate tangible results can be realised, with a greater focus on rabies and brucellosis;
- Expansion of forms of aid beyond capacity development and technical assistance to include operational and equipment costs where their non-purchase would create a bottleneck. DAFF to establish systems for both direct procurement and for grants and decide which method to use on a case-by-case basis. AusAID to share with DAFF lessons learned from other Australia Indonesia Partnership programs where grants are administered;
- Allocation of A\$100,000 as a contingency fund for draw-down in the event of an animal disease emergency. The PCC would determine alternative use if no draw-down had occurred six months prior to program conclusion;
- Extension of the Program by twelve months to December 2015 at no additional cost to make up for time 'lost' at the start;
- Improving the AusAID-DAFF program management model, inclusive of provision of mentoring to DAFF, separating AusAID's mentoring and monitoring roles and, with some urgency, revising terms and conditions for local staff, with new contracts prepared in both Indonesian and English.

While the fundamentals are right, there is room for improvement in the Program which will enhance results. The Review team believes that implementation of the recommendations will lead to a stronger Program well able to deliver against planned outcomes.

1. Introduction

This Independent Progress Review (IPR) Report makes recommendations to AusAID on the future directions of the *Australia Indonesia Partnership for Emerging Infectious Diseases (AIP-EID) Animal Health Program 2010-2014* based on a review of progress to date. It has been prepared by a two-person team – Ms Susan Majid (Team Leader) and Professor Bambang Pontjo Priosoeryanto (Animal Health Expert) supported by AusAID Program Manager, Ms Yoshiko Siswoko.

The *AIP-EID Animal Health Program 2010-2014* is a bilateral program implemented jointly by Australia's Department of Agriculture, Fisheries and Forestry (DAFF) and Indonesia's Ministry of Agriculture (MoA) to strengthen Indonesia's:

- National planning and management for disease prevention and control
- Operational systems - in data, laboratory and quarantine
- Decentralised veterinary services in South Sulawesi and West Sulawesi, as a pilot.

Through these activities the Program aims to improve animal health in Indonesia, with flow on benefits for human health (given that the most of the targeted diseases are zoonotic) and the economic well-being of rural communities.

AIP-EID fits under three of AusAID's five strategic goals¹.

- *Saving Lives*
 - *supporting large scale disease prevention*
- *Sustainable Economic Development*
 - *improving food security*
 - *improving incomes*
- *Effective Governance*
 - *improving governance to deliver better services*

The main thrust of the program is improved national and sub-national delivery of quarantine and veterinary services which fits under Effective Governance. However, through improved service delivery, benefits should be realised under the other two categories.

2. Background

2.1. Australia Indonesia Partnership

The *Australia Indonesia Partnership Country Strategy 2008-2013* aims to support sustainable poverty reduction in Indonesia. The goal is for the Governments of Indonesia and Australia to work in partnership to achieve a more prosperous, democratic and safe Indonesia by implementing Indonesia's National Medium Term Development Plan. The Strategy's key pillars are:

- Pillar 1 - Sustainable growth and economic management
- Pillar 2 - Investing in people
- Pillar 3 - Democracy, justice and good governance
- Pillar 4 - Safety and peace.

¹ Set out in *Helping the World's Poor through Effective Aid: Australia's Comprehensive Aid Policy Framework to 2015-16* (May 2012), accessible at <http://www.ausaid.gov.au/about/Documents/capf.pdf>

AIP-EID is a Government to Government (G to G) program at the specific request of the Government of Indonesia (GoI). The Government of Australia (GoA) agreed to this request. AusAID appointed the DAFF as its implementing agent, which aligns well with AIP's partnership principles. DAFF works closely with its Indonesian partner agencies – the national MoA and sub-national governments at provincial and district levels in South Sulawesi and West Sulawesi. Having AIP-EID managed by GoA strengthens the bilateral relationship on biosecurity and ensures greater perpetuity than if it had been managed by a contractor or multilateral agency. Through this enhanced relationship between DAFF and MoA, the Program creates goodwill and shared technical expertise which serve the national interest of both Governments.

2.2. AusAID-funded emerging infectious diseases programs to date

Implementation of the *AIP EID Animal Health Program 2010-14* commenced fully in September 2011 following a nine-month planning and relationship-building period. The official start date was 17 December 2010 when DAFF and AusAID signed the activity schedule to the Record of Understanding (RoU), closely followed by the signing of the Subsidiary Arrangement between the Government of Australia (GoA) and the Government of Indonesia (GoI) on 18 January 2011.

The current AIP-EID program has a broader disease focus than the previous AusAID-funded Emerging Infectious Diseases (EID) project (2006-2010), which had addressed immediate priorities in containing avian influenza. The broader scope aligns with the move from an emergency response to a developmental approach, where activities can be integrated with MoA's strategies and systems. The current AIP-EID Program aims to use Indonesian systems where possible on the basis of building sustainability. This contrasts with the previous program which had been implemented by the United Nations Food and Agriculture Organization (FAO) and operated in parallel to MoA.

3. Purpose and objectives of the Review

The eight objectives of the IPR are:

1. To assess whether the current **organisational arrangement** supports the achievement of the program's intended outcomes.
2. To assess whether the current **funding management** is able to respond adequately and quickly to changing needs during implementation.
3. To assess whether the **current partnership arrangement** between DAFF and MoA (including the pilot sub national provinces of South Sulawesi and West Sulawesi) is sufficient and appropriate to support the achievement of the program's intended outcomes.
4. To assess the **absorptive capacity** of the Indonesia Ministry of Agriculture and the sub-national pilot areas of South Sulawesi and West Sulawesi.
5. To assess whether the planned Program activities are **relevant to the GoI's agenda** in animal health system strengthening and whether these are aligned to combating emerging infectious diseases at source in animals, and to assess whether GoI is receptive to receiving assistance in areas they identify as **animal health priorities** through the Program.
6. To assess whether the activities support **institutional strengthening** to ensure the **sustainability** of the assistance.

7. To explore possible linkages between the AIP-EID animal health programs with the **AIP-EID human health** program that is delivered by the World health Organization (WHO).
8. To provide recommendations for any **modifications to existing activities or approaches in future**. These include: **contingency funding** for emergency response; and, provision of limited **operational or infrastructure support** to supplement technical assistance (TA).

Full details of the Terms of Reference (TOR) are provided at Annex 1.

4. Review methodology

The Review team has followed the methodology articulated in the Evaluation Plan, prepared in September 2012.

Key stages up to this point have included:

- i. Document Review
- ii. Team Meetings
- iii. Data Collection
- iv. Data Analysis
- v. Presentation of Aide Memoire and Discussion of Findings
- vi. Preparation of the Draft Report

Stage i) commenced in September 2012 while Stages ii) to v) were undertaken during a two-week field mission in Jakarta, Makassar and Mamuju from 15 to 29 October 2012. The Program for the visit is attached at Annex 2.

4.1. Document review

Document review informed the preparation of the Evaluation Plan and continued during the in-country mission as new documents were provided by DAFF to increase the knowledge base of the team and illustrate points of discussion. Annex 3 lists the documents reviewed by the team.

4.2. Data collection

The means of data collection are summarised in Table 1 below.

Table 1: Summary of data collection methods and locations

Location	Jakarta	Canberra (by phone)	South Sulawesi	West Sulawesi	Total
Interviews	13	2	3	0	18
Workshops			1	1	2
Observation of activities	1		1	1	3
Site visits			1		1
Total	14	2	6	2	24

Through these means, the team sought information from 61 people. Table 2 presents a breakdown of informants by gender and employer. Annex 4 provides a list of people met.

Table 2: Summary of informants by employer and gender

Employer	Male	Female	Total	Female/Total (%)
Gol - National	11	6	17	33
Gol – Sub-National	13	7	20	35
DAFF / AusAID	7	12	19	63
FAO / WHO	2	1	3	33
Total	33	26	59	44

4.2.1. Interviews

The Team Leader had developed a standard Interview form to be used for most interviews as part of the Evaluation Plan. The bilingual version is attached as Annex 5. The questions were designed to elicit information useful for responding to questions raised in the TOR. By using standard questions the team was able to gather views from a variety of stakeholders on the same topics.

Interviews with Indonesian personnel were conducted in Indonesian, with questions led by Professor Bambang Pontjo Priosoeryanto. Simultaneous interpreting by a professional interpreter meant that Susan Majid could participate in the discussion and ask supplementary questions. Interviews with Australian and international participants were conducted in English and led by Susan Majid with Professor Bambang Pontjo Priosoeryanto also adding questions as appropriate.

For some specific interviews, the questions were tailored to be appropriate to the role of the interviewee. For example, the questions were modified and additional questions included in the meetings with representatives of FAO and WHO.

Two scheduled interviews could not take place due to staff unavailability at the appointed times. These would have brought the total number of interviews to 20.

4.2.2. Workshops

The team facilitated half-day workshops in Makassar on 19 October and in Mamuju on 22 October 2012, in order to access the opinions of groups of provincial and district animal health officials. The Program for the workshops is attached at Annex 6. The format in each was a plenary brainstorming on what had gone well in the transition from the former EID avian influenza project, Participatory Disease Surveillance and Response (PDSR) implemented by FAO. The second session involved three small groups rotating through four topics, discussing and documenting on flip charts what had gone well and what had not in each of the four themes. The groups then reconvened for plenary discussion facilitated by Professor Bambang Pontjo Priosoeryanto to sum up their key messages for the review team.

The facilitators asked the female participants to change groups so that there would be at least one woman in each group. The women were initially unclear as to why they had been separated from their female friends. But, once the reason for the change had been explained, they embraced the opportunity to model good gender practice.

Overall, ten people (three women and seven men) attended the first workshop, and another ten attended the second workshop (four women and six men). Both groups were happy to discuss and share their opinions about the program with the team.

The information from the workshop sessions was captured on flip chart paper and later translated into English for analysis by the team.

4.3. Data analysis

Data analysis was undertaken through transcribing interview and workshop information to an Excel grid with 15 themes aligned with the TOR's eight objectives and subsidiary questions as per Table 3 below. The grid was printed and further analysed to identify patterns and trends. Positive findings were highlighted in green, negative in pink, reference to Brucellosis in blue, Rabies yellow, and tangible aid in purple.

Table 3: The 15 themes in the summary grid

No.	Theme
1	Program Governance
2	Organisational Management (including communication, database, systems, leadership)
3	Financial Management
4	Partnerships - Team Australia (AusAID, DAFF, Australian Centre for International Agricultural Research (ACIAR), Australian Quarantine and Inspection Service (AQIS), DoHA, Commonwealth Scientific and Industrial Research Organisation (CSIRO))
5	Partnerships - DAFF & MoA
6	Partnerships - MoA , Ministry of Health (MoH), National & Sub-national
7	Relevance to MoA Priorities in Animal Health
8	MoA Resources for AIP-EID - Absorptive Capacity
9	Institutional Strengthening
10	Sustainability
11	Animal/Human Health Program Linkages
12	Future Directions (including forms of aid, emergency fund)
13	Gender Equality & Women's Empowerment
14	Disability Inclusiveness
15	Environmental Impact

The categories where negative comments outweighed positive comments were: 2) organisational management; 3) financial management; 6) national-sub national partnerships; 8) MoA resources for AIP-EID - absorptive capacity; and, 11) AIP-EID animal health-human health linkages.

The information from the grid fed directly into the preparation of the Aide Memoire and this Report. The scores for Questions 4 to 8 were aggregated in a separate worksheet.

4.4. Presentation of Aide Memoire and discussion of findings

The team prepared an Aide Memoire and a PowerPoint slide show during the long weekend for presentation and discussion on Monday 29 October 2012. Susan Majid led the discussion in English with AusAID and DAFF in the morning. Professor Bambang Pontjo Priosoeryanto presented an Indonesian version of both the Aide Memoire and the PowerPoint presentation at MoA in the afternoon. The sessions were very well attended:

- Morning – seven men and four women;
- Afternoon - nine men and fourteen women, including two officials each from South Sulawesi and West Sulawesi.

The discussion provided helpful feedback and discussion on the team's initial findings.

5. Findings

5.1. Overall Findings

Overall, the IPR Team found that Program progress has been much slower than anticipated in the original design. Table 4 shows that approximately half the budgeted funds for the first 18 months remained unspent. However, there has been an increase in the quarterly rate of expenditure from almost 15 per cent in Program Quarter 1 to 86 per cent in Quarter 6. This is an indicator of increasing activity which is expected to continue (or even accelerate) in 2013, now that project establishment has taken place and various sub-component reviews are being finalised.

The Team found high levels of commitment and enthusiasm among program participants within the Ministry of Agriculture nationally and among South Sulawesi and West Sulawesi provincial and district officials.

Questions 4 to 8 in the standard interview sought opinions on five statements. The five questions and responses are summarised in Figure 1 below. It should be noted that respondents had to choose between negative and positive responses – no 'fence sitting' was allowed, given the even number of options. Question 7 on the relationship between MoA and DAFF was the only one to receive responses which were all positive. Conversely, and most importantly for this Review, the Question 4 statement on the efficiency of program management attracted a considerable negative response (42 per cent) and some of the people who gave it a positive score of 3 (Agree), noted that their score reflected the current situation which had improved markedly from earlier in the Program.

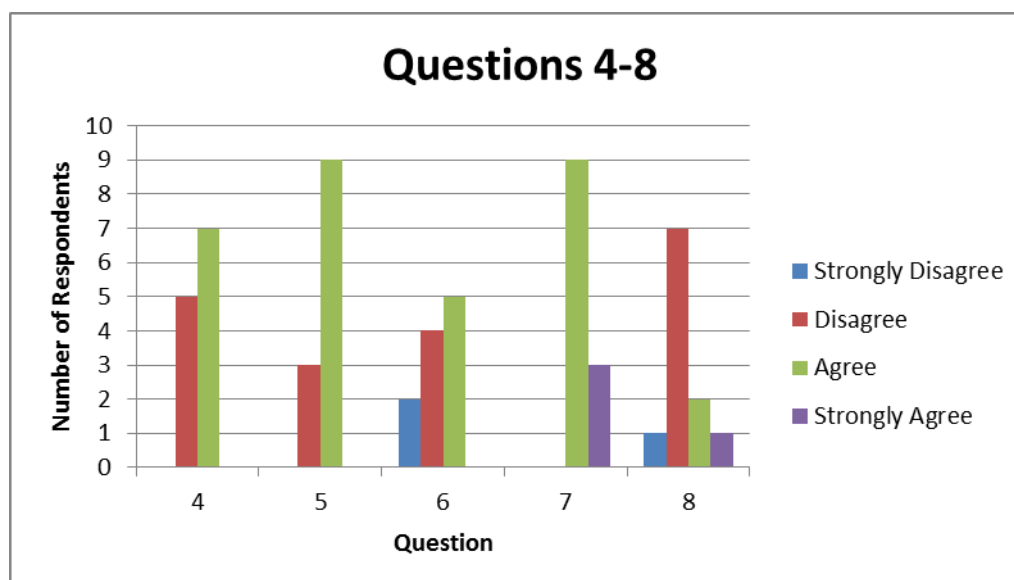
Table 4: Budget and expenditure by program quarter, 01 January 2011 – 30 June 2012

Project Quarter	Period	Indonesian Financial Year	Australian Financial Year	Budget A\$	Expenditure A\$	Variance A\$	Quarterly Rate of Expenditure (%)
1	1 Jan - 31 Mar 2011	2011	2010-2011	\$1,375,000	\$203,049	\$1,171,951	15
2	1 Apr - 30 Jun 2011	2011	2010-2011	\$1,375,000	\$962,354	\$412,646	70
3	1 Jul - 30 Sep 2011	2011	2011-2012	\$1,375,000	\$438,094	\$936,906	32
4	1 Oct - 31 Dec 2011	2011	2011-2012	\$1,375,000	\$583,872	\$ 791,128	43
5	1 Jan - 31 Mar 2012	2012	2011-2012	\$1,375,000	\$725,262	\$649,738	53
6	1 Apr - 30 Jun 2012	2012	2011-2012	\$1,375,000	\$1,176,361	\$198,639	86
Total				\$8,250,000	\$4,088,992	\$4,161,008	50

Notes:

1. Data derived from quarterly financial statements prepared by DAFF for the GoI Ministry of Finance.
2. Additional expenditure: A\$195,000 to FAO for the rabies campaign, and A\$18,762 for establishment expenditure prior to 2011 brings the cumulative total to A\$4,302,754, or 52 per cent of budget to 30 June 2012.

Figure 1: Distribution of Responses to Questions 4 - 8



No.	Question
4	Direction, management and administration in this Program are effective.
5	Financial management is efficient
6	There are good links between what I/we do in animal health and what others do in human health.
7	The relationship between DAFF and MoA is strong.
8	The relationship between people working on this program in MoA Jakarta and people in S / W Sulawesi is effective.

It is also notable that there was a divergence of views on some topics, particularly on Question 8, which sought views on national-sub-national relationships. Views ranged from 'Strongly Disagree' to 'Strongly Agree'. For Question 8, the people who viewed the links more positively seemed to be those with a higher level coordination role, whereas those who actually were 'at the coalface' or frontline held more negative perceptions.

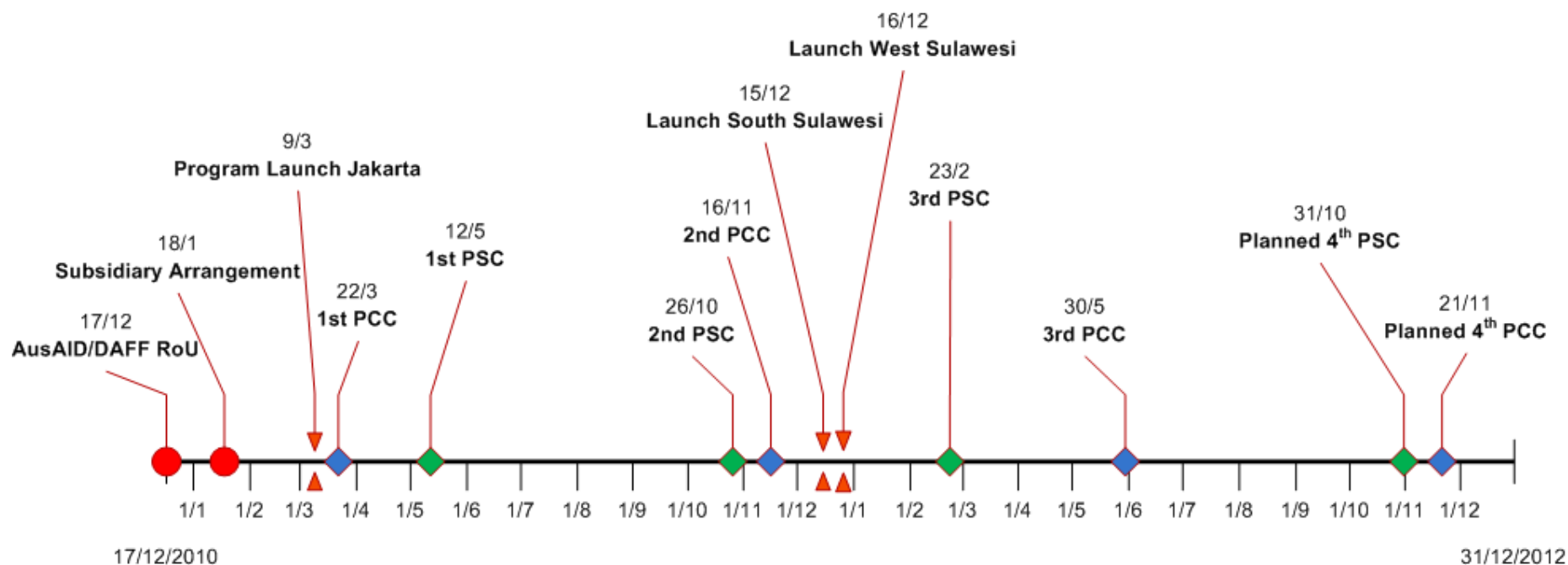
Answers to Questions 4 to 8 gave the team early indications of participant views, which were substantiated later in the interview through responses to Questions 9 to 13 on each of the five topics respectively.

The rest of Section 5 presents the Team's findings under each of the eight IPR objectives based on responses to the open-ended interview questions and the brainstorming results from the two workshops. Recommendations (in bold italics) are integrated into the discussion. These recommendations are summarised in Section 6.

5.2. Organisational Arrangements – Governance (Objective 1)

A timeline of key governance events in the *AIP-EID Animal Health Program* is presented in Figure 2. This shows the dates of signature of key documents (red circles), program launch dates (red triangles) and the key governance meetings (blue and green diamonds).

Figure 2: AIP-EID Animal Health Program timeline showing major governance events



The Program Coordination Committee (PCC) and Program Steering Committee (PSC) were established to provide Program governance. The Committees were designed to serve different functions. The PCC was to have been co-chaired by the Director-General of Livestock and Animal Health Services (DGLAHS) from the Indonesian MoA and the First Assistant Secretary, Animal Biosecurity Division, DAFF. The PCC was to provide approvals, direction setting and strategic oversight. On the other hand, the PSC was to have been co-chaired at Director level with an agenda which included working level issues for later resolution by the PCC.

The team reviewed the Minutes of all PCC and PSC Meetings. There is no clear distinction in the Minutes of a difference in function between the two levels. Nor do the Minutes contain an annex with a full list of those attending. However, feedback during interviews suggested an 80-90 per cent overlap in attendance between the two sets of meetings, which has undermined the separate roles intended in the design. In the Program design, PCC Meetings were to have been held twice per year while PSC Meetings were to be scheduled four-monthly. In fact, as the timeline in Figure 2 attests, PSC Meetings have also been held twice per annum, rather than three times. Furthermore, Sub-Committee and Working Group Meetings have included some of the functions originally assigned to the PSC.

Experience over the first year has shown that the original intent of having a two-tiered governance structure (i.e. both PCC and PSC Meetings) is not working well. Moreover, the duplication in meetings is creating a lot of unnecessary work. The functions originally intended for the PSC are being carried out by Sub-Committees (at Component level) and Working Groups (at Sub-component level). ***It is recommended that the meetings be streamlined by disbanding the PSC and retaining only the PCC.*** This would reduce duplication while still providing governance oversight and strategic direction.

The IPR team ***recommends that from 2013 DAFF align six-monthly PCC Meetings with the six-monthly reporting schedule. Once a year, there should be a 'super-PCC Meeting' where Australian and Indonesian representatives of the five components (i.e. Components 1, 2.1, 2.2, 2.3, and 3) attend both the PCC Meeting and an Annual Reflection held immediately before the PCC Meeting.*** This will serve a dual purpose:

- Foster 'horizontal linkages' and communication flow between the sub-components, and
- Provide an information base to inform the PCC Members of physical and financial progress in the previous six months, any issues and lessons learned, and plans for the following period.

The second PCC Meeting for the year should be restricted to PCC members only. The PCC will approve updated work plans and deal with any issues which have arisen in the previous six months. ***At each PCC Meeting, the date for the next Meeting should be set.*** This recognises that senior officials from both Governments are very busy and should lock dates into their diaries six months in advance.

A separate issue in the overall governance framework became apparent in Mamuju. The team was advised that there is no Governor decree to support the implementation of the AIP-EID Program in West Sulawesi. This impedes prioritisation of AIP-EID implementation in Provincial budget processes and, unless rectified, will affect future funding allocations to continue AIP-EID activities after the Program finishes. The BAPPEDA representative at the Mamuju workshop spoke very forcefully about the bottleneck this is creating. The decree is part of the external environment beyond the direct control of the Program. However, perhaps a GoI PCC

member is able to influence the appropriate officials to take action so that this matter can be resolved. Until it is resolved this adds risk to achievement of Program objectives in West Sulawesi. This is regarded as a risk mitigation strategy rather than a primary program recommendation.

5.3. Organisational arrangements – management (Objective 1)

In discussing this topic, the team probed for information about management and administration in general as well as specific information on leadership, communications, information and data management, and where appropriate ‘the fly in fly out model’ (FIFO) used by technical advisers in the laboratory (2.2) and quarantine (2.3) sub-components. The following sub-sections report the Review team’s findings and recommendations on each of these.

5.3.1. Management systems

During the program establishment phase (2011 and early 2012), the DAFF team had to develop Program management, planning and reporting systems ‘from scratch’ as the size and mode of aid delivery was different to that previously encountered by the department. As the focus of the program is to strengthen Indonesian systems, program establishment involved navigating between the two Governments’ systems to ensure that essential policies and formats are adhered to. This presented challenges and was time consuming.

The resultant systems are not always efficient. For example, there are multiple formats for financial reporting, none of which provides the information presented in Table 4. The team constructed this table using the quarterly financial statements prepared by DAFF for the Indonesian Ministry of Finance in the Gol format. Another set is prepared for AusAID to accompany DAFF’s progress reports. Ideally, one format acceptable to all would be preferred but in the case of financial reporting it appears that multiple systems will remain.

It is important to understand that working with multiple systems acceptable to both Governments requires staffing resources. The same efficiencies DAFF may expect in Canberra when working in less complex circumstances do not apply in Indonesia when working in multiple systems in multiple locations. Furthermore, there are environmental constraints on efficiency relating to internet capacity, staff productivity and potential for corruption in Indonesia. These require more checks and balances than DAFF had been used to in Canberra. ***The Review team recommends that the DAFF team be resourced appropriately to work in multiple GoA (DAFF, DFAT, AusAID) and Gol systems.***

5.3.2. Leadership

Leadership in terms of day-to-day management is an area of concern. If one were to ask ‘*Who is losing sleep over implementation of the AIP-EID Program?*’, the answer appears to be the DAFF team, particularly the Program Director, Peter Beers, and Principal Veterinary Adviser (PVA), Jonathan Happold. As this is a joint ‘G to G’ program implemented in tandem by both governments, ideally leadership should be a joint endeavour. Clearly there are Program ‘champions’ in MoA and sub-nationally in South Sulawesi and West Sulawesi. However, the traditional donor-partner model where the donor’s agent (in this case DAFF) assumes leadership still prevails. It would be most useful for the PCC to question whether this is the model they wish to adopt for the remainder of the Program. Considerations include practicality, MoA capacity to make leaders available (discussed further below in Section 5.4) and sustainability. The main point is that the **leadership model should be deliberate,**

with pros and cons clearly considered by all parties. If MoA would like to have a more proactive role and has the resources to do so, then informal discussions between MoA and DAFF could be held to develop a new model. This could be followed by formal discussion and endorsement by the PCC. If MoA is comfortable with the current model then no change is required. The main point is that the question needs to be addressed as to whether the current model is the 'best fit' for all parties in the current circumstances.

Furthermore, GoA and GoI stakeholders should recognise that management of a A\$22 million program working within both Australian and Indonesian government systems is administratively intensive, and staff the program appropriately.

5.3.3. DAFF staff roles and responsibilities

The team observed and heard through interviews that program management responsibilities within the DAFF team had been under-estimated, and possibly still are under-estimated. Acceleration of implementation over the next year will place additional demands on the team to manage both quality implementation and effective monitoring of a higher volume of activities.

Decision-making has been risk-averse and slow. For example, the decision not to fill the Senior Veterinary Adviser (SVA) position for more than one year following the unexpected appointment of the Program Operations Manager Technical (POMT) (Dr Valeska) had flow-on effects creating high workloads in Jakarta (particularly of the PVA) and led to decisions regarding moving management functions to Canberra which would sit better in Jakarta (e.g. management of the quarantine sub-component).

The DAFF team structure is presented in Annex 7. The diagram shows the location of individuals across the four current offices coded by colour - Canberra (pink), Australian Embassy Jakarta (purple), MoA (green) and Makassar (yellow). Soon a fifth location near to MoA will be added as the team has outgrown the space available in MoA.

There is a ***need to review roles and responsibilities of the DAFF management team now that the second senior technical position has been filled. The document on Roles and Responsibilities provided to the IPR team should be revised through a consultative process with the full team. There should be no overlap in responsibilities. Each person should have clear definition of his/her role.*** The new model should more closely align Program management with established practice in the aid industry. It is suggested that the only functions DAFF should hold at head office in Canberra are strategic oversight, PCC membership and financial.

Having the management team co-located in Jakarta would make communications and overall operations more efficient internally within the team. In project management generally, if someone is located externally, other team members take on roles which really they should not be doing (such as face-to-face contact with MOA counterparts on behalf of the external person) and additional communication is required to keep the external team member informed of developments. The coaching, mentoring and performance management functions between team members become complicated when separated by distance and time zones. Furthermore, project management teams become strong by all members working together and understanding their individual and joint roles in achieving project objectives. In AIP-EID, a person located in Canberra is less able to contribute to development of this team culture and misses out on the everyday osmosis of activity happening in the program office, as well as events happening in the MOA and in

Indonesia more broadly. Finally, cross-cultural skills and effectiveness are enhanced by living and working in Indonesia.

DAFF team leadership is not well defined. The PVA should be called the Team Leader, in recognition of the actual functions carried out by this position, and accorded greater authority and autonomy. In such a review, any overlap in responsibilities between the Program Director (Peter Beers) and the Team Leader/PVA (Jonathan Happold) should be removed. Decision-making should be made in-country by the Team Leader with the Program Director holding higher level strategic oversight and financial delegation functions.

Program management functions including the management of the contract for the laboratory sub-component held by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) on behalf of the Australian Animal Health Laboratory (AAHL) and the oversight of the quarantine sub-component would be more efficiently integrated if located together in Jakarta. The Team did not interview Andrew Moss, the Canberra based Manager Technical Quality Control. It appears anomalous to have this position in Canberra and further investigation is warranted into increasing this to a 100 per cent position based in Jakarta.

The Team Leader role is comprehensive and would benefit a reduction in the technical load also carried by the PVA. It is suggested that Component 1 be fully led by the new SVA for National Disease Control (John Weaver) and that the PVA (Jonathan Happold) lead Sub-Component 2.1 Information Systems. Under the current Roles and Responsibilities, Components 1 and 2.1 are shared between them. Shared responsibilities should be avoided as there are risks of both duplication and gaps in coverage. In times of staff absence on leave, acting arrangements can be put in place.

Emma Watkins who has a staff establishment of ten, manages the Sulawesi operations and is component leader for Component 3 (the sub-national pilot) is excluded from the management team. ***The team recommends that Emma Watkins becomes a member of the Program management team.***²

5.3.4. MoA staff

In MoA, succession planning is needed to prepare for the retirement of the Directorate of Animal Health (DAH) AIP-EID coordinator (Ibu Ajeng) in April 2013. This needs to commence as soon as possible so there is time for a handover.

5.3.5. DAFF team internal communications

More effective internal communication is required for effective program management and for team-building. One interviewee noted:

‘...as we keep going, things are getting better and better. We are starting to achieve things. It is a partnership and people want it to work.’

This person continued:

‘...the team does not meet enough. Everyone is busy doing things and we don't sit back and plan - and ask ourselves "is this achievable?" Planning will make us achieve our goals.’

Having two Jakarta Program offices – one in MoA and one nearby - will add to the internal communications demands. There will be Program staff in five office locations

² It should be noted that Annex 7 implies this is already the case but the August 2012 version of the staffing structure has a smaller management team which excludes Emma's position.

rather than the current four. A priority in setting up the new Program office in Jakarta should be high speed internet and telecommunications equipment to enable teleconferences to be held between the two DAFF Jakarta offices, the Embassy, Makassar and Canberra.

Weekly meetings of the DAFF management team would cement in place roles and responsibilities, encourage communication and build the team to plan and work more effectively together.

Consideration should be given to how key team members who are not part of the DAFF management team are advised of program developments. These include the SVA, John Weaver, Laboratory sub-component leader John Allen and the Quarantine sub-component leader, Trish Thornhill, who need to be better integrated into the DAFF team. **The options seem to be either to expand the management team to include them or to hold fortnightly management-cum-technical meetings with this broader group.** This would help with two-way communication flow and team dynamics.

Decisions regarding inclusion or exclusion of staff in events and meetings should err on the side of inclusion to encourage greater information sharing, team building and ownership. To date, the opposite seems to have prevailed.

5.3.6. Program communications

Good program implementation relies on strong inter-personal relationships and a common understanding of the tasks involved by all stakeholders. The Program has engaged consultants to advise on communications and will be considering their recommendations regarding both internal and external communication.

The findings show that there is a need for improved communications within the AIP-EID program, nationally and sub-nationally, regarding project information, coordination and forward planning. **The Program leadership team needs to have a good awareness of which stakeholders need to share which information and then ensure that the communication model allows this to happen efficiently and regularly.** For example, the team learned of sub-optimal national - sub-national Gol communication being caused not by lack of intent but by lack of mobile phone credit (*pulsa*) which could have been provided by the Program.

The sub-national pilot program has recognised the communication deficiency and had recently appointed Coordination Officers who will focus on improving information flows between the Program and the provincial and district stakeholders respectively. This will be particularly important in West Sulawesi where there is less government infrastructure given that it is a relatively new province. Furthermore, two of the five districts are also new and under-resourced. The West Sulawesi coordinator will operate on a 'fly in – fly out' or 'FIFO' basis as there is no Program office in Mamuju.

Email communication is the default method of communication within the DAFF team but cannot always be used with or between Indonesian stakeholders. Program staff have suggested that the gmail addresses they currently use are not seen as 'official' in Indonesia and do not present as GoA-sponsored. **The team recommends that DAFF create an email protocol for staff use which avoids use of gmail and looks more professional.**

Horizontal communication between the five components and sub-components (1, 2.1, 2.2, 2.3 and 3) was considered problematic. One interviewee observed:

'Components 1, 2 and 3 act as silos, with staff head down being busy following component plans. We haven't seen cross-program activities across the components.'

The recommendations made above for fortnightly management-cum-technical meetings between all component leaders and also the Annual Reflection/Super PCC Meeting should assist in enhancing horizontal communication.

As identified by the external consultants, GolinHarris, in their report³ commissioned by DAFF, the Program's image and public profile should be improved. One interviewee noted that there is no website presence of the Program even to share with his family. **The team believes a project summary in brochure format with text and pictures should be printed and posted on relevant websites (e.g. MoA, AusAID Jakarta, DAFF) and updated regularly.** However, the expense and effort of creating a Program website does not seem justified given the lack of connectivity of key stakeholders.

Means of communication need to be appropriate. For example, email is not effective for several stakeholder groups in the Program so mobile phone conversations and text messaging are important. **Additional costs of communication incurred by key Gol people in coordination roles should be funded by the Program.**

5.3.7. Records management

Records and data are being held separately by DAFF and Gol. DAFF created a SharePoint system for file sharing within the DAFF team. Interviewees reported that the SharePoint had not been successful. We were advised that an alternative system using an online cloud with back-up by the Embassy is being developed. The team was not convinced that program records and data are being stored systematically and centrally as an archive of program administration.

Early attention needs to be paid to ensuring that the new method being developed for the DAFF team's records management is effective. It should allow file sharing and be a central repository for all Program documents. The Monitoring and Evaluation (M&E) adviser could be an external monitor of the system, as effective M&E needs access to program data.

5.3.8. FIFO

The TOR queried the efficiency of the FIFO model in relation to the quarantine position occupied by the Quarantine Technical Adviser (QTA), Ms Trish Thornhill, for her leadership of and technical inputs into the quarantine sub-component 2.3 (refer Annex 1, page 4, point f). In fact, the FIFO model is used also by John Allen of the AAHL, CSIRO under sub-component 2.2 for operational support in laboratories. But the TOR do not raise questions about FIFO being used for that component.

Interviewees did not believe that FIFO was inherently problematic. Any issues in Sub-component 2.3 did not appear to be related to FIFO. Perhaps FIFO has been wrongly blamed for other problems such as Gol absorptive capacity and insufficient resourcing in the DAFF team in Jakarta.

In many programs where FIFO for technical short-term inputs works well, the international expert is supported by a full-time locally engaged technical person. This serves to support the adviser when he/she cannot be in-country. In addition, working alongside an international technical adviser builds technical capacity of a local person.

The team recommends a full-time Technical Program Officer be appointed to the DAFF team to support Quarantine Technical Advisor, Trish Thornhill, in

³ Stakeholders Perception Survey conducted in Jakarta, Makassar and Mamuju in September 2012 by external consultants, GolinHarris Indonesia, in September 201.

coordination of the quarantine sub-component. This would provide opportunity for face-to-face contact with stakeholders in the Indonesian Agricultural Quarantine Agency (IAQA) during the 'fly out' times and to secure dates for the 'fly in' inputs. With this addition, the QTA inputs should be efficient and effective.

5.4. Financial management (Objective 2)

The people who had the deepest knowledge of the Program's financial system were the most critical about its efficiency and tended to score Question 5 as 'disagree'. For the majority of informants, payments were received on time and seen as effective and efficient.

5.4.1. Financial systems

Streamlining of financial statements and alignment with the two different financial years has been challenging. Dual systems are in place for reporting to the Indonesian Ministry of Finance and to AusAID. There has also been misalignment between budget line items in the DAFF and AusAID systems which has affected clarity of reporting to AusAID.

DAFF Canberra has invested significant effort and time into adapting its systems to meet the financial requirements of the Program and to interfacing with the financial system of the Department for Foreign Affairs and Trade (DFAT) which manages payments in Indonesia on behalf of 'Whole of Government' (WoG) through the Australian Embassy in Jakarta.

DAFF has also sought to align its financial systems as far as possible with the Gol's financial systems. They view the six-month difference in financial years, with Indonesia following the calendar year and Australia, 1 July to 30 June, as a major obstacle. The AusAID - DAFF tranche payments are annual, aligned with the anniversary of Program start-up and so follow calendar years. However, under-expenditure has impacted on timing of tranche payments.

Lack of alignment of the financial years could be overcome by timing six monthly progress reports inclusive of financial statements with periods ending 30 December and 30 June each year. This would flow through to alignment of operational plans.

Program years align with calendar years so the best option is to report against calendar years which are the Indonesian financial year. For reporting to DAFF internally, the six month-units could be reconfigured against Australian financial years. There are two issues relating to systems which need early resolution:

- i) About 20 locally engaged staff in the DAFF team in Jakarta and Makassar are employed on casual contracts. There is a 15 per cent salary loading for imputed leave provisions. However, employees do not fully understand these terms and conditions, and one resulting implication is the reluctance to take sick leave and/ or annual leave. This is not suitable or sustainable for employees on two-year contracts. The employees did not receive adequate briefing and some signed contracts unaware of the terms and conditions of employment due to inadequate interpreting. ***The staffing model requires urgent review with the intention of changing contract terms and conditions to include more practicable provisions for sick leave and annual leave. Staff should receive full briefing on terms and conditions of their employment. Supervisors and managers should actively manage staff leave.***
- ii) Program operations, particularly payment of per diems, require cash to be handled. This security issue is compounded by the limited options that are available

to handle cash. An alternative arrangement has been developed, but currently only one person is authorised to collect money. They feel conspicuous withdrawing funds, and staff engage them in conversation regarding the withdrawal of money. ***DAFF should persist with making new arrangements with greater security and offering greater efficiencies to access and handle cash for ongoing operational expenses. At least two staff should be authorised to withdraw cash so that if one is not available through illness or travel, cash can still be withdrawn. Two people should be on hand to withdraw cash so that one can be monitoring security (particularly other people nearby) while the other is handling the transaction. Having a driver waiting outside is not sufficient.***

5.4.2. Cost sharing

For cost sharing with GOI to happen, there is a need for forward planning so that MoA can include funds requests in budget planning. The national budget for 2013 is already developed, so future fund requests, if successful, will not materialise until 2014. Ideally, program work plans can be developed early enough so that funds requirements are clear and can be factored in to budgetary planning.

5.4.3. Per diem payments to program participants

It is recognised that per diems are important in Indonesia as Government salaries are low and per diems proportionally have higher value than they do in an Australian context.

An issue related to regional autonomy was the difference nationally and sub-nationally in the per diem amounts paid to participants in Program activities such as training and workshops. In line with AusAID procedures, the Program has adopted standards for per diem payments based on Ministry of Finance regulations. These appear to be different from (in fact less than) the amounts paid in Sulawesi. Provincial governments set their own amounts. This means that for activities where national and sub-national staff are brought together there are differing expectations regarding the per diems. While this has been a problem in the past, DAFF seemed confident that the issue is manageable through improved internal communication.

5.5. Partnerships (Objective 3)

5.5.1. Australian Government Agencies

AIP-EID is being implemented in an Australian WoG framework based on the activity schedule of an RoU between DAFF and AusAID. The activity schedule, signed on 17 December 2010, involves AusAID and DAFF working together to achieve the Program's objectives.

The Team has not seen the RoU. However, on the basis of information gathered through document review and interviews, we understand the respective roles of AusAID and DAFF to be as follows.

AusAID's primary roles in the Program are:

- Relationship manager with GOI on the AIP
- Funds provider through annual tranches
- Monitoring
- Quality assurance, and
- Reporting on aid results.

DAFF's roles are:

- Relationships manager, particularly with MoA, and with sub-national entities in Sulawesi
- Front-line manager of activities
- Manager of payments and financial systems
- Provider of technical expertise
- Contract manager for externally provided expertise (through CSIRO)
- Secretariat to the PCC (and currently the PSC)
- M&E
- Continuous improvement resulting from the M&E
- Risk management
- Reporting to the PCC under the Subsidiary Arrangement
- Reporting to AusAID under the RoU
- Communication and profiling of the Program, and
- Communicator with WoG on technical developments.

The IPR Team saw evidence of close collegial relationships between DAFF and AusAID at Post. Self-assessment by the DAFF staff interviewed by the team was that they have *'had to work hard to get the operational side (of relationships) right.'*

DAFF staff have had to develop other WoG relationships in order to deliver the program in Indonesia. Most important have been the systems set in place with the Australian DFAT on financial management and the contracting of program staff working in Indonesia.

DAFF also has a Counsellor in the Australian Embassy to look after the mainstream DAFF relationship with GoI. The PVA, Jonathan Happold, contributes to Embassy consultations and briefings as required.

The Program team interacts with representatives of the Australian Centre for International Agricultural Research (ACIAR) only occasionally. ACIAR is implementing a rabies research program in Indonesia, East Timor, Papua New Guinea and Australia, partially funded by DAFF. ***The Review recommends that DAFF engage with other Australian agencies which share an interest in animal and zoonotic disease control. Opportunities for synergy should be maximised.***

5.5.2. Department of Agriculture, Fisheries and Forestry and Ministry of Agriculture

Excellent relationships are being built between DAFF and MoA. This is well illustrated by responses to Question 7 (Figure 1 above) which were all positive - the only example of the five statements (Questions 4 - 8) not to receive a negative score.

The following quotation illustrates the DAFF view of the relationship:

'We believe partnership between MoA and DAFF is excellent....The Program gives focus and joint purpose to the bilateral relationship between the two Ministries. Partnership is a key principle which underlies the way DAFF manages the Program...'

This sits well when compared to a quotation from an interview with MoA representatives:

'We see goodwill and good intention between Australia and Indonesia in control of animal health disease. The G to G relationship is working well at central level. It is a mutual relationship - we need each other. We have to work in partnership to secure the region - in both Australia and Indonesia.'

5.5.3. Ministry of Agriculture – national and sub-national

Decentralisation/regional autonomy presents challenges in animal health management. Respondents described the poor communications between village, district, province, and central government on the occurrence and control of animal diseases. One interviewee described it as follows:

'Decentralisation has been drastic as there is a lack of coordination mechanisms between national and sub-national though the situation has been improving.'

Another described it as

'Sub-national and national officials never sit and talk about priorities together. The Program tries to work in two ways, top-down and bottom-up through sub-committee mechanism.'

The Program is bringing together technical people from national and sub-national levels and within provinces to advance common interests. This relationship building is important in encouraging a chain of communication, both informal and formal, on animal disease outbreaks and control. **Component 1, Sub-component 2.1 and Component 3 all focus on advancing these communication links.**

The team was advised that IAQA is structured differently. In contrast to the situation with animal health, MoA does have outreach to the provinces so the national - sub-national communication operates on a different model to that prevailing in animal health. Interviewees said that the quarantine 'chain of command' worked well, which is not surprising as it did not have to adapt with the advent of regional autonomy.

5.5.4. Ministry of Agriculture and Ministry of Health

There seem to be few links between the officials working on this Program and officials in the Ministry of Health. At senior levels, officials from MoA and MoH interact at inter-sectoral meetings chaired by the Coordinating Ministry of People's Welfare, and through involvement with the National Commission on Zoonosis (*Komnas Zoonosis*). At working level there seems to be little opportunity for direct links between officials from both Ministries.

5.6. Resource availability and absorptive capacity (Objective 4)

DAFF has found that MoA resources for AIP-EID are limited and absorptive capacity is an issue. No one in the partner stakeholder group is 100 per cent dedicated to AIP-EID. As MoA staff also work on their routine work in parallel with AIP-EID they are not able to focus on their responsibilities to their AIP-EID component. In other words, they need to 'juggle' competing priorities.

The DGLAHS liaison officer occupies a critical position. In her central role as coordinator, she provides a key link with the DAFF team on a day-to-day basis and then outreach to MoA program participants. In particular, she briefs the Director of

Animal Health on program progress and issues, particularly in advance of governance meetings. Currently Ibu Ajeng spends 70 per cent of her time on AIP-EID. Similarly, the Program Management Unit (PMU) provides a link in matters relating to financial reporting, but individuals on the PMU are not committed to AIP-EID full-time.

DAFF has tried to ensure that Program activities are relevant to officers' daily workload so that the program activities are not seen as a burden. However, in reality the Program is not integrated fully into the MoA's workplan, so Program activities are regarded as additional.

There is probably also a need for all stakeholders, Australian and Indonesian, to have realistic expectations. Systems strengthening and successful introduction of changed practices takes time.

AIP-EID experience has shown that there is a need to balance consultation (and the time this takes) with getting things done. For example, the holding of a Program Coordination Committee (PCC) Meeting creates a lot of work for the DAFF Jakarta team, including several meetings to select (and potentially revise) the date, agree the agenda and the invitation list, organise invitation letters, brief key officials and attend pre-meetings 'so there are no surprises' at the actual PCC Meeting.

Furthermore, judgement is required as to the acceptable standards of outputs. Is a lower standard of documentation acceptable relative to what would normally be expected in an aid program, on the grounds that partners are on a learning curve?

It should be recognised that working in Gol systems adds time and complexity as GoA systems are still in use. Where possible, DAFF should set standards for project documents and create templates which are acceptable to both Gol and GoA (e.g. Minutes of PCC Meetings, financial reports) rather than have inefficient dual systems.

5.7. Relevance of program activities to Gol priorities (Objective 5)

The Program aims to align with Gol systems and priorities in order to produce results which are valued by Indonesian partners and 'make a difference'. In addition, alignment with GOI priorities should reduce absorptive capacity problems and lead to results which are sustainable.

An example of a Program output which gave the DAFF team early insight into MoA priorities in animal health is the *Strategic Plan for the Directorate of Animal Health 2011-2014*, developed with AIP-EID support and published in December 2011. The Review team found that there has been positive feedback among MoA officials on both the resulting document and the process itself. One priority area is self-sufficiency in beef production which is relevant to discussion below of brucellosis as a disease of focus.

A second important baseline is the OIE gap analysis to which DAFF contributed through direct involvement of the AIP EID Program Director. This has given DAFF an additional insight into areas which would benefit from investment of AIP-EID resources.

The Program is operating at both national and sub-national levels. So it will be important not to lose sight of local priorities in South Sulawesi and West Sulawesi provinces and districts. At sub-national level workshops there was a sense of impatience with the pace of Program activities. However, workshop participants expressed their goodwill in expectation that the Program can deliver in their areas of technical need – 'Let's trust each other'.

5.8. Institutional strengthening and sustainability (Objective 6)

5.8.1. Institutional strengthening

Most respondents advised that staff rotation (*mutasi*) is an issue. It affects both program efficiency and sustainability of capacity development. When new officers join the Program they need good handover and induction. However, in reality handover has not been possible and staff take time to understand and adapt to the requirements of Program participation. The DAFF team has recognised that induction materials are needed. ***The Review recommends that both DGAHLS and DAFF have responsibility to prepare staff better if they enter the Program due to mutasi.***

The value of program activity has been evident through bringing DAH staff to the field for first-hand exposure and understanding of implications of their decisions on quarantine regulation to actual quarantine operations in the field. It has contributed to relationship building and respect for the different roles played by IAQA and DAH.

When asked about institutional strengthening, participants pointed to training which aimed to build their capacity. Whether changed practices have been institutionalised as a result of this training is hard to say at this stage. This is an area for future focus by the M&E team as more activities are implemented and time elapses during which new practices can start being trialled.

5.8.2. Sustainability

Concern for sustainability of results underpins design and implementation of Program activities. As one DAFF respondent said during the interview:

The ethos of this program is based in sustainability.

Several times the Review Team was told that a distinguishing feature of the AIP-EID Program is that it will not set up parallel systems. Instead it aims to integrate closely with Indonesian systems. This is a deliberate strategy and is seen as a contrast to the previous PDSR program.

The DAFF team has been almost over-cautious in spending - holding back from investing in activities, on the basis that such investment would be unsustainable. However, it is the view of the Review team that some operational expenditure is justified, if it is well targeted and catalytic. The main concern is not to spend Program funds on items which set up recurrent needs for budget expenditure unless there is a known budget allocation. This aspect is discussed further under Section 5.10.1 below.

Materials prepared on the Program results through external communication (described above) should support (but not create) sustainability beyond program completion.

5.9. Synergies between AIP-EID animal and human health programs (Objective 7)

The global *One World, One Health Strategy*, developed and promoted by the FAO and the World Organisation for Animal Health (OIE), institutionalises collaboration between animal health and human health in identifying and preventing disease outbreaks. However, of the people interviewed the only ones to mention the *One Health* framework were donors.

There have been minimal formal links between the two AusAID AIP-EID programs in animal health and human health respectively. While the two AIP-EID programs were designed at the same time they ended up being completely separate programs with no joint activities. WHO manages the human health program for AusAID. The human health program includes five components:

- i. Early Warning Alert and Response System (EWARS)
- ii. Disease Post Command
- iii. Field Epidemiology Training Program (FETP)
- iv. Funding for zoonotic diseases
- v. Funding for emergency outbreak response.

There is potential for overlap. For example, there have been cases where vets have participated in training programs run by the WHO / MoH program. There is considerable potential to create more synergies if either Program wishes.

WHO explained that the five zoonotic disease priorities in MoH are avian influenza (AI), rabies, leptospirosis, anthrax and plague. WHO in Indonesia works: 70 per cent in AI; 25 per cent in rabies; and 5 per cent in leptospirosis; with no activities in control of anthrax or the plague. In MoA there are also five priority zoonotic diseases – AI, rabies, anthrax, brucellosis and hog cholera (classical swine fever). MoH has not requested support for human cases of brucellosis, even though it is considered to be widespread and under-reported in Indonesia, as it is not life-threatening.

The Bali rabies campaign has received AIP-EID Animal Health Program funding via FAO. The demand for this funding was influenced by the high number of human fatalities recorded in Bali as a result of the rabies outbreak there.

The Review team believes that DAFF and MoA should focus on their own five components and 'getting their house in order' before considering any new activities which would involve the AIP EID Human Health Program. If during the course of implementing existing components, there is opportunity to synergise with EWARS or FETP that would be good. But a focus on 'catching up' is required before the Program looks elsewhere.

5.10. Future directions (Objective 8)

Discussions about the future sought stakeholders' opinions on:

- Potential for additional forms of aid beyond TA and training
- The need for a contingency fund to draw down in case of an animal disease emergency
- The likelihood of achieving planned results by December 2014.

In addition, the Team drew conclusions from discussions with DAFF and AusAID on the management model. The next four sub-sections address each in turn.

5.10.1. Forms of Aid

Despite provision in the Subsidiary Arrangement for purchase of small equipment and laboratory consumables, to date the Program has funded TA, training, workshops and reviews, but not procurement of equipment or consumables. Respondents advised it would be useful to fund consumables related to the activities, particularly as the earliest timing of GoI budget support for Program activities would be 2014, assuming MoA were to be successful in its funds request.

Funding of consumables and small equipment which enhance application of training and capacity development were envisaged in the Subsidiary Agreement and should be included in the Program. This would enable procurement of items which could enhance application of new skills. Respondents identified potential uses to include procurement of post mortem sets, and personal protective equipment. They saw this funding as a means to overcome Gol budget bottlenecks. Without access to such funds these bottlenecks are a risk to full achievement of Program outcomes.

Respondents saw this expenditure as supporting achievement of tangible or 'monumental' results. In South Sulawesi, local Government officials gave the example of a monumental result being elimination of brucellosis in the Province. In West Sulawesi, they stated that infrastructure improvements could be funded from the current AIP-EID Program. Officials believed that small amounts of grant funding could support progress towards these aspirations. MoA centrally saw the development of the animal health disease system as one of the monumental results from the AIP-EID Program.

The Review recommends that operational expenditure and grants for small pieces of equipment which support application of training and other capacity development should be funded through the AIP-EID Program. The case for expenditure should be well documented in accordance with Commonwealth Procurement Guidelines and Indonesian financial requirements. Furthermore, effective monitoring of such expenditure needs to be designed and implemented. Staff training, particularly for staff of the PMU, should accompany introduction of new forms of funding. Operational costs were included in the original Program design and the Subsidiary Arrangement but have not been implemented by DAFF to date.

In commencing such procurement, DAFF will need to determine whether direct procurement or a grants system should be adopted. ***The team recommends that DAFF should establish financial systems for both direct procurement and a grants scheme and decide the procurement strategy on a case-by-case basis.***

A grants system is more sustainable but potentially could add unnecessary time and complexity to procurement. A grants system would require development of application, procurement and monitoring guidelines along with new financial processes in the DAFF-DFAT financial systems. Rather than start from scratch, ***DAFF should seek guidance from AusAID and access to both processes and lessons learned from grants schemes in other AIP activities.***

From the Program participants' viewpoint, learning how to prepare successful funding requests and acquit program funds will have sustainability in future. Applying for AIP-EID small grants could be included in future budget / financial proposal writing training.

5.10.2. Contingency funds for an animal disease emergency

There was some divergence of views, but most people interviewed thought that allocation of funds to be drawn down in time of a disease outbreak emergency would be good. Past experience has been that it takes time to access new funds through the Gol budget processes. During that time, diseases can spread rapidly. A contingency fund could be useful to cover this period while mainstream budget funds are being accessed. Funds could be used to send officials to the site to investigate and collect samples, and for lab work particularly if the disease were exotic to Indonesia and samples had to be sent overseas for analysis.

Given this widespread support, the team recommends that \$A100,000 be set aside as this contingency fund (as is the case in the AIP-EID Human Health

Program). *If approved, DAFF would need to set up processes for easy access to the contingency fund in the event of an emergency, as well as provision for its retention over Australian financial years* if no emergency were to arise. In the interim period until the fund is established, it is assumed that AusAID and DAFF could agree to draw on unspent funds should an emergency occur, and later replenish the funds.

The PCC Chair would endorse plans for draw-down of the funds. Should no emergency eventuate during the Program, the PCC would determine the best use of the A\$100,000. This matter should be on the Agenda for the PCC Meeting due to be held six months prior to Program conclusion.

5.10.3. Achieving results in the timeframe

Acceleration is required for Program activities to be completed and the budget spent in the two remaining years, given that it was only 50 per cent spent by 30 June 2012 (Table 4 above refers). When considering this question, respondents also raised their desire to achieve tangible (“monumental”) results. While systems strengthening is important, participants have expectations of achieving results in terms of disease control. The two diseases which were raised by a range of stakeholders were brucellosis and rabies.

A lot of work has been done to refine the design and establish priority activities through reviews. **The IPR team endorses the call for achieving tangible / ‘monumental’ results. It is recommended that even greater focus is applied to current and planned activities.** For example, rather than applying capacity building to all zoonotic diseases, **focus activities on brucellosis and rabies detection and control.**

In applying greater focus, the dual objective of the Subsidiary Arrangement should be recognised (i.e. on animal disease control which benefits human health AND on improved profitability of primary production which in turn improves economic growth for rural communities). A more focussed strategy would need to consider whether it is feasible to work in control of both diseases, or whether they should be staged with a focus on one in 2013, followed by the other from 2014 (e.g. brucellosis in both South Sulawesi and West Sulawesi in 2013 followed by rabies in West Sulawesi in 2014).

In the refocus, there is potential to develop joint or coordinated activities between AusAID’s human and animal health EID programs but there needs to be good reason in terms of actual program activities and commitment from MoA, DAFF and WHO if it is decided to synergise some aspect of the programs.

An increased focus also means that **ad hoc requests from MoA or Sulawesi sub-national departments should not be considered unless it is demonstrated that they are essential to meet Program outcomes.**

The current AIP-EID Animal Health Program has only two years left during which the bulk of activities need to be delivered. **The Review team recommends extension by an extra year to December 2015 to make this more achievable.** A delayed start and under-spending to date means that it is expected that an extension in time will not require additional funding. The Subsidiary Arrangement allows for ‘4 + 2’ years. At this stage only one additional year seems justifiable to make up for lost time. **The PCC should monitor financial as well as physical progress.**

5.10.4. Aid delivery in an Australian Whole of Government (WoG) context

The decision to engage DAFF as implementing agent has had practical consequences. The scale, mode of aid delivery and complexity of the operating

environment has posed many challenges, some of which were novel to DAFF (as a department) and/or the members of the DAFF AIP-EID team. Together with the challenges of implementing a program as a government-to-government partnership (for example, absorptive capacity and leadership), this has led to delays in implementation which in turn have contributed to under-expenditure. It has also placed undue stress on the DAFF team and created new situations for the AusAID team, as described below. The DAFF team has fully engaged with AIP-EID but come up against four barriers:

- i) the lack of pre-existing DAFF international aid program systems in place. In contrast, AusAID's usual managing contractors (private sector companies, international organisations and NGOs) all have knowledge of AusAID's requirements with systems developed and honed over decades specifically to meet these needs.
- ii) unwieldy Australian government systems are not designed to do what is has been required (e.g. open bank accounts, open email accounts).
- iii) A third factor, which is unrecognised, is cultural. People working in a risk adverse public sector workplace culture have been asked to exercise judgement in a new and much riskier operational environment. This has led to conservatism in both decision-making and in the spending of Program funds. An example is the decision not to fill the Senior Veterinary Officer position because a new and unrelated position (filled by Valeska) had been created. This decision was reversed recently and the position is now filled by John Weaver.
- iv) DAFF has excellent technical credentials for AIP-EID. However, at a practical level, the technical experts **under-estimated the demands** of program management in both AusAID and Indonesian contexts.

Given these challenges, the DAFF team has managed admirably. Team members have developed excellent working relationships with Indonesian partners, placed a value on working in and with Indonesian systems and consider sustainability of program inputs. They have managed the Australia-Indonesia cross-cultural divide more easily than the government-operational cultural divide. However, the issues described above have contributed to slowness in achieving program milestones, under-expenditure, and unrealistic workloads and pressures on some individuals.

The AusAID Health Unit team members have found themselves in a new and tricky space too. In a WoG context the AusAID team has been forced to adopt new behaviours and processes. The Program Manager acts unconsciously as mentor to support DAFF in implementing the program, given that DAFF has limited experience in some elements of aid program delivery and both agencies want to achieve program outcomes to a high standard. However, AusAID is also the monitor of aid quality and provider of aid funds. So being in a dual position of monitor and mentor has created tensions for the Health Unit.

Several recommendations stem from these observations. ***The Review team suggests that AusAID recognise that there is a process for another Australian government department to learn how to implement aid effectively, and make the process intentional. Aid quality, particularly timeliness, would be enhanced if AusAID were to provide mentoring support to DAFF in a more strategic way. AusAID should separate its mentoring from its monitoring roles to avoid potential for conflict of interest in one unit carrying out this dual role.***

The current AIP-EID sets a precedent for any future bilateral activity in animal health. ***Operational experience gained from managing AIP-EID is essential to DAFF being able to manage ODA directly in future. When planning ODA program management beyond the current AIP-EID, DAFF could consider outsourcing***

operational management to an external service provider. The skills gained in managing the current program are essential to having the capacity to performance manage a service provider.

5.11. Cross cutting issues

5.11.1. Gender equality and women's empowerment

There is no specific target in the AIP-EID Animal Health Program design relating to gender. The IPR team sought information on whether women are well represented as participants, beneficiaries and decision-makers in Program activities. The perception among Gol IPR participants was that women have equal access to education and employment. They did not see gender equality as an issue.

If gender were mainstreamed fully we would expect that about half the IPR participants would be female with good representation at senior levels. In fact, as the data in Table 2 above showed, about one-third of Gol informants in the IPR were female. This was a small sample and not too much can be read into this finding, without doing research into workforce composition in the sector. Although they were fewer in number, female voices were certainly heard. There was no sense that women "held back" and let the men speak.

DAFF are collecting gender disaggregated data so that gender trends will be identified and described in progress reports.

5.11.2. Environmental impact

Respondents advised that there was potential for negative environmental impact in animal health through incorrect handling (both movement and burning) of carcasses of diseased animals, use of chemicals when spraying infected sites and incorrect laboratory procedures. As the AIP-EID is designed to improve veterinary and laboratory procedures there is potential to strengthen environmental practices. However, environmental impact is not central to AIP-EID.

5.11.3. Disability inclusion

There are no provisions in the AIP-EID design or implementation strategies for working with people with disabilities. Of the 61 informants, one had a disability (immobile arm) caused by an accident. When the question of disability was raised, respondents said there would be no barrier to people with disability (PWD) applying for animal health or quarantine positions, as long as they could meet the requirements of the position. There appear to be no policies in the workplace in Indonesia regarding PWD, or if they do exist, no awareness among the 61 people the team met.

6. Summary of recommendations

This IPR Report has integrated recommendations into discussion of findings presented in Section 5 so that recommendations are contextualised and linked to evidence. This section presents a summary of the 43 recommendations for easy reference. Each has a cross-reference to the relevant IPR Objective(s) and notes the lead agency responsible for carrying out the change. They are listed in order of appearance in the text which reflects the objective structure of the Terms of Reference. Priority recommendations are highlighted in yellow. Some of these are single issue and some are grouped:

- Reshaping of the governance model to combine the functions of the PCC and Program Steering Committee;
- Every second PCC meeting to be a 'super PCC' combined with an Annual Reflection and open to a larger stakeholder group including Australian and Indonesian representatives of the five components (1, 2.1, 2.2, 2.3, 3);
- Increased Australian Department of Agriculture, Fisheries and Forestry (DAFF) management team in Jakarta and tighter definition of roles and responsibilities to create greater efficiencies. Functions to remain in Canberra to be program oversight and financial management;
- Greater focus within activities so that where appropriate tangible results can be realised, with a greater focus on rabies and brucellosis;
- Expansion of forms of aid beyond capacity development and technical assistance to include operational and equipment costs only where their non-purchase would create a bottleneck. DAFF to establish systems for both direct procurement and for grants and decide which method to use on a case-by-case basis. AusAID to share with DAFF lessons learned from other Australia Indonesia Partnership programs where grants are administered;
- Allocation of A\$100,000 as a contingency fund for draw-down in the event of an animal disease emergency. The PCC would determine alternative use if no draw-down had occurred six months prior to program conclusion;
- Extension of the Program by twelve months to December 2015 at no additional cost to make up for time 'lost' at the start.

Table 5: Summary of Recommendations

No.	Recommendation	IPR Obj.	Lead	Ref
1	Governance Meetings should be streamlined by disbanding the PSC and retaining only the PCC.	1	PCC	5.2
2	From 2013, DAFF should align six-monthly PCC Meetings with the six-monthly reporting schedule.	1	DAFF	5.2
3	Once a year, there should be a 'super-PCC Meeting' where Australian and Indonesian representatives of the five components (i.e. Components 1, 2.1, 2.2, 2.3, and 3) attend both the PCC Meeting and an Annual Reflection held immediately before the PCC Meeting.	1/ all	PCC	5.2
4	At each PCC Meeting, the date for the next Meeting should be set.	1	PCC	5.2
5	Recognise and resource the DAFF team appropriately to work in multiple GoA (DAFF, DFAT, AusAID) and Gol systems.	1, 2	DAFF	5.3.1
6	The leadership model should be considered by the PCC, deliberate choices made about level of Gol engagement and followed through.	1,3,4 5,6	PCC	5.3.2
7	DAFF review its management team's roles and responsibilities to create greater efficiency, balanced workloads and anticipate growth in work volume.	1	DAFF	5.3.3
8	Emma Watkins should become a member of the DAFF management team in recognition of her management role for sub-national activities including a staff complement of ten and running the Makassar office.	1,3,4 5	DAFF	5.3.3
9	DAFF to hold weekly management team meetings. Component and Sub-component leaders to be integrated into the DAFF team, for example through fortnightly management-cum-technical meetings.	1	DAFF	5.3.5
10	DAFF should hold regular (e.g. fortnightly) meetings with an expanded management /technical group inclusive of Trish Thornhill, John Weaver and John Allen.	1	DAFF	5.3.5
11	The Program leadership team needs to have a good awareness of which stakeholders need to share which information and then ensure that this happens efficiently and regularly.	1	DAFF	5.3.6
12	DAFF should create an email protocol for staff use which avoids use of gmail and is more professional.	1	DAFF	5.3.6
13	A project summary in brochure format with text and pictures should be printed and posted on relevant	1	DAFF	5.3.6

No.	Recommendation	IPR Obj.	Lead	Ref
	websites (e.g. MoA, AusAID Jakarta, DAFF) and updated regularly.			
14	Additional costs of phone communication incurred by key GoI people in coordination roles should be funded by the Program.	1	DAFF	5.3.6
15	Early attention needs to be paid to ensuring that the new method being developed for the DAFF team's records management is effective. It should allow file sharing and be a central repository for all Program documents.	1	DAFF	5.3.7
16	A full-time Technical Program Officer should be appointed to the DAFF team to support Quarantine Technical Advisor, Trish Thornhill, in coordination of the quarantine sub-component.	1	DAFF	5.3.8
17	Program years align with calendar years so the best option is to report against calendar years, which are the Indonesian financial year. For reporting to DAFF internally, the six month-units could be reconfigured against Australian financial years.	2	DAFF	5.4.1
18	The model used to contract Indonesian staff in the DAFF team should be reviewed urgently with the intention of including more practicable provisions for sick leave and annual leave.	1	DAFF	5.4.1
19	Staff contracts should be prepared in English and Indonesian so that staff know the terms and conditions of the contract they are signing.	1	DAFF	5.4.1
20	DAFF should persist with arrangements with greater security and offering greater efficiencies to access and handle cash for ongoing operational expenses.	2	DAFF	5.4.1
21	At least two staff should be authorised to withdraw cash so that if one is not available through illness or travel, cash can still be withdrawn.	2	DAFF	5.4.1
22	Two people should be on hand to withdraw cash so that one can be monitoring security (particularly other people nearby) while the other is handling the transaction. Having a driver waiting outside is not sufficient.	2	DAFF	5.4.1
23	DAFF should engage with other Australian agencies which share an interest in animal and zoonotic disease control. These include ACIAR, AusAID more broadly, DFAT and the Department of Health and Ageing.	3	DAFF	5.5.1
24	Recognise that working in GoI systems adds time and complexity as GoA systems are still in use.	1, 2	DAFF	5.6

No.	Recommendation	IPR Obj.	Lead	Ref
25	Where possible, set standards for project documents and create templates which are acceptable to both Gol and GoA (e.g. Minutes of PCC Meetings, financial reports) rather than have inefficient dual systems.	1, 2	DAFF	5.6
26	Both DGAHLS and DAFF have responsibility to prepare new staff better through a handover and induction when they enter the Program. The DAFF POMT should work with the MoA Coordinator to prepare induction materials in Indonesian for use by incoming staff.	4	MoA / DAFF	5.8.1
27	DAFF and MoA should focus on their own five components and 'getting their house in order' before considering any new activities which would involve the AIP EID Human Health Program.	7	MoA / DAFF	5.9
28	Operational expenditure and grants for small pieces of equipment which support application of training and other capacity development should be funded through the Program.	8	DAFF	5.10.1
29	DAFF should establish financial systems for both direct procurement and a grants scheme and decide the procurement strategy on a case-by-case basis.	8	DAFF	5.10.1
30	DAFF should seek guidance from AusAID and access to both processes and lessons learned from procurement, particularly grants schemes, in other AIP activities.	8	DAFF	5.10.1
31	A contingency fund of A\$100,000 (as is the case in the AIP-EID Human Health Program) should be set aside for use in a potential animal health disease emergency.	8	PCC	5.10.2
32	DAFF would need to set up processes for easy access to the contingency fund in the event of an emergency, as well as provision for its retention over Australian financial years.	8	DAFF	5.10.2
33	The PCC Chair would endorse plans for draw-down of the funds. Should no emergency eventuate during the Program, the PCC would determine the best use of the A\$100,000 six months prior to Program completion.	8	PCC	5.10.2
34	The IPR team endorses the call by respondents for achieving tangible / 'monumental' results. It is recommended that even greater focus is applied to current and planned activities.	8	MoA / DAFF	5.10.3
35	Where practicable, focus activities on brucellosis and rabies detection and control in line with needs in South Sulawesi and West Sulawesi.	8	MoA / DAFF	5.10.3

No.	Recommendation	IPR Obj.	Lead	Ref
36	Ad hoc requests from MoA or Sulawesi sub-national departments should not be considered unless it is demonstrated that they are essential to meet Program outcomes.	8	MoA / DAFF	5.10.3
37	Extension of Program duration by an extra year to December 2015 at no additional cost would make up for time lost in the slow start-up and position the program to achieve planned outcomes.	8	AusAID	5.10.3
38	The PCC should monitor financial as well as progress towards program objectives.	1, 8	PCC	5.10.3
39	Recognise that there is a process for another Australian government department (i.e. other than AusAID) to learn how to implement aid effectively and make the process intentional.	1	AusAID	5.10.4
40	AusAID should provide mentoring support to DAFF in a more strategic way.	1, 2	AusAID	5.10.4
41	Separate AusAID's mentoring from monitoring roles to avoid potential for conflict of interest in one unit carrying out this dual role.	1, 2	AusAID	5.10.4
42	Recognise that operational experience gained from managing AIP-EID is essential to DAFF being able to manage ODA directly in future.	8	DAFF/ AusAID	5.10.4
43	In future ODA program management beyond the current AIP-EID, DAFF to consider outsourcing operational management to an external service provider. The skills gained in managing the current program are essential to having the capacity to performance manage a service provider.	1, 2, 8	DAFF	5.10.4

7. Conclusion

While the fundamentals are right, there is room for improvement in the Program which will enhance results. The Review team believes that implementation of the recommendations will lead to a stronger Program well able to deliver against planned outcomes.

Annex 1: Terms of Reference

INDEPENDENT PROGRESS REVIEW (IPR) FOR AUSTRALIA INDONESIA PARTNERSHIP FOR EMERGING INFECTIOUS DISEASES (AIP-EID) – ANIMAL HEALTH, 2010 – 2014

I. Background

The number of new emerging infectious diseases (EIDs) events with pandemic potential has increased significantly in recent decades and has alerted international attention to the need to combat these diseases both in human populations and at source in animals. The concept of “One World – One Health” has been developed to provide a framework to address EIDs at the animal-human-ecosystem interface where there is potential for epidemics and pandemics that could result in wide-ranging impacts. Due to its close bilateral relationship and geographic proximity, Indonesia has been a particular focus of Australian EID activities since 2004. The previous Australian EID program for Indonesia focused on avian influenza prevention and control and comprised technical assistance and capacity building activities at the national level and program activities in South and West Sulawesi. The program was completed on 30 June 2010 and a review suggested that the program should be continued but with a change in focus toward a broader EID systems strengthening approach.

AusAID responded to the recommendation of the review by designing a new program called Australia Indonesia Partnership for EID (AIP-EID) aiming at building strength in Indonesian animal health systems to combat EIDS. The design was completed in mid-2010 and strongly focuses on systems improvement and emphasises sustainability rather than direct implementation of emergency procedures. The program has a budget of A\$22 million and is designed for four years with the possibility of an extension. The program is managed through a direct Government to Government relationship with the lead implementing organisation being the Australian Department of Agriculture, Fisheries and Forestry (DAFF) and the Indonesian Ministry of Agriculture (MOA) as the GoI key partner.

The partnership is working to:

- Strengthen national planning and management for disease prevention and control including supporting MOA to increase the performance of veterinary services and develop specific disease prevention and control plans for a number of high priority diseases;
- Strengthen operational systems - in data, laboratory and quarantine - including improving the information on disease status and integrating animal health data sources, improving quality diagnostic testing and using risk analysis as the foundation of animal quarantine operations.
- Strengthen decentralised veterinary services including improving effective emergency disease response through routine district structures with coordination at provincial and central level; improving the communication system for detection, reporting, investigation and response; developing a national strategic disease control/response plan that will be adapted to local conditions and implemented in the sub-national context and integrating Avian Influenza (AI) control activities into routine disease control functions. This sub national component will focus on South and West Sulawesi.

II. Context and issues

Following the completion of design process in mid-2010, the agreement between AusAID and DAFF for the implementation of AIP-EID was signed in December 2010. The technical direction, oversight and management support for the program is provided by DAFF head office in Canberra in addition to DAFF management support in Jakarta & Makassar. Project activities are delivered by DAFF technical experts (full time DAFF staff) based in Indonesia and Australia – consultants are engaged by DAFF to deliver some highly specialised component activities. For example CSIRO are delivering the laboratory capacity strengthening activities. There had been a delay in starting the program due to late deployment of DAFF field team that was only fully mobilised in August 2011. The delay in team mobilisation, compounded by the limited active participation of the MoA at the early stages, have caused a delay in the program implementation. The program was only effectively started in September 2011 although the DAFF team was in and out of the country from April 2011 to develop working relationship and develop a work plan with its key partners.

Despite the delays in the first year of implementation, the program has established a good foundation. The program management arrangements emphasise working in partnership as evidenced in joint processes for decision making and program monitoring. The Program Coordinating Committee (PCC) and Steering Committee are now functioning fairly well and working groups for the components are being established. These consultative mechanisms have received positive feedback from MOA.

However, PCC meetings to date have been chaired at the Director rather than Director General Level, a level that is in a better position to work across directorates as needed by the program. The transition from 'emergency response' to 'system strengthening' type of assistance and the partnership approach that requires active involvement from key GoI partners are quite new for MoA. These issues, along with the lack of decision making capacity in the MOA to align the program with its own needs and priorities, have been real challenges for effective program implementation.

The other main challenge is on data management which includes data collection, analysis and utilisation. Currently the program has tried to capture baseline data and other relevant information through minutes and 'event reports'. The monitoring and evaluation framework is in the process of finalization. An initial draft was developed after an assessment in May 2011 and is now being further developed to include an M&E implementation plan. In January 2012 the program engaged an M&E consultant to work on the framework and implementation plan.

As the program is still at quite an early stage, the IPR will not be in a position to assess achievement of program outputs and outcomes but will be asked to assess the implementation arrangements and management of AIP -EID Animal Health and to make recommendations for any necessary changes in the approach to improve program delivery. However, for the pilot provinces of South and West Sulawesi, where the activity is designed to build and expand on achievements of the previous AusAID-funded Participatory Disease Surveillance and Response (PDSR), the IPR will carry out a broader assessment which includes assessment of the support the Program is providing for PDSR transition (from PDSR as an emergency response to highly pathogenic avian influenza) to a more broadly based animal health system supporting local and national animal health priorities.

In addition, the IPR will also assess the synergies and where linkages could be strengthened between AIP EID animal health with AIP EID human health program that is delivered by WHO. While the AIP EID animal health program is in its early stage, the AIP EID human health program has become well established with strong

collaboration with the Ministry of Health (MOH). Although the entry point for both programs is similar that is through 'emergency' support for the avian influenza response, with time, however, the AIP EID human health program has evolved to strengthen the underlying systems that enable general EID disease detection and response. There is a vast opportunity for greater collaboration between AIP EID animal and human health program to strengthen cross-cutting capabilities to support the One World, One Health framework.

The IPR team will work in consultation with AusAID, DAFF, MOA, local stakeholders in piloting projects and other relevant partners including the WHO.

III. Objective

The general purpose of the review is to provide recommendations for better organisational arrangements, funding management and partnership arrangements to ensure the achievement of the program's intended outcomes and for better alignment with EID-human health program. This will be produced through the following set of objectives:

1. To assess whether the current organisational arrangement supports the achievement of the program's intended outcomes.
2. To assess whether the current funding management is able to respond adequately and quickly to changing needs during implementation.
3. To assess whether the current partnership arrangement between DAFF and MoA (including the pilot sub national provinces of South Sulawesi and West Sulawesi) is sufficient and appropriate to support the achievement of the program's intended outcomes.
4. To assess the absorptive capacity of the Indonesia Ministry of Agriculture and the sub-national pilot areas of South Sulawesi and West Sulawesi.
5. To assess whether the planned Program activities are relevant to the Gol's agenda in animal health system strengthening and whether these are aligned to combating emerging infectious diseases at source in animals, and to assess whether Gol is receptive to receiving assistance in areas they identify as animal health priorities through the Program.
6. To assess whether the activities support institutional strengthening to ensure the sustainability of the assistance.
7. To explore possible linkages between the AIP EID animal health programs with the EID-human health program that is delivered by the WHO.
8. To provide recommendations for any modifications to existing activities or approaches, and on opportunities for alignment of the AIP-EID – animal health with the EID-human health program, given that the linkages between the Indonesian Department of Agriculture and Indonesian Health Department are not well developed.

Detailed questions are provided in the section below.

IV. Scope

The Independent Progress Review will generally assess and rate the program's performance against a number of AusAID's criteria of relevance, effectiveness & efficiency, sustainability, monitoring & evaluation and gender equality by giving priority to examining the following key questions:

Objectives 1 and 2: Organisational Arrangements and Funding Management:

- a. To what extent is the implementation of the activity making effective use of time and resources to achieve the outcomes? Are there any issues that hamper its effectiveness and how can they be addressed?
- b. What is the current funding disbursement mechanism? Is the Program funding being disbursed or utilized effectively and efficiently accordance to plan (on the amount and the timing)?
- c. Does the Program allocate appropriate timeframe to implement each activity to contribute to the achievement of output/outcome? Is the time frame of a 4-year program appropriate to achieve the intended outcomes? Does the current M&E framework and plan provide sufficient information to assess the progress and achievement of the program?
- d. Are the current organizational and management arrangements, including communication and authority arrangements, responsive to changing needs? If not, why not?
- e. Has the Program suffered from delays in implementation? If so, why and what was done about it? Does the delay affect the overall implementation and what should be done to overcome that?
- f. Does the Program have sufficient and appropriate staffing resources? How does the delivery of the IAQA subcomponent through a fly in fly out arrangement compare to components delivered through A-based staff (Australian staff who are fully located in Indonesia) arrangements?

Objectives 3 and 4: Partnership Arrangements Including West and South Sulawesi Pilot, and Absorptive Capacity

- a. To what extent does the partnership model/approach contribute to achievement of program objectives/outcomes? Do MoA and sub national pilot areas continue to support the partnership approach?
- b. To what extent do the level and quality of engagement from related MOA counterparts and other stakeholders contribute to achievement of program objectives/outcomes? Are the counterparts appropriately resourced to implement this partnership approach?
- c. Does the previous AusAID-funded PDSR program provide solid basis for the AIP EID animal health? Are there any lessons learned from PDSR program used by the AIP EID program?
- d. What is the likelihood of its sustainability and has the approach taken by AIP EID supported the sustainability?
- e. Does the partnership with the local government work to ensure the sustainability?
- f. What is the relationship between central government/MoA and local government? Does the central government/MoA provide positive/adequate contribution to the pilot provinces? Does and how can the AIP EID program assist a better coordination between central and sub national government?

Objective 5: Alignment with Gol policy agenda especially on animal and human health:

- a. Are program objectives/outcomes still relevant to the MOA counterpart context, needs and priorities?
- b. Is the scope of the program still relevant to the MOA counterpart context, need and priorities?
- c. If not, what changes need to be made to its objectives/outcomes and scope to ensure continued relevance?

Objective 6: Institutional Strengthening and Sustainability:

- a. To what extent has the institutional strengthening delivered by this program worked? What are the challenges and how those challenges can be addressed?
- b. Is the current approach in institutional strengthening sufficient to ensure the sustainability of the technical assistance and program?

Objective 7: Linkages with AusAID EID-human health program:

- g. What is the current alignment between AIP EID animal health and human health program?
- h. Is there any opportunity to strengthen the collaboration between two programs to support One Health agenda? What will be the best mechanism to do that?

Objective 8: Future Direction and Recommendations:

- a. Despite program's focus on institutional strengthening, should the Program still have contingency funding for 'emergency response'?
- b. The program focuses on technical assistance: without discounting sustainability, should the scope be expanded to include limited operational or infrastructure support?
- c. What modifications should be made to activities in order to achieve outcomes?

V. Method

The IPR methodology consists of three basic approaches:

1. Desk Review: background research
2. In-country mission with field visit to: a) South Sulawesi; b) West Sulawesi
3. Consultation with national and local stakeholders including with AusAID, DAFF and other donors/multilaterals

The IPR will be undertaken between September- November 2012 with 2 weeks in-country mission. The exact date and timeline of the review is to be confirmed based on the review plan (including methodology) that will be developed by the Team Leader. The estimated input-days for the team members are as follow:

Activity	Days			
	Team Leader	Animal Health Expert	Gol Rep	AusAID Rep
Background research	5	6		
Draft Review Plan	1			1
Final Review Plan	1	2	2	1
Travel days	2			
Implementation of Plan (in-country mission)	12	12	12	12
Review Meeting with AusAID and DAFF including presentation of initial findings (part of in-country mission)	2	2	2	2
Draft report development	6	4		2
Final report development	3	4		2
Total days	32	30	28	20

VI. Evaluation Team

The Independent Progress Review will have two external members. In addition it will include an AusAID representative and representative from the GOI:

1. Team Leader: M&E and Institutional Strengthening/Governance Expert

The Team Leader will lead the evaluation team. He/she will play a management role within the team, determining roles and responsibilities of the other team members and taking responsibility for the final deliverables which are submitted to AusAID. The Team Leader will coordinate and liaise with the other team members on the allocations of assignments and reporting arrangements.

The Team Leader will:

- Lead a team for the review of the AIP – EID Animal Health Program;
- Coordinate and liaise with the team members on allocation of assignments and reporting arrangements;
- Participate in a teleconference briefing with AusAID and other team members prior to an in-country briefing;
- Read and review all relevant partnership and activity documentation provided by AusAID and DAFF and advise AusAID and DAFF of any additional documents or information required prior to the in-country-visit;
- Develop the draft review plan in consultation with the other team members; and finalise the review plan upon receiving feedback from AusAID;
- Lead the in-country fieldwork and ensure the team fulfils the ToR;

- Lead data analysis of the review;
- Participate in the initial briefing in Jakarta and lead sessions to present preliminary findings in the field and in Jakarta; and
- Provide the draft and final reports with input from other team members and incorporate comments from AusAID and other key stakeholders.

The Team Leader should have the following skills:

- Demonstrated practical experience and skills in evaluation, including the development of a sound evaluation methodology;
- Demonstrated knowledge and skills in institutional strengthening and or governance in the context of development;
- Demonstrated practical experience as team leader on program reviews and preferably some experience on AusAID reviews;
- Demonstrated ability to breakdown and communicate complex concepts simply with a range of stakeholders including in multi-cultural settings;
- A very high standard of report writing and oral communication skills; and
- Strong leadership and facilitation skills.

2. Animal Health Expert (who understands Indonesian context)

The Animal Health expert will support the team leader throughout the review. The Animal Health expert should be able to provide up-to-date technical expertise on animal health, international best practise development responses to animal health and analysis of the effectiveness and relevance of AIP-EID's contribution to the animal health system strengthening in Indonesia. He/she will also provide input into the review as requested by the Team Leader.

The Animal Health expert will:

- Work, coordinate and provide analysis to the Team Leader during the review process;
- Participate in a teleconference briefing with AusAID and other team members prior to an in-country briefing;
- Provide comments to the Team Leader on the review plan;
- Undertake in country field work;
- Provide inputs to the review as requested by the Team Leader;
- Participate at the initial briefing in Jakarta and present preliminary findings at sessions in the field and in Jakarta; and
- Contribute to the preparation of the draft and final report under the Team Leader's coordination.

The Animal Health expert should have the following skills:

- Relevant qualifications and demonstrated experience in technical aspects of animal health System strengthening;
- Demonstrated understanding of policy development, institutional strengthening, capacity development and implementation of animal health

system strengthening programs in Indonesia both at a national and sub-national context;

- Previous experience on reviews; and
- A high standard of report writing and oral communication skills.

3. Team Member: Representative from GoI/ Ministry of Agriculture

The representative from GoI/ Ministry of Agriculture will be actively involved throughout the evaluation activities including field visit and his/ her role will be to:

- Provide insights on the national policies on the animal health system
- Provide insights and context on current animal health situation in Indonesia
- Comment on partnership model

4. Team Member: AusAID Representative (Program Manager and Senior Program Manager)

The role of AusAID representative will be to:

- Liaise and coordinate with the Review Team, DAFF and relevant stakeholders and AusAID management on both technical and administrative aspects of the review
- Participate in parts of the field work in order to manage the review process, ensure the review is of high quality and fulfils the TOR, and to learn more about the program and issues facing implementation.
- Ensuring administrative and logistical support for the review process
- Manage comments from internal and external stakeholders on the draft report.
- Prepare the management response and learning and dissemination plan for the IPR.

VII. Reporting Requirement

The review team will submit to AusAID the following:

- Review plan (including methodology) – to be submitted within 2 weeks after the contracting arrangement completed.
- Draft Independent Progress Report – to be submitted within four weeks of completing the in-country field visit.
- Final Independent Progress Review report – to be submitted within two weeks of receipt of AusAID's comments on the draft report.

Both the draft and final reports should be no more than 30 pages of text excluding appendices. The Executive Summary, with a summary list of recommendations, should be no more than 2-3 pages.

AusAID will seek comments from internal and external stakeholders on the draft report. The draft report will also be reviewed by a member of the AusAID M&E Panel and a health sector specialist. AusAID will provide consolidated comments to the IPR Team within three weeks of receipt of the draft report from the Team Leader. AusAID will also arrange for translation of the final report into Bahasa Indonesia.

VIII. Timeframe and Key Milestones

The timeframe and key milestone for AIP-EID IPR as follow:

No	Stages	Timing
1.	IPR TOR developed with initial consultations with relevant stakeholders	April - May 2012
2.	Contracting the review team	Mid August 2012
3.	Background Research	15 September 2012
3.	Review design and methodology plan approved by AusAID	24 September – 8 October 2012
4.	In-country mission with field visit in South and West Sulawesi and presentations of initial findings to AusAID and key stakeholders	15- 25 October 2012 (2 weeks)
6.	Draft Report submitted to AusAID	Mid November 2012
7.	Final Report submitted to AusAID	November-December 2012
8.	Development of management response (AusAID only)	January 2013
7.	Dissemination of the IPR and AusAID management response	February 2013

IX. References

1. Australia – Indonesia Country strategy 2008-2013
2. AusAID Pandemic and emerging Infectious Diseases Framework 2010-2015
3. GOI strategy.
4. External review report on Pandemic Influenza and EID Prevention and Preparedness Program on Animal Health component (previous phase)
5. AIP-EID Peer Review Minutes – Animal health
6. AIP-EID Scoping Mission Report – Animal health
7. AIP-EID PDD- Animal Health
8. AIP-EID QAE- Animal Health
9. AIP-EID QAI- Animal Health (previous and current)
10. AIP-EID Progress Reports
11. AusAID note on progress implementation
12. AIP-EID PDD –Human Health
13. AIP-EID M&E plan – Animal Health

Annex 2: Program for IPR In-country mission

Date	Time	Activity	Venue	Remarks
Sun, 14 October	14.30	Arrive at Jakarta, hotel check in	Ritz Carlton Hotel Mega Kuningan	Hotel transfer pick up by Hotel
Mon, 15 October				From Hotel to Cyber 2 arranged by consultant themselves
	09.00-10.00	Meeting discussion with AusAID (briefing) John Leigh, Astrid Kartika, Atik Siswoko	Marquee Conference Room Cyber 2 Tower Floor 17 Jl. H.R. Rasuna Said Blok X-5 No. 13 Jakarta 12950	Consultant arrive at Cyber 2 by own arrangement (hotel- Cyber 2 ± 15 -20 minutes travel)
	10.00- 12.00	Meeting discussion with DAFF team Peter Beer, Jonathan Happold, Valeska		
	12.00 – 13.00	Lunch		
	13.00 – 17.00	Continue meeting with DAFF team		
Tue, 16 October	06.45			From Hotel to Cyber 2 arranged by consultant themselves
	07.15- 08.00	Travel to Ministry of Agriculture		Depart from Cyber 2 (8 th floor AusAID office)
	08.00- 09.00	Continue meeting discussion with DAFF team		
	08.00- 09.00	Meeting with Pak Sujarwanto (Head of Indonesia Agricultures Quarantine Agency- IAQA)	E-Building 5 th Floor Jl. Harsono No. 3 Pasar Minggu Jakarta 12550	Pak Sujarwanto & Pak Bambang Erman
	09.00- 12.00	Meeting discussion with Directorate of Animal Health –DAH (working group of components and current & former component coordinator)	MoAC-Building 7 th Floor Jl. Harsono No. 3 Pasar Minggu Jakarta 12550 CP : Julia (DAFF- 08119592612) and Ibu Ajeng (MoA)	Pak Budiantono, Pak Syafrison, Ibu Sri Widjajanti, Ibu Siti Yulianti, Ibu Yurike Elisadewi
	12.00- 13.00	Lunch	at MoA	
	13.00- 14.30	Continue meeting with DAH		Pak Pebi Purwosuseno, Pak Krisnandana

Date	Time	Activity	Venue	Remarks
	14.30-16.00	Meeting with FAO Eric Brum and team Overview other donors program implementation	FAO office at MoA Ministry of Agriculture 9 th Floor Jl. Harsono No. 3 Pasar Minggu Jakarta 12550	Eric Brum & Ibu Elly Sawitri
Wed, 17 October	08.45			From Hotel to Cyber 2 arranged by consultant themselves
	09.00-10.00	Travel to Ministry of Agriculture		Depart from Cyber 2 AusAID office (8 th Floor)
	10.00- 13.00	Meeting discussion with Directorate of Animal Health –DAH (working group of components and current & former component coordinator)	MoA C-Building 7 th Floor Jl. Harsono No. 3 Pasar Minggu Jakarta 12550 CP : Julia (DAFF) 0811 959 2612 and Ibu Ajeng (MoA) 0816 957 537	Ibu Yuni Yupiana, Ibu Yunasri, Pak M.Farid Az
	13.00 -14.00	Lunch		
	14.00-15.00	Observation to working group component 2.1 Information System	MoA C-Building 7 th Floor Jl. Harsono No. 3 Pasar Minggu Jakarta 12550	
	15.00-17.00	Continue meeting.... With DAH	CP : Julia (DAFF) 0811 959 2612 and Ibu Ajeng (MoA) 0816 957 537	Pak M. Syibli, Pak Sigit N, Pak Dhony K.N, Pak Bagoes P.
Thurs, 18 October				From Hotel to Cyber 2 arranged by consultant themselves
	09.00- 13.00	Meeting with DAFF team (Telecon with Cbr) 09.00-10.00 Trish Thornhill - 61 262 725 132 10.00-11.00 Peta Davis – 61 262 723 606 11.00-13.00 Kate Averill (M+E)	Cyber 2 Tower Floor 8 Jl. H.R. Rasuna Said Blok X-5 No. 13 Jakarta 12950 Meeting room 3 CBY	
	13.00-14.00	Lunch		
	14.30- 16.00	Travel to Airport		
	17.15- 20.35	Flight to Makasar	GA	
	21.30	Arrive at Hotel – check in	Aryaduta Imperial Hotel Jl. Somba Opu no. 297 Makasar	Pick up by hotel

Date	Time	Activity	Venue	Remarks
Friday, 19 October	07.00-08.00	Breakfast meeting with Emma (DAFF Sulawesi)	Aryaduta Imperial Hotel Jl. Somba Opu no. 297 Makasar	
	08.30-11.30	Workshop meeting with South Sulawesi - Dinas Livestock South Sulawesi - Officer in charge in AIPEID program (working group)	Aryaduta Imperial Hotel Jl. Somba Opu no. 297 Makasar Telp.	Pak Zainal, Pak Effendi, Pak Gufron, Ibu Lina, Ibu Nugrah, Ibu Ratna, Pak Maaruf, Pak Supardi, Pak Taufik
	11.30 – 13.00	Lunch		Friday prayer from 11.30
	13.00-14.00	Interview with drh. Agung (DAFF Makasar)	Santika Hotel Makasar	
	14.00-14.30	Observation to module development under component 3		
	14.30-15.30	Travel to DIC Maros	Maros	
	15.30-16.30	Site visit to Laboratorium (DIC Maros)		
Sat, 20 Oct	am	Continue meeting with DAFF Sulawesi		Emma, Adri, Sueb, Justanti, Anis, Vony, Marleen
	pm	Data analysis		
Sun, 21 Oct	am	Continue insert to grid		Driver; hotel
	13.00	Flight to Mamuju		Pick up by hotel
	15.00	Arrive at Hotel	Hotel D' Maleo	
	16.00-18.00	Meeting with AusAID	Jl. Yos Sudarso No. 51 Mamuju, Sulawesi Barat Telp. (0426) 2326333, Fax. (0426) 2326222, Website: www.dmaleohotelmamuju.com	Adrian, Atik

Date	Time	Activity	Venue	Remarks
Mon, 22 Oct	09.00-13.00	Workshop meeting with West Sulawesi - Dinas Livestock West Sulawesi - Officer in charge in AIPEID program (working group) - PDSR West Sulawesi & AIP EID West Sulawesi	Hotel D' Maleo Mamuju Jl. Yos Sudarso No. 51 Mamuju, Sulawesi Barat Telp. (0426) 2326333, Fax. (0426) 2326222, Website: www.dmaleohotelmamuju.com	Pak Agus, Pak A. Muis, Pak Denmalele, Ibu Ni Putu, Ibu Fitriana, Pak Alfianus, Pak Rivai, Ibu Sosana, Ibu Isnaniah
	13.00-14.00	Lunch		
	14.00- 16.00	Continue insert to grid		
	19.00	Attend opening for Planning & Budgetting workshop		
Tue, 23 October	08.00-10.00	Continue insert to grid		
	10.00-12.00	Observation on Budget and Planning Workshop	Hotel D' Maleo Mamuju Jl. Yos Sudarso No. 51 Mamuju, Sulawesi Barat Telp. (0426) 2326333, Fax. (0426) 2326222, Website: www.dmaleohotelmamuju.com	
	12.00-14.00	Lunch & travel to airport		
	14.40-15.35	Flight to Makasar	Lion air	
	17.35-18.50	Flight from Makasar to Jakarta		
	20.30	Arrive at hotel Jakarta		
Wed, 24 October				Hotel to Cyber 2 arranged by consultants them selves
	08.00-10.00	Meeting with DAH	MoA C-Building 7 th Floor Jl. Harsono No. 3 Pasar Minggu Jakarta 12550 CP : Julia (DAFF) 0811 959 2612 and Ibu Ajeng (MoA) 0816 957 537	Ibu Ajeng
	10.00-12.00	Meeting with DAFF staff Jakarta		Riri, Rani, Joko, Valeska
	12.00-13.00	Lunch		
	13.00-14.30	Meeting with DAFF team		
	14.30-15.30	Travel to WHO		

Date	Time	Activity	Venue	Remarks
	15.30-16.00	Meeting with WHO team	Bina Mulia (WHO Office)	Graham Tallis
Thurs, 25 October				Hotel to Cyber 2 arranged by consultants them selves
	09.00-12.00	IPR team meeting to discuss key finding and Aide Memoir preparation- Data analysis	Cyber 2 Tower Floor 8 Jl. H.R. Rasuna Said Blok X-5 No. 13 Jakarta 12950 Meeting room 1 CBY	
	12.00-13.00	Lunch		
	13.00-15.00	Continue meeting or continue for preparation		
	15.00-17.30	Meeting with AusAID and DAFF to discuss keys finding and Aide Memoir preparation		
Fri, 26 October		EIDUL ADHA BREAK		
Sat, 27 October		Writing day	Hotel	
Sun, 28 October		Writing Day	Hotel	
Mon, 29 October				Hotel to Cyber 2 arranged by consultants them selves
	09.00-11.00	Aide Memoir Presentation to AusAID and DAFF	Cyber 2 Tower Floor 8 Jl. H.R. Rasuna Said Blok X-5 No. 13 Jakarta 12950 Meeting room 1 CBY	
	11.00-12.00	Preparation for MoA Aide Memoir (base on discussion with AusAID and DAFF)		
	12.00-13.00	Lunch		
	13.00-14.00	Travel to MoA		Driver : Pick up AusAID at Cyber 2 at 12.00
	14.00-16.00	Aide Memoir Presentation to MoA	MoA Office C-Building 7 th Floor Jl. Harsono No. 3 Pasar Minggu Jakarta 12550	

Annex 3: Documents reviewed

Australia Indonesia Partnership Country Strategy 2008–13, 2008, AusAID.

Pandemics and Emerging Infectious Diseases Framework 2010–2015, Oct-10, AusAID.

Strategic Plan, Directorate of Animal Health 2011-2014, 2011, Directorate General of Livestock & Animal Health, Ministry of Agriculture, Gol.

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Pandemic Influenza and Emerging Infectious Diseases (EID) Prevention and Preparedness Program in Indonesia - External Review of the Animal Health Component , 9/10/2008, Dr David Kennedy, Dr Yudha Fahrimal, Dr Peter Beers & Mr Bernard Broughton.

Peer review minutes and information addressing peer review comments, 17/05/2010, AusAID.

AIP-EID Program Indonesia Animal Health Component - Scoping Mission Report, Aug-09, Dr Tony Forman, Dr Lynleigh Evans & Ms Yoshiko Siswoko.

AIP-EID Animal Health Program 2010-2014 – PDD, Jul-10, Dr Lynleigh Evans, Dr Sridadi, Dr Tony Forman, Dr Peter Beers, Ms Yoshiko Siswoko & Fiona MacIver.

Quality at Implementation Report for Pandemic Influenza and Emerging infectious Diseases (EID) Prevention and Preparedness, Jan-12, AusAID.

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Report on Quality at Entry and Next Steps to Complete Design for Australia Indonesia Partnership for Emerging Infectious Diseases Animal Health Program 2010-2015, Feb-10, AusAID.

Australia Indonesia Partnership for Emerging Infectious Diseases Animal Health Program 2010–2014 (AIP-EID) - Progress Report for AusAID 1 July 2011 – 31 December 2011, 2012, DAFF.

AIP-EID Animal Health Program 2010-2014 (AIP-EID) Progress Report for AusAID 17 December 2010 - 30 June 2011, 2011, DAFF.

Response to Program Management Performance, 2012, AusAID.

AIP-EID Human Health Program 2010-2014 – PDD, Jan-11, Dr Lynleigh Evans, Gina Samaan, Dr Vernon Lee & Fiona MacIver.

AIP-EID Monitoring and Evaluation Implementation Plan, Jun-12, Evaluation Consult: Kate Averill, Peter Jackson, Dr Kara-Scally Irvine, Lloyd Jowsey supported by DAFF and Gol.

Pandemic Influenza and Emerging Infectious Diseases Prevention and Preparedness Program in Indonesia - External Review of the AusAID Human Health Projects, Nov-08, Associate Professor Lance Jennings and Dr Rossi Sanusi.

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AIP-EID Progress Report July 2012, Jul-12, Kate Averill, Peter Jackson & Dr Kara Scally Irvine.

AIP-EID Human Health Program 2010-2014 - Initiatives Table, AusAID Transparency Charter.

Proposed Activities to supplement AIP-EID Human Health Program 2010-2014, AusAID.

Evaluation Capacity Building Program Monitoring and Evaluation Standards, 2012, AusAID IET and Pacific Branches.

An Effective Aid Program for Australia: Making a difference – Delivering real results, 2011, AusAID. Available at:
<http://ausaid.gov.au/Publications/Documents/AidReview-Response/effective-aid-program-for-australia.pdf>

One World, One Health: Summary of the FAO/OIE/WHO Document, 2009, OIE Forum. Available at: <http://www.oie.int/doc/ged/D6296.PDF>

AES Guidelines for the Ethical Conduct of Evaluations, 1997, Australasian Evaluation Society (AES). Available at:
<http://www.aes.asn.au/images/stories/files/About/Documents%20-%20ongoing/AES%20Guidlines10.pdf>

AES Code of Ethics, 2000, AES. Available at:
http://www.aes.asn.au/images/stories/files/About/Documents%20-%20ongoing/code_of_ethics.pdf

AIP-EID Animal Health Program 2010-2014 M&E Framework, Component 1: National Planning and Management, September 2012 (Draft), Oct 2012, Kate Averill & Peter Jackson for DAFF.

AIP-EID Animal Health Program 2010-2014 M&E Framework, Component 2.1: Operational Systems-Information, September 2012 (Draft), Oct 2012, Kate Averill & Peter Jackson for DAFF.

AIP-EID Animal Health Program 2010-2014 M&E Framework, Component 2.2: Operational Systems- Laboratories, September 2012 (Draft), Oct 2012, Kate Averill & Peter Jackson for DAFF.

AIP-EID Animal Health Program 2010-2014 M&E Framework, Component 2.3: Operational Systems-Quarantine, September 2012 (Draft), Oct 2012, Kate Averill & Peter Jackson for DAFF.

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Communications Strategy for Australia Indonesia Partnership For Emerging Infectious Diseases – Animal Health (AIP-EID) 2010-2014, Draft Report based on the Stakeholders' Perception Survey Conducted in Jakarta, Makassar and Mamuju, Sep 2012, GolinHarris Indonesia.

AIP-EID Technical Progress Report (for Gol), Jan-Dec 2011, DAFF.

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Six monthly Progress Report January to June 2012- Appendix of further information requested by AusAID, Sep 2012, DAFF.

Australia Indonesia Partnership for Emerging Infectious Diseases Animal Health Program 2010-2014 – First Quarter Financial Report, Jan-Mar 2011, DAFF.

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AIP-EID Animal Health Program 2010-2014: Minutes of the First PCC Meeting, 22 Mar 2011, MoA.

AIP-EID Animal Health Program 2010-2014: Minutes of the Second PCC Meeting, 16 Nov 2011, MoA.

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Preliminary Review of the InfoLab-Plus Project: Report from the Indonesia-based Technical Working Group, Jan 2012, AIP-EID Program Component 2.1.

Event Report: Component 3 – Strengthen Advocacy and Budgeting for Animal Health Services: Animal Health Budget and Planning Workshops, 30 Mar 2012, AIP-EID Program Component 3.1.2.

Workshop Report: The OIE PVS Pathway and Gap Analysis of Indonesia's Veterinary Services, Bogor 19, Jun 2012, AIP-EID Program.

Annex 4: People met

No.	Name	Institution - Position	F/M
15 October 2012			
1	John Leigh	AusAID - Health Counsellor	M
2	Dr Astrid Kartika	AusAID - Senior Program Manager	F
3	Yoshiko Siswoko	AusAID - Program Manager	F
4	Dr Peter Beers	DAFF - Program Director	M
5	Dr Jonathan Happold	DAFF - Principal Veterinary Adviser	M
6	Dr Valeska	DAFF - Program Operations Manager Technical	F
16 October 2012			
7	Drh. Sujarwanto MM	Head of IAQA	M
8	Drh. Bambang Erman	Head of Animal Biosafety Division – IAQA	M
9	Drh. Budiantono	DAH - Former Coordinator component 2	M
10	Drh. Syafrison MSc	DAH - Head of Section Animal Disease Surveillance	M
11	Drh Sri Widjajanti MSc	DAH - Former Coordinator component 2	F
12	Drh. Siti Yulianti	DAH - Staff Sub Directorate Surveillance	F
13	Drh Yurike Elisadewi	DAH - Head Section Emergency Preparedness	F
14	Pebi Purwosuseno	DAH - Staff Sub Directorate Animal Disease Prevention and Mitigation	M
15	Eric Brum	FAO	M
16	Elly Sawitri	FAO	F
17	Krisnandana	DAH - Head of Sub directorate Animal Health Institution and Resources	M
17 October 2012			
18	Yuni Yupiana	DAH - Head Section Disease control	F
19	Yunasri	DAH - Head Section Diseases prevention	F
20	M. Farid AZ	DAH - PMU	M
21	M. Sybli	DAH-Head Sub Directorate Surveillance	M
22	Sigit Nurtanto	DAH - Head Section Epidemiology and Economic Veterinary	M
23	Dhony K.N	DAH - Staff Sub Directorate Surveillance	M
24	Bagoes Poermadjaja	Head of Disease Investigation Centre (DIC) Maros	M
18 October 2012			
25	Trish Thornhill	DAFF - Quarantine Technical Adviser	F
26	Peta Davis	DAFF - Business Manager	F
27	Kate Averill	Evaluation Consult - AIP EID Animal Health M+E consultant	F

	19 October 2012		
28	M. Taufik	South Sulawesi Provincial Livestock Services & Animal Health office – Head of section animal health	M
29	Ratnawati	Sinjai District Livestock Services office - Head of Centre of Animal Health Service	F
30	Zaenal Abidin	Sidrap District Livestock Services office – Head of unit animal health	M
31	Ma'ruf	Barru District Livestock Services office - Secretary of animal health office	M
32	Moh. Jusron	South Sulawesi Provincial Livestock Services & Animal Health office - Head of unit UPTD	M
33	M. Kafil	South Sulawesi Provincial Livestock Services & Animal Health office - Secretary	M
34	Effendi	DIC Maros - Staff	M
35	Supardi	Gowa District Livestock Services office - Head of unit animal health	M
36	Nugrah Diwana	South Sulawesi Provincial Livestock Services & Animal Health office – Staff	F
37	Nurlina Saking	South Sulawesi Provincial Livestock Services & Animal Health office - Head of unit animal health	F
38	Agung Wahyuda	DAFF LES staff - training & module	M
39	Drh. Faizah	DIC Maros	
40	Drh. Dini Wahyu Yudianingtyas	DIC Maros	
	20 October 2012		
41	Dr Emma Watkins	DAFF - Senior Veterinary Adviser Sub National	F
42	Suaib Tayang	DAFF LES staff - Senior Program Officer	M
43	Justanti Salilo	DAFF LES staff - Training Specialist	F
44	Adrianus Tanjung	DAFF LES staff - Budgeting specialist	M
45	Vony Bittikaka	DAFF LES staff - Program Support Officer	F
44	Christine Melwanis	DAFF LES staff - Program Support Officer	F
46	Marlyn Poli	DAFF LES staff - Program Support Officer	F
	21 October 2012		
47	Adrian Gilbert	AusAID – Health Unit Manager	
	22 October 2012		
48	Agus Rauf	West Sulawesi Provincial Livestock Services & Animal Health office – Head of section animal health	M
49	Abdul Muis	West Sulawesi Provincial Budgeting & Planning agency - Head of section economy	M
50	Demmalele	Mamasa District Livestock Services office – Head of section animal health	M
51	Ni Putu Novi A	West Sulawesi Provincial Livestock Services & Animal Health office – Staff of UPTD	F
52	Fitriana	West Sulawesi Provincial Livestock Services & Animal Health office – Staff of animal health	F
53	Alfianus	DIC Maros- Head of unit technical services	M

54	M.Rivai	Majene District Livestock Services office- Head of Centre of Animal Health Service	M
55	Sosana Mutiara	West Sulawesi Provincial Livestock Services & Animal Health office – head of unit Animal health	F
56	Isnaniah Bagenda	Polman District Livestock Services office- Head of Centre of Animal Health Service	F
57	Rinandar Sahara	West Sulawesi Provincial Livestock Services & Animal Health office – Staff	M
24 October 2012			
58	Ibu Rahajeng	DAH.-.AIP EID Liaison Officer	F
59	Riri Silalahi	DAFF.- Program Support Officer	F
60	Rani Elsanti	DAFF.- Translator	F
61	Joko Daryono	DAFF.- Technical program Officer	M

29 October 2012 - am Aide Memoire presentation			
1	John Leigh	AusAID - Health Counsellor	M
2	Adrian Gilbert	AusAID - Unit Manager HIV & EID	M
3	Astrid Kartika	AusAID - Senior Program Manager HIV & EID	F
4	Yoshiko Siswoko	AusAID - Program Manager EID	F
5	Peter Beers	DAFF - Program Director	M
6	Jonathan Hannold	DAFF - Principal Veterinary Adviser	M
7	Valeska	DAFF - Program Operations Manager Technical	F
8	Scott Roantree	AusAID - Director Program Effectiveness & Performance	M
9	Janet Donnelly	AusAID - Unit Manager- Design Unit	F
10	Lukas Adhyakso	AusAID Unit Manager - Performance & Quality Unit	M
11	Dwiagus Stepanoro	AusAID Monitoring & Evaluation Facilitator	M
29 October 2012 - pm Aide Memoire presentation			
1	Nurlina Saking	South Sulawesi Provincial Livestock Services & Animal Health office- Head of unit animal health	F
2	M. Taufik	South Sulawesi Provincial Livestock Services & Animal Health office – Head of section animal health	M
3	Ni Putu Novi A	West Sulawesi Provincial Livestock Services & Animal Health office – Staff of UPTD	F
4	Isnaniah Bagenda	Polman District Livestock Services office- Head of Centre of Animal Health Service	F
5	Drh. Budiantono	DAH - Former Coordinator component 2	M
6	Drh Sri Widjajanti MSc	DAH - Former Coordinator component 2	F
7	Mardiatmi	DAH - Head of Sub Directorate Animal Diseases Prevention & Mitigation	F
8	Krisnandana	DAH -Head of Sub directorate Animal Health Institution and Resources	M
9	Sri Rahajeng	DAH - AIP EID Liaison Officer	F
10	Riri Silalahi	DAFF - Program Support Officer	F

11	Julia Sembiring	DAFF - Program Support Officer	F
12	Peter Beers	DAFF - Program Director	M
13	Jonathan Happold	DAFF - Principal Veterinary Adviser	M
14	Valeska	DAFF - Program Operations Manager Technical	F
15	Patricia Thornhill	DAFF -Quarantine Technical Adviser	F
16	Rani Elsanti	DAFF - Tranlator	F
17	Yuni Yupiana	DAH - Head Section Disease control	F
18	Sigit Nurtanto	DAH -Head Section Epidemiology and Economic Veterinary	M
19	Drh. Syafrison MSc	DAH - Head of Section Animal Disease Surveillance	M
20	Bagoes Poermadjaja	Head of DIC Maros	M
21	Drh. Siti Yulianti	DAH - Staff Sub Directorate Surveillance	F
22	Drh Yurike Elisadewi	DAH - Head Section Emergency Preparedness	F
23	M. Sybli	DAH - Head Sub Directorate Surveillance	M

Annex 5: Interview Form

KEMITRAAN AUSTRALIA INDONESIA UNTUK PROGRAM PENYAKIT MENULAR YANG BARU MUNCUL – KESEHATAN HEWAN (AIP-EID) 2010 – 2014

(AUSTRALIA INDONESIA PARTNERSHIP FOR EMERGING INFECTIOUS DISEASES (AIP-EID)
ANIMAL HEALTH PROGRAM 2010-2014)

TINJAUAN INDEPENDEN TERHADAP KEMAJUAN PROGRAM, OKTOBER 2012

INDEPENDENT PROGRESS REVIEW, OCTOBER 2012

JADWAL WAWANCARA INTERVIEW SCHEDULE

Nama Anggota Tim <i>Name of Team Member</i>	
Tanggal <i>Date</i>	
Organisasi <i>Organisation</i>	
Jumlah Orang yang Diwawancara <i>Number of People being Interviewed</i>	
Nama & Posisi Orang yang Diwawancara <i>Names & Positions of People being Interviewed</i>	

Jadwal wawancara ini harus dikelola oleh anggota Tim IPR saat bertemu dengan pemangku kepentingan AIP-EID ketika tahap pengumpulan data selama Tinjauan Independen terhadap Kemajuan Program berlangsung (Independent Progress Review – IPR).

This interview schedule is to be administered by members of the IPR Team when meeting with AIP-EID stakeholders during the data collection stage of the Independent Progress Review (IPR).

Pertanyaan di dalam wawancara ini telah dirancang untuk mendapatkan informasi yang diperlukan untuk menanggapi pertanyaan evaluasi yang terdaftar di dalam TOR IPR. Beberapa pertanyaan merupakan pilihan ganda dan beberapa pertanyaan lain diberikan dalam bentuk pertanyaan terbuka.

The questions have been designed to elicit information required to respond to the evaluation questions listed in the IPR Terms of Reference. Some questions are multiple choice and others are open-ended.

Pewawancara akan dipandu oleh kuesioner ini, tetapi tidak terbatas hanya pada kuesioner ini. Untuk kepentingan penyusunan informasi, ada baiknya memberikan pertanyaan yang sama ke beberapa pemangku kepentingan yang berbeda. Selain itu, penting untuk terus digali tanggapan terhadap pertanyaan tersebut, sehingga

pengumpulan data bersifat kaya dan beragam, juga dapat mencerminkan keragaman para pemangku kepentingan (orang – orang yang terlibat di dalam Program).

Interviewers will be guided but not restricted by this questionnaire. In order to compile information there are advantages in asking the same questions to a range of stakeholders. In addition, it will be important to follow through and probe responses to questions so that data collected is rich and diverse, reflecting the diversity of stakeholders (people involved in the Program).

Kategori yang digunakan di dalam Pertanyaan Pilihan Ganda

Categories used in Multiple Choice Questions

- 1. SD** Sangat Tidak Setuju (*Strongly Disagree*)
- 2. D** Tidak Setuju (*Disagree*)
- 3. A** Setuju (*Agree*)
- 4. SA** Sangat Setuju (*Strongly Agree*)

PERTANYAAN

1. Berdasarkan perspektif Anda, mohon jelaskan secara singkat apa yang perlu dicapai oleh Program Kesehatan Hewan AIP-EID

Briefly describe what the AIP-EID Animal Health Program is designed to achieve, from your perspective.

2. Apa peran Anda di dalam Program Kesehatan Hewan AIP-EID?

What is your role/are your roles in the AIP-EID Animal Health Program?

3. Kegiatan API-EID apa saja yang telah Anda ikuti hingga saat ini?

What AIP-EID activities have you participated in to date?

Untuk lima pertanyaan berikutnya, kita mencari sebuah tanggapan yang berada pada rentang 4 tingkat skala, dimana 1 adalah Sangat Tidak Setuju (*Strongly Disagree*), 2 adalah Tidak Setuju (*Disagree*), 3 adalah Setuju (*Agree*), dan 4 adalah Sepenuhnya Setuju (*Fully Agree*). Kami meminta Anda untuk jujur dan terbuka dalam memberikan jawaban Anda. Nanti akan ada kesempatan untuk membahas topik yang diangkat oleh pertanyaan – pertanyaan berikut.

For the next five questions we are seeking a response on a 4-level scale where 1 is Strongly Disagree, 2 is Disagree, 3 is Agree and 4 is Fully Agree. We ask you to be frank and open in responding. There will be opportunity later to discuss topics raised by these questions

No.	Pertanyaan	1 SD	2 D	3 A	4 SA
4	Arahan, manajemen dan administrasi di dalam Program ini efektif. <i>Direction, management and administration in this Program are effective.</i>				
5	Manajemen keuangan efisien <i>Financial management is efficient</i>				
6	Ada hubungan yang baik antara apa yang saya / kami lakukan di area kesehatan hewan dengan apa yang dilakukan orang lain di area kesehatan manusia. <i>There are good links between what I/we do in animal health and what others do in human health.</i>				
7	Hubungan kerja antara DAFF dan Kementan kuat. <i>The relationship between DAFF and MoA is strong</i>				
8	Hubungan kerja antara orang – orang yang bekerja di dalam program ini di Kementan Jakarta dengan orang – orang yang bekerja di Sulsel dan Sulbar efektif. <i>The relationship between people working on this program in MoA Jakarta and people in S / W Sulawesi is effective.</i>				

- 9. a) Menurut pendapat Anda, apa hal – hal yang berjalan dengan baik di dalam pengaturan organisasional untuk Program ini? (Catatan: pengaturan organisasional meliputi: arahan / kepemimpinan melalui Steering Committee dan Program Coordinating Committee (PCC); manajemen; dan administrasi)** *a) In your opinion, what has worked well in the organisational arrangements for this Program? (NB organisational arrangements include: direction/ leadership through the Steering Committee and Program Coordinating Committee(PCC); management; and administration)*

b) Menurut pendapat Anda, apa yang dapat ditingkatkan di dalam pengaturan organisasional untuk Program ini? Bagaimana Anda akan melakukan perubahan? *b) In your opinion, what could be improved in the organisational arrangements for this Program? How would you change things?*

c) Bila belum dibahas, kami ingin mendengar tanggapan Anda mengenai: *If not raised already, we seek your comments about:*

- Kepemimpinan - Leadership

- Komunikasi – Communication

- bagaimana Anda mengelola data yang dihasilkan oleh kegiatan Program AIP EID - how you manage data produced by the Program activities

- untuk komponen Karantina yang diberikan melalui Direktorat Jenderal Peternakan dan Badan Karantina (IAQA), apakah Anda memiliki akses yang baik / cukup kepada pihak Australia yang terlibat di dalam kegiatan tersebut? Menurut pendapat Anda, seberapa bagus model 'fly-in, fly-out' (Adviser Australia tidak tinggal di Indonesia) dalam penerapannya? *for the Quarantine component delivered through the Directorate General of Livestock Services and the Indonesian Agricultural Quarantine Agency (IAQA), do you have good access to the Australians involved in the Program? In your opinion how well does the 'fly-in, fly-out' model work?*

- 10. a) Menurut pendapat Anda, hal apa sajakah di dalam manajemen keuangan yang telah berjalan dengan baik untuk Program ini?** *a) In your opinion, what has worked well in the financial management for this Program?*

- b) Menurut pendapat Anda, hal apa sajakah yang dapat ditingkatkan di dalam manajemen keuangan untuk Program ini? Bagaimana Anda akan melakukan perubahan?** *b) In your opinion, what could be improved in the financial management for this Program? How would you change things?*

- 11. Kami ingin dan tertarik untuk mendengar tanggapan Anda mengenai hubungan kerja yang sudah ada, atau potensi hubungan antara program kesehatan hewan ini dengan kegiatan – kegiatan program AIP EID Kesehatan Manusia yang di danai oleh AusAID .** *We would be glad of any comments you would like to make on current or potential links between this animal health program and activities in AusAID's EID Human Health program*

- 12. Bagaimana pendapat Anda mengenai hubungan kerja antara DAFF dan Kementan (atau dengan direktorat tertentu)? Apakah Anda melihat hubungan mereka sebagai sebuah kemitraan? (Pelengkap: Apakah ada perubahan yang dapat memperkuat / memberikan manfaat untuk hubungan mereka)** *How do you view the relationship between DAFF and MoA (or the specific Directorate)? Would you call the relationship a partnership? (Supplementary: Are there any changes which would benefit/strengthen the relationship)*

- 13. Bagaimana pendapat Anda mengenai hubungan antara Kementan (atau Direktoratny) di Jakarta dengan institusi sub-nasional di Sulawesi Selatan dan Sulawesi Barat? (Suplementer: Apakah ada perubahan yang dapat memberikan manfaat / memperkuat hubungan ini?)** *How do you view the relationship between MoA (or specific Directorate) Jakarta and sub-national bodies in South Sulawesi and West Sulawesi? (Supplementary: Are there any changes which would benefit/strengthen the relationship?)*

- 14. Seberapa baiknya komponen program AIP-EID membantu prioritas rencana stratejik Direktorat / Institusi Anda? Bagaimana / apa yang Anda lakukan di dalam Program ini berhubungan dengan peran Anda yang lain?** *How well do the components of the AIP-EID Program fit the priorities of your Directorate/Agency's strategy plan? How does what you do in the Program relate to your other roles?*

15. **Apakah Anda melihat bukti dari usaha penguatan institusi sebagai hasil dari program Kesehatan Hewan AIP-EID? Apakah Anda berharap untuk melihat perubahan institusional di masa depan?** *Have you seen evidence of institutional strengthening resulting from the EID-AIP Animal Health program? Do you expect to see institutional changes in future?*

16. **a) Bagaimana perempuan diintegrasikan di dalam implementasi kegiatan AIP-EID?** *a) How are women integrated into the implementation of AIP-EID?*

- b) Bagaimana perempuan mendapatkan manfaat dari komponen AIP-EID yang Anda kerjakan?** *b) How do women benefit from the AIP-EID component you work on?*

17. **Apakah ada penyandang cacat yang dipekerjakan di dalam program ini? Apakah para penyandang cacat mendapatkan manfaat dari program ini dengan cara yang berbeda daripada populasi umum?** *Are any people with disability employed on the program? Do people with disability benefit from the program any differently than the general population?*

18. **Apa dampak lingkungan yang Anda lihat terjadi atau mungkin akan terjadi sebagai akibat dari implementasi program ini?** *What environmental impacts do you see occurring or likely to occur due to implementation of this program?*

19. **Program ini telah berjalan selama satu tahun penuh, oleh karena itu ini merupakan saat yang baik untuk merefleksikan bagaimana program ini diimplementasikan beserta bentuk bantuan yang diberikan.** *The Program has been functioning fully for one year so it is a good time to reflect on the way it is being implemented and the forms of assistance*

- **Apakah ada bentuk bantuan lain dari yang sekarang yang akan membantu mencapai tujuan Program dan hasil yang direncanakan?** *Are there additional forms of aid (addition to current forms of aid) which would help meet the Program's objectives and achieve the planned results?*

- **Sebagai contoh, apakah menurut Anda program perlu memiliki dana cadangan untuk berjaga – jaga bila perlu memberikan tanggapan darurat kesehatan hewan seperti wabah penyakit?** *For example, do you think there is need for contingency funds in case there is need to respond to an animal health emergency such as a disease outbreak?*

- **Apakah Anda memiliki tanggapan lain mengenai potensi untuk mencapai hasil yang telah direncanakan di dalam kerangka waktu saat ini (program berakhir Desember 2014) ?** *Do you have any other comments about potential for achieving planned results in the current timeframe (end of program in Dec'14)?*

20. **Apakah Anda sudah memikirkan mengenai apa yang akan terjadi setelah Program ini selesai di tahun 2014?** *Have you thought about what will happen after the Program finishes in 2014?*

Apa yang terjadi sekarang (atau direncanakan untuk terjadi) yang akan membantu menyinambungkan momentum dan manfaat dari Program? *What is happening now (or planned to happen) which will help sustain the momentum and benefits of the Program?*

21. **Apakah ada hal – hal lain yang ingin Anda bahas?** *Are there any other points you wish to discuss?*

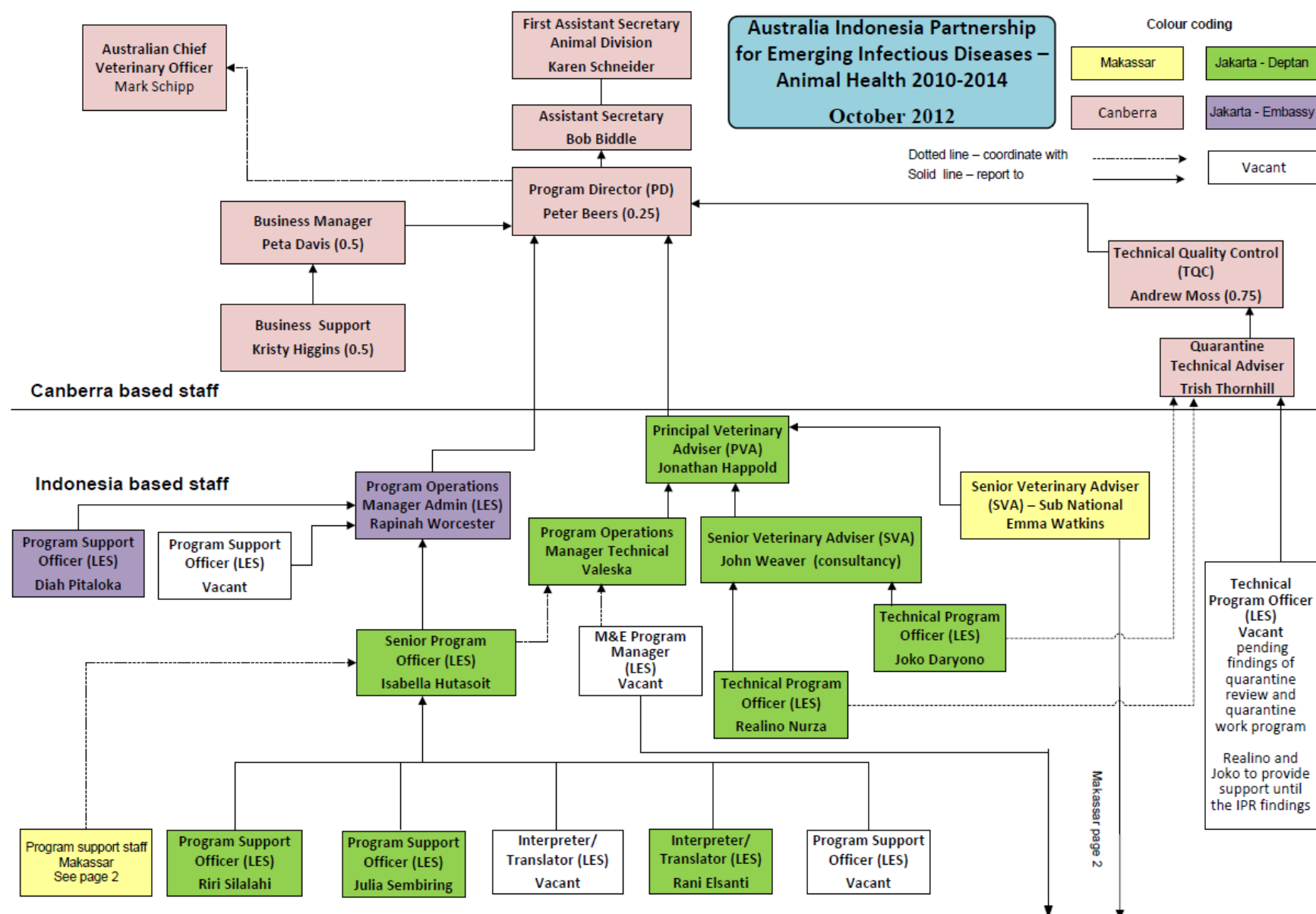
Annex 6: Workshop program

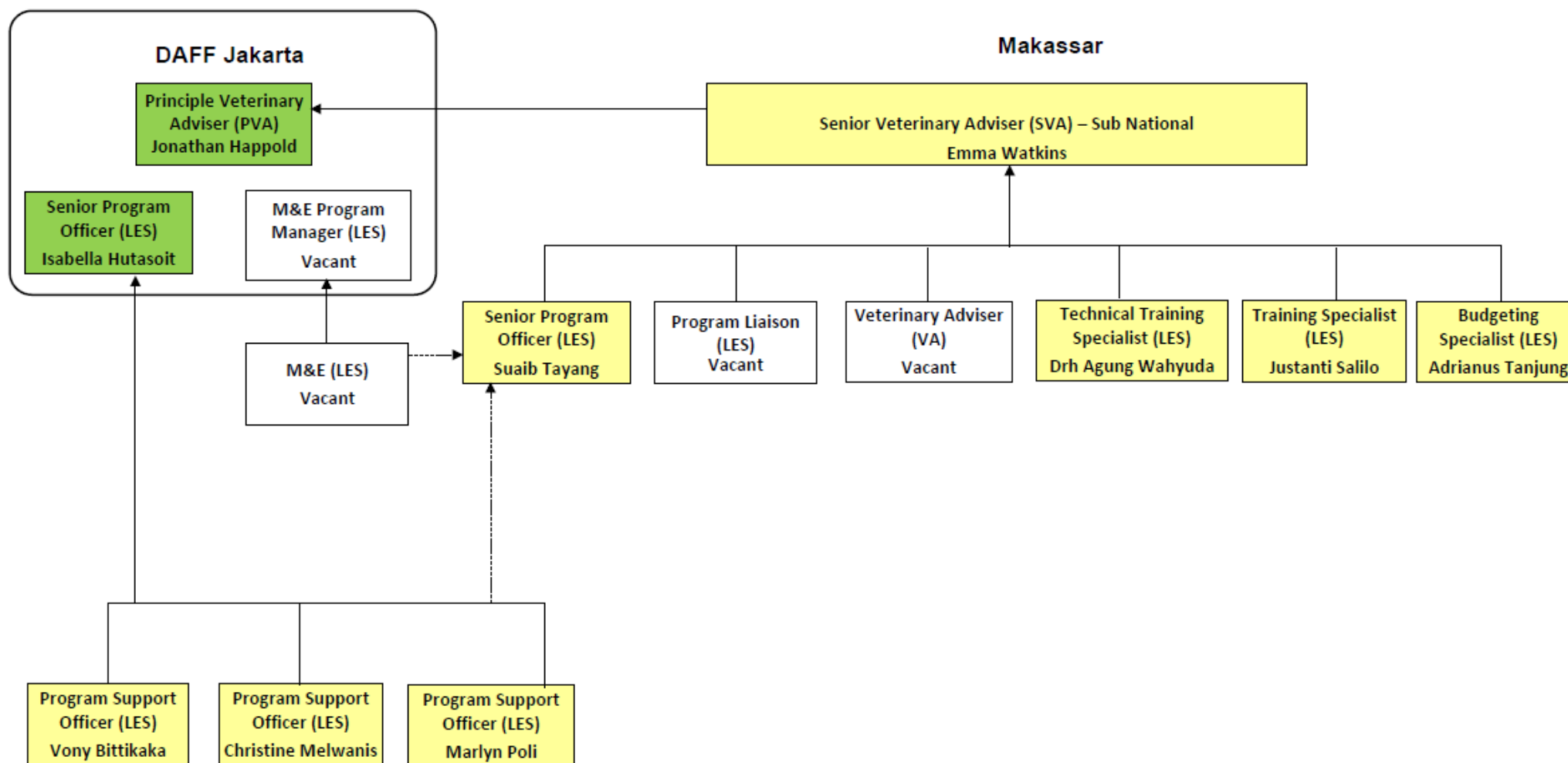
Workshops in South Sulawesi & West Sulawesi, October 2012

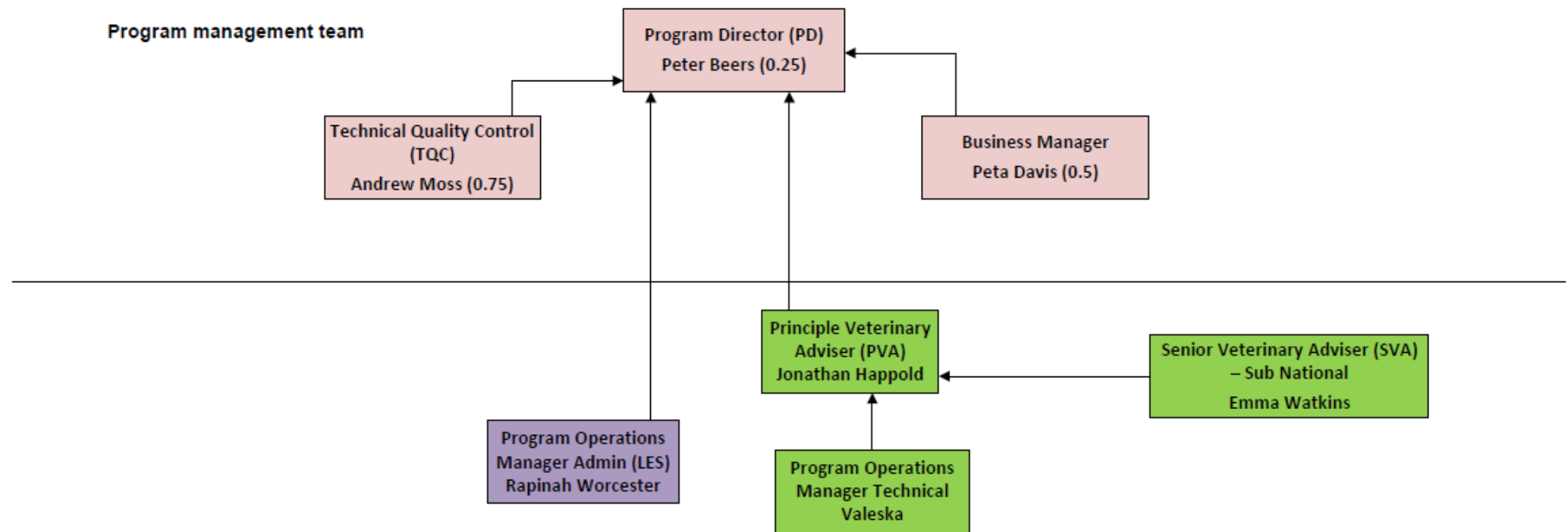
PROGRAM

Time	Topic	Method
9.00-9.15	Welcome & Introductions	Introduce selves and role
9.15-9.30	The Independent Progress Review objectives and process – why we are here?	Prof Bambang Pontjo to speak
9.30-10.30	What has worked well to date in terms of the current Program and the transition from the previous EID program (PSDR)?	Brainstorm in plenary – document points raised on flipchart paper
10.30-10.45	Break	
10.45-12.15	<p>What has worked well and what could be improved in each of the following:</p> <ul style="list-style-type: none"> • partnerships in AIP-EID including <ul style="list-style-type: none"> – national/provincial/district/village - vets/farmers - Australian/Indonesian • program management including communication, financial flows • what has changed to date due to this program and are the changes likely to continue? (be sustainable) • women's involvement in the Program 	<p>“world cafe style” - three groups rotate through four “cafes” each with own topic and discuss and write points (in Indonesian) on flip-chart paper. Each group adds extra points as appropriate. IPR Team members monitor and support discussions.</p>
12.15-12.40	Review and consolidation – key messages for the IPR Team from pilot activities in Sulawesi?	Display charts for all to walk round and see. Brief focussed discussion in plenary. Prioritisation
12.40-12.45	Conclusion and Next Steps	

Annex 7: DAFF team structure







Organisation chart supplied by DAFF.

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