

**INDONESIA AUSTRALIA
RED MEAT & CATTLE
PARTNERSHIP**



Australian Government



BKPM

INDONESIA INVESTMENT COORDINATING BOARD



**Indonesia-Australia Partnership on
Food Security in the Red Meat and
Cattle Sector:**

Program Design Document

July 2019

Contents

1	Executive Summary	1
2	Background	2
2.1	Introduction.....	2
2.2	History and Rational.....	3
2.3	Policy Context	3
2.4	Lessons Learned.....	2
2.5	Program Design Workshop	2
3	Partnership Purpose, Goal and Objectives	2
3.1	Purpose.....	2
3.2	Goal and Objectives.....	2
3.3	Priority Streams.....	3
4	Implementation Arrangements	3
4.1	Key Roles and Responsibilities.....	3
4.1.1	Introduction.....	3
4.1.2	ASG, BKPM, DA and DFAT, and Post.....	3
4.1.3	Government and Non-Government Members.....	4
4.2	Reference Groups.....	4
4.3	Project Selection	4
4.3.1	Types of Project	4
4.3.2	Ongoing Projects.....	5
4.3.3	Projects from the Annual Call for Proposals	5
4.3.4	Projects Responding to Emerging Issues	6
4.3.5	Eligible Applicants	6
4.3.6	Project Selection Criteria.....	6
4.3.7	Approval of Projects	7
4.4	Meeting Structures and Timings	7
4.5	Reporting.....	7
4.6	Monitoring and Evaluation.....	8
4.7	Risk Management	10
4.8	Implementation Schedule.....	10

Annexes

Annex 1	Roles and Responsibilities Matrix
Annex 2	Risk Mitigation Matrix
Annex 3	Terms of Reference for Reference Groups
Annex 4	Program Implementation Schedule
Annex 5	Concept Note Template
Annex 6	Project Design Template

List of Figures

Figure 1: The Partnership - Creating the Enabling Environment for the Joint Industry Vision, Strategy and Action Plan	3
Figure 2: Partnership Strategic Framework	1
Figure 3: Annual Call for Proposals process.....	5

Acronyms

\$	Australian Dollar
ADDI	(Indonesian) Meat Distributor's Association
ALEC	Australian Live Exporters' Council
AMIC	Australian Meat Industry Council
APDI	(Indonesian) Meat Sellers' Association
ASG	Advisory and Support Group
ASPIDI	(Indonesian) Indonesian Meat Importers' Association
BKPM	Indonesia's Investment Coordinating Board
CCA	Cattle Council of Australia
DFAT	Department of Foreign Affairs and Trade
DA	Department of Agriculture
GESI	Gender Equality, Disability Inclusion and Social Inclusion
GoA	Government of Australia
GoI	Government of Indonesia
IA-CEPA	Indonesia Australia Comprehensive Economic Partnership Agreement
ISPI	Indonesian Society for Animal Science
KADIN	Indonesian Chamber of Commerce and Industry (Kamar Dagang dan Industri)
LiveCorp	Australian Livestock Export Corporation
MLA	Meat and Livestock Australia
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
PDD	Program Design Document
RMCP	Red Meat and Cattle Partnership
SA	Subsidiary Arrangement
TOR	Terms of Reference

1 Executive Summary

The Indonesia-Australia Partnership on Food Security in the Red Meat and Cattle Sector (Partnership) is a jointly-agreed heads of government initiative, supported by a \$60 million fund¹, with Members from Indonesian and Australian governments and industry. The Partnership (2013 – 2024) is a unique bilateral agreement which promotes trade and industry development for two countries with very different beef industry sectors and divergent development objectives.

The Partnership underwent a Mid-Term Review in late 2018 and early 2019 which concluded that it had achieved many positive and mutually beneficial outcomes and that it remained relevant to both countries. Members had a common view that the focus for the remainder of the program (Phase 2) should be on improving business and investment climates, supporting Indonesia's and Australia's commercial cattle sectors, and promoting two-way trade and investment. This focus was recently reinforced through signing of the Indonesia Australia Comprehensive Economic Partnership Agreement (IA-CEPA) in March 2019. This design document reflects the main outcomes from a Partnership design workshop conducted in April 2019, and Mid-Term Review recommendations.

As agreed at the Design Workshop, the Partnership's revised goal is: Joint cooperation between Indonesia and Australia to support food security in the red meat and cattle sectors and access to the global supply chain for red meat and cattle products through trade and investment.

The revised longer-term objectives are to: (i) increase domestic and foreign investment in the red meat and cattle supply chains; (ii) improve the security, prosperity and productivity of the Indonesian and Australian red meat and cattle industries; (iii) build a trusted relationship between Australian and Indonesian red meat and cattle industries and governments; (iv) increase Indonesia's cattle population to meet local demand and food security targets; and (v) be able to respond to increased demand for beef products in Indonesia across differentiated market segments with pricing meeting consumer demands.

Partnership funded projects will address industry constraints by focussing on five priority streams: (i) supply chains; (ii) innovation; (iii) communication; (iv) investment; and (v) capacity building. On-going (Phase 1) projects will continue to focus on: (i) breeding; (ii) transport and logistics; (iii) skills development and training; and (v) processing. Reference groups will also reflect these priority streams.

Implementation of Phase 2 will be guided by: (i) a clearer definition and allocation of responsibilities which will need to be adhered to and followed by all Partnership Members; (ii) replacement of Working Groups with more-empowered and better-structured Reference Groups; (iii) clearer, time-phased project application, approval and implementation guidelines, which include definition of eligible applicants and selection criteria; (iv) better-structured meeting and reporting schedules; (v) a clearer and more precise Monitoring and Evaluation Framework and a revised Results Framework²; (vi) a Risk Management Matrix which covers broad generic risks and Program-specific risks; and (vii) an Implementation Schedule.

¹ The Australian Department of Foreign Affairs and Trade (DFAT) has contributed \$50m, and the Department of Agriculture (DA) has provided \$10m.

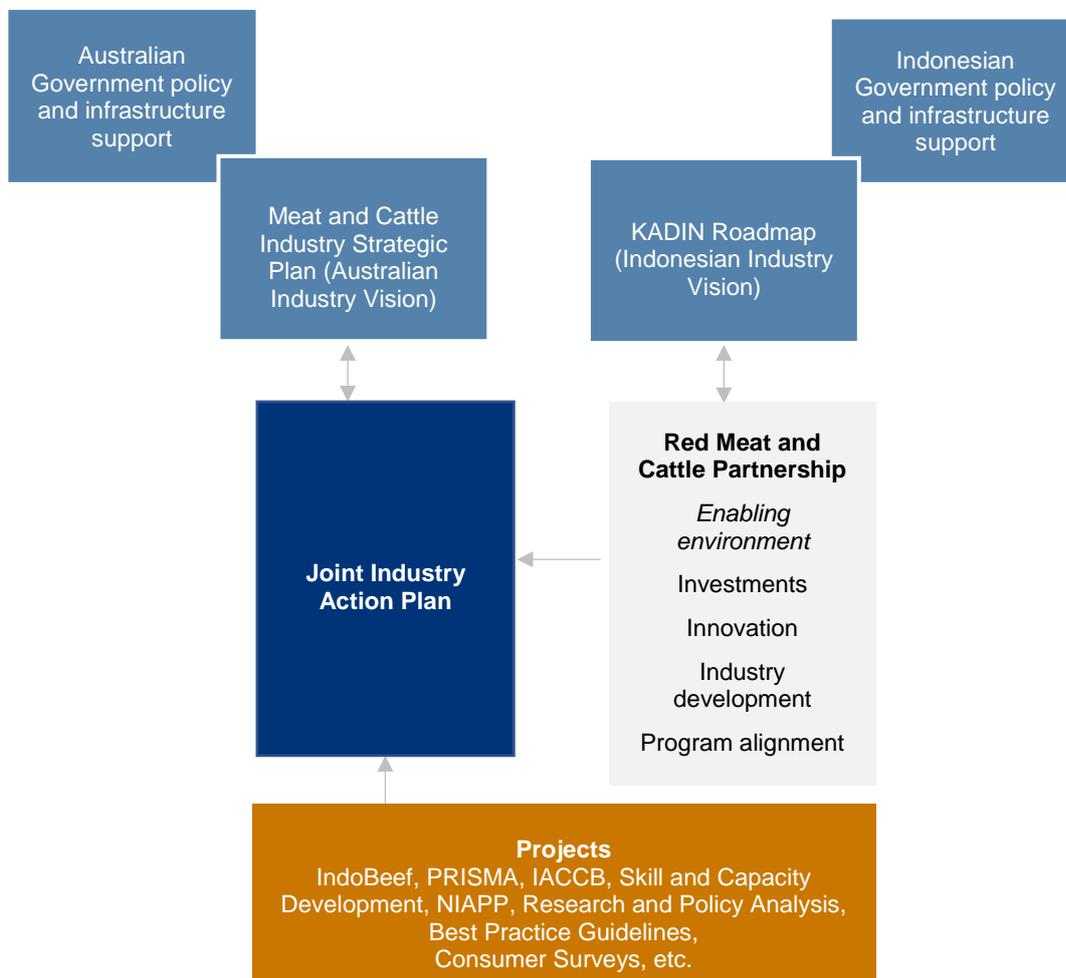
² This Program Design Document was endorsed at the Partnership Co-chairs meeting on 12 July 2019. However, it was agreed that the Results Framework will be finalised as a separate document and will be updated as required.

2 Background

2.1 Introduction

The Indonesia-Australia Partnership on Food Security in the Red Meat and Cattle Sector (the Partnership³) is a vehicle for government and industry representatives to discuss and advance strategic issues associated with Indonesia's and Australia's beef and cattle industries. It aims to improve cooperation and enhance dialogue between the two governments and industry sectors, and identify and support areas of mutual benefit, with a focus on food security and more effective ways to transfer technology and skills.

The Partnership commenced in late 2013 through a jointly-agreed heads of government initiative, supported by \$60 million in funding until 2023⁴. The Partnership has Members from the Indonesian and Australian governments and industry representatives from both countries. Implementation to-date has been guided by a Strategic Framework, which was endorsed during 2015-2016. This Framework helped to guide the selection of Partnership projects during the "early-harvest phase". The focus at this stage was on logistics and transport, processing, breeding, skills development, investment and communications and strategic engagement. Figure 1 outlines the Partnership's structure and its enabling environment.



³ Also referred to as the Partnership

⁴ The Australian Department of Foreign Affairs and Trade (DFAT) has contributed \$50m, and the Department of Agriculture has provided \$10m.

Figure 1: The Partnership - Creating the Enabling Environment for the Joint Industry Vision, Strategy and Action Plan

2.2 History and Rational

The Partnership underwent an independent Mid-Term Review (MTR) in late 2018 and early 2019. The MTR reported that the Partnership had achieved many positive and mutually beneficial outcomes, including the Indonesia-Australia Commercial Cattle Breeding Program (IACCB, \$9 million, 2016-2021) which aims to identify commercially-viable cattle breeding business models, and which is producing promising results. 1,315 heifers and 113 bulls were distributed to 8 projects across 5 provinces, and 1,452 calves were born to date. Recent data suggests positive and sustainable commercial outcomes in the Cattle Breeding Under Palm Model for both cattle breeding and palm productivity. The Partnership has also trained 252 Indonesians (2015-2018) in short courses which support skills and build capacity; has supported animal welfare through the East Kalimantan Breeder Support Program (EKBSPP) and is providing ongoing support for the implementation of the Joint Industry Vision, Strategy and Action Plan led by Meat and Livestock Australia (MLA).

Overall, the MTR concluded that the Partnership remains relevant to both countries. It is a unique bilateral agreement which promotes trade and industry development for two countries with vastly different beef industry sectors and divergent development objectives. The strategic priorities endorsed in 2016 are still generally supported by Members, who have a common view that the Partnership focus should be on improving business and investment climates, supporting Indonesia's and Australia's commercial cattle sectors, and promoting two-way trade and investment. This focus was recently reinforced through signing of IA-CEPA in March 2019, which has similar predicted outcomes for Indonesia's and Australia's red meat and cattle sectors, including significant reductions in tariffs and non-tariff barriers; and increased capacity development, and skills and labour exchange. The MTR did however highlight that the Partnership was operating without a Program Design Document (PDD) and recommend one be developed to ensure Partnership goals and objectives were aligned with its current operating context, and its management systems and processes were appropriate to support their achievement.

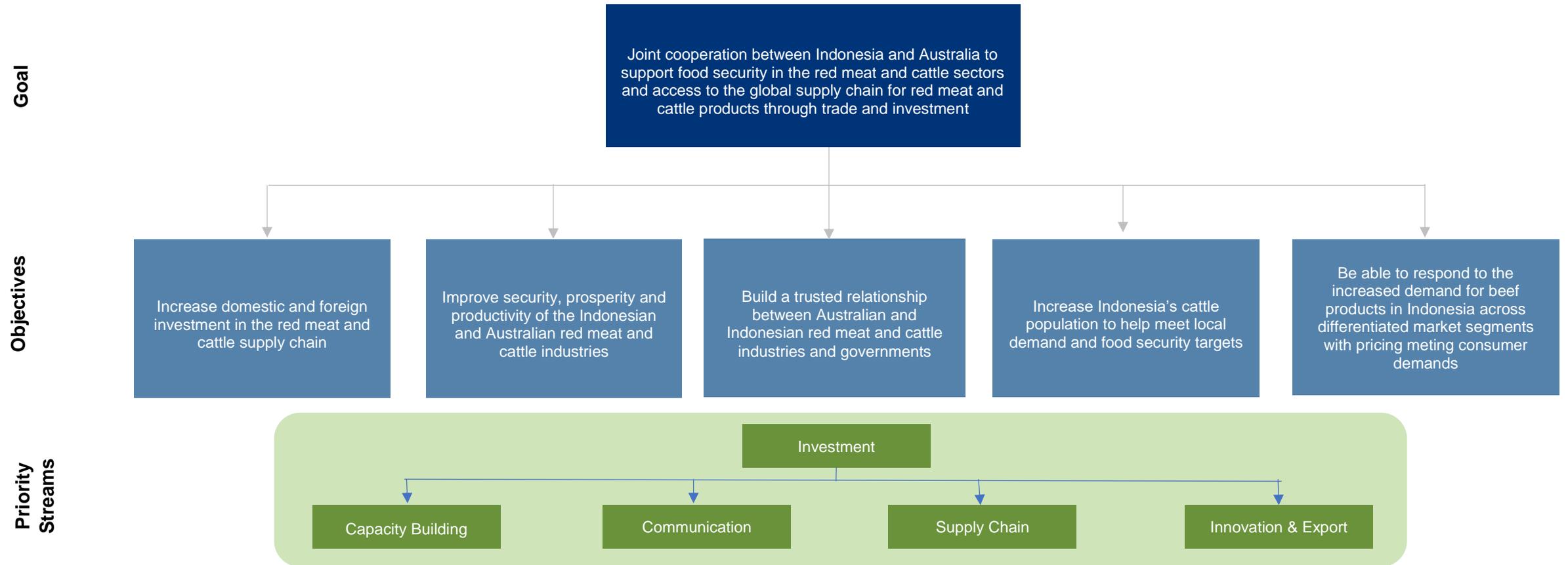
2.3 Policy Context

The Program's Strategic Context is defined in the Figure 2 Partnership Strategic Framework. Against this broad background it is important to recognize that Indonesia and Australia have different strategic objectives for their red meat and cattle sectors. It is these differences which make the Partnership unique. That is one which is striving to achieve what are often divergent objectives in a commercial environment with numerous public and private sector players.

It has been agreed by all Members that the Partnership's key role is to identify areas of mutual benefit that strengthen competitive advantages in both countries along their combined red meat and beef supply chains. An important feature of this agreement is acceptance that achievement of Indonesia's objectives will, by default, result in the achievement of Australia's objectives. This "win-win" situation can only be achieved with continued goodwill and close cooperation, recognition of other's specific objectives, and frequent and open professional dialogue; all of which require a tighter Partnership design and clearer definition of roles and responsibilities.

The Partnership is guided by the strategies used by Indonesia and Australia to achieve their long- and short-term objectives, both of which entail the growth of their cattle and beef industries. Indonesia is however focused on working towards food security (including increasing its herd size), improved domestic cattle productivity; and in the longer-term, beef self-sufficiency, increased exports of Halal beef, and attracting Australian investment to support its sectoral goals. Australia is focused on achieving greater boxed beef (incl meat, offal and beef by-products) and live cattle trade opportunities, reducing meat trade barriers, and ensuring animal welfare needs and standards are met.

Figure 2: Partnership Strategic Framework



2.4 Lessons Learned

To date, the Partnership has learned two types of lessons: (i) technical, from Partnership funded and other relevant cattle projects; and (ii) Partnership implementation and management lessons. The MTR identified management issues and constraints (lessons) as follows:

1. Current decision-making processes are inefficient with high transactional costs, given the high number of stakeholders involved.
2. There is confusion around roles and responsibilities for overall Program management, including the roles and responsibilities of the two Secretariats (Indonesia Investment Coordination Board - Badan Koordinasi Penanaman Modal – BKPM, and the Department of Agriculture – DA).
3. There is a lack of continuity of Partnership meetings; and progress has been hampered by staff and membership turnover. Most decisions appear to be made when Co-chairs meet.
4. Delays in decision making have impacted on expenditure targets negatively affecting the relationship between DFAT, DA and the Managing Contractor, and on future budget commitments⁵.
5. The Working Group arrangements do not appear to be effective with many Members being too busy to regularly participate. Working Groups need to include technical experts and be more responsive to emerging needs.
6. The Subsidiary Arrangement for the Partnership has been signed but not registered within the Government of Indonesia (Gol). This has discouraged active Gol participation in the Partnership.

2.5 Program Design Workshop

A Program Design Workshop was held in Jakarta in mid-April, 2019. The Workshop was attended by 31 participants from all stakeholder groups⁶. The following sections of this design document, that details implementation requirements for the next phase of the Partnership, reflects the main workshop outcomes, and the MTR's recommendations.

3 Partnership Purpose, Goal and Objectives

3.1 Purpose

The Partnership provides a vehicle to develop, discuss and advance strategic and technical advice on Australia's and Indonesia's beef and cattle industry. The Partnership has Members from the Indonesian and Australian Governments as well as industry representatives from both countries.

3.2 Goal and Objectives

The overall goal of the Partnership is: ***Joint cooperation between Indonesia and Australia to support food security in the red meat and cattle sector and access to the global supply chain for red meat and cattle products through trade and investment.***

Objectives:

- i. To increase domestic and foreign investment in the red meat and cattle supply chains;

⁵ At the time of this design exercise, the Program was under-spent by \$6.4 million.

⁶ The Advisory and Support Group (ASG) holds records of workshop attendance and the resulting decisions and recommendations.

- ii. To improve the security, prosperity and productivity of the Indonesian and Australian red meat and cattle industries;
- iii. To build a trusted relationship between Australian and Indonesian red meat and cattle industries and governments;
- iv. To increase Indonesia's cattle population to meet local demand and food security targets; and
- v. To be able to respond to the increased demand for beef products in Indonesia across differentiated market segments with pricing meeting consumer demands.

3.3 Priority Streams

To date, the Partnership's projects have been grouped into six priority areas; breeding, processing, transport/ logistics, skills development, investment and communications and strategic engagement. As the Partnership moves into Phase 2 (2019-2024), its projects will be categorised into five priority streams, as follows:

1. **Supply chain:** covers activities that address inefficiencies across the Indonesian and Australian red meat and cattle supply chains - including but not limited to breeding, processing and transport/logistics.
2. **Innovation and export:** covers activities that focus on strengthening agricultural innovation. This includes the introduction of new ways of working, and the use of agri-food and information technology, that address specific problems in the red meat and cattle sectors.
3. **Communication:** focuses on documenting and promoting ongoing Partnership progress and achievements to Partnership Members, government stakeholders, the red meat and cattle industries; as well as business, investment and academic communities.
4. **Investment:** building on the Partnership's commercial focus, this stream aims to raise awareness, and attract two-way investment and/or co-funding to maximise the opportunities for development and collaboration between the Indonesian and Australian red meat and cattle sectors.
5. **Capacity Building:** focuses on building Indonesian capacity in their red meat and cattle sector, including through training programs in Indonesia and Australia.

4 Implementation Arrangements

4.1 Key Roles and Responsibilities

4.1.1 Introduction

A key output of the Program re-design process has been the clarification of Program management activities, and the allocation of key roles and responsibilities against each activity (see Annex 1). To ensure more efficient and effective Program management, the activities, and associated responsibilities and times frames, as per Annex 1, will be rigorously followed by all respective parties. Roles and responsibilities may evolve through the remainder of the Partnership as operational requirements change and new lessons are learnt.

4.1.2 ASG, BKPM, DA and DFAT, and Post

The Partnership will be co-chaired by representatives from DA and BKPM and supported by Partnership Secretariats in both agencies. DA, as the policy lead from the Australian Government, will work closely with DFAT (as the main program funder) and Post (Australian Embassy), as the official Australian government representatives in Indonesia.

These representatives will focus on policy, strategy and high-level engagement and work with the Partnership's Managing Contractor, the Advisory and Support Group (ASG), to deliver services to the Partnership's Co-chairs and its Members, and to coordinate activities between governments and industries.

ASG will support BKPM's and DA's Secretariats to assist the Partnership to function efficiently and effectively, through the provision of the following services: (i) logistics and administration support; (ii) project identification and establishment; (iii) project implementation and management; (iv) Monitoring and Evaluation; (v) reporting; (vi) stakeholder engagement; and (vii) communication, information and knowledge management. This will allow the Secretariat to focus on policy, strategy and high-level engagement. The roles and responsibilities of these key actors are detailed in Annex 1.

A detailed breakdown of roles and responsibility is at **Annex 1**.

4.1.3 Government and Non-Government Members

The Partnership's members are representatives from Indonesian and Australian government and industry. Australia's government Members represent DA (policy lead), DFAT and Austrade. Indonesia's government Members represent Indonesia's Investment Coordinating Board (BKPM) (policy lead); the Coordinating Ministry of Economic Affairs, the Ministry of Agriculture, Ministry of Trade, and the Ministry of Industry.

The Partnership also has non-government Members who represent the Indonesian and Australian red meat and cattle industries. These Members acts as a high-level strategic board; and allow the Program to build on industry experience and expertise to assist with the development of priorities, projects, advocacy initiatives, and the facilitation of key relationships.

Both Indonesian and Australian non-government Members⁷ have a wealth of experience in live cattle shipment, beef processing, cattle and beef infrastructure, cattle breeding, and business and investment skills – which can be used to support Partnership projects. This experience will also assist the Partnership to gain a better understanding of the broader trade, agricultural and geopolitical environments which govern how the Partnership ultimately achieves its goal and objectives.

4.2 Reference Groups

Reference Groups will act as points of reference for Partnership-funded projects when evaluating proposals, monitoring performance, ensuring value for money, and delivering results. These groups will also ensure that funded projects remain relevant to the Partnership and stakeholder needs. In addition, the Reference Groups will provide oversight, sectoral context and advice to project promoters and implementers, to ensure that they deliver benefits to both industries and to all stakeholders.

Each Reference Group will include Indonesian and Australian industry and/or government Partnership members, and if necessary technical experts who are familiar with the subject or industry sector. Reference Group members will represent the interests of the Partnership when advising on proposed projects. Terms of Reference for the Reference Groups are listed in **Annex 3**.

4.3 Project Selection

4.3.1 Types of Project

Three types of projects will be supported by the Partnership: (i) ongoing projects, e.g. IACCB, and the Skills Development Programs; (ii) projects from the annual call for proposals; and (iii) projects responding to emerging issues that require "express" approval.

⁷ Members may opt to be more engaged in project identification and management through participation in Reference Groups.

4.3.2 Ongoing Projects

These are projects which are already underway from Phase 1, as per the Partnership’s Annual Plan. They will continue to be managed by ASG, with ASG communicating results to Partnership Members and other key stakeholders and circulating project progress reports from Reference Group meetings to BKPM/ DA/ Post/ DFAT.

4.3.3 Projects from the Annual Call for Proposals

The process for the annual call for project proposals is outlined in **Figure 3**. See Annex 5 and 6 for Concept Note and Project Design Templates. Concept Notes contains sufficient information on the project that allows the Reference Groups and Co-chairs to make informed approval decisions. Completion of a fully considered Project Design document requires considerably more resources and stakeholder commitment, however its development substantially increases the likelihood of project success. ASG will provide a recommendation to the Co-chairs on whether a Project Design is warranted, dependant on whether the project is urgent, and/or if the project has a simple/straightforward scope and/or is low budget. If the Co-chairs decide that a Project Design is not needed, ASG will proceed directly to project implementation as per the Concept Note. ASG will support and provide technical advice, as required, to project proponents, to ensure Concept Notes and Project Designs fully comply with Partnership requirements.



Figure 3: Annual Call for Proposals process

4.3.4 Projects Responding to Emerging Issues

Projects which require urgent attention and action will be identified by Australian and/or Indonesian government representatives or Secretariats. ASG is tasked by the Secretariats to develop a project Concept Note. The secretariats will review the Concept Note and brief Partnership Members on its intended purpose and outcomes. ASG then prepares the final Concept Note for approval by the Co-Chairs – see section 4.3.7 below.

4.3.5 Eligible Applicants

To be eligible for submitting proposals, applicant must be from one of the following entities:

- Indonesian and Australian Partnership Members
- Australian Industry Associations (RMAC⁸, AMIC, ALEC, CCA, MLA, Livecorp, NTCA)
- Indonesian Industry Associations (KADIN⁹, GAPUSPINDO, ASPIDI, NAMPA, APDI, ADDI, ISPI)
- Industry members outside of the Partnership member base are also encouraged to submit project proposals. In this case, these proposals must have a Partnership member (government or non-government) sponsor their proposal for it to be considered.

4.3.6 Project Selection Criteria

All proposals must be submitted on official templates and conform to the Proposal Submission Guidelines¹⁰ and will be subjected to a two-stage assessment/shortlisting process:

Stage 1: Project proposals will be checked by ASG against set eligibility criteria, including:

- Addresses one or more Partnership objectives
- Addresses one or more of the Partnership's priority streams
- Addresses a specific issue/constraint in the Indonesian/Australian red meat and cattle supply chains
- Provides mutual benefit to Indonesia and Australia
- Be sponsored by a Partnership member
- Meets the Official Development Assistance (ODA) criteria and guidelines

ASG will provide support to project proponents, as required. Proposals which fail to address the above-listed Program requirements will be excluded from the 2nd stage.

Stage 2: Project proposals will be evaluated against the following core selection criteria:

- Content-related criteria – proposal relevance, likelihood of achieving objectives, generation of mutual benefits, likelihood of sustainability, and innovation.
- Implementation-related criteria – including proponent's experience in implementing similar projects, proposed approach/implementation mechanism, proposed project implementation team, and project budget (including value for money).

⁸ See list of Abbreviations and Acronyms in the front of the design document for details.

⁹ See list of Abbreviations and Acronyms in the front of the design document for details.

¹⁰ The official templates and Proposal Submission Guidelines will be detailed in the Partnership Operations Manual and be made available in the Partnership website (www.redmeatcattlepartnership.org).

4.3.7 Approval and Management of Projects

Co-chairs jointly approve projects, which are subsequently managed by ASG. The process is as follows:

1. ASG submits the Concept Note (see **Annex 5**) to Co-chairs. ASG will provide a recommendation to the Co-chairs on whether a Project Design (see Annex 6) is warranted, dependant on whether the project is urgent, and/or if the project has a simple/straightforward scope and/or is low budget. If required, ASG will convene a teleconference or face to face meeting with the Co-chairs to brief them on the Concept Note. The Co-chairs will recommend that the project: (i) does not proceed; (ii) proceeds to Project Design with or without change/s, or (iii) proceeds directly to sub-contractor procurement and management by ASG (step 3). The Co-chairs recommendation/s may come through either teleconferences, face to face meetings, or exchange of letters/e-mails.
2. If a Project Design is required, ASG establishes a Reference Group (see **Annex 3**) to provide ASG with direction during the development of the Draft Project Design document. ASG develops the Project Design document and thereafter proceeds to project implementation (Step 3). If the Project Design is substantially different in scope and or budget from the approved Concept Note, ASG will convene a teleconference, face to face meeting, or exchange of letters, to obtain approval from the Co-chairs to proceed to project implementation.
3. ASG project manage the implementation of the approved project, as per the Project Design document, inclusive of sub-contractor procurement and management, M&E and project reporting, with as required input from the Reference Groups.

4.4 Meeting Structures and Timings

The Program will hold the following meetings and symposiums:

- i. **One or two Annual Partnership Meetings** (as required) for discussions on the current state of industries and trade and investment progress, and to provide policy and technical advice to Co-Chairs, Secretariats and ASG. These fora will welcome wide-ranging industry, trade and investment discussions within an environment which is conducive to collaboration and based on the principles of respect and reciprocity. The meetings will formulate overall Partnership strategic direction for priority areas in the red meat and cattle sectors; and bring together industries and governments with the aim of synergising strengths and improving joint competitiveness.
- ii. **One to two inter-sessional Co-chair meetings** will function as a smaller and more focused decision-making body to raise policy issues, and approve projects based on Partnership Members' recommendations. The Co-chairs will elevate key issues to bilateral heads of government meetings through a joint communiqué, when and if required.
- iii. **Technical symposiums** (as required) will be 1 or ½ day industry fora to discuss specific issues of interest to the industries, and to brief the wider industries on Partnership initiatives. The symposiums will encourage industry-to-industry engagement around technical issues and sectoral investment. They could be joint fora with the MLA and IndoBeef on specific areas of interest.

4.5 Reporting

ASG will produce six-monthly Progress Reports to ensure accountability and transparency in the use of the Program's Official Development Assistance (ODA) funds. These reports will cover progress across the portfolio of Partnership projects, and project contributions to Partnership outcomes. Each report will also contain a critical analysis of progress, an evaluation of Program assumptions against outcomes, case studies on projects of interest, and recommendations for more efficient Program management and improved engagement.

Six monthly reports will be due on the 31st January each year, and Annual Reports will be presented on the 31st July each year. These reports will include six-monthly financial sections for DFAT's and DA's

internal use and performance monitoring. The reports will detail actual compared with planned expenditure.

Given the Program is funded through ODA funds, the progress report will be required to include an analysis of the following aid quality check criteria to meet DFAT's reporting requirements: Relevance; Effectiveness; Efficiency; Monitoring and Evaluation; Sustainability; Gender Equality; Risk Management and Safeguards; Innovation; and Private Sector Engagement.

ASG will also produce periodic Evaluation Reports on completed projects to highlight benefits and lessons learned. M&E results will be captured and summarised in six-monthly and Annual Progress Reports.

4.6 Monitoring and Evaluation

The M&E Framework has been designed to monitor the Partnership's progress towards achieving its intended outcomes and broader goal, as described in Section 3. The Framework will be implemented by ASG and operate at two levels: (i) the Partnership level to monitor the overall health of the Partnership and how it is progressing towards its intended outcomes; and (ii) the project level to assess how each project is contributing to intended outcomes, and to account for the use of funds.

The purpose of the M&E Framework is to support:

- **Management and accountability:** to allow BKPM, DA, Post and DFAT to effectively manage resources, and to account for funding use to Members.
- **Learning and improvement:** to ensure that ASG and Program partners deliver their activities as effectively and efficiently as possible towards achieving intended outcomes; and enable the use of M&E results to inform decisions involving future projects.
- **Performance measurement and communication of progress:** to measure and communicate the progress the Partnership has made against its objectives to effectively communicate its success.

The M&E Specialist will work with Reference Groups, DA, BKPM and ASG to: (i) develop key performance indicators (KPIs) for project proposals; (ii) assist with the development of M&E requirements at the proposal stage; and (iii) evaluate project performance. Each project will be required to have a separate M&E Plan which will be developed in consultation with the M&E Specialist, and which will align with the overarching M&E Framework.

The M&E Implementation Plan is contained in a separate report, and consists of:

- A **stakeholder analysis** to inform use of the system for decision making, to guide the key evaluation questions of interest, and to understand what success means for each stakeholder.
- **The Strategic Framework** details the conceptual model of how the Partnership will achieve its goals and objectives through a logical results chain.
- **Key evaluation questions** to guide evaluations, reporting, and data collection and analysis.
- A **Results Framework** which identifies the key performance indicators, targets, partnership contributions and KPIs for contributions. The Results Framework will be finalised as a separate document.
- **Data collection tools and techniques** which identify some of the methods used to collect and analyse data. These are applicable at the Partnership and project levels.
- Communication and dissemination requirements.
- Work plan and resources required.

The M&E Implementation Plan will be updated annually to align with Partnership activities and proposed projects.

The Results Framework will outline the intended outcomes, KPIs, targets and how the Partnership can contribute, including associated performance measures. Most of the long-term outcomes are beyond

the full control of the Partnership and the targets shown reflect government and industry aspirations. The M&E process is responsible for tracking the KPIs and determining whether the Program's contributions are having a positive influence or resulting in unintended consequences. The KPIs controlled by the Partnership are at the project level and will be detailed in the Results Framework. These KPIs are project specific but should also align with higher level KPIs. They are used to track progress towards intended outcomes.

The M&E process is guided by Key Evaluation Questions (KEQs) which were assessed during the MTR and helped to guide the recommendations. These KEQs will be progressively addressed through six monthly progress reports, and on an ongoing basis, to assess:

1. To what extent has the Partnership contributed to productivity improvements in Indonesia's red meat supply chain?
2. To what extent have the Partnership and its projects strengthened trade and investment relationships in the sector between Indonesia and Australia?
3. To what extent have new skills, knowledge, technologies and innovations led to improvements in work practices and productivity?
4. To what extent has the Partnership helped to facilitate trade and investment decisions?
5. To what extent do the Indonesian and Australian governments, industries and enterprises actively collaborate to address problems of common interest?
6. Are projects being delivered according to specifications, and within budget and on time?

These KEQs will be addressed through a range of research and evaluation methods including:

- Monitoring industry trends, indicators and events against the contributions of Partnership projects and policy influences.
- Conducting Partnership interviews, focus groups sessions, meeting observations, policy dialogues and perception surveys to evaluate the extent to which stakeholders are contributing to intended outcomes. These will be conducted every six months to keep the Secretariats informed of emerging strategic issues and will involve Partnership Members in Australia and Indonesia. The nature and scope of these information gathering efforts will be dependant on the prevailing sector context. A "light touch" may be warranted if there has been minimal sector change over the previous six months. DFAT and DA representatives will attend, if available.
- Conducting in-depth case studies on supply chain and productivity improvements, and policy uptakes.
- Conducting training/skills development effectiveness surveys to assess the extent to which productivity is improving and innovations are being adopted.
- Tracking performance and value for money using ASG's management information systems.
- Establishing standards for project-level M&E and aggregating project results to document contributions to the Partnership's intended outcomes.

M&E results will be presented in Six Monthly Progress and Annual Reports. These will include relevant Aid Quality Check (AQC) criterion listed in Section 4.5. These reports will document successes and link Partnership activities to the achievement of objectives.

The M&E Framework will support the development of an annual "State of the Industry Joint Report". This will be an initiative led by ASG in collaboration with MLA and Partnership Members. The Report will be based on a dashboard of indicators selected by Members. This reporting system will be designed to bring together industries and governments around evidence-based reporting on the health of the Indonesia-Australia red meat and cattle supply chains. The purpose of this Report is to:

- Consolidate existing information in a common dashboard which describes industry status, and trade between Australia and Indonesia - including changing markets and product diversity.
- Provide a communication tool based on the combined efforts of Indonesian and Australian partners to promote investment.

- Provide talking points for media and broader communication.
- Provide evidence for policy discussions around industry and trade trends.
- Celebrate Partnership and Member achievements on an annual basis at Partnership meetings.

The “State of the Industry Joint Report” will be launched each year at the annual Partnership meeting. This will commence in February 2020.

4.7 Risk Management

The Program will be subject to policy, reputational, fiduciary, and results-related risks, because it spans two international value chains and involves many private and public sector partners who have differing objectives. See Annex 2 for the Program’s Risk Mitigation Matrix. There are two major policy risks, over which the Partnership has no direct control: (i) the Australian and/or the Indonesian Governments change their policies governing the live cattle trade to Indonesia; and (ii) welfare concerns regarding Australian cattle production and transport systems results in cancellation of the live cattle trade. These are “big picture, international” risks and the Program has no direct control over whether they might occur or on their potential impact. However, the Program does have an important role to play in informing Indonesian and Australian policy-makers of changes and reforms. These responses are shown in Annex 2.

The Program’s reputational risks are the most serious, in terms of risks which might have a major impact on Program success and result in delayed implementation and disharmony amongst Partnership Members. However, these risks can be pre-empted and managed, provided there is willingness on “Indonesian and Australian sides”, and between the two Australian Program funders (DFAT and DA), to follow the design document’s management systems that, in part, aim to avoid duplication, inefficiencies and micro-management¹¹.

The Program also faces a fiduciary risk. This is increasing and/or under-estimated costs to design and implement projects. In this event, the processes and practices for project development and approval, and the resulting value for money requirements, will be impacted. The Program will respond to this risk by ensuring that robust financial management processes and controls are in place and are well documented.

There is one results risk – poor quality and/or unsustainable project performance, and therefore ineffective results and outcomes. In this event, the Program will generate reduced impact in terms of value chain investments and improved value chain efficiencies. The implementation of the effective and efficient M&E system will reduce the probability of this risk occurring, and therefore its potential impact.

The Program’s Risk Management Matrix is not a “static” document. It should be reviewed and updated every six months. This process should be completed by BKPM, DFAT and DA at one of their six-monthly meetings – with prior advice and suggestions from the two Secretariats and ASG. These latter three organizations will maintain a regular dialogue around the Program’s risks (existing and new) to effectively brief and advise BKPM, DFAT and DA on changes to the risk profile, and to recommend changed and/or additional risk management strategies.

4.8 Implementation Schedule

An implementation schedule for the remainder of the Program is shown in **Annex 4**.

¹¹ The DESIGN DOCUMENT Re-design Workshop discussed this important aspect of Program implementation and there was strong agreement and commitment to improve Program management efficiency.

Annex 1: Roles and Responsibilities Matrix

Process/Task	ASG	DA	DFAT	Post	BKPM
Partnership & Co-Chairs Meeting¹²					
10-weeks prior to the Partnership Meeting					
1. ASG confirms possible meeting dates with DA and BKPM Secretariats Note: The Annual Partnership Meeting (incl. a Co-chair meeting) is scheduled for each February/March. An additional Partnership Meeting may be scheduled as required. 1 – 2 Co-chair Meetings will be held outside of the Partnership meeting schedule.					
2. ASG conducts a teleconference with DA, BKPM, DFAT and Post to confirm draft key agenda items and meeting dates and locations for the next Partnership/Co-chairs Meeting.					
3. ASG checks all members' availability on the proposed meeting date(s) and location (venue TBC) ASG provides the most feasible date(s) to DA/BKPM Secretariats based on Partnership members' availability					
4. Based on the teleconference discussion, ASG drafts meeting agenda and list of meeting papers for DA, BKPM, DFAT, Post consideration					
5. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
9-weeks prior to the Partnership Meeting					
6. DA, BKPM, DFAT, Post and ASG confirm draft agenda, meeting papers, meeting dates and location					
7. ASG develops overall budget for the meeting for DFAT approval					
8. DFAT approve the budget					
9. ASG identifies possible meeting and dinner venues for DFAT and DA/BKPM Secretariats' consideration					
10. DFAT/DA/BKPM approve the meeting/dinner venues					
11. Following approval, ASG books the meeting/dinner venues and pay associated costs					
12. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
8-weeks prior to the Partnership Meeting					
13. ASG conducts a teleconference for DFAT, Post, DA and BKPM Secretariats to discuss and confirm final meeting agenda and meeting papers					
14. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
7 to 3-weeks prior to the Partnership Meeting					
15. Following approval from DA/BKPM secretariats, ASG circulates agenda and meeting papers list to all members					
16. ASG conducts meeting with DA/BKPM/DFAT to discuss speaker and/or facilitator requirements, and thereafter develop draft TORs for speakers and/or facilitators for DA/BKPM approval					
17. Based on approved TOR, ASG sources and provides CVs of potential speakers and/or facilitators for DA/BKPM/DFAT approval					
18. ASG engages and coordinates approved speakers/ facilitators and ensures that they fully comprehend their TOR and any additional requirements. DA/BKPM brief the speakers/facilitators, as required.					
19. ASG collates and reviews presentations from speakers and make necessary amendments prior to sending them to DA and BKPM for comment					
20. ASG drafts meeting papers, using Technical Advisers as required, for DA/BKPM feedback					
21. DA/BKPM Secretariats, DFAT and Post provide feedback on meeting papers					
22. ASG incorporates/responds to feedback, until DA/BKPM Secretariats approve the meeting papers					
23. ASG translates final meeting papers into Indonesian					
24. ASG develops a draft Communique based on the agenda and intended outcomes and provides it to DA/BKPM secretariats. BKPM/DA Secretariats finalise the Communique at the Partnership meeting					
25. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
2-weeks prior to the Partnership Meeting					
26. ASG distributes final meeting papers to all members					
27. DA Secretariat coordinates pre-meeting briefing(s) with Australian Partnership members and the MLA Indonesia Taskforce. DA, ASG & Post brief members on each agenda item/meeting paper, compile feedback from the members and convey it to BKPM Secretariat					
28. BKPM Secretariat coordinate pre-meeting briefing(s) with Indonesian Partnership members. ASG provides logistics support. ASG and Post brief members on each agenda item/meeting paper, compile feedback from the members (if any), send to DA Secretariat,					
29. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
Meeting Logistics					
1. Book and pay for flights & accommodation for guest speakers/facilitators					
2. Book accommodation for all members					
3. Pay for accommodation for Indonesian members					
4. Pay for accommodation for Australian non-government members					
5. Book and pay for flights for Indonesian members					

¹² Partnership meeting will focus on emerging policy issues, strategic industry development, overall progress and Partnership investment priorities; while Co-chairs meeting will serve as the main decision making mechanism for strategy, projects and annual plans.

Process/Task	ASG	DA	DFAT	Post	BKPM
6. Book and pay for flights for Australian non-government members					
7. Australian government members book and pay for their own flights and pay for their accommodation (accommodation booked by ASG)					
8. Arrange and pay fees for interpreters, photographers, guest speakers, facilitators					
9. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
At the Partnership Meeting					
1. Australian and Indonesian Co-Chairs chair the meeting, following the approved Agenda, ensuring: <ul style="list-style-type: none"> decisions are made on Key Questions and recorded as per the Agenda/Communique; all members have an opportunity to communicate their views; and the RMCP operating principles of <i>Partnership</i> and <i>Mutual Benefits</i> are followed and encouraged during the meeting 					
2. ASG presents and facilitates discussions on the following Key Standing Items: <ul style="list-style-type: none"> State of the Industry Report Partnership contributions to the industry Latest Annual Plan and Progress Report Recent evaluations Budget and risk management and responds to questions and issues arising at the meeting, as required					
3. Take notes and drafts the minutes of meeting					
4. ASG/DA/BKPM/Post finalize Partnership Meeting Communique					
Post-Meeting (Partnership and Co-chairs)					
1. ASG drafts Minutes of Meeting/Key Decisions/Action Items and sends to DA/BKPM secretariats for feedback (within one week of meeting completion)					
2. DA/BKPM/DFAT Secretariats approve the Minutes of Meeting/Key Decisions/Action Items					
3. Following approval, ASG circulate Meeting/Key Decisions/Action Items and Communique to all members					
4. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
Project Identification and Establishment					
Reference Groups					
1. In consultation with DA, DFAT and BKPM, ASG manage the establishment of project/program specific Reference Groups					
2. DA, DFAT and BKPM identify and nominate members of Reference Groups					
3. ASG to manage and facilitate the operation of reference groups including meetings, etc.					
4. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
Development of Annual Priority Areas					
1. ASG to develop an annual project priority list for the Secretariats and Co-chairs. This list will be derived from outcomes and discussions at but not limited to Partnership/Co-Chair meetings, Partnership research and data, Indonesia-Australia Joint State of the Industry Report, Joint Industry Action Plan, and recommendations from Members and Reference Groups.					
2. ASG to update the Indonesia-Australia Joint State of the Industry Report, 6 months after it is developed, and send to Co-chairs. The updated report will inform the Co-Chairs on emergent strategic industry issues, in part derived from member feedback that will likely be of interest to the Partnership. provides help-desk service to project proponents to ensure compliance with templates and alignment to Partnership objectives.					
Annual Call for Project Proposals					
3. ASG administers a structured annual call for project proposals based on Annual Priority Areas and the Partnership's mandate including meeting ODA funding requirements (August)					
4. ASG provides help-desk service to project proponents to ensure compliance with templates and alignment to Partnership objectives (August)					
5. ASG conducts initial shortlisting process based on agreed criteria (September)					
6. Relevant Reference Groups (facilitated by ASG) conduct second-stage shortlisting process (October)					
7. ASG circulates the shortlist of projects to BKPM/DA/Post/DFAT/Co-chairs for comment (October)					
8. BKPM/DA/Post/DFAT/Co-chairs provide feedback on shortlisted projects based on Reference Group recommendations (October)					
9. ASG engages technical specialists and work with relevant Reference Groups to develop detailed proposals. Proposals will include detailed feedback from Co-chairs. Technical specialists will consult with stakeholders to finalize the proposals. (November- December)					
10. BKPM/DA/Post/DFAT provide final feedback on detailed proposals (December)					
11. ASG submits final project proposals to Co-chairs for final approval					

Process/Task	ASG	DA	DFAT	Post	BKPM
[approval can be given through exchange of letters or face-to-face meetings between Co-chairs] (February)					
12. ASG facilitates tender and sub-contract service providers to deliver endorsed proposals within 2 months (March onwards)					
13. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
Emergent Projects – Partnership priority projects¹³					
1. Projects identified by Partnership members and presented to the Secretariats for support					
2. ASG tasked by the Secretariat to develop project concept notes, using technical experts as required					
3. Feedback and endorsement for concept note to be submitted to the Co-chairs for approval and development of full project proposal					
4. ASG uses technical specialists to develop full project proposal and establishes a Reference Group based on advice from the Secretariats and Partnership members					
5. Secretariat and Reference Group provides feedback and endorses the final project proposal for tender					
6. ASG facilitates tender and sub-contract service providers to deliver endorsed proposals					
7. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
Project Implementation					
1. Project management of sub-contractors/service providers delivering full projects or project components including: <ul style="list-style-type: none"> Ensuring compliance of project design and contractual requirements, including delivery of required outputs Coordinating inputs of relevant Reference Groups to monitor and evaluate project progress and quality assure technical outputs (e.g. milestone reports) Managing relationships between sub-contractors/service providers and Partnership members and Reference Groups Communicating project results to Partnership members and other key stakeholders Facilitating regular meetings with Reference Groups to discuss project progress 					
2. Circulate project progress reports from Reference Group meetings to BKPM/DA/Post/DFAT including recommendations on performance management and or changes to implementation					
3. Progress reports and recommendations are noted, and project recommendations endorsed by the Secretariats for appropriate action by ASG					
4. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
Monitoring and Evaluation					
1. Develop and socialize annual M&E and reporting plan					
2. Implement the Partnership M&E Framework and update as required					
3. Conduct mid-term and/or final evaluation of Partnership-funded projects (DFAT/DA/BKPM/Post to be involved as required)					
4. Engage and oversee the work of independent consultants to conduct mid-term and/or final evaluation of the Partnership (DFAT/DA/BKPM/Post to be involved as required)					
5. ASG provides support to DFAT during the drafting of the AQC process					
6. Finalize Aid Quality Check (AQC)					
7. ASG confirms progress with DA, BKPM, DFAT and Post- via email					
Reporting					
1. Develop Reports as per contractual requirements, as follows: <ul style="list-style-type: none"> Partnership's Annual Report Partnership's Progress Report Indonesia-Australia Joint State of the Industry Report (Annually and 6 monthly update) Evaluation reports on project investments Progress reports on specific projects 					
2. ASG submits reports to DFAT, who will obtain feedback from DA/BKPM Secretariats, within an agreed timeframe					
3. Feedback and comments provided by key stakeholders, within an agreed timeframe					
4. Discuss feedback with DFAT (and other stakeholders as required) and incorporate agreed changes, within mutually agreed time frame. Send Final Draft reports to DFAT for approval.					
5. Final approval of report for release to all stakeholders					
6. Following DFAT approval, circulate final reports to all Partnership members and upload them onto the Partnership website, inform members of their availability and present summaries at the Partnership meetings					
7. ASG confirms progress with DA, BKPM, DFAT and Post – via email					
Stakeholder Engagement					
1. DA and DFAT lead engagement (incl. policy discussion) with key stakeholders in Australia					
2. Post and BKPM lead engagement (incl. policy discussion) with key stakeholders in Indonesia					
3. ASG engages with stakeholders in Indonesia and Australia on Partnership-related issues, as required					

¹³ Projects concepts that are proposed outside of the annual call for proposals, due to their urgency and demonstrated strong alignment with the Partnership's strategic priorities.

Process/Task	ASG	DA	DFAT	Post	BKPM
Communication, Information and Knowledge Management					
1. Develop an Annual Communications Calendar of activities (incl monthly updates, newsletters, events, published reports, public diplomacy events, etc.) and implement					
2. Develop monthly update <ul style="list-style-type: none"> Send draft monthly update to DA/DFAT/Post for feedback by the 24th each month Based on feedback, finalise monthly update and circulate it to the mailing list by the 1st week of the following month 					
3. Provide feedback and approval of monthly update for circulation to stakeholders. Final approval to be given by Counsellor (Agriculture) at Post.					
4. Develop six-monthly Newsletters (January and July editions) <ul style="list-style-type: none"> ASG develops draft outline and send it to BKPM/DA/DFAT/Post for feedback Based on agreed outline, ASG develops draft articles (incl. layout) and sends them to BKPM/DA/DFAT/Post for approval Translate approved materials into Indonesian, and finalise the Newsletter in electronic and hardcopy formats: Electronic formats will be uploaded onto the website and promoted via social media. Hardcopy format will be circulated to key stakeholders and distributed widely during Partnership events. 					
5. Feedback and approval of six-monthly newsletter					
6. Ongoing website and social media management <ul style="list-style-type: none"> ASG submit monthly social media plan to Post for approval ASG conducts monthly updates of the website and as required 					
7. Approval of social media plan					
8. Regular update and production of promotional materials (briefing packs, notepads, pens, stickers, tote bags, caps, banners, photos, videos, etc.)					
9. Coordinate with Partnership project partners (e.g. IACCB, NTCA) to ensure appropriate attribution of Partnership contribution and use of Partnership branding (in line with Partnership Branding Guidelines)					
10. Develop and maintain Partnership database (list of projects, alumni networks & broader industry stakeholders, technical reports, policy papers, evaluations, progress reports, reference materials, etc.)					
11. Consolidate lessons learned from the many research programs and studies that have already occurred to support the cattle industry in Indonesia					
12. Maintain regular coordination with other Australian government funded programs in Indonesia - in particular PRISMA and Indobeef					
Technical Symposiums					
1. Coordinate with Australian and Indonesian industry stakeholders on opportunities for joint technical symposiums as required					
2. Present options to BKPM/DFAT/DA/Post for feedback and approval					
3. Approve events and joint expenditure arrangements (often in coordination with other stakeholder groups)					
4. Organise and coordinate events and logistics as described above (e.g. for Partnership meetings)					

Annex 2: Partnership Risk Mitigation Matrix

Risk Mitigation Matrix: Red Meat and Cattle Partnership (RMCP) May 2019														
Risk Owner: Department of Agriculture and Water Resources, and Department of Foreign Affairs and Trade														
Date of Last Risk Review:							Date of Next Review:							
Do any risks need to be escalated? (List the Risk No/s.) No.							To whom are they being escalated?							
Are any risks being de-escalated? No.							To whom are they being de-escalated?							
Risk Ratings and Treatments will be submitted to DFAT and DoAWR														
Risk Category- Policy, Corporate, Results, Reputational, Fiduciary and Trade	Risk No.	Risk (what will prevent you achieving the objective/s?)	Objectives Impacted	Existing Controls (what's currently in place?)	Risk rating with existing			Is risk rating acceptable? Y/N (if no, please propose treatments)	Proposed Treatments (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Implementation Date for Proposed Treatment/s	Target Rating when Proposed		
					Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)					Consequence (refer to matrix)	Likelihood (refer to matrix)	Risk Rating (refer to matrix)
Policy - beyond Partnership control	1	Australian and/or Indonesian government policies change, affecting live cattle trade to Indonesia	Program implementation will be impacted	DFAT and DAWR work closely with the Indonesian Government. Transparency policies and procedural guidelines in place	Major	Possible	High	Y	Communiqué to the bilateral heads of government meetings on status of the Partnership	Co-chairs	As required	Major	Possible	High
Policy - beyond Partnership control	2	Welfare concerns regarding Australian cattle production and transport systems are published globally in the media	Program objectives on welfare and livestock transport and handling impacted	Communications with partners and other stakeholders about animal welfare and transport guidelines.	Major	Possible	High	Y	Advocacy for close monitoring along the supply chain and implementing remedial action as required	Partnership members	Ongoing	Major	Possible	High
Reputational	3	Delays in project approval and consequent stakeholder and project proponent frustration	Partnership relationships	Projects are endorsed at the Partnership meetings	Major	Possible	High	N	The PDD outlines a structured annual call for proposals process to provide clarity and transparency	ASG Secretariat	From Aug 2019	Moderate	Unlikely	Moderate
Reputational	4	Delays in project implementation progress.	Slow progress impacting on stakeholder interest and capacity to be engaged with the Program	DFAT and DAWR work closely with the managing contractor and the Government of Indonesia to monitor progress and to identify options to accelerate implementation	Moderate	Possible	High	N	Current monitoring of projects is sufficient	ASG Secretariat		Moderate	Unlikely	Moderate
Fiduciary & Reputational	5	Significant higher costs for project implementation	Value for Money requirements	Financial management processes and controls, checks for "value for money" are in place, and documented. Project design process checks proposed costs carefully	Moderate	Possible	High	N	Ongoing monitoring and management of the financial process, including regular meetings on expenditure	ASG Secretariat	Ongoing	Moderate	Unlikely	Moderate
Reputational	6	Conflicts of interest between stakeholders on the Program's Board.	Delayed Program and project implementation, and disharmony amongst Partnership Members	Guidelines for Board membership. All stakeholders agree to and follow the PDD's management systems and guidelines to avoid duplication, inefficiencies and micro-management	Moderate	Possible	High	N	Reference Groups provide oversight and address potential conflicts of interest prior to participating	ASG Secretariat	Ongoing	Moderate	Unlikely	Moderate
Reputational	7	Partnership involves four distinct stakeholder groups (Indonesian and Australian governments, and Indonesian and Australian cattle industries). Each has divergent opinions in terms of how to achieve Partnership objectives.	Partnership relationships and trust, Program effectiveness.	Strategies and priorities are discussed at Partnership meetings	Major	Likely	High	N	Convene more open and regular communication between members through Reference Groups. Establish mechanisms for members to discuss difference frankly in the Partnership meetings	Reference Groups, ASG, Co-chairs	Ongoing	Moderate	Unlikely	Moderate
Reputational	8	Various levels of Program stakeholders don't follow agreed procedures and management practices	Partnership relationships and trust.	Agreed procedures and management practices are detailed in the Operations Manual	Moderate	Likely	High	N	Through the design process, engage with key stakeholders to ensure they are comfortable with the procedures. And conduct a regular review of the procedures to keep updated and relevant	ASG Secretariat	Ongoing	Moderate	Unlikely	Moderate
Reputational	9	The Australian Industry perceives the Partnership as helping Indonesia at the expense of Australian interests and trade. Industry participants have limited visibility of the results being achieved and the significant investment in projects, and therefore question the worth of the Program.	Commitment to joint cooperation and lack of commitment from Australian partners and industry.	The Secretariat produces newsletters and monthly updates that promote the Program to all industry players and articulates the mutual benefits of the Program	Major	Likely	High	N	The Communication Strategy will explore a wide range of approaches to improving communication with industry players to ensure they have a good understanding of the potential benefits of the program. M&E will focus on reporting on the results of the Partnership that are relevant to different stakeholders	ASG Secretariat	From June 2019	Moderate	Unlikely	Moderate
Reputational	10	The strength of the Partnership and working relationships are impacted by continuous changes in membership and government reorganisation, as well as the limited opportunities for engagement (e.g. only once or twice a year)	Partnership relationships and trust; people to people linkages are not maintained.	Regular communication and briefing keeps members updated, however, personal relationships need to be more stable	Moderate	Likely	High	N	Additional effort will be invested in ensuring close relationships are maintained between sessions, and if changes occur, clear handover procedures are in place, including introduction to counterparts. The Communication Strategy will be implemented to keep Members informed of changes	ASG Secretariat	Ongoing	Moderate	Unlikely	Moderate
Results	11	Poor quality and/or unsustainable project performance and results/outcomes	Reduced impact in terms of investment, and increased value chain efficiency	Monitoring and Evaluation system in place and operating in a timely manner	Moderate	Possible	High	N	Each project proposal will have to outline sustainability strategy	ASG Secretariat	From June 2019	Moderate	Unlikely	Moderate

Annex 3: Terms of Reference for Reference Groups

Purpose

Reference Groups support project design and implementation and provide direction on strategic cross cutting Partnership issues, with the view to supporting the achievement of Partnership Goals and Objectives.

Reference Groups Composition and General Operation

- Reference Group Members represent and support the interests of the Partnership.
- Reference Groups (between 3-6 Members) will be flexible in their composition but will have representation from both Indonesian and Australian Partnership Members, with membership based on relevant expertise and knowledge.
- Partnership Members will nominate which Reference Groups they would like to participate in.
- Reference Groups will operate and communicate through any means they determine – e.g. virtual meetings coordinated by ASG, through email, face to face meetings, field visits.
- Reference Group Members can initiate projects through the Partnership Project establishment process outlined in section 4.3 of the Program Design.
- ASG, working with the Secretariats, will prepare Terms of Reference for each Reference Group.

Types of Reference Groups

There are two types of reference groups, (1) those dealing with cross cutting issues, and (2) those supporting specific Partnership funded projects or groups of projects.

Cross Cutting Issue Reference Groups

There are two Cross Cutting Reference Groups, as follows.

- **Communications** – this Reference Group operates on an ongoing basis, and works across Partnership projects and activities, with the aim of effectively promoting Partnership progress and achievements to Partnership Members, government stakeholders, the red meat and cattle industries; and business, investors, and research institutions. Members of this Reference Group will have a substantial role in overseeing the implementation of the Partnership Communications Strategy, including social media, and the annual State of the Industry Report.
- **Innovation and export** – this Reference Group will focus on strengthening innovation in the red meat and cattle industry. This includes facilitating the introduction of new ways of working (e.g. the use of agri-food and information technology) that address specific issues. It will work across projects to identify and drive innovative ideas for further development. This reference group will also provide oversight of an Innovation Fund, which is designed to encourage young entrepreneurs to develop innovative industry ideas.

Project-based Reference Groups

There are three types of Project-based Reference Groups, as follows.

- **Investment** – this Reference Group will focus on projects that build on the Partnership’s commercial focus, including the current phase of IACCB. It will assist relevant projects, raise industry awareness of Partnership efforts, and attract two-way investment and/or co-funding. The overarching aim is to maximise the opportunities for development and collaboration between the Indonesian and Australian red meat and cattle sectors.
- **Supply chains** – this Reference Group covers projects that address inefficiencies across the Indonesian and Australian red meat and cattle supply chains, including but not limited to breeding, processing, transport and logistics. Members will identify and assist implementation of projects that improve supply chain efficiencies, and monitor project outcomes.
- **Capacity building** – this Reference Group will oversee projects that build on Indonesian red, meat and cattle sector capacity, including through training programs in Indonesia and Australia. This will include student exchange programs, internships and targeted skills development programs for industry development.

Project based Reference Groups will operate as follows:

- A Project-based Reference Group will be time bound, with a start and end date, depending on the projects, activities or portfolio of projects they are supporting.

- One Reference Group may be established to oversee a portfolio of related projects within one stream – e.g. Supply Chain Reference Group overseeing various projects in logistics and processing.
- ASG will develop Terms of Reference for each Project-based Reference Group that includes start and end dates, frequency of meetings, and anticipated Member contributions. Secretariats (DWAR and BKPM) will circulate these documents to relevant Members to solicit nominations to participate.
- The Secretariat will forward nominated Partnership Members to the Co-chairs for approval. Once approved the ASG and the Secretariats will work with the nominated Partnership Members to identify whether other external expertise is required on the Reference Group. If external expertise is required, the Secretariats will contact external experts to ask if they would be willing to participate (or delegate this role to ASG).
- ASG will organise an Inception Meeting, where the Reference Group and ASG will discuss relevant project information, including project monitoring and evaluation plan, a suggested meeting schedule that corresponds with key milestones, and ways of working and communicating. ASG will also brief the Reference Group on roles and responsibilities, as outlined in the Terms of Reference, and the support they can expect from ASG, which will include the provision of coordination, technical support, logistics, documentation, research, and monitoring and evaluation.
- ASG will report the outcomes of Reference Group meetings, including any recommendations, to the Secretariats.

Members of Project Reference Groups will be expected to actively contribute to the following.

- **Project design** – Members will be briefed by ASG on Draft Project Designs (See Annex 6). ASG will elicit advice from Members on the Draft Design on issues such as: how to ensure the project outcomes will be sustained independent of Partnership or other donor support (i.e. after the Partnership or project); how to ensure the needs of the private and or government sector are fully considered; how to fully engage the private and or government sector in project implementation; the most appropriate technical solution/s to solve the issue the project is trying to resolve; and how to ensure the project results in mutual (Australia / Indonesia) benefits. The aim of eliciting this type of Member advice is to ensure the Final Project Design is (1) feasible/achievable, (2) represents value for money, and (3) will contribute in a meaningful way to the Partnership Goals and Objectives.
- **Establish projects** – Members may be requested to assist in project start-up. For example, a Member may be requested to facilitate or attend a start-up meeting attended by key project stakeholders or make initial introductions for Project Advisers (sub-contractors) with key government and or private sector stakeholders.

- **Monitor project progress and performance** - Members will make recommendations on whether key project milestones (e.g. Progress Report) have been completed according to specifications; and whether final outputs (e.g. Cattle Breeding Manuals) have been successfully delivered to the required standard. ASG will approve milestone payments according to contractual requirements. Members may direct ASG to collect specific information on project progress and or performance or may direct ASG to undertake specific research activities or feasibility studies to help support project implementation.
- **Recommend Project Changes** - Members may recommend variations to contracts, additional work or downstream project activities to ASG, or the Partnership Co-chairs through the Secretariats. The Secretariats will refer any decisions regarding contract variations to DFAT, and if significant (high value or substantial change to project scope) to the Co-Chairs for out of session acknowledgement or approval.
- **Communicate Project Results** – Members may promote project successes and lessons learnt at relevant events. For example, a Member may deliver the introductory remarks at a Palm Oil Expo, prior to an IACCB commercial partner presenting on the results of their cattle breeding operation. Members will liaise the Communications Reference Group when communicating Project results, as required.

Annex 4: Program Implementation Schedule

Timeframe	2019			2020				2021				2022				2023				2024	
Quarter	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Meetings																					
Co-chairs meeting																					
Partnership meeting (1-2 meetings as required)																					
Ongoing Projects																					
ASG (ends May 2021)																					
IACCB (ends Jan 2021)																					
Commercial Breeding and Management Training (ends Jun 2020)																					
NTCA Indonesia Australia Pastoral Program (ends Dec 2020)																					
Project Establishment																					
Annual Call for Proposal commences																					
Stage 1 shortlisting (ASG)																					
Stage 2 shortlisting (Reference Group)																					
Detailed proposal development																					
Members review detail proposals Co-chairs approval Tender process																					
Project implementation																					
Reporting																					
Annual Plan (due 30 Jun)																					
Annual Report (due 31 Jul)																					
Progress Report (due 31 Jan)																					

Annex 5: Concept Note Template

Concept Note: *[insert project title here]*

1. Project title	<i>[insert project title here]</i>								
2. Alignment with Partnership Objectives	<i>[outline how the proposed project will align with one or more Partnership objectives]</i>								
3. Alignment with Priority Areas	<i>[outline which priority areas the project will align with]</i>								
4. Goal and Purpose	Goal: Purpose:								
5. Background	<i>[outline the background and rationale to the proposed project]</i>								
6. Issues addressed	Issues	Expected Interventions			and Outcomes				
	<i>[outline the issues that the project is trying to address]</i>	<i>[outline how the project will address the issues and what the expected outcomes are]</i>							
7. Benefits to Indonesia and Australia	<i>[outline how the proposed project will benefit both Indonesia and Australia]</i>								
8. Tasks activities	<i>[outline proposed key activities]</i>								
9. Key deliverables	[outline key deliverables/outputs from the project] NB: All reports must be presented in Bahasa Indonesia and English.								
10. Associated studies projects	<i>[outline past or present projects that are relevant to the proposed project and how the proposed project will leverage from the associated projects]</i>								
11. Primary stakeholders	Indonesia				Australia				
	<i>[outline primary stakeholders from Indonesia]</i>				<i>[outline primary stakeholders from Australia]</i>				
12. Timeframe	2019				2020				
	Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	<i>[outline key milestones and timeframe]</i>								
	<i>[add rows as required]</i>								
13. Anticipated budget	<i>[outline key budget line items]</i>				<i>[outline proposed budget figure]</i>				
	<i>[attach detailed budget as required]</i>								
14. Tender and contracting arrangements	<i>[For ASG use only]</i>								

Annex 6: Project Design Template

Project Design – Cover Page

Project Title:

Project Proponent:

Project Leader:

Partnership Sponsor: Reference Group:.....

Date Submitted to Secretariat / ASG:

Proposed funding period: Start Date: Completion Date:

Total Budget Requested:

Project Executive Summary

This should describe:

- The goal and key objectives of the project, how success will be determined, and who will benefit.
- The relevance of the project in relation to the Partnership vision and objectives; and the project contributions to intended Partnership outcomes, including development outcomes such as economic growth, gender equality, women’s empowerment and social inclusion.
- Supporting evidence demonstrating why this project is needed in the context of the Partnership and what alternatives have been investigated. Indicate why this option represents good value for money.
- How the outcomes will result in sustainable benefits
- The outputs (or key milestones) that the project is expected to deliver
- Prerequisites that must be in place for the project to be successful (if any)
- Delivery approach, procurement and implementation arrangements
- Any critical risks and how these will be addressed

ASG Assessment Date and Recommendation:

Secretariat Recommendation:

Date submitted to Partnership:

Partnership Recommendation:

Project Design

Project Title	[insert project title]
Goal and Objectives	Goal: Objectives:
Strategic Context and Overview	<ul style="list-style-type: none"> Describe the relevance of the project within the current political, social and economic climate, and its alignment with the Partnership vision and objectives. Describe the problem being addressed and what success will look like on completion of the project. Describe the logic for supporting the project (justification) and how it contributes to the Partnership’s intended strategic outcomes (including development outcomes). Describe other options that have been investigated to achieve the intended outcomes and provide justification why this project is the preferred option. Outline the supporting evidence to indicate why the project is needed and appropriate. Illustrate the linkages or alignment with other related activities funded by DFAT, other donors, the government of Indonesia or the private sector that can support the achievement and or sustainability of the project outcomes. Describe the value potentially created by the project: financial or economic value; social value; moral value; cultural value and political value. Include a stakeholder analysis as an attachment. This should demonstrate what stake each stakeholder has in the project and how they will value the project and its outcomes.
Project Outcomes and Sustainability	<ul style="list-style-type: none"> Describe intended end of project outcomes including and how they contribute to the Partnership Goals. Consider development outcomes (e.g. gender equality, women’s empowerment, social inclusion, disability inclusiveness) as applicable. Describe how the outcomes and benefits of the program will be sustained.
Project Outputs & Key Milestones	<ul style="list-style-type: none"> Describe each discrete project output including their specifications in terms of quality and quantity. Describe how each output will contribute to the intended outcomes. Describe which outputs or activities will signify key milestones in the performance of the project.
Project Scope	<ul style="list-style-type: none"> Describe the scope of the project – what / who is included, and if applicable what / who is excluded.
Implementation Approach	<ul style="list-style-type: none"> Describe the steps required, in sequence, to achieve the expected outputs, including what products and services will be procured and how. Describe how the project will be implemented to achieve value for money (efficiency, effectiveness, economy, ethics) and deliver the intended outcomes (including development outcomes). Describe how stakeholders, including the private sector if applicable, will be engaged. Describe any innovative approaches used.

Governance and Management Arrangements	<ul style="list-style-type: none"> • Describe what governance arrangements (e.g. a governance structure) will be in place to ensure accountability, transparency, ownership and ongoing commitment to the project including roles and responsibilities. • Describe who will be accountable for the projects funding, outputs and outcomes. • Describe who has responsibility for technical decisions, financial decisions and conflict resolution. • Describe how the project will be managed to provide quality assurance, and ensure milestones are delivered on-time and on-budget, and to acceptable standards.
Project Resources	<ul style="list-style-type: none"> • Describe the project's resource requirements including a budget and personnel (with details provided in an annex). List equipment, travel and operational costs, and any in-kind support required by partners/stakeholders. • Describe the skills and expertise required for each technical adviser / input required. • Describe any prerequisites that need to be in place to support the project to ensure success (e.g. memorandum of understanding or written agreements, access to facilities, access to government institutions or academia, access to data).
Implementation Plan	<ul style="list-style-type: none"> • Provide an implementation plan in the form of a Gantt Chart. Indicate dates for key milestones and progress payments.
Monitoring Evaluation & Reporting	<ul style="list-style-type: none"> • Describe how success will be measured. • Describe how the performance of the project will be monitored and evaluated. • Describe how data and performance indicators will be collected, analysed and reported. • Outline key evaluation questions that will be used to guide reporting on the success and performance of the project. • Summarise the frequency and content of progress reports and a completion report. • Describe any requirements for independent evaluations or research (e.g. for pilot projects and scale up).
Communication	<ul style="list-style-type: none"> • Describe how the performance and results of the project will be communicated to key stakeholders and decision makers.
Risk Management Plan	<ul style="list-style-type: none"> • Outline the key assumptions and known limitations. • Identify the most significant risks, the level of risk, likelihood, and consequences should the risk eventuate. (Include as a risk register in the attachment – template to be provided). • Reference any safeguards – anti-corruption, environmental protection; child protection; gender inequality, discrimination; displacement or resettlement. • Indicate any risks to sustainability. • Indicate recommended mitigation measures for each risk and who is responsible. • Describe how core risks will be monitored and reported to decision makers.
Attachments	<ul style="list-style-type: none"> • Stakeholder analysis – who has a stake in the project and what are their main areas of interest in its success. Indicate who has been consulted.

	<p>Indicate whether they have demonstrated a commitment to the project already (e.g. financial or in-kind support).</p> <ul style="list-style-type: none">• Proposed budget (by year and component). Any capital expenditure should be identified as well as operating or maintenance costs beyond the life of the project.• Detailed implementation schedule (if required)• Detailed output specifications (if relevant)• Project logic model or flow chart showing how outcomes will be achieved• M&E Framework (if extensive)• Risk Register (use Australian Standards – provide template)• Procurement plan (if relevant) with Terms of Reference for going to market
--	---
