



Australian Government

AusAID

PROGRAM DESIGN DOCUMENT

Australia Indonesia Partnership

for

Emerging Infectious Diseases

**Animal Health Program
2010-2014**

July 2010

TABLE OF CONTENTS

Executive Summary	4
1. Background	6
1.1 Introduction	6
1.2 History and Rationale	7
1.3 Sector Analysis	8
1.4 Lessons learned from Previous Experience	11
1.5 Australian Government Policy context	11
2. Program Description.....	14
2.1 Goal and Objectives	15
2.2 Description of Components	16
Component 1. Strengthening Veterinary Systems within the MOA	16
Component 2. Strengthening Information, Laboratory and Quarantine Functions	18
Component 3. Support for Animal Health Services at the Sub-national Level	20
3. Implementation Arrangements	23
3.1 Management Arrangements	23
3.2 Governance Arrangements	24
3.3 Reporting	25
3.4 Monitoring and Evaluation	25
3.5 Critical Risks and Risk Management Strategies (including sustainability)	26
3.6 Estimated Program Budget.....	26
3.7 Implementation Schedule	26
Annexes	27
Annex 1: Terms of Reference for Design Mission	27
Annex 2: List of Stakeholders Consulted.....	33
Annex 3: Outcomes of Animal Health Workshop, Jakarta.....	35
Annex 4: TORs for Key Positions.....	37
Annex 5: Monitoring and Evaluation Framework.....	47
Annex 6: Risk Analysis.....	55
Annex 7: Logic Workshop	57

Glossary of Terms and Abbreviations

AAHL	Australian Animal Health Laboratory
ACIAR	Australian Centre for International Agricultural Research
AIPD	Australia Indonesia Partnership for Decentralisation
APEC	Asia-Pacific Economic Cooperation
AQIS	Australian Quarantine and Inspection Service
ASEAN	Association of Southeast Asian Nations
AusAID	Australian Agency for International Development
Bappenas	National Development Planning Agency
bBalitvet	Research Institute for Veterinary Science
BPM SOH	The Veterinary Drug Assay Laboratory of Indonesia
CMU	Avian Influenza Campaign Management Unit
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAFF	Department of Agriculture, Fisheries and Forestry
DAH	Directorate of Animal Health
DFAT	Department of Foreign Affairs and Trade
DGLS	Directorate General of Livestock Services
DIC	Regional District Investigation Centre
EID	Emerging Infectious Diseases
EPT	Emerging Pandemic Threats
FAO	UN Food and Agriculture Organization
GOA	Government of Australia
GOI	Government of Indonesia
H5N1; H1N1	Sub-types of Influenza A virus
HPAI	Highly Pathogenic Avian Influenza
IAARD	Indonesian Agency for Agricultural Research and Development
IAQA	Indonesian Agency for Agricultural Quarantine
IDP	Indonesia Dutch Partnership
ILRI	International Livestock Research Institute
JICA	Japanese International Cooperation Agency
KOMNAS FPBI	Pandemic influenza response coordinating agency Indonesia
MOA	Ministry of Agriculture
MOH	Ministry of Health
OIE	World Organisation for Animal Health
PCC	Program Coordinating Committee
PDSR	Participatory Disease Surveillance and Response
PSC	Program Steering Committee
PSVS	OIE Project to Strengthen Veterinary Services to Combat Avian Influenza and Other Priority Diseases in South East Asia
PVS	Performance of Veterinary Services
PUSVETMA	Centre for Biological Production (Pusat Veterinaria Farma)
SARS	Severe Acute Respiratory Syndrome
SOPs	Standard Operating Procedures
SPC	Secretariat of the Pacific Community
USAID	United States Assistance for International Development
USCDC	United States Centers for Disease Control
USDA	United States Department of Agriculture
VBEC	Village Biosecurity, Education and Communication project
WHO	World Health Organization
WTO	World Trade Organization

Executive Summary

Since 2004, the Australian Government has been committed to taking a strong role in combating the threat from avian influenza (H5N1) and other emerging infectious diseases (EID) in the Asia Pacific region. The number of new emerging infectious disease 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. At its core is the need to have robust and effective animal and public health surveillance, response, prevention and preparedness systems at national, regional and international levels.

Due to our close bilateral relationship and geographic proximity, Indonesia has been a particular focus of Australian EID activities and, through AusAID, Australia has committed over \$30 million to the country since 2004. The current AusAID EID program in Indonesia, worth \$19million, was completed on 30 June 2010. It is focussed on avian influenza prevention and control and comprises technical assistance and capacity building activities at the national level and a program of activities in South and West Sulawesi. A review of the program carried out in late 2008 was very positive and recommended that the program should continue but with a change in focus towards a broader EID and systems strengthening approach.

The Governments of both Indonesia and Australia have recognised the importance of strengthening human and animal health systems in the face of this threat from EIDs and have given the highest priority to the strengthening of Indonesian systems so they can effectively detect threats early and respond quickly to outbreaks of disease.

This design mission was mobilised in October 2009 to design a new program aimed at building strength in Indonesian animal health systems to combat EIDs. The Team comprised Dr Lynleigh Evans, Dr Sridadi, Dr Tony Forman, Dr Peter Beers, Yoshiko Siswoko and Fiona MacIver.

This Program Design Document outlines the outcomes of the mission. It strongly focuses on systems improvement and emphasises sustainability through utilisation of a longer term developmental approach rather than direct implementation of emergency procedures. The animal health program is \$22 million over four years with the possibility of an extension.

Program Content

Goals and Objectives

The broader and long term goals of the program are:

- Improved animal, and therefore human, health in Indonesia through reduced disease transmission.
- Improved profitability of primary production resulting in economic growth for rural communities.

Broad development outcomes are:

- The Ministry of Agriculture (MOA) has an effective disease prevention planning process in place, which will assist implementation of disease control strategies.
- Sub-systems that include laboratory networks, quarantine services, and information management have clearer roles and responsibilities that improve effectiveness and efficiency
- Provinces and districts have improved systems to detect and respond to disease outbreaks.

By the end of this program, the short term intended development outcomes are:

- MOA has commenced implementing measures for better coordination of the elements of the animal health system including sub-national field activities, quarantine, information management and animal health laboratories.
- Appropriate methods and standards in veterinary laboratories are established (including sustainable reagent development and sourcing), and are beginning to be implemented.

- In South and West Sulawesi a local animal health system, based on a sustainable approach, provides animal health surveillance that balances budget availability and international standards set by the World Organisation for Animal Health (OIE).
- The quarantine system is implementing some measures that provide a consistent risk management approach to quarantine operations.

These outcomes will be addressed under 3 components:

1. At the national level
2. Data, laboratory and quarantine
3. At the sub-national level

Component 1: National planning and management The aim of this component is to support the Ministry of Agriculture (MOA) and particularly the Directorate General of Livestock Services (DGLS) in strengthening the planning and management for disease prevention and control¹. Sub-component 1 relates to the enabling environment and has at its core an OIE gap analysis and ongoing activities resulting from that. Sub-component 2 relates to the planning for prevention and control of national priority and emerging infectious diseases.

Component 2: Operational issues: Data, laboratory and quarantine While planning and coordination are essential in preventing and controlling disease, they will not achieve the desired outcomes if the operational building blocks on which they depend are not working effectively. Operational functions of particular importance for disease control are disease information management, and laboratory and quarantine operations. Disease information management includes systems for data collection and reporting and epidemiology expertise to analyse, interpret and utilise data. This component is aimed at strengthening these core functions.

Component 3: Sub-national. Within this Component, the Program will facilitate the Government of Indonesia in strengthening the decentralised veterinary services. These services operate with a high degree of autonomy, reporting directly to provincial and district-level authorities. Provincial and district level activities will be closely linked to, and coordinated with, those in Components 1 and 2. A priority will be the establishment of a disease identification and notification system from the village to district level which utilises existing resources and is financially sustainable. A system of communication will be facilitated between Central, Provincial and District government that will assist in defining roles and responsibilities and providing a flow of technical information.

Program Management

The Program will be managed through a direct Government to Government relationship, with the lead implementing organisation being the Australian Department of Agriculture, Fisheries and Forestry (DAFF). Three technical staff (permanent DAFF staff) will be based in Indonesia. These are the Principal Veterinary Advisor, the Senior Veterinary Advisor – Disease Control, based in Jakarta and the Senior Veterinary Advisor – Sub-national Disease Control, based in Makassar. They will be supported by project and administrative staff in Indonesia and Australia. The majority of the project will be delivered by DAFF staff deployed in Indonesia and Australia. The technical laboratory aspects of the Program will be subcontracted to laboratory experts.

The key governance mechanisms will be six monthly Program Coordinating Committees (PCC) and bimonthly Program Steering Committees. The PCC will represent the main government to government forum for shaping project activities. All activities conducted under the Program will be agreed by the PCC. Progress will be monitored by the PCC through six monthly progress reports and the annual review of the Monitoring and Evaluation Schedule. The PCC will represent the main forum through which Indonesian counterparts will contribute to the ongoing monitoring and evaluation of the Program. The team will also ensure close cooperation and coordination with other donors who are working in the sector and will ensure that the Program follows the Accra Agenda and Paris Declaration on Aid Effectiveness and complies with AusAID cross cutting policies.

¹ The term “prevention and control” is used to describe the range of animal disease management activities including anticipation, preparedness, prevention, surveillance, control and response.

1. Background

1.1 Introduction

Australia was one of the first countries to support Indonesia combat the threat from avian influenza (H5N1) and other emerging infectious diseases (EID) and, through the Australian Agency for International Development (AusAID), has committed over \$30 million² to Indonesia in three phases since 2004.

The current \$19 million program commenced in July 2007 and is due to be completed in June 2010. Australia would like to continue this support after the current program expires and has been exploring options for future engagement with the Government of Indonesia (GOI).

This design process commenced with a scoping mission in August 2009 to confirm the GOI support for continued Australian engagement in the animal health sector and to develop a broad outline of possible areas of activity.

The key outcomes from this mission were:

- a clear mandate to continue with a full design process for a comprehensive four year program of support (2010 to 2014);
- recognition of a mutual desire to progress from avian influenza support to a broader EID agenda specifically emphasising veterinary systems strengthening;
- a clear understanding that activities must be led by the Indonesian Government with Australian support being through technical assistance and advice, and that funding should be directed towards development initiatives rather than regular operational activities; and
- recognition of a mutual desire to have a stronger bilateral government to government focus with the Australian Department of Agriculture, Fisheries and Forestry (DAFF) taking a lead role in managing activities.

Following the successful outline of this scoping mission, a design mission was mobilised. The design mission was conducted from 1-27 October, 2009. The Team was led by Dr Lynleigh Evans, and members were Dr Sridadi, Dr Tony Forman, Dr Peter Beers, Fiona MacIver and Yoshiko Siswoko. The team was ably assisted by Tini Astuti.

In addition to developing a full scope of activities, the major objectives of this mission were to work with key stakeholders to design a management plan with a high level of government to government engagement, and to ensure that activities are harmonised with those of other donors.³

One of the most important aims of the mission was to be as participatory as possible⁴ and, wherever feasible, the team organised workshops and round table discussions of key stakeholders. During these forums, participants were divided into groups and asked to provide input to the team on the direction and activities for a new program. Participatory workshops were held in Jakarta⁵ and in Makassar. In addition, the team undertook field visits to the quarantine stations at Soekarno-Hatta International Airport and Makassar, the Research Institute for Veterinary Science (bBalitvet), a regional Disease Investigation Centre (DIC Maros) and local district animal health offices (Dinas Kapupaten - Barru).

² All amounts are in Australian Dollars unless otherwise specified

³ For Terms of Reference see Annex 1.

⁴ For details of persons met, see Annex 2

⁵ For summary of outcomes see Annex 3

1.2 History and Rationale

Since avian influenza first emerged as a worldwide threat in 2004, the Australian Government has been committed to taking a strong role in combating the disease in the Asia Pacific region and assistance of over \$150 million has been committed worldwide since 2004.

In Indonesia, AusAID support of over \$30 million has been provided in three phases. Support in the first phase, from 2004 to 2005, was provided as emergency assistance to the Ministry of Health (MOH) through the World Health Organization (WHO). Assistance to the MOH was continued in phases two (2005 - 2007) and three (2007 – 2010). As it became understood that influenza was entrenched in poultry, however, significant funds were also allocated to preventing and controlling the disease at source in birds through an animal health program.

The current AusAID EID program in Indonesia, worth \$19 million, is due to be completed by 30 June 2010. The animal health component comprises technical assistance and capacity building activities at the national level and a program of activities in South and West Sulawesi. The animal health activities have been directed almost exclusively towards avian influenza prevention and control. A program review, undertaken in late 2008, was very positive⁶, and recommended that the program should continue but with a change in focus towards a broader EID and systems strengthening approach.

Since the current program was commissioned in late 2006, there have been several key insights into the global emerging infectious diseases threat and these have significantly affected thinking about the direction of development assistance in this sector. These insights are outlined below.

- Jones et al.⁷ have shown that the number of new emerging infectious disease events with pandemic potential has increased significantly over the last 50 years and postulate that new diseases with epidemic or pandemic potential will continue to emerge. The reasons for this are the continued and increasing presence of risk factors, such as population growth, globalisation of trade, deforestation, climate change, increased mobilisation of populations, and a breakdown in public and animal health infrastructures.
- They further hypothesise that the most likely sites for emergence of disease are in tropical developing nations, where the risk factors are greatest. It is in these countries, however, where the ability to respond to disease incursions is lowest. In Indonesia the spread of avian influenza not only highlighted the risk that Indonesia poses with respect to EIDs but also alerted authorities to weaknesses within Indonesian animal and human health systems.
- In the face of this threat, the international community has developed a strategic framework⁸, the “One World – One Health” concept. This framework focuses on emerging infectious diseases at the animal-human-ecosystem interface where there is potential for epidemics and pandemics that could result in wide-ranging impacts. At its core is the need to have robust and effective animal and public health surveillance, response, prevention and preparedness systems at national, regional and international levels.

The Governments of Indonesia and Australia have recognised the importance of strengthening animal health systems in the face of this threat from EIDs and have given the highest priority to the strengthening of Indonesian systems so they can effectively detect threats early and respond quickly to outbreaks of disease.

The current design strongly focuses on systems improvement and emphasises sustainability through utilisation of a longer term developmental approach rather than direct implementation of emergency procedures.

⁶ External Animal Health Review, Oct 2008,

⁷ Jones KE, Patel NG, Levy MA, Storeygard A, Balk D, Gittleman JL, Daszak P; Global trends in emerging infectious diseases *Nature*: 2008 451, 990-994.

⁸ Contributing to One World One Health: a Strategic Framework for Reducing Risks of Infectious Diseases at the Animal-Human-Ecosystems Interface (October 2008). Consultation document produced by FAO; OIE; WHO; UNSIC; UNICEF and the WB.

This aligns strongly with the Australian guidelines for assistance documented in the *Pandemics and Emerging Diseases Strategy*, released in November 2006. The objectives of this strategy cover four main areas: (a) planning and preparation for emerging infectious diseases and potential pandemics; (b) recognition, control and prevention of emerging infectious diseases; (c) strengthening national systems for animal and human health; and (d) rapid response to outbreaks of disease in animals and humans.

1.3 Sector Analysis

1.3.1 Government of Indonesia Policy Context

The direction of this Program aligns strongly with that currently being proposed by the GOI at all levels. While the future of the National Commission for Avian Influenza Control and Pandemic Preparedness (KOMNAS) as a separate entity is not known, it is clear that its functions within the Ministry of People's Welfare will continue and that its focus will move towards an emerging infectious disease and systems strengthening approach.

The National Development Planning Agency (Bappenas) has a draft five year national strategy related to Emerging Infectious Diseases for 2010-2014 waiting for approval. The strategies cover strengthening for emergency responses, develop capacity in public health and animal health, including capacity for surveillance activities, control for AI and other new emerging diseases and implementing a research strategy.

The Directorate General of Livestock Services (DGLS) has strongly supported the move towards a systems strengthening approach and has already prepared important documents with respect to this. A new five-year animal disease control strategy (2010-2014) is currently awaiting approval. In addition, a new *Livestock Production and Animal Health* law was enacted in 2009 providing powers required for controlling livestock diseases and ensuring the safety and quality of livestock products through a national animal health system. It is recognised that the development of regulations is now required in order to make this new law effective.

The Indonesian Quarantine Agency also has a guideline for implementation for monitoring activities for animal quarantine (2010-2014). It includes the plans for developing priority disease strategies covering rabies (to be completed by 2010), foot mouth disease (2011), brucellosis (2012), Porcine reproductive respiratory syndrome, Influenza, and hog cholera (2013) and anthrax (2014).

Ongoing avian influenza activities in South Sulawesi will continue to follow the *National Strategic Work Plan for the Progressive Control of Highly Pathogenic Avian Influenza in Animals* for implementation of Phase 2 from 2009 to 2011.

In line with the One World – One Health agenda and GOI policy, all activities will be undertaken in close collaboration with related activities being implemented through the MOH.

1.3.2 Country Donor Harmonisation

The "One World – One Health" strategic document and its universal endorsement has been a major milestone in preparing the world for the emergence of new diseases. However, the move away from avian influenza to a broader EID and systems strengthening agenda is currently in its infancy, especially with respect to animal health. Indeed, Australia will be one of the first countries to commit substantial resources to veterinary systems strengthening activities in Indonesia.

The major donors in the animal health sector include the USA (through USAID and the United States Department of Agriculture - USDA⁹, Japan (through the Japanese International Cooperation Agency (JICA)¹⁰ and the Japanese Embassy through the Japan Trust Fund) and the European Commission through

⁹ The USDA expressed very strong support for the potential program and, in particular, the proposed Government to Government partnership

¹⁰ The Japanese Embassy was a significant contributor through the Japanese Trust Fund but this has now expired.

the World Bank Trust Fund. The Netherlands, through the Indonesia Dutch Partnership (IDP), is also a small but effective donor working in Java with an emphasis in their work on the H5N1 virus, vaccines and laboratory diagnosis.

The USAID program is the largest of these and through the UN Food and Agriculture Organisation (FAO), Development Alternatives International (DAI) and the International Livestock Research Institute (ILRI), it provides strong bilateral support for ongoing avian influenza activities. USAID has made it clear that they do not plan to expand to veterinary systems strengthening through their bilateral program. They expressed support for the proposed Australian program saying that they believe it will significantly complement their ongoing avian influenza activities in Indonesia.

The key potential area for overlap will be in the laboratory strengthening subcomponent where several donors including Australia, through the Australian Animal Health Laboratory (AAHL), the Japanese, and the IDP all have significant interests. FAO, through the USAID funded OFFLU project has also been a key partner. To date, donors have harmonised well with a donor coordination committee having been established to coordinate donor activities. It is envisaged that this coordination will continue in a new phase.

FAO has been significantly involved in the current AusAID-funded EID program, and have received a no cost extension of three months to the end of September 2010. As part of the current EID program, FAO coordinates activities in South and West Sulawesi, in particular, the Participatory Disease Surveillance and Response (PDSR) program and the Village Biosecurity Education and Communication program. The PDSR program is described further in Section 3.4. At the national level, FAO provides technical support to MOA to help improve animal disease surveillance and response, develop policy and conduct research.

MOA has indicated to DAFF and AusAID that a direct Government to Government delivered program represents a mechanism to assist them to transition from the current form of PDSR program. PDSR is considered too costly, the program could be better integrated into local government systems, and it should have a broader EID focus rather than the current focus on avian influenza. DAFF will, together with MOA, manage the transition process to ensure minimal disruption to disease surveillance capability. It is also anticipated that under the new EID program, DAFF will directly provide the technical support at the national level.

MOA would like FAO's role to focus on donor coordination, particularly at the technical level, rather than direct field delivery of programs in Indonesia. Donor coordination by FAO will enable MOA to better align donor funded activities with government policies.

Australia proposes to continue animal health activities in South and West Sulawesi and this may expand to other parts of Eastern Indonesia. While JICA has a program strengthening human health systems in South Sulawesi, Australia is currently the only donor involved in strengthening veterinary services in this geographic area.

There are several groups that have a specific focus on research with the Australian Centre for International Agricultural Research (ACIAR) and ILRI being key stakeholders in this area. While the AusAID program does not plan to be directly involved in research, it will be important for its activities to be informed by research which is being undertaken by other donors.

Given the limited involvement of other donors in veterinary systems strengthening sector to date, and the increase in prominence it is expected to have, careful management and leadership by the GOI will be essential should new donor partners seek involvement in the future. In this context, the Australian program should remain flexible enough to align with the contributions of other donors, if required.

1.3.3 Regional and Global Activity

Australia continues to provide assistance at the global and regional level through its support to major multilateral and regional partners and expert technical organisations. FAO, the World Organisation for Animal Health (OIE) and WHO play a major role in the region, with substantial technical responsibility at both regional and national levels. Other partners include the World Bank, the Asia-Pacific Economic

Cooperation forum (APEC), the Association of Southeast Asian Nations (ASEAN), and the Secretariat of the Pacific Community (SPC).

Several regional activities have particular importance for a new veterinary strengthening program.

- The USAID Bureau for Global Health has launched a new Emerging Pandemic Threats (EPT) Program (2009), worth over USD 500 million over 5 years, to expand on the successes of its ongoing *Avian and Pandemic Influenza and Zoonotic Disease Program*. USAID has adopted a strategic approach that is consistent with the "One World - One Health" concept and draws on the current USAID package of cross-sectoral investments to combat avian influenza. The new program will consist of 5 integrated projects called Predict, Respond, Identify, Prevent and Prepare. It is expected that this initiative will significantly affect the future direction of development in this sector throughout the world and it will be important that all activities are harmonised with this Program.
- The *OIE Program to Strengthen Veterinary Services to Combat Avian Influenza and Other Priority Diseases in South East Asia* (PSVS) is an important regional program that has been supported by AusAID. It is assisting veterinary services in the region to meet OIE international quality standards thereby improving governance and capacity to control and prevent trans-boundary, emerging and re-emerging animal diseases. The reviews undertaken through this process have been well supported by recipient countries.
- FAO is currently completing development of a *Regional Strategy for Highly Pathogenic Avian Influenza and other Emerging Infectious Diseases of Animals in Asia and the Pacific*. This strategy reflects the international recognition of the regular emergence of new infectious diseases that threaten food security, food safety and human health and the need for interventions that address surveillance and preparedness capabilities for EIDs in a broader context.

1.3.4 Consistency with Existing AusAID, DAFF and other Whole of Government Programs

The animal health components also complement broader AusAID work both in the region and in Indonesia. AusAID has maintained a large regional EID program over the last three years and this is currently being reviewed with a view to designing a further program of activities. It will be important for the two programs to collaborate closely to ensure that the direction and the goals of each are harmonised.

In Indonesia, AusAID has several activities that will be able to assist the Program, particularly at the sub-national level. For example, the Australia Indonesia Partnership for Decentralisation (AIPD) promotes stronger links with national government, supporting the 'regional architecture' for disseminating lessons and good practices across the country. The AIPD guiding principles echo those behind the EID program, particularly in presenting themselves as support mechanisms, assisting the GOI to implement its policies rather than directly addressing an international agenda.

AusAID has been working closely with ACIAR, through which a further \$6.5 million in Australian assistance is being channelled towards emerging infectious disease related research projects. ACIAR supports animal health research contributing to development of new policy, technology, and practices to minimise risks to animal and human health. It has a national focus through line ministries and national research organisations and a regional focus through collaboration with FAO, OIE and ILRI.

ACIAR is currently funding projects in Eastern Indonesia that will directly relate to the new program. Three projects - "*Strengthening veterinary systems in a decentralised Indonesia*", "*Livestock movement and managing disease in Eastern Indonesia and Eastern Australia*" and "*Cost-effective Biosecurity for non-industrial commercial poultry operations in Indonesia*" – are closely related to proposed activities in the AusAID EID Program and it will be important to maintain strong linkages with ACIAR throughout the Program.

DAFF has contributed to a range of activities under the PSVS program through facilitation of workshops dealing with emergency disease planning and response; legislation and governance; and communication. In

addition, DAFF has supported the ASEAN +3 Emerging Infectious Diseases Program in the areas of project management and monitoring and evaluation training.

Internationally, DAFF remains in close contact with the OIE, and FAO concerning their activities in the region. It has implemented a \$3.9 million AusAID project, the "*Asia Regional Sanitary and Phytosanitary Capacity Building Program*", which aims to enhance the capacity of selected ASEAN countries to meet international obligations of the World Trade Organization Agreement on the Application of Sanitary and Phytosanitary (SPS) Measures. DAFF works closely with ACIAR, both formally and informally, and these links will be maintained throughout the Program.

The Australian Animal Health Laboratory (AAHL) has been a major player both in Indonesia and in the region, with respect to strengthening of veterinary laboratory capacity. DAFF has a close working relationship with AAHL. Not only does it jointly fund the organisation (with the Commonwealth Scientific and Industrial Research Organisation (CSIRO)), but it also has a direct influence on its ongoing activities and direction, firstly through a formal agreement setting out the core functions to be carried out by AAHL and secondly by being an active participant in the processes that establish AAHL's strategic directions and operations.

1.4 Lessons learned from Previous Experience

A number of recommendations arising from lessons learned in the current program have been incorporated into this strategy. These include:

- The key constraint for the previous program has been that the Subsidiary Arrangement covering the activities has never been signed. An important consequence of this has been the inability to hold Program Coordinating Committee (PCC) meetings and thus engage GOI at the broader level in program activities and future directions. A Subsidiary Arrangement must be endorsed before a new program is mobilised.
- It has been recognised that for long-term sustainability of program outcomes, a strong focus on systemic interventions rather than emergency response is required. This recognition has been incorporated into all components of the design so that all activities are aimed at supporting MOA staff and structures rather than implementing planning and emergency operations through parallel structures.
- An important lesson learned has been the need to understand the environment in which change is being supported so that the scope of activities is within the capability of local institutions and counterparts to implement both financially and with respect to human resource capacity. These lessons have been clearly taken on board with a key thrust of the Program being the transition of costly externally implemented activities to a simpler program which is wholly led and implemented by the GOI.
- Other lessons learned include the time needed to implement sustainable change, the importance of having a robust design with clear and measurable targets and the critical role of responsive and effective implementing partners and key personnel.

A more detailed account of the previous program including key issues and the lessons learnt can be found in the concept document and the scoping mission reports which are attached (Attachments 1 and 2).

1.5 Australian Government Policy context

1.5.1 Australia Indonesia Partnership Country Strategy

The *Australia Indonesia Partnership Country Strategy 2008-13*, which is aligned with GOI's development priorities, articulates key priorities for the bilateral development cooperation relationship. The second of its

four pillars is a commitment to “Investing in People”¹¹, which in turn includes amongst its objectives that Australia will work with Indonesia to achieve better health access and systems. This program will directly and indirectly assist in achieving this through strengthening animal health services and providing Indonesia with a sustainable system for detecting and addressing emerging infectious diseases.

The Country Strategy states that the Australia Indonesia Partnership will:

- Provide support where there are opportunities for assistance that aligns with GOI programs and have a feedback link to improving national, regional and district policy and practice.
- Work through Indonesian systems and ensure GOI determines assistance priorities.
- Address problems that impact on Indonesia and Australia’s mutual interests.
- Ensure that a solid understanding of Indonesian policies and systems will form the basis of analysis and program development.

1.5.2 Overarching policy issues

To ensure the quality and effectiveness of the aid program, the Government of Australia has put in place a number of overarching principles. In all cases, these principles are consistent with GOI policy. These overarching principles concern:

- The Accra Agenda and Paris Declaration on Aid Effectiveness
- Gender equality;
- Disability-inclusive development;
- Environmental sustainability; and
- Child protection.

The principles are also consistent with the *Pandemics and Emerging Infectious Diseases Strategy*, as noted in section 1.2.

Accra Agenda and Paris Declaration on Aid Effectiveness

Consistent with Australia’s commitments under the Paris Declaration on Aid Effectiveness, the program incorporates the key themes of: increased policy engagement and alignment with government strategies; working through government systems; donor harmonisation; mutual accountability and innovative forms of aid and funding.

Australia is the largest bilateral grant-based donor to Indonesia, providing a wide range of technical and economic assistance. The focus is on a new relationship between Indonesia and donors, with increased value placed on partnership and provision of expertise, especially relevant under this program.

Indonesia has identified that strengthening national development strategies and associated operational frameworks is a development priority. This program will work within the Indonesian system to achieve Indonesian priorities, and Australia’s support for this is consistent with our obligations under the Jakarta Commitment.

Australia strongly supports Indonesia in its approach to implementing the Paris Declaration and Accra Agenda for Action.

Gender

Gender equality is an overarching principle of Australia’s aid program. Consideration and incorporation of gender aspects into implementation of this activity is implicit in the design of the Program. The Terms of Reference for the positions to be funded under this program and recruitment methods encourage gender equality and follow equal employment opportunity policy. Officers should be familiar with and sensitised to gender issues, and be well-versed in methodologies to amplify women’s voices in decision-making processes.

¹¹ The other three pillars are Sustainable Growth and Economic Management, Democracy, Justice and Good Governance, and Safety and Peace.

With zoonotic diseases, the host animal species affected can cause a predisposition for one gender to be affected because of their animal care and animal product handling responsibilities. Appropriate gender participation will be actively fostered and records will be kept of participation in program activities to monitor gender equity implementation. Corrective action will be taken if issues are identified.

Key program activities including market and village-based reporting, education and communication activities all have a high number of female employees and the team will continue to monitor and ensure these levels are maintained.

Disability-inclusive Development

The EID program was developed in line with the principles espoused in *Development for All: Towards a Disability-inclusive Australian Aid Program 2009-2014*, and will be guided by the guiding principles in this document, particularly around promoting active participation of people with disability, acknowledging the interaction of gender and disability, and strengthening people-to-people links and partnerships involving people with disability.

Anti-Corruption

The close supervision of all aspects of the Program by AusAID and DAFF will ensure that the risk of any irregularities will be minimised and that, if they were to occur, they will be picked up early. All procurement activities will be subject to the usual Australian Government probity systems, either through DAFF in Canberra or by DFAT at the Australian Embassy Jakarta, in accordance with the Financial Management Accountability Act 1999, the Commonwealth Procurement Guidelines and all relevant Chief Executive Instructions. Sub-contractors will use their own procurement processes and will be subject to audit if required.

AusAID has a comprehensive *Anti-Corruption for Development Plan*, as both Australia and Indonesia view corruption as a development issue. The Plan supports programs to prevent corruption by reducing opportunities for it to occur, and one of the guiding principles is around Australian Government Departments and Agencies working together to harmonise anti-corruption assistance under the Australia Indonesia Partnership.

Environment

As Commonwealth agencies, all AusAID and DAFF activity must comply with the *Environment Protection and Biodiversity Conservation Act 1999*. There is no need for a comprehensive environmental impact assessment to be undertaken in relation to this Program as it will not involve any environmentally sensitive locations, sectors or interventions.

Child Protection

AusAID has zero tolerance for child abuse, as stated in the *Child Protection Policy*. In the event that any activities are developed in future that involve working with children, AusAID and all relevant contractors or partners will undertake to ensure the personnel positions involved put in place risk management measures in accordance with the *Child Protection Policy*.

2. Program Description

This program aims to strengthen government veterinary services to enable the “prevention and control”¹² of emerging infectious diseases.

While the move towards systems strengthening is strongly supported both by the international agencies in the sector and by the Governments of Australia and Indonesia, it is understood that this represents a very complex and far reaching agenda. A variety of important activities have been chosen with the understanding that not all activities will progress at the same pace and that progress with some may be very slow.

The program has three core components all of which relate directly to the strengthening of veterinary systems. The first of these looks at overall coordination and planning by, and between, all the agencies with animal health responsibilities within the Ministry of Agriculture (MOA), the second looks more closely at activities within the Centre for Animal Quarantine and the Directorate of Animal Health (DAH) while the third will undertake similar activities but at the sub-national level, using South and West Sulawesi as models.

This Program will be delivered through a Government to Government Partnership.

The Program Design Document defines the scope of activities, with specific activities negotiated before the beginning of each Australian Financial year. Activities conducted under the project will be assessed by the Program Coordinating Committee (PCC) detailed later in this document.

Annex 7 details the framework of the program logic in a series of logic diagrams. The logic diagrams reflect the results of a workshop conducted in Jakarta with the MOA. This workshop demonstrated that the framework for the program described in this PDD supports Indonesian long term goals for animal health. The outcomes depicted in these logic diagrams provide a broader picture which is inclusive of Indonesia's animal health system, and a number of them do not directly arise from activities funded through the Program. However, they are included in the logic diagrams to illustrate the full results and deliberations of the workshop.

Australia's National Interest

Emerging infectious disease issues cannot be managed effectively by looking within national borders. Regional collaboration is essential in combating the emergence of disease issues at source rather than wait till a disease situation is largely uncontrollable. Assisting one another in the region to combat potential emerging disease threats is therefore of benefit to both Australian and Indonesian national interest.

The narrower specific interests are supported by the Quarantine and Biosecurity Review led by Roger Beale¹³. The concepts articulated in this review highlight the need to improve biosecurity management in the region, including managing risks at source and to work collaboratively with countries based on potential quarantine risk and their importance as trading partners.

The program will assist Indonesia to develop an effective biosecurity system that can combat regional threats – and will shift the disease threat away from Australia.

Indonesia is increasing in importance as a trading partner with Australia. Promotion of economic development is also likely to benefit Australia in the trade sector, with increasing demand for primary products and raw materials.

The broader Australian interest is represented by promoting economic development in Indonesia, therefore promoting stability.

¹² The term “prevention and control” is used to describe the range of animal disease management activities including anticipation, preparedness, prevention, surveillance, control and response.

¹³ <http://www.daff.gov.au/about/publications/quarantine-biosecurity-report-and-preliminary-response>

The capacity to combat zoonotic diseases protects the Indonesian population and also many Australians that work and holiday in Indonesia.

Donor Coordination

Donor coordination is recognised both by Indonesia and Australia as important in getting the best value from funds contributed to assist Indonesia build Indonesian's animal health system. Regular engagement of donors will continue to occur, in addition to this the program will encourage the establishment of mechanisms to coordinate activities and actively participate in them. The PCC will be kept informed of other donor funded activities concerning animal health.

Communication Strategy/Key messages

This partnership begins a new period of close cooperation concerning animal health. The project is one of Australian technical expert assistance to the MOA that will contribute to building a sustainable animal health system in Indonesia to reach internationally accepted standards and meet Indonesian animal health objectives.

This project, based on partnership between DAFF and MOA, will achieve results through a focus on key areas of high level policy development (OIE gap analysis), sustainable sub-national systems using South and West Sulawesi as a pilot provinces, quarantine policy support and supporting sustainable laboratory systems through in-house proficiency testing, reagent development and defining laboratory roles.

In recent years emerging infectious diseases threatening human health have been demonstrated to be best combated at the animal host level. Effective animal health systems are therefore essential in combating these diseases threatening human health.

Messages for public affairs related communications will include the broader goals for the program to give context to this technical Government to Government partnership. These can be broken up into target audiences.

Overarching theme

The Australia Indonesia relationship is underpinned by geographic proximity; ever-expanding people-to-people links; and a strong, shared interest in regional stability. The relationship is vital in supporting Australia to remain free of emerging infectious diseases such as Swine Flu.

Australian Audiences

- The Australia Indonesia Partnership in animal health expresses the importance of working together to combat emerging infectious diseases that could impact our region.
 - Australia recognises the need to commit to long term goals and objectives to effectively address animal health in Indonesia.
 - The Australia-Indonesia Partnership contributes to stability and growth in Indonesia.
- Indonesian Audiences
- Australia is working in partnership with Indonesia to support development of the animal health system. This has benefits for human health, livestock production and economic growth.
 - Animal, and therefore human, health in Indonesia will be improved through reduced disease transmission.
 - Profitability of primary production will increase, resulting in economic growth for rural communities.

2.1 Goal and Objectives

The broader and long term goals of the program are:

- Improved animal, and therefore human, health in Indonesia through reduced disease transmission.
- Improved profitability of primary production resulting in economic growth for rural communities.

Broad development outcomes are:

- The Ministry of Agriculture (MOA) has an effective disease prevention planning process in place, which will assist implementation of disease control strategies.
- Sub-systems that include laboratory networks, quarantine services, and information management have clearer roles and responsibilities that improve effectiveness and efficiency
- Provinces and districts have improved systems to detect and respond to disease outbreaks.

By the end of this program, the short term intended development outcomes are:

- MOA has commenced implementing measures for better coordination of the elements of the animal health system including sub-national field activities, quarantine, information management and animal health laboratories.
- Appropriate methods and standards in veterinary laboratories are established (including sustainable reagent development and sourcing), and are beginning to be implemented.
- In South and West Sulawesi a local animal health system, based on a sustainable approach, provides animal health surveillance that balances budget availability and international standards set by the World Organisation for Animal Health (OIE).
- The quarantine system is implementing some measures that provide a consistent risk management approach to quarantine operations.

These outcomes will be addressed under 3 components:

1. At the national level
2. Data, laboratory and quarantine
3. At the sub-national level

2.2 Description of Components

Component 1. National Planning and Management

The aim of this component is to support the MOA and particularly the Directorate General of Livestock Services (DGLS) in strengthening the planning and management for disease prevention and control¹⁴. Sub-component one relates to the enabling environment while sub-component two relates to the planning for prevention and control of national priority and emerging infectious diseases.

1.1. Strengthening Veterinary Services

In 2007, the OIE undertook a "Performance of Veterinary Services" (PVS¹⁵) assessment to identify strengths and weaknesses within the Indonesian Animal Health Services and one of the key activities of the Australian program will be follow-up activities from this assessment. It is anticipated that this will include support for an OIE gap analysis and facilitation of communication and coordination between agencies within the MOA and between the MOA and sub-national jurisdictions.

Outcome): Recommendations from the OIE gap analysis endorsed and being implemented.

Target: At least 20% recommendations implemented or being implemented.

¹⁴ The term "prevention and control" is used to describe the range of animal disease management activities including anticipation, preparedness, prevention, surveillance, control and response.

¹⁵ The assessment was undertaken using the "Tool for the evaluation of Performance of Veterinary Services" developed by the World Organisation for Animal Health (OIE)

Activities

1.1.1 OIE Gap Analysis and Ongoing support

Using the 2007 PVS assessment as a foundation, the MOA will be supported in having an OIE gap analysis undertaken. The Program will then assist the Ministry to address any recommendations resulting from this gap analysis. This will include practical applications of the use of risk analysis in policy decision making.

1.1.2 Functional Relationships

In any major organisation, communication and coordination between different units is difficult. This difficulty is heightened in a country like Indonesia where vast distances, multiple ethnic groups and a decentralised political environment make communication and coordination intrinsically complex.

On the other hand, communication and coordination are essential ingredients to effective disease prevention and control, which inherently involves multiple stakeholders. The program will aim to assist the various agencies within the MOA that are involved in disease prevention and control activities to strengthen communication and coordination both at the MOA level and between the MOA, Provincial and District Government.

To assist MOA in improving communication and coordination, a mapping of current arrangements will be undertaken. Assistance in implementing any recommendations will then be provided, as requested.

1.2 Strengthening Planning for Disease Control

Activities undertaken within this sub-component will assist MOA to strengthen planning for prevention and control of national priority and emerging infectious diseases.

Outcome: Specific disease prevention and control plans for a number of high priority diseases endorsed and being implemented.

Target: At least 2 plans endorsed and 1 plan being implemented nationally

Activities

1.2.1 Planning for Prevention and Control of Priority diseases

While the MOA has identified the diseases it considers to be of the highest priority with respect to disease control, resources to address these priority diseases have been limited. It is suggested that one or two of these diseases could be identified as the highest priority by the Ministry and the Australian program could assist the GOI with the development and implementation of specific disease control programs for these diseases.

A gradual roll-out of planning for other high priority and EIDs could be undertaken as circumstances allow and according to national priorities.

1.2.2 Emergency Disease Preparedness and Response

A significant capability for emergency disease response has been established through the *Avian Influenza Participatory Disease Surveillance and Response Program (PDSR)*. Additional capacity is being developed through ACIAR "Improving Veterinary Service Delivery in a Decentralised Indonesia" Project. Incorporation of locally sustainable and technically useful elements of PDSR to support the Indonesian animal health system will be encouraged under this project.

1.2.3 Strategic Planning (2014 – 2019)

During the later stages of the project, this project will support DAH in developing its next five year strategy for national priority and EID control. Planning workshops already conducted as part of project planning and initiation have asked Ministry of Agriculture technical experts to consider long term planning in mapping out a 20 year plan for animal health in Indonesia.

Component 2. Operational issues: Data, laboratory and quarantine

While planning and coordination are essential in preventing and controlling disease, they will not achieve the desired outcomes if the operational building blocks on which they depend are not working effectively. Of particular importance for disease control are information collection and reporting, and laboratory and quarantine operations. Disease information management includes systems for data collection and reporting and epidemiology expertise to analyse, interpret and utilise data. This component is aimed at strengthening these core functions.

2.1. Strengthening Disease Information Management within the Directorate of Animal Health

This will be one of the most important sub-components in the Program and will be aimed at supporting the MOA to obtain the information required to effectively plan for disease control and to have the skills to utilise this information in ongoing planning and monitoring.

Outcome: The MOA will have improved information about current disease status. MOA will have an overall plan for integration of animal health data sources.

Target: A strategic plan will be developed mapping out data needs and delivery mechanisms.

Activities

2.1.1 Animal Health Information System.

Planning for disease control cannot occur without the appropriate information on which to base decisions. The MOA currently has a national disease information database, SIKHNAS and other specific databases developed through the avian influenza program, that is, the Participatory Disease Surveillance and Response program (PDSR) and Infolab+. More details of PDSR are in Section 3.4. A key priority within the Australian program will be to support the ongoing development of a national disease information database.

It is anticipated that the program would first look at existing systems such as SIKHNAS to determine if, and if so how, it can be strengthened to support the current needs of the DAH. A priority would be that the animal health information system could be efficiently used for future disease planning purposes. A long term planning activity will be conducted to review the future information needs of MOA and develop a plan to address these.

The complexity of disease information systems, in general, and the additional constraints imposed in such a large and decentralised country, will make this activity challenging. It will therefore be important to progress slowly if long term sustainability of any new initiatives is to be ensured.

2.1.2 Epidemiology Capacity

To be effective, disease information must be analysed and used for evidence-based planning of disease prevention and response activities. A weakness in epidemiology capacity within the DAH has been identified and is currently being addressed within the FAO Avian Influenza Program. A key role for the Australian program will be to further strengthen epidemiology capacity.

While it is envisaged that much of this work will involve informal on-the-job training through example and role modelling, formal training in high priority areas will be also carried out as needs are identified, establishment of mentored epidemiology study groups, a strategy found successful in Australia to build epidemiological skills, will be trialled. In addition, it is hoped that through this activity, strong links will be formed with the Australian Scholarships program in identifying candidates for post-graduate studies.

The program could also support the DAH in developing a structured long term plan to strengthen epidemiology capacity. This would include a training needs analysis and indications of functional roles that trainees would fill when training is completed.

2.1.3 Epidemiological Studies

It is often necessary to support the disease information obtained from routine disease reporting with targeted epidemiological studies. The team will assist epidemiologists to plan and commission epidemiological studies. Project technical advisors will support Indonesian epidemiologists to apply, where applicable, epidemiological principals to key animal health issues.

2.2 Strengthening of Laboratory Operations

The MOA supports the extension of the current laboratory strengthening activities to strengthen diagnostic capabilities for a broader range of national priority and emerging diseases. Support currently provided by AAHL to the Disease Investigation Centres (DICs) and bBalitvet will continue with an emphasis on developing in-house quality assurance procedures, reagent production, developing standard operating procedures for identified priority diseases, ensuring effective management of laboratory operations and improving reporting of diagnostic testing results. If resources permit, consideration will be given to extending these activities to other laboratories in national animal health laboratory system, including the laboratories of the Indonesia Agriculture Quarantine Agency (IAQA) and other laboratories within MOA (Pusat Veterinaria Farma Putera - PUSVETMA) and the Veterinary Drug Assay Laboratory of Indonesia - BPMSOH).

Outcome: DICs and bBalitvet obtaining quality diagnostic testing results for at least 3 priority diseases.

Target: In-house proficiency testing program developed and implemented. Uniform diagnostic procedures are established across the DIC network for 3 key diseases.

Activities

2.2.1 Review of the AusAID Indonesian Laboratory Strengthening Project

AusAID has made a significant investment in the strengthening of veterinary laboratory capacity in Indonesia for avian influenza diagnosis. It is proposed to extend this activity into other national priority and emerging diseases. A review of the avian influenza laboratory strengthening program to identify the most effective methods for ensuring that the extended capacity strengthening is sustainable will be undertaken.

2.2.2 Laboratory Co-ordination and Management

Indonesia has a large number of veterinary laboratories under different management (DGLS, the Indonesian Agency for Agricultural Research and Development, IAQA, Provincial and District administrations) operating under significant staff capacity and resource constraints. A description of their roles, in particular identification of potential reference laboratory capacity for specified diseases, will be undertaken to assist in promoting coordination between the laboratory systems. Training in laboratory management and biosafety (personal protection) will also be undertaken within this activity and support will be given to MOA to develop appropriate management standard operating procedures (SOPs) will be developed and implemented.

The inclusion of a twinning arrangement between AAHL and an Indonesian National Reference Laboratory, in accordance with OIE guidelines, will be considered under this sub-component.

2.2.3 Diagnostic Procedures

A range of priority and emerging diseases will be identified for which harmonised testing procedures are required. Drawing on expertise within the laboratory system and international guidelines, the Program will assist the MOA to develop SOPs for these tests. A training program will be developed and introduced for each disease and will be reinforced throughout the life of the Program.

2.2.4 Quality Assurance

As resources permit, the approach used to achieve quality laboratory results, and currently applied to avian influenza diagnosis, will be extended to include other diseases identified under Activity 1.2 and may include other institutions such as PUSVETMA. Quality assurance procedures, particularly

in-house proficiency testing, will be developed with the aim of allowing laboratories to meet international standard accreditation. Over the course of the Program the intention is to increasingly use reagents produced within Indonesia, particularly for diseases for which a high volume of testing is expected, with reference reagents from AAHL used for standardisation only. Proficiency testing will also be progressively transferred to Indonesian Laboratories as skills are developed. Laboratories will be assisted in developing the capability to produce high quality reliable reagents and reference sample panels for proficiency testing.

2.3. Strengthening of Quarantine Operations

Building on the success of the *Indonesian Quarantine Strengthening Project*, further support will be provided to DGLS and IAQA to enhance science-based operational decision-making processes and their practical application to preventing the spread of national priority and emerging diseases to, and within, Indonesia.

Outcome: Risk analysis being used as the foundation of animal quarantine operations.

Target: Evidence of implementation of risk based SOPs for quarantine management of the movement of high risk materials (animal health).

Activities

2.3.1 Risk Analysis

Understanding the role of DGLS in quarantine policy making and that of IAQA in implementing these policy decisions, this sub-component will involve both IAQA and DGLS. The use of risk analysis as the basis for quarantine decision-making is internationally recognised as the appropriate mechanism for determining science-based measures to meet animal health objectives. Workshops will be conducted for staff from MOA, including IAQA and DGLS and other stakeholders to share lessons and encourage a consistent approach to the practical applications of risk management. Developing of a strategy for engagement of Provincial and District animal health authorities would also be considered particularly focusing on the role of district animal health officials and how their activities could support interprovincial quarantine.

2.3.2 Quarantine Operations – Strengthening Standard Operating Procedures (SOPs)

This sub-component relates more directly to quarantine operations within IAQA. The consistent application of quarantine measures is important to ensure quarantine risks are managed appropriately and that stakeholders maintain their confidence in, and support for, the quarantine system. Where identified by the MOA, animal quarantine policies or procedures for national priority and emerging diseases will be reviewed and revised, to ensure consistency with other national animal health objectives.

A work plan of current quarantine policies and operational procedures for review will be established, after which the Program team will assist IAQA in refining evidence-based standard operating procedures to manage quarantine risks.

2.3.3 Quarantine Operations - Practical Application of SOPs

The project will examine how standard operating procedures will be delivered in different provinces and identify how local factors impact on consistent delivery of these SOPs. South and West Sulawesi Provinces will be chosen to compare the delivery of standard procedures. Local Provincial officials will be involved in workshops with IAQA to discuss the delivery of the newly developed SOPs.

Component 3. Sub-national

Within this Component, the Program will facilitate the GOI to strengthen decentralised veterinary services. These services operate with a high degree of autonomy, reporting directly to provincial and district-level

authorities. Provincial and district level activities will be closely linked and coordinated with those in Components 1 and 2. A priority will be the establishment of a disease identification and notification system from the village to district level which utilises existing resources and is financially sustainable. Activities in this Component will be conducted in South and West Sulawesi which will be used as a pilot for possible implementation more widely in Indonesia by MOA.

3.1. Management and Coordination in Decentralised Veterinary Services

Activities undertaken under this sub-component will assist decentralised veterinary services in improving coordination between agencies involved in planning for, and responding to, outbreaks of disease.

Outcome: Emergency Disease Response Functions operating effectively through routine District Structures with coordination at Provincial and Central levels of government

Target: Target disease control activities being undertaken through District structures with coordination at Provincial and Central levels of government..

Activities

3.1.1 Strengthening Functional Relationships

An important part of this activity will be to assist Indonesian government animal health departments at all level with the integration of structures and functions established for the emergency management of avian influenza (Regional Management Units, Local Disease Control Centres, management of PDSR activities) into a locally funded and sustainable animal health system.

3.1.2 Capacity Building in Advocacy and Budgeting

One of the key constraints to improved disease surveillance and response is a lack of funds at the local level. District level animal health services are frequently small sub-branches within large and complex local departments, and have difficulty planning and securing local government support for their activities. It is believed that an improved understanding of management and budgeting within the context of Indonesian district government departments could significantly enhance the ability of local managers to source funds for disease control initiatives. It is therefore proposed that training and hands-on assistance is provided for local managers to improve their skills in management, communication and advocacy in general but with a specific focus on budgeting and financial management. This will be undertaken in a workshop format involving central, provincial and district representation and key Indonesian central government institutions with responsibilities for Finance and Planning.

3.2. Outbreak Detection, Reporting, Investigation and Response

In this sub-component, support will be provided to strengthen systems for recognising, and reporting and responding to emergency disease outbreaks or incursions of new disease. Disease notification and response mechanisms, including those developed for the emergency avian influenza program, will be reviewed, aligned and strengthened to meet the needs of District, Provincial and National veterinary services. A systems development approach will apply Australian technical advice to build systems that support the development of all components of a an animal health system including community public awareness and reporting, report investigation, response including reporting to relevant and government and community officials.

Outcome: New disease outbreaks are being rapidly identified and reported to district veterinary authorities in South and West Sulawesi.

Target: Villages in South an West Sulawesi are aware of animal health issues and have a system for reporting incidents of concern to animal health authorities.

Activities

3.2.1 Community-Based Disease Identification and Reporting

District animal health authorities will be engaged in determining the most effective methods for increasing public awareness for reporting of animal disease events, matched with the response and investigation capacity of the district animal health units. District animal health units will be encouraged to carry out public awareness activities with villagers.

3.2.2 Capacity Building for Key Personnel (including Paravets and Extension Officers)

A process for identification of key district staff and a system of provincially delivered technical training to develop the skills of officers in the animal health front line will be developed with district and provincial government.

3.3. Disease Planning and Information Reporting

Outcome: Nationally developed strategic disease control/response plans will be adapted to local conditions and implemented in the sub-national context.

Target: Two national disease control plans being implemented in South and West Sulawesi

Activities

3.3.1 Plans for Priority Diseases and EID Detection and Response

Systems will be developed that will enable the implementation of national disease control plans. This will include increasing district government skills in sourcing funding for animal health, adapting of national disease plans to the sub-national context and developing standard operating procedures.

3.3.3 Disease Reporting

The mechanisms for the reporting of field information collected during animal health disease surveillance programs will be implemented following systems agreed during workshops involving Central, Provincial and District representatives.

3.4. Integrating Avian Influenza Activities into Routine Disease Control Functions

There has been a developing acceptance that avian influenza is unlikely to be eradicated in the short term and that prevention and control measures are best addressed through strengthening the local disease control systems for all priority diseases. PDSR in South and West Sulawesi is supported strongly at the Provincial and District Level. The reduction of foreign donor funds specifically targeting avian influenza and the costly nature of PDSR indicate that this system is not sustainable. Australian Technical advisors will work with the Ministry of Agriculture, Provincial and District Government (South and West Sulawesi) to soften the impact of the wind-back of PDSR and support the incorporation of positive aspects of PDSR into the local animal health system. The approach to PDSR in South and West Sulawesi will support national strategies developed by the Indonesian Ministry of Agriculture in response to a the wind back of PDSR.

Outcome: A district animal health capacity is developed that is sustainable and meets the needs of Indonesia including in achieving internationally accepted standards and providing benefit to the Indonesian people.

Target: A locally sustainable and funded system of animal health is functioning to investigate animal health reports and respond if necessary (District Level)

Activities

District Animal Health Systems

Australian technical support will assist Central, Provincial and District government develop a locally sustainable and funded animal health system with a focus on South and West Sulawesi. The main activity will involve the discussion at workshops of issues with the relevant parties and establishing of future plans to address identified problems. The Australian technical advisor will investigate the various district issues that need resolution in development of a system tuned to local conditions and resources.

3. Implementation Arrangements

3.1 Management Arrangements

Management

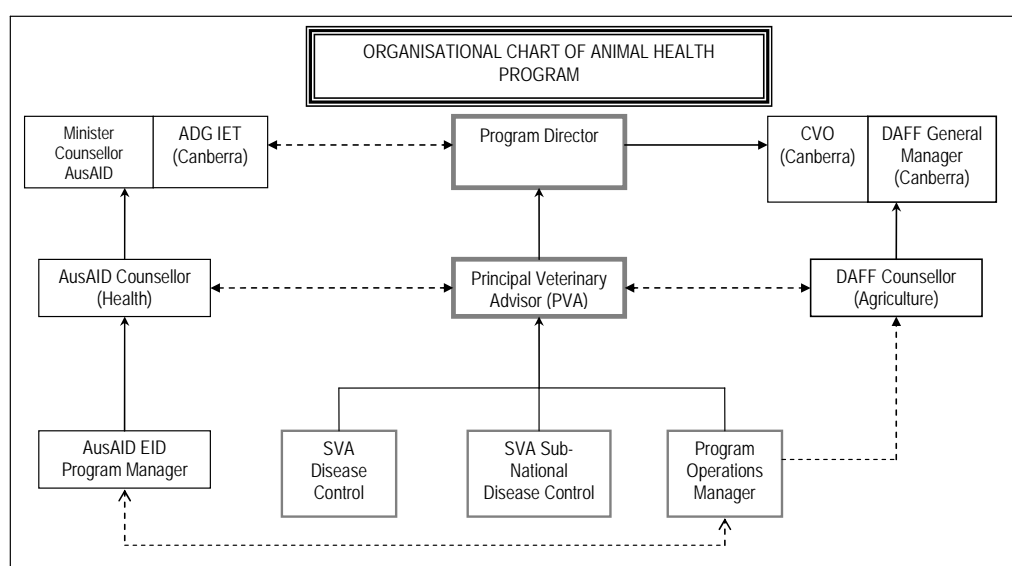
The Animal Health Program will be managed through a direct Government to Government relationship between the Indonesian Ministry of Agriculture and the Australian Government Department of Agriculture, Fisheries and Forestry (DAFF). This has been requested by the Government of Indonesia and has been supported by DAFF.

The current AusAID Animal Health program is managed through a variety of implementing partners including FAO, CSIRO, DAFF, ACIAR and the international non government organisation CHF International. DAFF will have the overall accountability and management responsibility for the program. Technical direction and oversight, plus management support will be provided by DAFF from Canberra in addition to local DAFF management support in Jakarta. Project activities will be delivered by DAFF technical experts (full time DAFF staff) based in Indonesian and Australia. DAFF technical experts will be DAFF employees but deployed under DFAT conditions of service when deployed in Indonesia. The main exception will be the delivery of laboratory systems development that will be subcontracted to the AAHL. Contractors will be engaged in an ad-hoc basis where a need is identified in areas outside the expertise of DAFF. This will essentially be the case for the technical laboratory components of this new program. Laboratory technical staff (contracted by AAHL) and Quarantine staff will be based in Australia initially, the effectiveness of the arrangement compared to deployment to Indonesia will be reviewed after 12 months.

Responsibilities

Terms of reference for the key expatriate positions are included in Annex 4. Overall responsibility for program outcomes will rest with a Program Director who holds a senior position within the Office of the Chief Veterinary Officer in DAFF in Canberra. In-country, the team will be led by a Principal Veterinary Advisor (PVA). This person will be responsible for leading the technical team and for implementing activities to achieve the recommended outcomes. All team members will report to the PVA. The key counterparts of the PVA will be the Director of Animal Health and the Director of Animal Quarantine. The PVA will have senior experience in disease control in Australia and will be familiar with constraints that arise with respect to disease planning and control, particularly in decentralised environments.

The PVA will initially be supported by an expatriate full time staff of a Program Operations Manager and two Senior Veterinary Advisors (SVA). The first of these will be the SVA Disease Control Planning, who will be responsible for activities under Component 2. The second will be the SVA Sub-National Disease Control, who will be based in South Sulawesi and will be responsible for the activities in Component 3. Funding is available for a second technical advisor position in Sulawesi. This position will support the SVA to implement the veterinary strengthening activities at the sub-national level and the support for Indonesian systems for the coordination of these activities at the Central, Provincial and District levels. This position will not be established immediately but will wait for the establishment of the first technical advisor in Sulawesi and will be guided by this officer in what staffing options will best deliver the objectives of the program.



The Program Operations Manager will take over many of the responsibilities of the previous EID Coordinator including coordination and monitoring of all program activities. The Program Operations Manager will also be the key person responsible for Australian whole of government liaison. In undertaking these responsibilities, they would be expected to split their time between the DGLS and the Australian embassy. While it would be expected that this person will have a good working knowledge of Australian Government Systems, they may be locally recruited.

The PVA and SVA Disease Control Planning will be based in the DGLS. The team will be supported a translator in DGLS and a locally employed staff member in the Embassy. A small team of locally employed staff will also support the team in Sulawesi.

There will also be a small management team in Canberra. The key responsibilities of this team will be financial and contract management for the program as a whole, and for sub-contractors and directly employed expatriate staff. The Canberra team will also have a role in managing logistics between the two countries and being the key point of contact for whole of government liaison in Australia.

Procurement

Procurement will be arranged by DAFF through normal Australian Government procurement processes in accordance with the Financial Management Accountability Act 1999, the Commonwealth Procurement Guidelines and all relevant Chief Executive Instructions. Sub-contractors will use their own procurement processes and will be subject to audit if required.

3.2 Governance Arrangements

Governance arrangements will be aimed at ensuring that there are appropriate forums for both the GOI and the GOA to review and respond to progress of the program and also to ensure accountability for the Team. AusAID will have oversight of the program, to ensure good governance.

Program Coordinating Committee (PCC) meetings will be held every six months and will be the main high-level monitoring and decision making mechanism for the program. The Chair of this meeting will be the Director General of DGLS and the deputy chair will be the Director General of IAQA with other members comprising senior GOI and GOA representation. At each meeting, a review of progress from the previous six months will be presented by the program management team. Any major decisions concerning future directions for the project will be presented and discussed at these meetings, and no significant changes will be made without endorsement from this committee. The Program Director will attend the PCC meetings and

will remain in-country for one or two weeks to undertake a mini review of progress for AusAID. The PCC will endorse all activities for the next 12 months before the beginning of each Australian Financial year.

Program Steering Committees (PSC). Program Steering Committee meetings will be held every three months alternating between Jakarta and Makassar. These meetings will be more operational and should be the forums at which team members and GOI counterparts directly related to the component or subcomponent activities update on progress with these activities and discuss and make decisions about ongoing implementation.

External Reviews Two external reviews will be held during the program. The first will be undertaken after around 12 months. During this review, an assessment will be made of the technical progress and implementation arrangements. In addition, in depth discussions and/or workshops to inform future activities will be undertaken, and recommendations for any changes in design will be made. These will be presented to next PCC meeting for discussion and endorsement.

A second external review will be held at the end of Year Four. The aim of this mission will be to assess the outcomes from the program and assist AusAID in determining if a future phase of activities should be considered. If the outcomes of this are positive, a design process will be undertaken.

3.3 Reporting

Key reports will be required for AusAID as the funding body for this program in January (six-monthly report) and July (Annual Report) each year. These reports should be comprehensive and include: a general review of the previous six months; progress against targets; key issues and constraints; and requests for alterations to the planned activity schedule. The report should be the key background document for each PCC meeting. A summary of expenditure against the budget should be forwarded independently to AusAID.

The Annual Report should also include an annual review against the monitoring and evaluation framework, a workplan for the next year's activities and a reconciliation of the yearly expenditure.

3.4 Monitoring and Evaluation

With the clearer logic model now developed, a monitoring and evaluation expert will be engaged at implementation for the life of the program to develop a detailed monitoring and evaluation framework that includes roles and responsibilities, and then to conduct regular assessments on progress against this framework.

A review of the Program will occur at the 12 month point in implementation. This is to ensure the Program is using the most effective methods of implementation. The following aspects will be of particular interest at that time: the fly-in fly-out model of support for laboratories and quarantine, the overall objectives, program logic in light of OIE gap analysis and transition from PDSR and avian influenza to EID more broadly in Indonesia. Corrective actions or reprioritisation of activities can then be determined to ensure the Program can achieve its intended outcomes.

As implementation moves on, the impacts of system and planning changes will affect the program beneficiaries. Part of this review should include an assessment of how gender issues have been incorporated into the program implementation, and how gender will be taken into account as the program progresses.

The overall purpose of monitoring and evaluation is to ensure that program inputs flow through to achieving the planned goals and outcomes. The responsibility for monitoring and evaluating the program's implementation should be shared between the MOA and DAFF. Indicators and targets have been built into the program design and details of these including baselines, targets and methods of verification can be found in Annex 5. The PCC will form a key mechanism for reviewing progress against the monitoring and

evaluation framework and is where Indonesian input into this aspect of program implementation will be contributed.

Quality at Entry (QAE) and Quality and Implementation (QAI) will be completed separately by AusAID, in accordance with AusAID's oversight role with respect to monitoring and evaluation.

3.5 Critical Risks and Risk Management Strategies (including sustainability)

Indonesia is a country with a large number of risks that may affect the progress of the Program. These range from natural disasters, through constraints in government and political systems, to a wider variety of risks related to the sheer size and diversity of the country. Key risks identified for this Program and ways to mitigate these risks are outlined in the Program Risk and Mitigation Matrix in Annex 6.

One of the major risks that has been identified is sustainability. To enhance sustainability of the program, AusAID and the implementing agencies will ensure that all decisions are made jointly with Indonesian partners the PCC is considered critical in ensuring that the program operates as a partnership, that implementation of activities is through existing Indonesian government systems and that international advisors take on advisory rather than operational roles. All activities should be undertaken with the view of developing systems to carry out activities rather than the program delivering recurring outputs (i.e. those outputs that must continue following the end of the program).

One of the critical factors in development of a sustainable partnership is commitment from both parties. Both DAFF and MOA are highly committed to this project and both understand the essential need for sustainability to take advantage of funds available to build a system for the future that ultimately stands alone. This commitment has been demonstrated through the workshops conducted on program logic in Canberra and Indonesia in the first half of 2010.

3.6 Estimated Program Budget

The total Budget is \$22 Million as shown below (there is no financial commitment from GOI for this program).

Comp.	Item	Cost \$'000
1	National	4,000
2	Data, laboratory and quarantine	8,500
3	Sub-national	6,500
	Program coordination and direction	1,600
	DAFF management	1,400
		22,000

3.7 Implementation Schedule

The project will be implemented following signing of the subsidiary arrangement between AusAID and the MOA (this is expected to be in August 2010). The monitoring and evaluation plan (Annex 5) indicates the suggested course of activities and how the progress of delivery will be measured. This will need to be flexible to include PCC input and review to ensure activities are supporting long term animal health objectives for Indonesia.

DAFF has initiated activities in preparation for project launch following the signing of the subsidiary arrangement.

The next stage in project initiation will be the forming of the Program Coordinating Committee. This will be the key body under which program direction (within the scope of the program as defined by this program design document) is decided and modified by the Partnership team (Australia and Indonesia).

Annex 1: Terms of Reference for Design Mission

New Phase of the Emerging Infectious Diseases Program, Indonesia
2010 - 2014
1st – 25th October 2009

Terms of Reference

1. Introduction

Australia was one of the first countries to support Government of Indonesia (GOI) in its response to the avian influenza threat, committing over \$30 million in assistance for pandemics and emerging infectious diseases in three phases since early 2004. The current AusAID program is worth \$18.5 million and is due to be completed by June 30, 2010.

Australia is committed to continuing its support for the Emerging Infectious Diseases Program in Indonesia. A recent scoping mission for the animal health component confirmed the support for the Program and documented a broad outline of proposed animal health program components developed in collaboration with GOI counterparts.

Following the successful outcome of the scoping mission, AusAID is now commencing a full design process. This design process will build on the findings of the scoping mission for the animal health components and will also include a human health component.

2. Background

Australia was one of the first countries to provide assistance to Indonesia. Early support was directed at preventing and managing human cases of avian influenza. Over time, the focus of the program gradually changed to concentrate more on the animal health response. The current program comprises technical assistance and capacity building activities at the national level and a program of assistance aimed at supporting the local disease control infrastructures and controlling the disease in poultry in South and West Sulawesi. An independent review of the animal health program endorsed this general direction but suggested that a broader focus on emerging infectious diseases could be incorporated into future activities. An independent review of the human health component also recommended continuing activities for another phase.

A summary of the current program, together with its strengths, weaknesses and lessons learnt can be found in the Emerging Infectious Diseases Concept Document.

The animal health program is complex and it was therefore decided to conduct a scoping mission for the animal health component prior to mobilizing a full design mission.

This Scoping Mission was undertaken in August 2009, with the objectives of:

- Confirming GOI commitment to future Australian engagement;
- Suggesting a broad outline for future directions;
- Identifying any constraints that may significantly affect the future effectiveness of the program;
- Exploring management options following the withdrawal of the EID coordinator; and
- Reviewing current and planned donor assistance to ensure any potential areas of possible duplication were identified and addressed.

The scoping mission found that there was strong support, both at the national and provincial level, for a continuation of AusAID's support for emerging infectious disease prevention and control activities. There was a desire, however, for more senior Government of Indonesia involvement in decision making and a move in

emphasis to a wider systems strengthening approach. Support for Government to Government engagement was strongly expressed.

An outline of a possible program of support was developed and endorsed by the GOI. It comprised four components as follows:

- Strengthening structure, function and coordination of Indonesian animal health and quarantine services nationally;
- Improving planning and management of disease control including strengthening epidemiology capacity and laboratory services;
- Support for regional, provincial and district animal health services in Eastern Indonesia; and
- Prevention and control of avian influenza in South and West Sulawesi.

Four options for program scope and management were also presented. Two of these were regarded as most deserving of further consideration. These both involved a comprehensive program of support but differed with respect to their management arrangements. The team concluded that any new program should have a strong bilateral Government to Government focus with the Australian Department of Agriculture, Fisheries and Forestry taking a lead role in managing the activities. The extent to which this replaced the current implementing arrangements through FAO needed to be explored further.

A full design is now being mobilised to further develop the findings of the scoping mission, to design the human health component and to develop a draft Project Design Document (PDD). AusAID foresees a contribution of up to A\$ 22 million over 4 years contingent on meeting outcomes.

3. The Design Process

The design as specified in these terms of reference will comprise three parts.

Part I: Design Mission (Oct)

1. A one month mission in-country to prepare an initial draft Project Design Document (Oct)

Part II: Mission Follow-up and Preparation of final Draft PDD (Nov/Dec)

2. A further 5-6 weeks activities to:
 - a) Finalise and endorse a proposed management and implementation arrangements
 - b) Conclude negotiations with DAFF, FAO (and possible subcontractors e.g. CHF);
 - c) Finalise details of project design and workplans for activities to be implemented by WOG partners, AAHL, AQIS, ACIAR);
 - d) Finalise the design costing;
 - e) Finalise the draft PDD for submission to AusAID

Part III: AusAID Review and Finalisation of PDD (Dec)

3. Submission of final draft PDD, review by AusAID and final revisions;
4. Submission of final PDD for Peer Review.

N.B. The remainder of the TORs relate to Part I: Design Mission.

4. THE DESIGN MISSION

4.1 Key Objectives

The key objectives of the design mission are:

1. To design and cost a further four years of assistance for the Emerging Infectious Disease Program for Indonesia which is fully supported by the GOI.
2. To document these findings in a draft Project Design Document that meets AusAID's quality principles¹⁶ and conforms to AusAID documentary standards.

¹⁶ Refer AusAID quality at entry guidance.

3. To develop, and obtain endorsement from key stakeholders for, a management plan which has a high level of government to government engagement, is practical and implementable and is within the capacity of the key implementing agency or agencies.
4. To ensure that activities are harmonized with those of other donors.

4.2 Scope of Work

During the mission, the team will:

- Carefully read the materials provided (annex 2);
- Participate in a mission inception briefing with AusAID Jakarta;
- Undertake detailed discussions/workshops with key stakeholders in Jakarta and South and West Sulawesi;
- Participate in field visits;
- Prepare an Aide Memoire that summarises the findings of activities undertaken during the mission, and debrief AusAID and key stakeholders using the Aide Memoire prior to leaving Indonesia;
- Prepare an initial draft Program Design Document (PDD).

In undertaking the mission, the design team must:

- Work with relevant Gol ministry counterparts to confirm that the proposed areas of assistance are consistent with the priorities of the Government.
- Design a program that implements the objectives and components as set out in the program scoping mission report, consistent with Gol priorities.
- Clearly articulate what outcomes will be achieved and what success will look like.
- Be informed by extensive consultation with Australian WOG agencies, and other development partners, involved or potentially involved in the program.
- Build on builds on the strengths of the previous program and address any weaknesses and lessons learnt identified through the review and scoping missions.
- Respond to, and support, further development of the capacity of key counterparts.
- Logically phase activities over the four years, with a higher level of detail for the first 3 years.
- Take into consideration the direction of the Australia Indonesia Country Strategy and Health Sector Plan and the Jakarta Commitment.
- Take into account the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, including greater focus on working in partnership with Government systems.
- Identify cross cuttings issues, particularly support for Gender Equity, Anti-Corruption, Child Protection and Disability and ensure appropriate support for these issues in accordance with AusAID policies.
- Include a plan for a seamless transition between the current EID Program activities and the follow on or newly designed activities.

4.3 Documentation

At the end of the mission, the team will have completed and documented a draft Program Design Document which includes, but is not restricted to:

- A fully developed four year design for the Emerging Infectious Diseases Program, with greater detail for the first 3 years;
- A Monitoring and Evaluation Plan for the full four years of the design (which specifies goal, objectives, outcomes, deliverables, verifiable indicators and their means of verification for the four year period);
- A management plan, including the key implementing partner or partners, their roles and responsibilities, reporting outputs and Terms of Reference for identified long-term and short-term positions identified;
- Specific governance arrangements (including a central role for a Program Coordinating Committees (co-chaired by Gol and AusAID), steering committees at Central and Regional levels and a process for independent review for the program;
- A detailed Risk Analysis, giving consideration to aspects of sustainability and feasibility and any possible overlaps with other donor activities;

- A section on donor synergies and possible areas of duplication;
- A draft costing of these activities.

4.4 Reporting Outputs

The team will:

- Present an Aide Memoire at the completion of the design mission (26th October).
- Provide an initial draft of a Program Design Document to AusAID Jakarta. The draft report will have 50 page limit, inclusive of the executive summary but exclusive of Annexes.

4.5 Dates and Duration

The timeframe for the Design Mission is as follows:

Key Steps	Timing
Preparation	1-4 th October
Discussions with key stakeholders in Jakarta	5-10 October
Field visits and discussions with key stakeholders in South Sulawesi	11-16 October
Writing and preparation of AIDE Memoire	19-25 October
Presentation of Aide Memoire	26 th October

4.6 Team Composition

Team members will have extensive experience and knowledge in project design and implementation and of EID activities in Indonesia and the region. The team will comprise five members as follows:

Team Leader (TL)

The team leader will be the AusAID Emerging Infectious Diseases Coordinator based in Jakarta and will have prime responsibility for:

- Leading the team and taking overall responsibility for the Design and the drafting of reporting outputs (e.g. aide memoire, draft and final review report);
- Allocating appropriate responsibilities and ensuring the full participation and effective communication among nominated team members in the mission;
- Ensuring that all outputs are of a high quality and are completed in a timely fashion;
- Preparing and drafting an Aide Memoire in consultation with other members of the team; joint presentation of the Aide Memoire to the AusAID prior to the end of the mission;
- Preparing an initial draft report within one week of completion of the mission.

International Animal Health Expert (IAHE)

1. The International Animal Health Expert will have a very strong veterinary epidemiology and disease control background and understanding of animal health systems. He/She will also have a good understanding of the systems and processes of the Government of Indonesia and those of the multilateral and Australian Whole of Government agencies. The IAHE will:

- Be an effective team member in jointly preparing and documenting the draft PDD;
- Take a lead role in
 - developing and documenting the program content sections of the report;
 - facilitating discussions and workshops with key GOI technical counterparts;
 - leading field visits;
 - undertaking discussions with key donors and implementing agents and documenting of outcomes of these discussions.
- Take a key role in developing the management and implementation plan;
- Attend key meetings scheduled for the review process;
- Assist with the presentation of the Aide Memoire to the GOI and AusAID;
- Write relevant sections of the initial draft Report (to be decided in consultation with the TL).

Indonesian Animal Health Expert and Ministry of Agriculture Representative (MOAR)

The Indonesian Animal Health Expert will be a current or past member of the Directorate General of Livestock Services with a strong background in animal health services and disease control. They will also have a good understanding of GOI systems and processes. He /she will:

- a) Be an effective team member in jointly preparing and documenting the draft PDD;
- b) Be primarily responsible for ensuring that proposed activities are in line with GOI priorities and the content and implementation arrangements are fully supported by government;
- c) Provide inputs on the cultural sensitivity of project activities and approaches;
- d) Ensure that recommendations are provided within an Indonesian context;
- e) Attend key meetings and discussion forums scheduled for the review process;
- f) Assist with preparation and presentation of the Aide Memoire to the GOI and AusAID.

Australian Animal Health Expert and Department of Agriculture, Fisheries and Forestry Representative (DAFFR)

The International Animal Health Expert will be nominated by the Department of Agriculture, Fisheries and Forestry (DAFF) and will have a strong background in animal health policy and systems and in program management and implementation. He/She will have a good understanding of the systems and processes of Australian Government Agencies, in general, and more particularly of the potential capacity and limitations of DAFF as a managing agent for such a program.

As part of the design team he/she will:

- a) Be an effective team member in jointly preparing and documenting the draft PDD;
- b) Take a lead role in:
 - a. assessing the extent to which the program can be implemented through a Whole of Government management structure;
 - b. developing a plan of management and implementation plan based on this assessment;
 - c. documenting possible subcontracting arrangements that may be required;
 - d. documenting further steps that need to be undertaken to finalise the management plan.
- c) Take a key role in technical discussions and decision making on program content;
- d) Attend key meetings and discussion forums scheduled for the review process;
- e) Assist with preparation and presentation of the Aide Memoire to the GOI and AusAID;
- f) Write relevant sections of the initial draft Report (to be decided in consultation with the TL).

AusAID Officer (AO)

The AusAID Officer will have a background in human health, experience working in AusAID, Canberra and good writing skills.

As part of the design team he/she will:

- g) Assist the Team Leader in preparing and documenting the draft PDD;
- h) Take a key role in preparing the background, donor coordination and cross cutting issues sections of the draft PDD;
- i) Assist the Human Health Advisor develop the human health component. This may involve liaison with DOHA in Canberra.
- j) Assist with logistics in organising the Aide Memoire presentation and other discussions with AusAID, Canberra and Whole of Government partners;
- k) Attend key meetings and discussion forums scheduled for the review process;
- l) Assist with preparation and presentation of the Aide Memoire to the GOI and AusAID;
- m) Write relevant sections of the initial draft Report (to be decided in consultation with the TL);
- n) Other duties as requested by the Team Leader.

4.7 List of Key documents to be provided to the Design Mission (to be revised)

- Scoping Mission Report;
- The EID concept Document;
- Review of Project achievements document;
- The National Strategic Workplan, 2008-2011;
- Animal and Human Health review Documents
- Indonesia Country Strategy and Health Project Strategy;
- The 2007 OIE report on the performance of the Indonesian Veterinary System;
- Most recent 6 monthly or Annual reports - on request;
- List of key stakeholders;

- Other important documents provided by AusAID, the GOI, Multilaterals or international donors – on request.

Annex 2: List of Stakeholders Consulted

Name	Institution	Position/Title
Mr Dominique Burgeon	UN Food and Agriculture Organization (FAO)	Senior Operations Officer, Emergency Operations and Rehabilitation Division
Mr Subhash Morzaria	FAO	Regional Manager ECTAD
Mr James McGrane	FAO	AI Control Program, Team Leader
Dr Stephen Angus	FAO	Chief Technical Advisor
Ron Thornton	FAO	Senior Epidemiologist International
Steve Leenhouts	FAO	M&E specialist
Eric Brum	FAO	Chief Technical Advisor
Mr Ken Shimizu	FAO	Operations Officer
Wahyuningsih Darajati	BAPPENAS	Director for Food and Agriculture
Dr. Ir. Bayu Krisnamurthi MSi	National Committee on Bird Flu Control and Pandemic Preparedness	Secretary/ Chief Executive of the National Committee for AI
Dr Hidetaka Funo	JICA	Livestock Development Policy Advisor
Dr Hari Priyono	Department of Agriculture	Director General of Quarantine
Dr Tjeppey Soedjana	Department of Agriculture	Director General of Livestock Services
Drh Mulyanto	Department of Agriculture	Director Animal Quarantine
Drh Agus Wiyono	Department of Agriculture	Director of Animal Health
Drh Bagoes Poermadjaja	Department of Agriculture	Head of Sub-Directorate Animal Diseases Surveillance
Drh Sudarmono	Department of Agriculture	Head of Sub Directorate Disease Control
Drh Budiandono	Department of Agriculture	Head of Sub Directorate Medic Veterinary Services
Drh Rahajeng	Department of Agriculture	Directorate Animal Health
Drh Hardiman	Department of Agriculture, Indonesian Research Centre for Veterinary Science (BBalitvet)	Director
Drh Mira Hartati	Department of Agriculture	Centre for Animal Quarantine
Drh Iswan Haryanto	Department of Agriculture	Centre for Animal Quarantine
Arief Haryanto	Department of Agriculture	Centre for Animal Quarantine
Drh Nuryani Zainuddin	Department of Agriculture	Centre for Animal Quarantine
Drh Uti R.H	Department of Agriculture	Centre for Animal Quarantine
Drh Sri Yusnawati	Department of Agriculture	Centre for Animal Quarantine
Drh Moch Arief Cahyono	Department of Agriculture	Centre for Animal Quarantine
Wawan Susilo	Quarantine Station Cengkareng, Soekarno-Hatta Airport	Head of Quarantine station Cengkareng (Jakarta airport)
Drh Indrawati. S	BBalitvet	Nipah- Researcher
Drh Indi Darmayanti	BBalitvet	AI and Swine Flu -Researcher
Muharom Saefullah MSc	BBalitvet	Rabies -Researcher
Dr. Anni K	BBalitvet	Head of Bacteriology section
Drh. Didik T. Subekti	BBalitvet	Toxoplasma – parasitology - Researcher- Toxoplasma
Risa Indriani SSI	BBalitvet	AI virology Researcher
Drh. Rahmat Satya Adji MSi	BBalitvet	Para TB, Anthrax Researcher
Drh Kusmiyati	BBalitvet	Lepkospira- Bacteriology Researcher
Romsyah Maryam	BBalitvet	Head of Collaborative research section and toxicology researcher
Dr Ivo Claassen	Indonesian Dutch Partnership Program on HPAI	Coordinator, Head of Project Operations Office
Dr Mohammad Roem	Ministry of Home Affairs	Director of Disaster Preparedness and Prevention
Dr Kendra Chittenden	USAID	Senior Infectious Diseases Advisor
Artha Camellia	USAID	Emerging Infectious Diseases Specialist
Maria Isabel Busquets	USAID Contractor, CBAIC	Chief of Party

Name	Institution	Position/Title
Australian Government		
Tim Smith	AusAID	DPS Economic Governance
David Ramsay	Department of Infrastructure – Embassy	First Secretary
Mark Travers	Australian Federal Police	Technical Adviser
Warren Hauck	Department of Foreign Affairs	First Secretary – Economic
Julien De Meyer	ACIAR	Indonesia Country Manager
John Ackerman	Department of Agriculture, Fisheries and Forestry	Counsellor

Workshop attendees (Jakarta):

Name	Institution	Position/Title
Bagoes Poernadajaja	Department of Agriculture	Head of Sub-Directorate Animal Diseases Surveillance
Bambang Pontjo	Institute of Agriculture Bogor	Head of Department
IWT Wibawan	Institute of Agriculture Bogor	Dean of Veterinary Faculty
Bambang Sumiarto	University of Gajah Mada	Dean of Veterinary Faculty
R.D Wiwiek Bagja	Veterinary Association	Chairman/ President
Etty W	CMU	Bio security
Noery Widowati	CMU	International Cooperation
Rahajeng	Department of Agriculture	Sub Directorate Disease Control
Sudarmono	Department of Agriculture	Head of Sub Directorate Disease Control
Budiandono	Department of Agriculture	Head of Sub Directorate Medic Veterinary Services
Mira Hartati	Department of Agriculture	Centre for Animal Quarantine
Iswan Haryanto	Department of Agriculture	Centre for Animal Quarantine

Makassar field visit

Name	Institution	Position/Title
Emma Watkins	UN Food and Agriculture Organization	Vet adviser PDSR and VBEC activities
Kerry Mulqueen	UN Food and Agriculture Organization	Vet Adviser IBCP
Murtala Ali	Dinas Livestock services South Sulawesi province	Head of dinas
Kafil Azis	Dinas Livestock services South Sulawesi province	Head of Animal Health section Dinas Livestock Services South Sulawesi province
Sugiarto	DIC Maros	Head of DIC
Kundoro	Animal Quarantine South Sulawesi	Sub Head Animal Quarantine South Sulawesi

Workshop Attendees (Makassar)

Name	Institution
Ir. Murtala Ali, MSi	Dinas Livestock services Provinces
Ir. Siswadi Ahmad	Dinas Livestock services Provinces
Drh Kafil	Dinas Livestock services Provinces
Drh Nurlina	Dinas Livestock services Provinces
Drh. Inti Zaman	Dinas Livestock services Provinces
Drh. Kundoro	BBKP Makasar
IB Putu Artana	Dinas Livestock services Wajo district
Drh. Agung P.J. Wahyudi	Dinas Livestock services Bulukumba district
Daeng Sirate	FAO Makassar

Annex 3: Outcomes of Animal Health Workshop, Jakarta

6 October 2009

Objective of the Workshop

- Confirm Basic Direction of Program.
- Consider and Discuss Goal, Components and Objectives.
- Identify Key Issues and Constraints.
- Make Suggestions for Elaboration of Components and Clarify Questions from the Team.

Component 1

Strengthening structure, function and coordination of Indonesian Animal Health and Quarantine Services Nationally

Component 2

Improving planning and management of disease control including strengthening epidemiology capacity and laboratory services;

Outcomes from discussion - Priorities under Components 1& 2

1. Strengthening of Veterinary Services
 - Natural progression to an integrated National Animal Health System.
 - Moving from an emergency to systematic approach to animal health.
 - Recognition of the importance of economic factors (both direct and indirect).
 - Institutional and legal importance of the Directorate of Animal Health.
2. Comprehensive national animal health legislation
 - Including subordinate legislation.
 - Review National Disease List to produce one list of notifiable diseases, including integration from animal quarantine.
3. Co-ordination/harmonisation needed:
 - at Ministry level;
 - between Ministries; and
 - at jurisdictional level.
4. Socialisation of a National Animal Health System
 - Australia can assist in advocacy and facilitating stakeholder engagement.
 - Facilitation of discussions/workshops.
5. Strengthening of Epidemiology, laboratories and surveillance
 - Clarification of the roles of DICs and CMU.
 - Strengthen epidemiology capacity.
 - Disease information systems could be strengthened, using existing systems from animal quarantine and DICs.
 - Extend the disease range for laboratory support to other diseases.
 - Quality Assurance internally and externally should be made more consistent.
6. Other Key Points
 - Improvements of human resources in epidemiology and veterinary capabilities in all DICs.

- Public awareness and information, education and communication.

Component 3

Support for Regional, Provincial and District Animal Health Services in Eastern Indonesia

Component 4

Prevention and Control of Avian Influenza in South and West Sulawesi

Outcomes - Priorities under Components 3 & 4

- Legislation and autonomy.
- Increase central government support for local jurisdictions is desired.
- Coordination meetings could be a way to increase communications between institutions.
- Resources and cost sharing.
- Priority diseases (National and Local).
- Local knowledge of Dinas should be utilised more, with local responsibility for local priority diseases and knowledge management.

- Role of DICs in local disease control, investigation and surveillance and diagnostics.
- Support by quarantine of local disease control – entry point focus; spreading diseases.
- Restructuring plan feasibility study to determine local need.
- PDSR – strengths and weaknesses of program –sustainability.
- HPAI:
 - future needs based on prevalence and future industry structure
 - existings tools are valid, but all need to be more coordinated
 - 2020 – absorptive capacity
 - farmer support for the program will be very important.

Annex 4: TORs for Key Positions

Terms of Reference – Program Director

Position Name: Program Director (PD)

Reporting to: Chief Veterinary Officer, Australia

Location: Department of Agriculture, Forestry and Fisheries (DAFF), Canberra

Duration: 1/7/10 – 30/6/2014

Key Accountabilities:

1. Overall accountability for achievement of program outcomes;
2. Overall accountability for efficient and effective management of the program including all financial and legal aspects;
3. Maintenance of harmonious and transparent relationships with AusAID, sub-contracted organisations and other Australian Whole of Government Agencies.

Description of duties:

- Provide strategic leadership for the program;
- Undertake high level liaison with GOI and GOA partners;
- Provide high level administrative oversight of the program, including financial reporting, achieving program objectives and contract supervision;
- Monitor progress of the Program, identify any issues arising and undertake corrective actions, where necessary;
- Take overall responsibility for implementation of the M&E framework and resolve any issues in collaboration with Veterinary Advisors and M&E expert;
- Brief AusAID, DAFF and other agencies on Program implementation;
- Recruit and manage senior staff;
- Oversee the activities and performance of the Principal Veterinary Advisor;
- Assist to enhance the efficiency and effectiveness of the program through advocacy for and provision of advice on gender mainstreaming;
- Attend PCC meetings and follow up outcomes of the meetings;

Required Qualifications/Experience:

The PD will be a veterinarian working with the following essential capabilities:

- Holding a current senior position within the Office of the Chief Veterinary Officer, DAFF, Canberra
- Demonstrated skills in Program management, including supervision of technical activities, personnel and financial management, monitoring and reporting.
- Significant experience in regulatory livestock disease control.
- An understanding of the working environment in developing countries, preferably in Southeast Asia.
- Excellent oral and written communication skills.

Terms of Reference – Principal Veterinary Advisor

Position Name: Principal Veterinary Advisor (PVA)

Reports to: Program Director

Location: Directorate General of Livestock Services, Ministry of Agriculture

Duration: 1/7/10 – 30/6/2013 (possible one year extension)

Key Accountabilities:

1. Maintaining an harmonious and productive working relationship between Program personnel and between the team and counterpart Indonesian veterinary service personnel.
2. Successful implementation of Component 1;
3. Strengthened coordination between agencies at the national and sub national levels.

Description of duties:

- Take overall responsibility for implementation of the Program.
- Take overall responsibility for leadership of the team;
- Engage effectively with Indonesian MOA personnel related to the Program;
- Take direct responsibility for achieving the outputs and outcomes of Component 1;
- Provide technical support and guidance for implementation of Components 2 and 3;
- Supervise directly or indirectly the activities of appointed Program technical personnel in the implementation of the Program;
- Supervise Program administrative personnel in providing support and inputs required for implementation of the Program;
- Assist to enhance the efficiency and effectiveness of the program through advocacy for and provision of advice on gender mainstreaming;
- Work closely with the Program Operations Manager in the Australian Embassy in Jakarta in the oversight of Program management;
- Monitor Program progress, liaising closely with Indonesian counterpart personnel, the Program Manager in Canberra and the Program Steering Committee to identify and rectify implementation issues or negotiate changes to work plans as required;
- Continuously monitor progress against the M&E framework and review any issues with PD and M&E expert;
- Liaise with donors and other implementing partners engaged in related projects to ensure complementarity and coordination of activities;
- Be responsible for achieving goals, objectives and milestones and the monitoring and evaluation schedule for the program;
- Advise DAFF and AusAID of any changes in program strategy, if required;
- Brief Australian Embassy and Australian Government visiting personnel on Program activities as required;
- Prepare and provide reports on Program progress as required within the Program Document;
- Prepare monthly dot points on key activities for previous month (<1/2 page) for Program Operations Manager;
- Other duties as requested by the Program Director.

Required Qualifications/Experience:

- The PVA will be a veterinarian with the following essential capabilities:
- Demonstrated skills in Program management, including supervision of technical activities, personnel and financial management, monitoring and reporting.
- Highly developed skills in regulatory livestock disease control with specialist knowledge in one or more areas of planning and policy development, epidemiology, laboratory diagnosis, emergency disease preparedness and response, quarantine operations, and technical training.
- A good knowledge of Australian regulatory veterinary services.
- An ability to work harmoniously and productively with partners in project implementation in developing countries, demonstrated in previous experience preferably in Southeast Asia.
- Excellent oral and written communication skills.

Desired knowledge and skills:

- Experience within the Australian Commonwealth or State veterinary services.
- Previous experience of working in Indonesia.
- Skills in Indonesian language.

Terms of Reference - Senior Veterinary Adviser - Disease Control

Position Name: Senior Veterinary Advisor – Disease Control (SVA-DC)

Reporting to: Principal Veterinary Advisor

Location: Directorate General of Livestock Services, Ministry of Agriculture

Duration: 1/10/10 – 30/6/2013 (possible one year extension)

Key Accountabilities:

1. Successful implementation of Component 2.
2. Strengthened information management and disease reporting within the MOA;
3. Strengthened epidemiology and disease planning capacity in the Directorate of Animal Health.

Description of duties:

- Assist the Principal Veterinary Advisor in the overall implementation of the Program.
- Engage effectively with relevant Indonesian Ministry of Agriculture personnel;
- Oversee the activities in Component A2 and be responsible for achieving the outputs and outcomes of that Component;
- Be directly responsible for the implementation of activities in Subcomponent 2.1 of Component 2;
- Oversee the activities of appointed technical personnel, contracted consultants and subcontracted agencies in the implementation of Subcomponents 2.2 and 2.3 of Component 2;
- Monitor progress of component 2 closely, liaising with Indonesian counterpart personnel, subcontractors, the PVA and the Program Steering Committee to identify and rectify implementation issues or negotiate changes to work plans as required;
- Continuously monitor progress against the M&E framework and review any issues with PVA and M&E expert;
- Fully understand the Australian Development Scholarship and Fellowship System and encourage MOA participation in this;
- Assist to enhance the efficiency and effectiveness of the program through advocacy for and provision of advice on gender mainstreaming;
- Liaise with other implementing partners engaged in related project activities to ensure complementarity and coordination of activities;
- Liaise with the PVA if any issues arise during implementation and develop solutions in collaboration with the PVA (and/or Program Director);
- Provide technical support to assist with the implementation of Components 1 and 3, as requested by the PVA;
- Brief Australian Embassy and Australian Government visiting personnel on Program activities, as requested by the PVA;
- Prepare and provide reports on progress with implementing Component A2 of the Program as required within the PDD;
- Prepare monthly dot points on key activities for previous month (<1/2 page) for PVA and Program Operations Manager;
- Prepare briefings and progress reports for the PVA, as requested;
- Other duties as requested by the PVA or Program Director.

Required Qualifications/Experience:

The STA will be a veterinarian with the following essential capabilities:

- Demonstrated skills in project management, including planning, supervision of technical activities, monitoring and reporting;
- Well developed skills in regulatory livestock disease control with specialist knowledge in the areas of disease control surveillance and investigation, information management and/or epidemiology;
- A good understanding of veterinary laboratory and quarantine services;
- A good knowledge of Australian regulatory veterinary services;
- An ability to work harmoniously and productively with partners in project implementation in developing countries;
- Excellent oral and written communication skills.

Desired knowledge and skills:

- Experience within the Australian Commonwealth or State veterinary services.
- Previous experience of working in Indonesia.
- Skills in Indonesian language.

Terms of Reference - Senior Veterinary Adviser - Sub-national Disease Control

Position Name: Senior Veterinary Advisor – Sub-national Disease Control (SVA-SDC)

Reporting to: Principal Veterinary Advisor

Location: Dinas Pertenakan Propinsi, Makassar

Duration: 1/10/10 – 30/6/2013 (possible one year extension)

Key Accountabilities:

1. Successful implementation of Component 3.
2. Introduction of village-based disease reporting mechanism ;

Description of duties:

- Assist the Principal Veterinary Advisor in the implementation of the Program;
- Engage effectively with relevant Indonesian Ministry of Agriculture and Provincial and District livestock services personnel;
- Oversee the activities in Component 3 and be responsible for achieving the outputs and outcomes of that Component;
- Be directly responsible for the implementation of activities in Sub-components 3.1, 3.2 and 3.3 of Component 3;
- Oversee the activities of appointed technical personnel, contracted consultants and subcontracted agencies in the implementation of Subcomponents 3.4 of Component 3;
- Monitor progress of component 3 closely, liaising with Indonesian counterpart personnel, the PVA and the Program Steering Committee to identify and rectify implementation issues or negotiate changes to work plans as required;
- Continuously monitor progress against the M&E framework and review any issues with PVA & M&E expert;
- Liaise with the PVA if any issues arise during implementation and develop solutions in collaboration with the PVA (and/or Program Director);
- Assist to enhance the efficiency and effectiveness of the program through advocacy for and provision of advice on gender mainstreaming;
- Liaise with other implementing partners engaged in related project activities to ensure complementarity and coordination of activities;
- Provide technical support to assist with the implementation of Components 1 and 2, if requested by the PVA;
- Brief Australian Embassy and Australian Government visiting personnel on Program activities, as requested by the PVA;
- Prepare and provide reports on progress with implementing Component 3 of the Program as required within the PDD;
- Prepare monthly dot points on key activities for previous month (<1/2 page) for PVA and Program Operations Manager;
- Prepare briefings and progress reports for the PVA, as requested;
- Other duties as requested by the PVA or Program Director.

Required Qualifications/Experience:

The SVA-SDC will be a veterinarian with the following essential capabilities:

- Demonstrated skills in project management, including planning, supervision of technical activities, monitoring and reporting;
- Well developed skills in livestock disease control;
- A good understanding of decentralized government systems and services in Indonesia;
- A good understanding of village-based farming and village and sub-district structures for decision making;

- An ability to work harmoniously and productively with partners in project implementation in developing countries;
- Excellent oral and written communication skills.

Desired knowledge and skills:

- Experience within the Australian Commonwealth or State veterinary services.
- Previous experience of working in Indonesia.
- Skills in Indonesian language.

Terms of Reference – Program Operations Manager

Position Name: Program Operations Manager (POP)
Reporting to: Principal Veterinary Advisor (primary report)
DAFF counsellor, Jakarta (secondary report)
Location: Australian Embassy, Jakarta
Duration: 1/10/10 – 30/6/2013 (possible one year extension)

Key Accountabilities:

1. Successful implementation of Program operations;
2. Timely and high quality completion of reporting, and monitoring requirements;
3. Harmonious and effective relationships with team members, sub-contractors, Australian Whole of Government agencies and donors.

Description of duties:

- Being the key liaison person between DAFF Canberra, DAFF Jakarta, AusAID, and other Australian Embassy Stakeholders;
- Organise 6 monthly PCCs;
- Assist with organization of bimonthly PSCs in Jakarta and Makassar;
- Receive 6 monthly reports from team and collate into consolidated reports for AusAID;
- Collate monthly dot points for updates for Embassy AI meeting and Whole of Government EID meetings;
- Provide 3 monthly updates for AusAID, if requested;
- In collaboration with PD, PVA and M&E expert, document progress against the M&E framework, liaise with AusAID and coordinate corrective actions with PD and PVA;
- Prepare written update and attend the WOG EID coordination meetings (by teleconference);
- Assist to enhance the efficiency and effectiveness of the program through advocacy for and provision of advice on gender mainstreaming;
- Attend Embassy Avian Influenza meetings;
- Prepare ad hoc briefings and cables for DAFF/AusAID
- Organise expert mid term and final reviews
- Attend Sector meetings for donors in Indonesia
- Participate in committees, working groups;
- Prepare presentations for meetings (as donor);
- Manage contract with AusAID, prepare any contract variations with AusAID;
- Liaise with DFAT and DAFF in Jakarta about office and other logistics;
- Organise contracts with locally employed staff;
- Organise workshops and local procurement;
- Other duties as requested.

Required Qualifications/Experience:

The Program Operations Manager will have the following essential capabilities:

- Demonstrated skills in project management, including planning, monitoring and reporting;
- A good understanding of budgeting and financial management;
- An understanding of Australian Government policies and procedures;
- A sound understanding of EIDs and/or animal health;
- An ability to work harmoniously and productively with partners in project implementation in developing countries;
- Excellent oral and written communication skills.

Desirable knowledge and skills:

- Experience within the Australian Commonwealth or State government services.
- Previous experience of working in Indonesia.
- Skills in Indonesian language.

Terms of Reference – Monitoring and Evaluation Expert

Position Name: Monitoring and Evaluation (M&E) Expert

Reporting to: Program Director, Australia

Location: External Consultant

Duration: 1/7/10 – 30/6/2014

Key Accountabilities:

1. Monitoring progress of the program through a robust Monitoring and Evaluation Framework;

Description of duties:

- Review the M&E framework to ensure its appropriateness;
- In liaison with PD, PVA and AusAID, make any changes that may be required;
- Undertake visits of one week each six months to the program in Indonesia to review progress against the M&E framework;
- During these visits discuss progress with key program advisors, GOI partners and AusAID personnel;
- Identify any issues that may be arising and take appropriate steps to rectify them early;
- Attend PCC meetings and follow up outcomes of the meetings with respect to M&E.

Required Qualifications/Experience:

The M&E expert will have an animal health background and will have the following essential capabilities:

- Demonstrated skills and experience in monitoring and evaluation of programs, especially multinational or bilateral aid programs;
- An understanding of the working environment in developing countries, preferably in Southeast Asia;
- Excellent oral and written communication skills.

Desirable knowledge and skills:

- Previous experience working with AusAID's Monitoring and Evaluation system;
- Experience working within a government veterinary service;
- Previous experience of working in Indonesia;
- Skills in Indonesian language.

Annex 5: Monitoring and Evaluation Framework

Disease control in any country is complex and requires integration of many inputs from a variety of agencies at the national, sub-national and local levels. To be successful, national authorities must have a strong policy and planning skills and the ability to manage many multidisciplinary stakeholders. This is, however, a complex and difficult area to measure objectively as outcomes are often not tangible in the short term. The measures used here are therefore *proxy* indicators which the team believes will, if achieved, indicate that significant progress has been made towards achieving the goal. The deliverables have been included to provide the team with some more tangible activities which will assist in achieving the broader goal.

Goals and Objectives

The broader and long term goals of the program are:

- Improved animal, and therefore human, health in Indonesia through reduced disease transmission.
- Improved profitability of primary production resulting in economic growth for rural communities.

Broad development outcomes are:

- The Ministry of Agriculture (MOA) has an effective disease prevention planning process in place, which will assist implementation of disease control strategies.
- Sub-systems that include laboratory networks, quarantine services, and information management have clearer roles and responsibilities that improve effectiveness and efficiency
- Provinces and districts have improved systems to detect and respond to disease outbreaks.

By the end of this program, the short term intended development outcomes are:

- MOA has commenced implementing measures for better coordination of the elements of the animal health system including sub-national field activities, quarantine, information management and animal health laboratories.
- Appropriate methods and standards in veterinary laboratories are established (including sustainable reagent development and sourcing), and are beginning to be implemented.
- In South and West Sulawesi a local animal health system, based on a sustainable approach, provides animal health surveillance that balances budget availability and international standards set by the World Organisation for Animal Health (OIE).
- The quarantine system is implementing some measures that provide a consistent risk management approach to quarantine operations.

These outcomes will be addressed under 3 components:

1. At the national level
2. Data, laboratory and quarantine
3. At the sub-national level

Component One: National					
Outcome	Indicator	Methods/Verification	Baseline	Intermediate Target	End of Program Target
1.1 (a) Recommendations concerning disease control planning, coordination and communication from the OIE gap analysis endorsed and being implemented	The number of recommendations from OIE gap analysis which are being implemented	OIE gap analysis available. Jakarta Steering Committee endorses and follows progress of implementation. Progress reported to PCC	Gap analysis not done	At least 10% recommendations being implemented.	At least 20% recommendations implemented or being implemented.
1.1 (b) Improved coordination between Directorates within MOA, leading to improved disease control planning and implementation	Number of meetings relating to disease planning and/or control with joint representation	Minutes of meetings Monthly dot points	Very few	Meetings regularly have joint representation	Regular joint meetings formally adopted
1.2 Specific disease prevention and control plans for a number of high priority disease endorsed and being implemented	Number of disease control plans endorsed and being implemented	Jakarta Steering Committee endorses and follows progress of implementation. Progress reported to PCC	Nil	At least 1 plan endorsed	At least 2 plans endorsed and 1 plan being implemented nationally

Component One: National		Year 1				Year 2				Year 3				Year 4				Mile Stone
No.	Deliverables and milestones	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1.1	Documentation of recommendations for strengthening veterinary services – following OIE OIE gap analysis						1											Yes
1.1	OIE gap analysis – implementation workshops						1				2					3		
1.1	OIE gap analysis – evaluation of progress of implementation											1					2	Yes
	Mapping of Animal Health Stakeholders in Indonesia – workshop format		1								2							Yes
1.1b	Report on arrangements and communication channels within MOA and between MOA and sub-national agencies.			1				2				3					4	Yes
1.2	Systems initiated for the preparation of national plans for the prevention and control of priority and emerging infectious diseases.– review workshops			1				2				3					4	
1.2	A 5 year plan for 2014-2019 onwards for the Directorate of Animal Health completed – planning workshops and vision recorded										1							2 Yes

Component Two: Data, laboratory and quarantine

Outcome	Indicator	Methods/Verification	Baseline	Intermediate Target	End of Program Target
2.1 The MOA will have improved information about current disease status. MOA will have an overall plan for integration of animal health data sources.	A strategic plan will be developed mapping out data needs and delivery mechanisms.	Disease information data from surveillance unit.	Nil	Plan development	South and West Sulawesi Provinces are contributing information to a nationally coordinated system.
2.2 DICs and bBalitvet obtaining quality diagnostic testing results for at least 3 priority diseases	In-house proficiency testing program developed and implemented. Uniform diagnostic procedures are established across the DIC network for 3 key diseases.	In- house proficiency testing established. Greater capacity to develop reagents in house.	In-house proficiency testing for 1 disease	In-house proficiency testing for 2 diseases	In-house proficiency testing for 3 diseases
2.3 Risk analysis being used as the foundation of animal quarantine operations.	Evidence of implementation of risk based SOPs for quarantine management of the movement of high risk materials (animal health)	Regular reports to Jakarta Steering Committee. Progress reported to PCC	Responsibility for SOP development agreed between IAQA and DGLS	Risk based operational SOPs for movement of high risk materials developed and endorsed.	Implementation of SOPs by IAQA in South and West Sulawesi

Data, laboratory and quarantine		Year 1				Year 2				Year 3				Year 4				Mile Stone
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
No.	Deliverables and milestones																	
2.1	Options for future disease information systems - workshop and report				1													Yes
2.1	Long term plan to address training needs for effective disease information analysis and use - developed and documented - workshop and report				1					2				3				
2.1	Targeted epidemiological studies to inform disease prevention and control planning designed and implemented				1				2				3				4	Yes
2.2	Review of Indonesian Veterinary Laboratory Program Completed			X														Yes
2.2	The roles of stakeholders contributing to the Indonesian veterinary laboratory services documented				1					2							3	Yes
2.2	Systems workshopped for SOPs development for laboratory diagnostic tests																	
2.2	Evaluation of SOPs developed and applied – target 3 – report format							1				2				3		Yes
2.2	Workshop mapping/measuring progress - how laboratory proficiency testing will be transferred to Indonesian laboratory system																	
2.3	Multidisciplinary workshops concerning the development of Risk based operation procedures and identifying the responsible area within Ministry of Agriculture and schedule for development.					1		2		3		4		5		6		
2.3	Report concerning Quarantine SOP development - target - 10 high risk materials (animal health) completed							1				2				3		Yes
2.3	Report concerning Delivery of developed High risk material SOPs in South and West Sulawesi									1				2				Yes

Objective 3: Sub-national

Outcome	Indicator	Methods/Verification	Baseline	Intermediate Target	End of Program Target
3.1 Emergency Disease Response Functions operating effectively through routine District Structures with coordination at Provincial and Central levels of government	Structures integrated Disease outbreaks being addressed through local structures	Makassar Steering Committee follows progress. Progress reported to PCC	Separate structure	District budgets allocated for animal health activities in the majority of districts.	Target disease control activities being undertaken through District structures with coordination at Provincial and Central levels of government..
3.2 In the transition from PDSR a functioning and sustainable animal health system is present in South and West Sulawesi.	Policy instituted at the Central, Provincial and District level facilitating the formation of a strategy for animal health systems development.	Makassar Steering Committee follows progress of implementation.	Nil	20 % of districts have a functioning animal health system. Consisting of public reporting, response and notification to provincial and central tiers of government	50 % of districts have a functioning animal health system. Consisting of public reporting, response and notification to provincial and central tiers of government
3.3 Centrally developed animal health plans and priorities are adapted to local conditions.	National animal health disease control plans are successfully implemented in South and West Sulawesi	Plans available Regular reports to Makassar Steering Committee. Progress reported at PCC	Nil	1 plan evaluated for implementation	2 evaluated for implementation
3.4 There is no distinction been AI and other animal health investigations	Documented field investigations into other animal health reports.	Regular reports to Makassar Steering Committee. Progress reported at PCC	Separate AI activities	No separate AI activities	

Component 3: Sub-national		Year 1				Year 2				Year 3				Year 4				Mile Stone
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
No.	Deliverables and milestones																	
3.1	Training for local managers in budgeting and GOI systems			1				2				3				4		
3.1	Evaluate skills of District managers in sourcing budget funding				1							2						3
3.2	A sustainable animal health system model is discussed in workshops held in South and West Sulawesi			1				2				3				4		
3.2	A sustainable animal health system model is trialled in at least six districts.				1													
3.2	Evaluate District animal health systems				1			2				3						4
3.2	Sustainable systems developed for increasing the technical capacity of paraveterinary and extension staff – workshop for development of strategic plan		1															
3.2	Evaluate implementation of capacity building system						1					2				3		4
3.2	Support systems for the development of SOPs prepared for disease investigation – workshop discussion on systems development				1													
3.2	Evaluate the progress with SOP development							1				2				3		4
3.3	National Strategic plans for a small number of priority diseases adapted to local conditions.- workshop process for adaptation of national plans				1													
	Evaluate progress with implementation of National strategic plans at district and provincial level							1				2				3		4
3.3	*Two targeted epidemiological studies completed												1					2
3.3	Improvements in the National Disease reporting system trialled in South and West Sulawesi							1										
3.3/3.4	Evaluate the animal health data flow issues between District/Provincial and Central government		1					2				3				4		5

Program Management					
Outcome	Indicator	Methods/Verification	Baseline	Intermediate Target	End of Program Target
Activities proceed according to workplans, and in a timely manner.	% deliverables achieved	6 monthly reports Minutes of PCC and PSCs	Nil	70% of deliverables achieved in a timely manner	70% of deliverables achieved in a timely manner
Regular PCC and PSC meetings being held in accordance with PDD	% of PCC and PSCs held in timely manner	Minutes of PCC and PSCs	Nil	100% PCCs and PSCs operating on schedule according to their TORs	100% PCCs and PSCs operating on schedule according to their TORs
Reports to AusAID are submitted on time and to standard.	% of reports submitted to AusAID within one month of timeline	6 monthly reports	Nil	100% compliance with AusAID reporting requirements	100% compliance with AusAID reporting requirements
Reports to AusAID – Summary reports	2 years and 4 years				
Program managed efficiently and according to budget	% expenditure disbursed Cost overruns		Nil	100% of budget disbursed in timely manner No cost overruns	100% of budget disbursed in timely manner No cost overruns

Program Management.	Year 1				Year 2				Year 3				Year 4				Mile Stone
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Deliverables and milestones																	
Program Coordinating Committee (PCC) – minutes and report		X		X		X		X		X		X		X		X	Yes
Program Steering Committee – minutes and report	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Yes
AusAID reporting			X		X		X	X			X		X		X		Yes

Program Staff

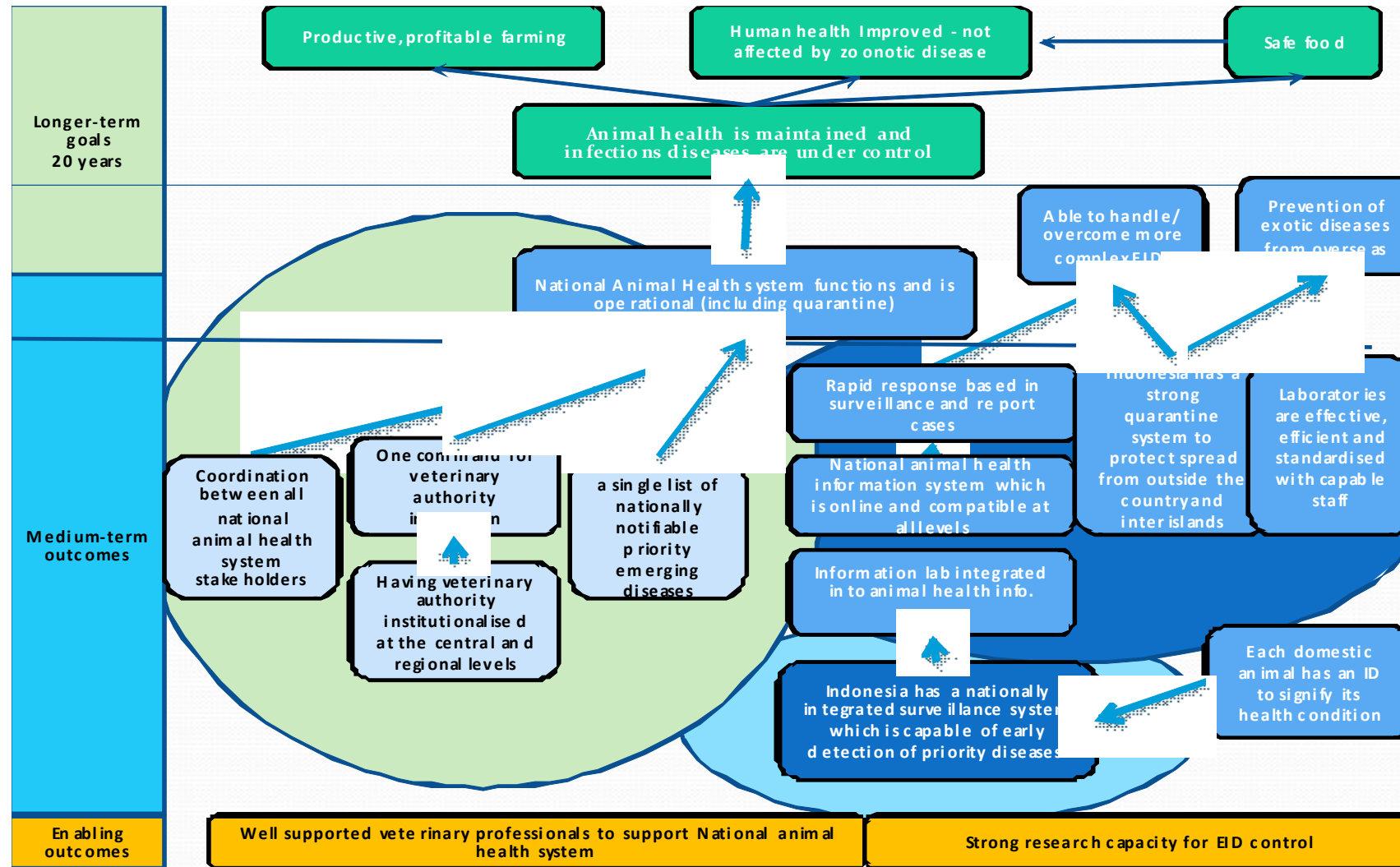
Technical Advisors					Year 1				Year 2				Year 3				Year 4			
Position	Level	FTE	Salary \$	Location	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Program Operations Manager	EL1	1	86 -96,000 or local equivalent	Jakarta Embassy																
Principal Veterinary Advisor	EL2	1	99-120,000	Jakarta MoA																
Senior Veterinary Advisor	EL2	1	99-120,000	Jakarta MoA																
Senior Veterinary Advisor	EL2	1	99-120,000	Sulawesi																
Senior Veterinary Advisor	EL2	1	99-120,000000 or local equivalent	Sulawesi																
CSIRO contractors	Various		1200/day	Various																
Other Staff					Year 1				Year 2				Year 3				Year 4			
Position	Level	FTE	Salary \$	Location	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Admin support/project officer	APS6 or local equivalent	1	68-77,000	Jakarta Embassy																
Project officer	APS6 or local equivalent	1	68-77,000	Sulawesi																
Translator	Local rates	1		Sulawesi																
Translator	Local rates	1		Jakarta																
Translator	Local rates	1		Jakarta																
Driver	Local rates	1		Jakarta																
Driver	Local rates	1		Sulawesi																
Canberra Staff					Year 1				Year 2				Year 3				Year 4			
Position	Level	FTE	Salary \$	Location	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Program Director	EL2	.25	99-120,000	Canberra																
Project officer/ Finance and Reporting	EL1	.5	86 -96,000	Canberra																
AQIS advisor	EL1	1.5	86 -96,000 t	Canberra/Jakarta																
Project Manager	EL2	.75	99-120,000	Canberra																
Admin support	APS5	.5	64-70,000	Canberra																

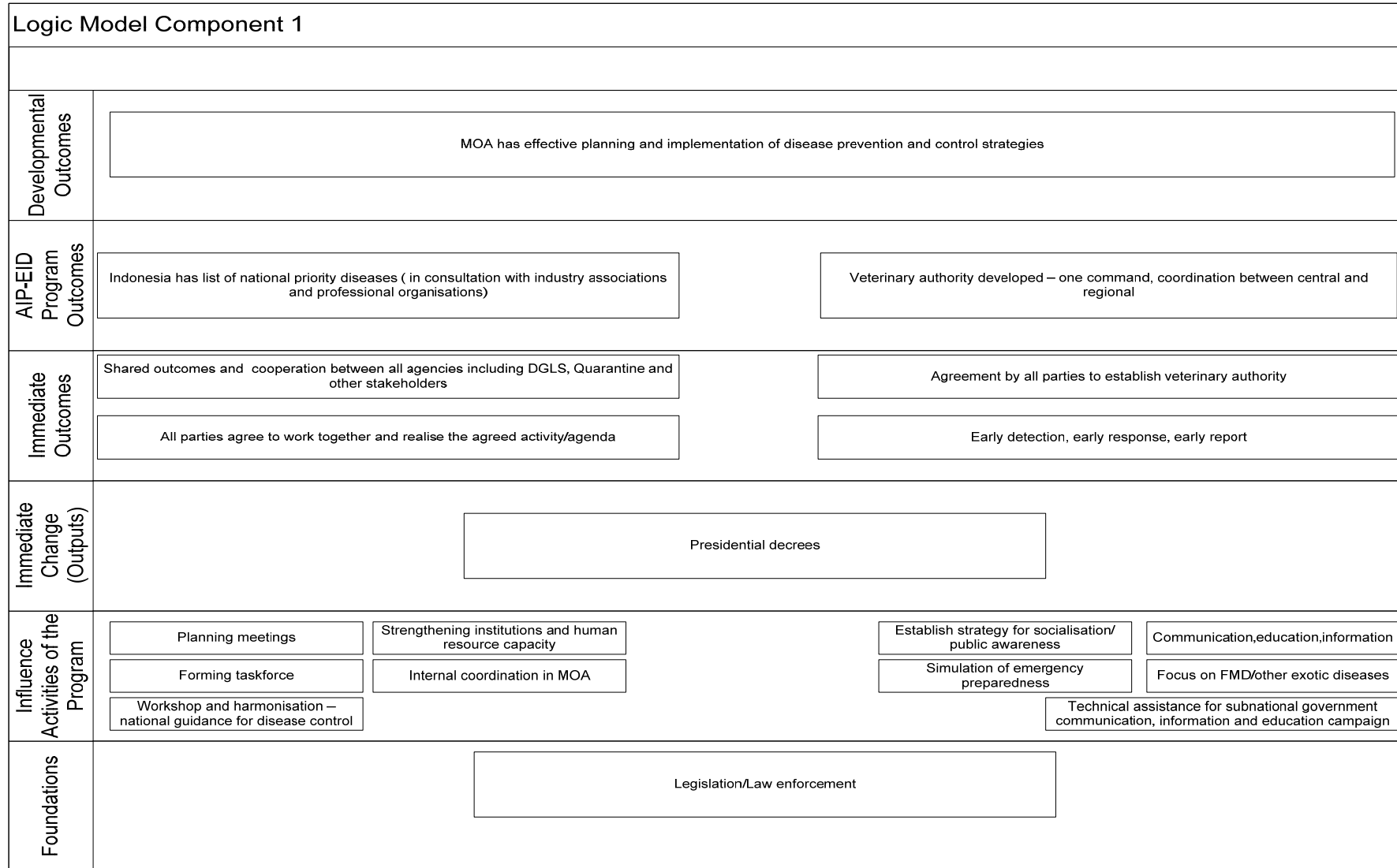
Annex 6: Risk Analysis

Risk	Source of Risk	Likelihood	Impact	Risk Treatment
<i>There are delays in signing the Subsidiary Agreement (SA) and program cannot start as scheduled</i>	The current EID program has been hindered because of a lack of a signed SA and the reason for this has never been definitively determined. It is believed that the very inclusive design process will reduce this risk but it nevertheless remains significant.	Medium	Critical	<p>The proposed program is designed around animal health activities and there has always been strong support from the MOA.</p> <p>The full design for the program did not proceed until there was "in principle" agreement from the GOI that the SA would be signed. Moreover, the design process has been very participatory to ensure GOI buy-in.</p> <p>Consultations on the wording of the SA and the process to gain approval and sign-off will commence during the program initiation phase in parallel with internal AusAID approval processes for the Program..</p> <p>No contracts with implementing agencies will be signed until the SA is signed.</p>
<i>Project is delayed and/or progress is slow because of inexperience of the lead implementing agency (DAFF) to manage such a large project</i>	While the GOI has requested direct Government to Government engagement and DAFF have responded positively, DAFF has not previously managed such a large and complex international program.	Medium	High	DAFF will be provided funding to engage specialists to assist with the management and will be assisted by AusAID and the Department of Foreign Affairs and Trade where needed.
<i>Teams not kept accountable for achieving outcomes</i>	This program has established a long-term vision for the operation of a National Animal Health System. It will be easy for the implementing team/s to aim for too much and lose sight of what can and should be achieved in the nearer-term.	Medium	High	<p>Ensure detailed workplans are developed, and revisited regularly, through 6 monthly reporting to AusAID and annual planning</p> <p>Ensure DAFF and sub-contractors monitor the progress and outputs regularly.</p>
<i>Program not continued long enough for changes to be sustainable. i.e. Interventions and activities carried out as</i>	The goals of introducing long term sustainable improvements in disease prevention, early detection and control are ambitious ones and may require may require 10 or more years to achieve. If funding is withdrawn before systems	Medium	Medium	<p>All programs are being transformed into systems strengthening activities aimed specifically at embedding increased capacity to detect and control disease threats in the long term.</p> <p>Education and behaviour change activities along the market chain</p>

Risk	Source of Risk	Likelihood	Impact	Risk Treatment
<i>part of this project will not continue after the life of the project</i>	have been fully embedded then both the effectiveness and sustainability will be reduced.			will have beneficial effects in reducing the risk of spread of any infectious disease.
<i>Weak coordination between the IAQA, DGLS and other agricultural authorities inhibits the ability to achieve optimal results.</i>	While the IAQA, DGLS and other agencies all work within the MOA, there has been limited coordination between them. Improved coordination has been raised as a key priority but may not be easily achieved. Optimal outcomes will require good coordination between all agencies at national and sub-national level.	High	Medium	A strong emphasis of the program is improved coordination at all levels and this will be emphasized in each component. One selection criteria for advisors will be expertise and experience in strengthening government coordination for animal health control.
<i>GOI interest in strengthening veterinary systems weakens making effective reform difficult</i>	With recent outbreaks of H5N1 and H1N1, the GOI is currently very sensitive to the need to improve veterinary systems. If no new incursions of disease occur, this resolve may weaken over time making it difficult for the team to be effective	Low	High	Technical advisors will continue to work with the national, provincial and district animal health authorities. Part of their role will be to ensure that interest in strengthening veterinary services is maintained.
<i>A new disease threat emerges which overwhelms the system</i>	Over the last 50 years, the incidence of new disease emergence has increased significantly. There is the possibility that a new disease emerges that immediately becomes number one priority and overwhelms all other activities	Medium	Medium	The Program is progressively moving towards more generic activities targeting any emerging or new zoonotic threat. This change in focus of the Program will enhance its capacity to address a new disease threat should it occur. Program staff would assist in advising GOI on any response activities
<i>Delay in recruitment of staff</i>	Because of the particular skills required for the senior positions, it may be difficult to find suitable candidates and approval processes with both governments may take time.	Medium	Medium	Early planning for programs and project specific activities across the 4 years. Prepare for flexibility in approach including possible rotation of personnel for shorter periods
<i>Natural disasters</i>	Indonesia experiences frequent natural disasters such as earthquakes	High	Low	Good Program design for continuity even during disruptions, anticipating the need for flexibility to reprogram implementation of affected components if necessary.

Development Outcomes 'system' Logic Model





Logic model Component 2

