

4H – Proposed Governance and Management Model and Terms of References

A 3-level Governance and Management Model is being proposed to execute the 10 Projects of the 4H RD&E Program (Figure 1).

1. One **Steering and Advisory Board (SAB)** – the ‘stakeholders committee’, chaired by an independent person appointed by SAB, that will oversee direction, facilitate delivering and provide general support to the program
2. One **Program¹ Coordination Group (PCG)** – A small, executive-type group chaired by the Program Leader that will coordinate Program¹’s activities and provide advice on use or resources
3. Ten **Project Teams (PT)** – each responsible for the execution of their respective project activities under the coordination of PPCG

¹Note: for avoidance of doubt, in this document “Program” refers to the whole “4H” RD&E development; the “Program” is in turn comprised of the 10 individual “Projects (P1, P2, etc)”.

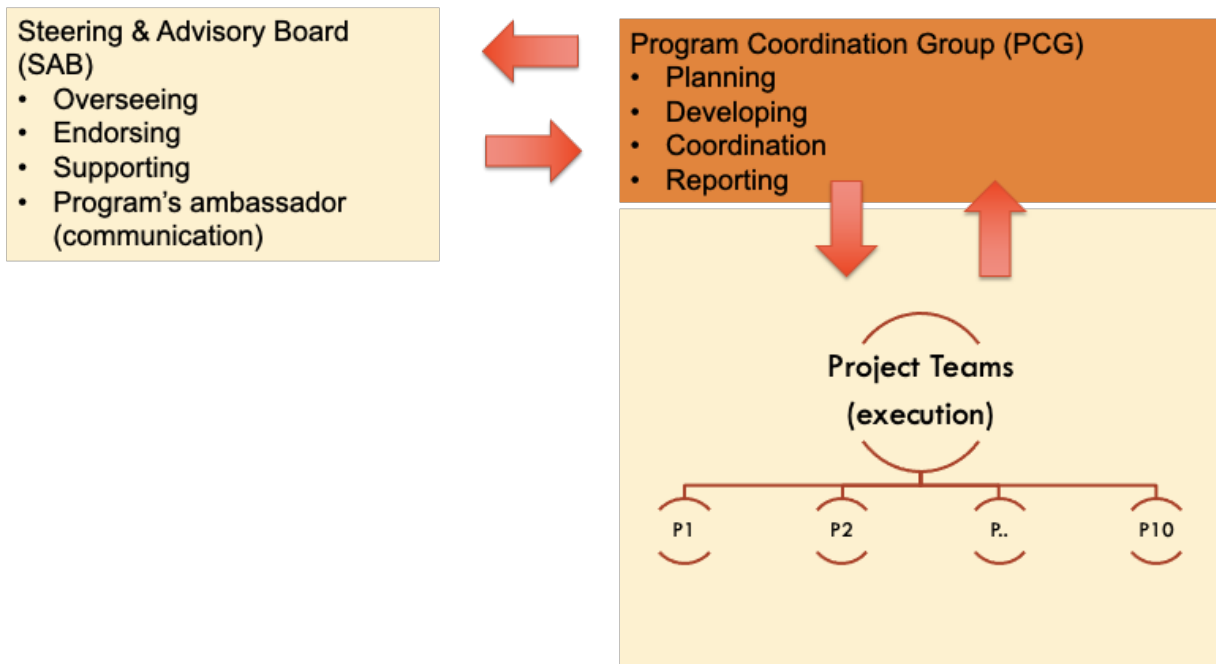


Figure 1: “4H” Governance model

Functioning

SAB oversees direction and endorses. PCG coordinates the different activities and projects within the program, liaising with SAB and with each of the Project Teams (PT). In turn, PT’s Managers report to PCG (e.g. by invitation to PCG meetings).

The proposed Terms of Reference for each of the above groups are summarised in Table 1.

Table 1: Proposed 4H Governance and Management model – Terms of reference

Group	Purpose	Membership	Responsible for	Role	Meets
Steering & Advisory Board (SAB)	<ul style="list-style-type: none"> Stakeholder board Oversees direction Facilitate delivering Liaise with industry 	<ol style="list-style-type: none"> Australian Fresh Milk Holding Ltd Dairy Australia Dairy Connect Dairy NSW Dairy Research Foundation Leppington Pastoral Co Ltd Local Land Services Hunter Norco Dairy Co-op NSW Farmers Dairy Committee NSW Department of Primary Industries (Agriculture) NSW Department of Primary Industries (Biosecurity and FS) Scibus South East Local Land Services The Dairy Advocate (or rep from Dairy Advisory Panel) The Program Leader 	<ul style="list-style-type: none"> Overseeing Program direction Endorsing resource allocation, plans and management of projects Assisting in seeking additional resources/funding as deemed appropriate Monitoring program and projects' progress against approved business case and project plans (e.g. mid-term review on individual projects) Providing support, direction and advice to the project management team If required, resolving matters of project cost, time, resource, risk/scope Endorsing and overseeing program internal and external communication strategy Endorsing and overseeing program evaluation strategy Liaising with farmers and industry organisation to actively and openly support the 4H Program and act as an advocate for its outcomes Monitoring and managing factors/risks outside the program management's control Reporting on program/projects progress to industry organisations and stakeholders and relevant governance bodies Approving and endorsing internal reporting by the Program Management team Actively seeking and exploring extra funding opportunities and provide assistance to PCG for that purpose Endorsing all Milestone Reports 	<ul style="list-style-type: none"> meetings (or nominate a proxy) Champion the 4H Program within and outside their respective organisation/s Help to mitigate risks by providing advice on potential risks and issues that could impact the 4H program Openly share information relevant to the project across all SAB members Make timely decisions and take action as needed 	Quarterly (or as determined by the SAB) and attend all scheduled SAB
Program Coordination Group (PCG)	<ul style="list-style-type: none"> Coordinate Program and Projects activities Liaise with SAB and PT's for the planning, execution and reporting of all projects 	<p>Program Leader Dairy Australia NSW DPI Scibus DRF A dairy farmer/industry leader</p>	<ul style="list-style-type: none"> Planning resource allocation and management, including recommendation on provision of required resources for planning and delivery of the projects/subprojects. Providing support and assistance to individual project's leaders and research team/s Reporting on plans, program/projects progress to SAG and industry organisations/stakeholders Preparing all Milestone reports 	<ul style="list-style-type: none"> Advocate the 4H Program within and outside their respective organisation/s Openly share information relevant to the project across all PMG members Make timely decisions and take action as required Actively and timely provide documents, information and reports to the SAG 	Monthly (or as required)
Project Teams (PT)	<ul style="list-style-type: none"> Detailed planning of activities and execution 	<p>Project Manager and, as required for each Project: Researcher/s Technical officer/s Development officers Lab officer/other</p>	<ul style="list-style-type: none"> Detailed planning of the individual projects Launching and executing the individual projects Reporting to CG 	"On the ground" execution of the individual projects	As required and decided by each PT