

Project Title:	Improving sanitary capacity and facilitating export of livestock and livestock products from Ethiopia
Project symbol:	STDF/PG/477
Recipient Country(ies):	Ethiopia
Government(s)/other counterpart(s):	Federal Democratic Republic of Ethiopia, Ministry of Livestock and Fisheries
Expected EOD (Starting Date):	1 July 2018
Expected NTE (End Date):	30 June 2021
Contribution to FAO's Strategic Framework: (Indicate as appropriate)	<ul style="list-style-type: none"> • Strategic Objective/Organizational Outcome: SO4: 40101, 40104 SO5: 50201, 50301 Country Outcome(s): Support the Government of Ethiopia to operationalize the Comprehensive Africa Agriculture Development Programme (CAADP) which is embedded within the Agriculture Sector Policy and Investment Framework (PIF) for the period 2010– 2020 and includes the livestock master plan and 2nd growth and transformation plan • Country Programming Framework(s) Output(s): Livestock and fisheries production, productivity and commercialization improved
Environmental and Social Risk Classification	low risk <input checked="" type="checkbox"/> moderate risk <input type="checkbox"/> high risk <input type="checkbox"/>
Gender Marker ¹	G0 <input type="checkbox"/> G1 <input type="checkbox"/> G2a <input checked="" type="checkbox"/> G2b <input type="checkbox"/>
Total Budget:	USD 875,020

¹ See Guidance Note on 'Gender Mainstreaming in project identification and formulation

Executive Summary

Ethiopia is endowed with huge livestock resources. It is one of the countries with the highest concentration of ruminant livestock in Africa. According to the National Central Statistical Agency (CSA) 2013/2014 sample survey report, Ethiopia has 55 million cattle, 27.3 million sheep, 28 million goats and 4 million camels. This ranks the country first in Africa and 10th in the world. However, available data indicates that Ethiopia's livestock and livestock products export is very minimal as compared with the national potential. Despite the substantial demand for meat and livestock from potential importing countries, export to those markets often face impediments as a result of stringent animal health requirements and repeated bans. The livestock sector in Ethiopia offers a high, untapped potential for production and trade opportunities which, if exploited, would have a direct impact on sustainable economic growth and poverty reduction both at national and household levels. Ethiopia is the country with the highest livestock population in Africa and its export growth potential for meat over the last decade had been very promising. According to the Ethiopian Meat and Dairy Industry Development Institute (EMDIDI), the country can produce and export a total of about 500,000 MT of meat and earn about USD 1.8 billion annually. Non-compliance with SPS standards and inadequate control mechanisms have been identified by the public and private sector as major issues affecting export capacity, market expansion and competitiveness in the sector. Ethiopia has recently put increased emphasis on the livestock sector. It has recognized livestock as a major growth driver for the economy and formulated a *Livestock Master Plan (LMP)* to guide the development of the sector. A separate Ministry, the Ministry of Livestock and Fisheries, has also been established to lead the process. The Master Plan has informed the second Growth and Transformation Plan (GTP II) of the sector, which is officially endorsed by parliament.

The LMP of the country is export focused, and with the second Growth and Transformation Plan that spans from 2015-2020, the country envisages to reach the capacity to export 1.2 million heads of animals (USD 526 million) and 78,000 tons of meat (USD 383 million) per year. Much of this increase is expected to come from beef which is currently produced at very low level. This requires increasing the customer base in the traditional export markets and entering new markets with more stringent SPS requirements and enhancing the competitiveness of the beef industry. As part of this move, the SPS requirements of 28 potential importing countries have already been identified and building the SPS capacity of the country to comply with the requirements of the identified potential importing countries is critical. STDF capacity building support in this regard is very timely, is in line with country's interest and will have substantial impacts in bringing about the desired changes.

This project was prepared, through an STDF supported project preparation grant (PPG), in consultation with key project stakeholders in the meat value chain in Ethiopia. The project was approved by the STDF Working Group in March 2017, subject to some conditions (in particular focused on some adjustments to the proposed implementation arrangements).

The project's objectives are two-fold:

- Build capacity of the competent authority to meet the SPS requirements of potential and existing importing countries (mainly in the Middle East and North Africa) to overall facilitate export of sheep, goat and cattle meat; and
- Improve coordination and linkages among the various livestock and meat sector

value chain actors.

The project will work with stakeholders identified in different stages of the meat value chain and support them to implement good SPS related practices, improve capacity to prevent zoonotic disease and control of food safety hazards.

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ACRONYMS

ADLI	Agriculture Development-led Industrialization
AG	FAO Agriculture and Consumer Protection Department
AGA	Animal Production and Health Division
AGAH	The Chief of the Animal Health Service
AGP	The Agricultural Growth Programme
ALOP	Appropriate Level of Protection
AMR	Antimicrobial Resistance
AMU	Antimicrobial Use
AWPB	Annual Work Plan and Budget
AU-IBAR	African Union Inter African Bureau for Animal Resources
BH	Budget Holder
CAADP	Comprehensive Africa Agriculture Development Programme
CIDA	Canadian International Development Agency
EMDIDI	Ethiopian Meat and Dairy Industry Development Institute
ELTPA	Ethiopian Live Animal Traders Professional Association
EMPEA	Ethiopian Meat Producers and Exporters Association
ESA	Ethiopian Standard Agency
EVA	Ethiopian Veterinary Association
GDP	Gross Domestic Product
GHP	Good Hygiene Practice
GHSA	Global Health Security Agenda
GoE	Government of Ethiopia
GTP II	The Second Growth and Transformation Plan
HACCP	hazard Analysis and Critical Control Point
IGAD	Inter-Governmental Authority for Development
ISO	International Standard Organization
LEG	Legal and Ethics Office
LMP	Livestock Master Plan
LTO	Lead Technical Officer
MENA	Middle East and North African Countries
MERS-CoV	Middle East Respiratory Syndrome Corona Virus
MoA	Ministry of Agriculture
Mol	Ministry of Industry
MoLF	Ministry of Livestock and Fisheries
MoH	Ministry of Health
MRLs	Maximum Residue Limits
NAHDIC	National Animal Health Diagnostic and Investigation Centre
NAPs	National Action Plans
OCC	FAO Office for Corporate Communications
OCP	FAO's Office for Communication, Partnerships and Advocacy
OIE	World Animal Health Organisation
OIG	Office of the Inspector-General
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PIF	Ethiopian Agriculture Sector Policy and Investment Framework
PMO	Project Management Office
PPG	Project Preparation Grant
PSC	Project Steering Committee
PVS	Performance of Veterinary Services
QMS	Quality Management System
RDPS	Rural Development Policy and Strategy
SFE	FAO sub-regional Office for East Africa
SoPs	Standard Operating Procedures
SPS	Sanitary and Phytosanitary Standards

STDF	Standards and Trade Development Facility
TADs	Trans-boundary Animal Diseases
USAID	United States Agency for International Development
VDFACA	Veterinary Drug and Feed Administration and Control Authority (VDFACA)
VLSP	Veterinary Legislation Support Programme
VSF	Veterinary Statutory Body
WTO	World Trade Organization

SECTION 1 – RELEVANCE

1.1 GENERAL CONTEXT

1.1.1 Rationale

Ethiopia has the livestock resources required to increase exports. The principal opportunities for increasing exports stem from strong demand for meat and livestock in Middle East and North Africa region (MENA). However, Ethiopia also faces constraints, most notable one being failure to comply with the growing SPS requirements of importing countries. These escalating SPS standards for livestock and livestock products, with all their auditing and certification requirements, present a growing challenge for Ethiopia seeking access to external markets. The future of livestock and livestock products export is precarious unless the country adapt to and keep pace with the newly emerging changes and practices related to Sanitary and Phytosanitary Standards (SPS).

This project focuses on capacity building to enable the country to comply with SPS requirements of potential importing countries in the MENA as well as in South East Asia for exporting sheep, goat and cattle meat.

The project will contribute to strengthen the regulatory capacity of the country through enhancing competence of public regulatory institutions to perform official controls. The federal veterinary services will be capacitated in SPS negotiations, risk analysis, reviewing and updating legislations, SOPs and guidelines. Four regional veterinary laboratories in areas where animals are sourced for the export of meat will be supported, trained and coached in laboratory quality management and information management systems. The quality control laboratory of the *Ethiopian Veterinary Drug and Feed Quality Control and Administration Authority* will also be capacitated to perform laboratory analysis for the possible presence of residues in meat. The project will strengthen market linkages and market-oriented approaches among prospective business partners along the value chain through awareness creation, better understanding of markets and compliance with importing countries' requirements in terms of animal health, SPS and hygiene and sanitation standards.

1.1.2 SPS context and specific issue/problem to be addressed

Ethiopia is a country with an agriculture led economy that has recognised the agricultural export trade as an important means to economic development and poverty alleviation. Greater participation in world trade could provide additional opportunities to address the challenging issues of economic growth and poverty reduction. Non-compliance with SPS standards and inadequate control mechanisms have been identified by the public and private sector as major issues affecting export capacity, market expansion and competitiveness in the sector. It should be noted that in the wake of globalization many countries, including the traditional trading partners of Ethiopia, are rapidly moving to integrate *World Trade Organization* (WTO) principles. As a result, countries are reviewing their policies and practices and major changes are underway that will have an important impact on livestock trade. These stringent standards for livestock and livestock products, with their auditing and certification requirements, present a growing challenge for Ethiopia seeking access to external markets. The international market for live animals and meat is becoming

increasingly stringent. All those involved in the production, processing and marketing of live animals and meat must comply with improved SPS practices to maintain and increase market share.

The issue of non-compliance with food safety and animal health standards is due to SPS-related challenges which have been identified along the live animal and meat value chain, as explained below.

Pastoralists and farmers level (sources of animals)

- *Prevalence of trade limiting diseases:* The presence of a number of trade-limiting trans-boundary livestock diseases can act as absolute barriers to accessing a broader range of markets. Outbreaks will shut down trade in meat even in the absence of science-based reasons. As many regions rid themselves of infectious animal diseases, and as international trade and travel intensify, these health threats are of increasing concern to Ethiopia's trading partners. The repeated bans that Ethiopia experienced from the major importing countries on meat imports due to concerns over *trans-boundary animal diseases* (TADs) such as *foot-and-mouth disease* (FMD) and the occurrence of *Rift valley fever* (RVF) in neighbouring countries have had significant impacts on the livelihoods of livestock-dependent communities and business enterprises. For example, a loss of USD132 million in added value and a 36% fall of GDP was estimated in the Somali region of Ethiopia due to a trade ban imposed as a result of the outbreak of RVF in Northern Somalia and Kenya in 2000.
- *Weak early detection and response systems:* Disease surveillance and reporting is poor and irregular, with only about 35-40% of *woredas* (districts) in the country submitting disease outbreak reports each month. This figure is far lower for pastoral and agro-pastoral areas from where most export animals are sourced. Moreover, the sensitivity, specificity and timeliness of the reports are very low. The reporting is not done in real time and is not using new technologies such as mobile phones to enhance the quality of the reporting system. The lack of confidence expressed by trading partners in animal health certificates stems in part from a lack of confidence in the national surveillance systems. National authorities need to reach beyond passive surveillance approaches to more active systems that engage production stakeholders as partners. The final result of a surveillance system should be timely, accurate, low-cost information that is collected through an auditable system. The system should be documented and regularly assessed for quality of performance.
- *Lack of strategic disease prevention and control interventions:* Lack of sound and cost effective disease control strategies, are mainly due to lack of reliable epidemiological information and risk assessment. Vaccination campaigns are therefore performed sporadically with no strategic plan to reach the rural farms in an organized way. Implementation of control programmes is mainly monitored in terms of the number of vaccinations achieved, and not by monitoring the incidence or prevalence of the disease targeted for control or eradication. Moreover, there are no well-developed, adequately funded and coordinated emergency preparedness and contingency plans for exotic, emerging and re-emerging diseases.

- *Weak animal health extension services and inadequate vaccine supply:* The current delivery of animal health services is inadequate both in terms of coverage and quality. Only 45% of the country is served by animal health delivery systems. Field services are constrained by lack of inputs, high operational cost and lack of transport. Budgets do not allow drug purchases to cover part of the annual needs. The ratio of salary expenditures to recurrent costs is high and is increasing. The *National Veterinary Institute* (NVI) is producing a wide range of vaccines. However, some essential vaccines are not produced or are not produced in sufficient quantity and quality. The quality, safety and efficacy of veterinary drugs and biologicals, whether locally produced, or imported, distributed and used in the country are not properly regulated and controlled.

At the level of livestock markets

- *Lack of health checks of animals entering markets:* Although there are weekly and daily livestock markets of various sizes in the country, most of them do not have the necessary facilities such as perimeter fencing, water and feed troughs, loading and offloading ramps, needed for transactions to occur in an orderly manner. Most importantly, the health status of animals entering the market is not checked and inspected. Animal health and movement records are not kept and maintained. A new Proclamation regulating the conduct and structure of live animal trade in Ethiopia was formulated by the Ministry of Trade and approved by parliament. The law, proclamation no 819/2014, has provisions to address these issues but has not yet been fully and effectively enforced.

At the level of feedlots/quarantine

- *Absence of minimum biosecurity:* Absence of minimum biosecurity standards to prevent the spread of disease by minimizing the movement of biologic organisms and their vectors onto and within feedlots results in introduction and spread of diseases and reduces the efficiency of production. Effective implementation of biosecurity has far reaching implications in preventing the introduction and spread of potentially catastrophic foreign animal diseases, as well as managing endemic and epidemic domestic diseases and for enhancing competitiveness both in the domestic and international market. In order to protect emerging commercial feedlots and to secure international markets, Ethiopian livestock producers and exporters needs to meet minimum requirement by demonstrating their ability to respond to biosecurity risks.
- *Not well developed live animal transportation facilities:* Traders often cannot move their trucks to producer areas, while livestock owners complain that traders and their trucks never reach their areas—which forces them to *trek* (on foot) for long distances. Another trade-related, transport infrastructure issue involves the use of general-purpose trucks to transport livestock. While these trucks are sturdy and carry both imports such as grains and other goods into lowland areas and livestock animal exports out, they are not well-suited for moving livestock. Animals lose condition, are often injured and in some cases die.

At the level of abattoirs (meat production)

- *Lack of quality management systems:* Good Hygiene Practice (GHP), HACCP and ISO standards are not fully implemented in all export abattoirs. Moreover, the SOPs developed for these purposes are not fully complied with and enforced. As a result of poor hygiene and sanitation a number of trade bans were imposed in the past on some of the export abattoirs causing heavy financial losses to the abattoirs and the country.
- *Cold chain breakdowns:* Break down in the cold chain is one of the common problems which at times results into the total rejection of the meat consignment. There are difficulties in maintaining the temperature within the cold chain along the export chain, from export abattoirs up to end markets. This has resulted in poor sanitary standards and deterioration of the quality of the product. Cold chain is a continuum from the time the carcass is skinned and eviscerated and enters the chilling processes, stored, dispatched and transported. This helps to achieve a level at which microorganisms do not grow. If the cold chain is violated at any point, meat safety, quality and hygiene will be compromised.

Across the sector value chain

- *Poor coordination between federal and regional veterinary services:* The OIE PVS Evaluation Report acknowledges that efforts have been made to coordinate Veterinary Services responsibilities across the different levels of government, including the establishment of memoranda of understanding on issues relating to the prevention of transboundary disease and meat hygiene and inspection in slaughter establishments. However, it concludes that further strengthening of the technical chain of command is required. Weakened (decentralized) chain of command has resulted in inadequate disease reporting, inadequate exchange of disease/animal health information among districts, and lack of harmonized disease-control programmes.
- *Inadequate legal framework:* The need for legal support in implementing animal health and food safety standards cannot be overemphasized. This is only achievable through establishing a sound regulatory framework and strong enforcement mechanisms. Ethiopian laws related to animal health and meat safety are outdated and do not conform to international standards. In light of changing disease risks and occurrences, as well as scientific advances and improving international standards, current Government of Ethiopia (GoE) laws fail to address the changing situation and emerging challenges. There are several new laws awaiting approval in Ethiopia. However, promulgation of legislation in Ethiopia is a very slow process. The delay in enacting these bills suggests a lack of understanding and agreement on the scope and significance of SPS matters among legislators and decision-makers in the public sector and, further, may be indicative of divergent views between the various parts of Government currently charged with SPS issues. If indeed the country is to promote export of animals and animal products, endorsement and enforcement of required laws conforming to evolving international standards need to be a priority.

- *Limited capacity to undertake risk analysis:* Risk analysis plays a significant role in trade relations with importing countries on meat exports, but should also provide the technical basis for the progressive prevention and control of TADs, such as relevant to vaccine deployment. It is increasingly used in veterinary epidemiology, particularly in food safety and various aspects of trading of livestock and livestock products. However, the country lacks the capacity to undertake risk analysis and there is a need to enhance the technical and scientific knowledge and skills of selected mid-level officers to perform risk assessment as required for the implementation of SPS measures.
- *Lack of awareness on good practices along the chain (Good Husbandry Practices, Good Hygienic Practices, Good Manufacturing Practices, HACCP):* Insufficient qualified local expertise, extension officers and inspectors that limit SPS-related knowledge transfer to stakeholders along the value chain, and the implementation of a consistent approach and system to apply and comply with GAP, GHuP, GHP, GMP, HACCP across the value chain;
- *Poor coordination and collaboration of various institutions:* Overall, in most SPS areas in Ethiopia, there is: (i) only limited integration in functionality between various government agencies; (ii) significant competition between agencies to acquire and retain authority to issue licenses, permits, accreditations, and to conduct inspections; and, (iii) only very limited willingness to share existing capacities (especially in laboratories) between agencies. Most food control functions at central government level are assigned to the Ministry of Health (MoH) and the Ministry of Livestock and Fisheries, as well as the Ethiopian National Bureau of Standards (ENBS). Institutional structures and role clarity are necessary for the SPS system to function effectively as a whole.
- *Absence of traceability system:* Traceability systems are important, effective tools that can be used for many things, including the protection of animal health, public health and food safety. They can help reduce response time, thereby limiting economic, environmental and social impacts of emergency situations such as disease outbreaks. It is increasingly becoming a requirement for market access. However, despite some pilot initiatives, effective implementation of livestock identification and traceability is not yet realized in Ethiopia. To develop a cost effective and sustainable livestock identification system that has the capacity to trace animals from the farm of origin to the retail outlet to control and/or eradicate animal diseases of national importance.
- *Poor awareness on SPS issues:* Both the public and private sector lack a clear understanding of SPS and why and how to comply with changing rules and regulations made by importers. Where awareness is lacking, attempts at regulatory enforcement are likely to fail. Awareness is needed among government officials so that SPS considerations are reflected in national policies and strategies, and so that resources are allocated on the basis of priorities. Producers need to be aware of SPS issues so that they too can allocate resources, whether they are large-scale agribusinesses or smallholder farmers.

The foundation of any SPS management system is awareness and recognition, in both the public and private sectors and from the level of decision-makers to

implementers including inspectors, processors, traders, exporters, sector associations, and other stakeholders on the importance of effective SPS controls to export competitiveness and recognition by each party of their own role in this system.

- *Lack of residue monitoring capacity:* Ethiopia's underdeveloped capacity to address trade constraints related to e.g. pesticide *maximum residue limits* (MRLs) poses difficulties in the production of safe food of livestock origin for both domestic and international markets. Credible controls must be in place in order for exporters to ensure compliance with destination market maximum residue limits. The country should build its capacity to carry out analytical tests to detect residues such as antibiotics, pesticides, heavy metals and hormones in food of animal origin. This also involves the development of a national residue monitoring plan. Although there are numerous laboratories with some ability to undertake analytical tests, there are generally limitations to perform the tests required for compliance with export market standards.
- *Inadequate Laboratory diagnostic capacity:* Diagnostic and testing facilities are necessary to support pest and disease identification, market surveillance, inspection, and risk analysis. The country should strengthen its laboratory systems so that test results coming from these laboratories are credible and accepted by the trading partners. This involves establishment of quality assurance systems and accreditation of the laboratories for ISO 17025. The *National Animal Health Diagnostic and Investigation Centre* (NAHDIC) has made considerable progress over the past years in implementing a quality assurance programme and establishing a suite of OIE-recommended laboratory tests to support disease control and exports. So far, NAHDIC is accredited by *South African National Accreditation System* (SANAS) for 14 tests and 6 diseases. This should be expanded further for other diseases and NAHDIC should be supported to be a reputable and credible laboratory in supporting export trade. The effectiveness of the 15 state veterinary laboratories in carrying out their duties has been compromised over the years by a combination of factors generally related to staffing, funding, organisation and shortage of supplies such as kits and consumables.

Addressing all these SPS concerns will be beyond the means and capacity of this project. Moreover, there are ongoing and upcoming projects handling some of these issues such as strengthening the extension system, control and prevention of major TADs and zoonosis, livestock identification and traceability etc.

Therefore, the project will focus on critical gaps and priorities which are not filled by existing and upcoming initiatives.

1.1.3 Alignment and Strategic Fit

The *Government of Ethiopia* (GoE) set short term development priorities in its *Growth and Transformation Plan* (GTP II) issued in September 2015 (2015-2020). Government targets are fairly ambitious, including reducing poverty from 29.6% to 16.7%; achieving an annual growth rate of 11% and expanding the share of industry in Gross Domestic Product (GDP) from 15.6% to 22.8% by 2020.

The GTP II plan has the vision of ‘building an economy which has a modern and productive livestock sector with enhanced technology and an industrial sector that plays a leading role in the economy. It also envisages sustaining economic development, securing social justice and increasing per capita income of citizens so that the country reaches the level of middle income by 2025. The GTP II has set very ambitious targets for increasing export earnings from live animals and meat exports combined, from USD 242 million in 2015 to USD 909 million in 2020. To help achieve these plans, the Ethiopian Government is implementing strategies to boost agricultural productivity and growth, which includes also a focus on the livestock sector. The Agricultural Growth Programme (AGP) is a national initiative supported by the World Bank, the Canadian International Development Agency (CIDA), and United States Agency for International Development (USAID), and other donors which is targeting smallholder farming. The Programme is designed to help increase agricultural productivity and market access for key crop and animal related commodities such as meat and livestock. The AGP is aligned with broader programmes targeted at poverty reduction and agricultural/livestock development including the Agriculture Development-led Industrialization (ADLI), the Comprehensive Africa Agriculture Development Programme (CAADP), Rural Development Policy and Strategies (RDPS), the Plan for Accelerated and Sustained Development to End Poverty (PASDEP) and the Ethiopian Agricultural Sector Policy and Investment Framework (PIF).

Other more specific plans initiated by the Ethiopian Government in relation to the livestock sector include the development of the Livestock Master Plan (LMP) which spans until 2020 and possibly beyond. The LMP provides the vision and strategy of what can and needs to be accomplished to develop the livestock sector. It also informs the government as well as development partners involved in livestock development, on the current status of the livestock sector and the potential for poverty reduction and economic development.

1.1.4 FAO’s comparative advantage

FAO’s vision is of a world free from hunger and malnutrition, where food and agriculture contributes to improving the living of all, especially the poorest, in an economically, socially and environmentally sustainable manner. To achieve this vision, FAO developed a Strategic Framework that encompasses Five Strategic Objectives. The initial phase of this proposal will address Strategic Objective 5 (SO 5) i.e. “Increase the Resilience of Livelihoods from Disasters”. The interventions will also address FAO SO 2 i.e. “Make Agriculture, Forestry and Fisheries More Productive and Sustainable”.

FAO, as a multi-sectoral and multi-disciplinary organization is uniquely placed to provide support to governments, producers, traders and other stakeholders to comply with SPS requirements of importing countries. The Organization counts on a wide range of expertise in a variety of and has a presence around the world at country and regional level. In addition, the Organization hosts the Secretariat of the Codex Alimentarius. The Organization also contributes considerably to the animal health standard setting work of the OIE. It further supports the work of the standard setting organizations in terms of provision of scientific advice as the basis for sound standards and the implementation of their recommendations through support to

countries to meet their obligations, improve governance, and build competencies. The Organization has developed structured working relations with a variety of stakeholder organizations, including the food and livestock industries, professional associations, civil society.

Currently FAO Ethiopia is implementing a project “supporting the GHSA to Address Zoonotic Disease and Animal Health in Africa. The Global Health Security Agenda (GHSA) is a commitment by nations, international organizations, and civil society to fast-track progress toward a world which is safe and secure from infectious disease threats. FAO Ethiopia primarily supported MoLF and to a lesser extent, other partner Ministries, to move from current capacity levels towards target capacity levels in relation to achieving milestones and goals associated with the Zoonotic Disease, National Laboratory Systems, Biosafety and Biosecurity Systems and Workforce Development GHSA Action Packages.

FAO is also implementing projects related to MERS-CoV Surveillance, Africa Sustainable Livestock 2050 and Anti-Microbial Resistance AMR). The MERS-CoV Surveillance in dromedary camels and other domestic animals in Ethiopia tries to understand the MERS-CoV host range, modes of transmission from animal to animal, and from animal to human. While the Africa Sustainable Livestock 2050 aims to understand how the livestock sector will look like in the next 30-40 years, Identify potential public health, environmental, and socio-economic implications of changing livestock systems based on alternative long-term growth scenarios. The outcomes will be identification of policy gaps, and recommend priority reforms and investments, to ensure sustainable development of the livestock sector in the next three or four decades.

The Antimicrobial Resistance (AMR) project proposes to support the engagement of the food and agriculture sector in selected countries in the development and implementation of National Action Plans (NAPs) on AMR, with a focus on several of the key factors including regulatory platforms, legislation, capacity to collect data on antimicrobial use (AMU), AMR, and antimicrobial residues and improving practices to minimize the need for and use of antimicrobials and transmission of AMR along the food chain.

On-going livestock interventions in pastoral and agro-pastoral areas of Ethiopia include emergency vaccination against diseases of both economic and public health importance as well as transboundary animal diseases. FAO also worked on community empowerment through community-based animal health delivery systems, feeding and feed improvement systems, production of fast growing forage, construction and rehabilitation of livestock water points through community participation, slaughter de-stocking, cash injections, and establishing farmer/pastoral field schools have had a significant impact on saving livelihoods and improving livestock production of food insecure households.

1.1.5 Stakeholder Consultation and Engagement

1.1.4.1 Stakeholders

This project actively engages both the public and private sector in Ethiopia based on a value chain approach. On the government side, the project will closely involve the

Ministry of Livestock and Fisheries (MoLF), Ministry of Health (MoH), the National Animal Health Diagnostic and Investigation Center (NAHDIC) and four other regional laboratories, the Veterinary Drug and Feed Administration and Control Authority (VDFACA) and the Ethiopian Meat and Dairy Industry Development Institute (EMDIDI). The project will directly involve and benefit the Ethiopian Government, particularly at the local level. The capacity of Zonal and District Agriculture Development Offices will be strengthened through participation in training activities on good agricultural practices, SPS issues, which will enhance the quality and effectiveness of their extension services.

On the private sector side, the project involves the complete range of stakeholders involved in the meat value chain, notably small farmers in the project areas, processors, and traders, cooperatives and their members, the Ethiopian Meat Producers and Exporters Association (EMPEA) and the Ethiopian Live Animals Traders Professional Association (ELTPA). Through strengthening linkages between exporters and importers of meat in selected key meat markets in MENA and SE Asia, at least 10 trade deals will be negotiated and concluded between Ethiopian meat exporters and importers in MENA and South-East Asia.

No particular population group are expected to be negatively affected by this project. A key component of this project is to enhance meat export through SPS compliance. In this context, the introduction of good SPS related practices along the meat export value chain will positively impact on all stakeholders and the country at large.

This project was prepared in consultation with key project stakeholders and addresses their expectations and demands. During the STDF PPG² stage, a consultative workshop involving all relevant stakeholders was held on the project document and comments and suggestions made by participants were used to enrich the project document.

Recognizing the key role that women perform in managing livestock in the smallholder household, the project will place special emphasis on engaging women through the project interventions. The inclusion of women will be ensured through the specification of targets for their participation in all key activities. The Annual Work Plan and Budget (AWPB) of the project will contain a specific gender action plan. This plan will be periodically reviewed by the Project Management Office (PMO) and the Project Steering Committee (PSC). Qualitative and quantitative indicators will be disaggregated by sex to track the project's performance in targeting women. The project will maintain a gender balance in training, with women comprising of at least 30 % of the trainees.

1.1.4.2. Stakeholder engagement

FAO is committed to ensuring meaningful, effective and informed participation of key stakeholders that have been actively engaged in the formulation of the project. The project adopts a comprehensive value chain approach and the activities are based on gap assessments of past, present and future government and donor funded programme interventions. This avoids duplication of efforts and ensures cost effectiveness. The project is also designed by taking into account the concerns and

² www.standardsfacility.org/PPG-477

interests of all relevant stakeholders along the chain for addressing the existing key gaps in the livestock and meat value chains. Rigorous stakeholder consultation was undertaken in the preparation of the project. During the stakeholder discussions there were no concerns raised about the project but stakeholders did identify a number of risks and impacts that need to be considered in project formulation. Mitigation measures were proposed to address the possible risks identified.

1.1.4.3 Grievance Mechanism

FAO will facilitate the resolution of concerns of beneficiaries of FAO programmes regarding alleged or potential violations of FAO's social and environmental commitments. For this purpose, concerns may be communicated in accordance with the eligibility criteria of the Guidelines for Compliance Reviews Following Complaints Related to the Organization's Environmental and Social Standards, which applies to all FAO programmes and projects.

Concerns must be addressed at the closest appropriate level, i.e. at the programme management/technical level, and if necessary at the Regional Office level. If a concern or grievance cannot be resolved through consultations and measures at the project management level, a complaint requesting a Compliance Review may be filed with the Office of the Inspector-General (OIG) in accordance with the Guidelines for Compliance Reviews.

A Project Steering Committee (PSC) shall be established to oversee and provide guidance on project implementation and ensure compliance with the applicable policies and standards; monitor the progress of the project, facilitate access to relevant institutions and assure their timely and sufficient inputs where required. The PSC shall meet on a bi annual basis to oversee the progress and to promote ownership of the project by ensuring that the project beneficiaries and stakeholders are fully consulted on key decisions in the implementation of the project. The STDF Secretariat will be invited in a timely manner to observe PSC meetings.

1.1.4.4. Disclosure

The FAO country project teams will disclose relevant project information to the involved stakeholders ahead of the stakeholder workshops in the working language of targeted countries which will ensure effective participation. This information will be communicated directed by the FAO country/global teams.

1.1.6 Knowledge Sharing and Lessons Learned

Project implementation will be based on strengthening synergies and it will build on, and complement the following past, ongoing and planned projects and programmes in order to maximize results.

European Union Livestock Development and Health Programmes/Projects

- *Improving and Integrating Animal Health Services in the Livestock Value Chain through Public Private Dialogue in Ethiopia (LVC-PPD)*: This project, which had an operational period from 2010 to 2015, was implemented by the Government of

Ethiopia, Ministry of Finance and Economic Development, National Authorizing Officer (NAO) of the European Development Fund (EDF). The overall objective was to contribute to alleviating poverty among the livestock rearing communities through measures accompanying the current reform in the livestock sector. The project specifically aimed to add value to livestock commodity production chains by integrating strengthened animal health, advisory and regulatory services, supported by effective dialogue between and mutually agreed actions by stakeholders in the public and private sectors. The project was engaged in the preparation of draft legislations on animal health and food safety which need further refinement. The STDF/FAO supported project will advance further EU's efforts on the livestock sector by supporting sector value chain actors to apply improved SPS measures and maximize export volumes. It will also build on the EU's project by directly supporting MoLF to review and finalize the draft legislations in line with the recommendations of the OIE. These legal frameworks will help to regulate the veterinary profession, introduce livestock identification and traceability system, and improve disease surveillance and reporting, prevention and control of trade sensitive livestock diseases.

- *EC SHARE Ethiopia: Pursuing Pastoral Resilience (PPR)* through improved animal health service delivery in pastoral areas in Ethiopia. The project has been operational since 2014 and is expected to conclude in November 2017. The overall objective is to contribute to reduced morbidity and mortality due to *peste des petits ruminants* (PPR) disease among the small ruminant population owned by the pastoralist communities of Ethiopia. The project aims to support the government of Ethiopia in strengthening the disease surveillance system for most TADs along the pastoral areas of the country. Small ruminants are the main sources of the meat exported from the country. Therefore, the FAO/STDF project will complement EU SHARE Project's efforts by enhancing information exchange and improving market linkages which will help to increase offtake rates and maximize export.
- *The 11th EDF National Indicative Programme for Ethiopia (2012-2020)*: includes a focus on sustainable agriculture and food security. More than EUR252 million have been allocated for this sector, of which EUR70 million will be geared towards improvements in agricultural production. A key objective in this sector is to increase agricultural production, productivity and to improve marketing. In this context the establishment of a state of the art animal health system that complies with internationally recognised sanitary regulations is identified as an important result. This addresses the need to adopt OIE standards and to establish an effective public/private veterinary service delivery system. Already EUR 15 million have tentatively been earmarked for extended support to animal health interventions in a second phase LVC-PPD project.
- *Improving Surveillance of Trade Sensitive Diseases (STSD)*: is an EU funded project implemented by AU-IBAR in partnership with IGAD (ICPALD). It is a three year project (2015-2017) with a budget of EURO 6 million implemented in all IGAD member states. Its objective is to improve the *disease* surveillance and animal identification and traceability capacities of member states in the IGAD region. The project is providing series of technical capacity building supports to surveillance units of the member states.

- *Reinforcing veterinary governance in Africa (Vet Gov)*- is an EU funded program implemented by AU-IBAR in partnership with the seven regional economic communities. It is a five year program (2012-2016) with a budget of EURO 30 million implemented in 47 African member states. Its purpose is to improve the institutional environment at national and regional level to address the critical gaps in veterinary services so as to provide effective and efficient animal health services in Africa. Despite its broader objectives, the support provided to the country's veterinary services is not visible.

USAID funded programmes

- *Standard Methods and Procedures in Animal Health Project (SMP-AH)*: the SMP-AH is a USAID funded project implemented by AU-IBAR in partnership with *Intergovernmental Authority on Development (IGAD)*. It is a four year project (2012-2016) with a budget of USD 7.5 million. Its aim is to develop and facilitate a regionally harmonized and coordinated risk management and disease control approach for TADs in the greater horn of Africa including Tanzania. The project has developed standard methods and procedures for surveillance, diagnosis and prevention/ control of nine trans-boundary diseases and quarantine procedures that need to be implemented by member states. The project will build on the AU-IBAR's efforts by capacitating MoLF to conduct risk analysis for priority trade sensitive diseases.
- *Ethiopia Sanitary and Phytosanitary Standards and Livestock and Meat Marketing Programme (SPS-LMM)*: this USAID funded programme brought together public institutions and private operators to dramatically increase meat and live animal exports from Ethiopia between 2005 and 2011. The SPS- LMM project was a landmark project for Ethiopia's livestock and meat export sector and offered several pertinent recommendations for the sector. The project assisted the MoLF in the development of 15 SOPs and guidelines to support the livestock and meat export sector of the country but they are not yet fully applied. The proposed STDF/FAO project will complement USAID's SPS-LMM project achievements since it will apply the SOPs and guidelines along the chain in order to enhance good practices along the livestock sector value chain, where value chain actors will directly benefit from an improved compliance of SPS requirements of importing countries.
- *Livestock Market Development Project (LMD)*: This project funded by the USAID includes a dedicated component to develop a *livestock traceability and identification system (LITS)*. The LMD is a five-year project (2013-2017) funded by the U.S. Government's *Feed the Future (FTF)* Initiative as part of the USAID contribution to the *Agricultural Growth Programme (AGP)*. Its operations take place in highly-productive highland *woredas* of Ethiopia that have the largest livestock populations with large number of smallholder producers. The project is engaged in piloting animal identification and traceability systems for livestock and meat along the export chain. This project would build on USAID's LMD project activities by introducing good practices along the value chain for the success of the LITS program. The proposed project will complement the LITS's program by

improving information exchange and strengthening linkages between exporters and importers of livestock and livestock products in key destination markets.

- *MercyCorps PRIME project*: is a 5-year (2012-2017), USD 52 million USAID-funded project to increase household income and enhance resilience to climate change through market linkages in Ethiopia's dryland areas. It aims to increase livestock productivity, increase capacity of communities to respond to climate change, improve nutritional outcomes and access to alternative livelihoods in pastoralist areas. PRIME's Innovation and Investment Fund (IIF) provides financial and technical assistance to private companies and other organizations that participate in the value chains and markets, which are important for the pastoralist areas. The project will enhance offtake rates of cattle and small ruminants, create market linkages between buyers and sellers and ultimately contribute to the betterment of livelihoods in pastoral areas where about 90% of the export meat and livestock is originating.

Multiple donors

- *The Agricultural Growth Programme (AGP)*: was a five year (2010-2015) multi-donor programme with a total value of USD 280 million. It is supported by the *US Agency for International Development (USAID)*, the World Bank, the *Canadian International Development Agency (CIDA)*, and other international donors with the objective of supporting the implementation of the government's five-year *Growth and Transformation Plan (GTP)*. It focused on increasing sustainable agricultural growth in targeted, potentially rich, but underdeveloped areas (*woredas*) of the country. It aimed to increase agricultural productivity and market access for key crop and livestock products, including through increased participation of women and youth. The AGP had three components:
 - Component 1 focused on agricultural production and commercialization in selected sub-sectors, and includes activities focused on institutional strengthening and development, scaling up of best practices, and market and agribusiness development;
 - Component 2 focused on small-scale rural infrastructure development to improve productivity and access to markets;
 - Component 3 addressed the management, monitoring and evaluation of the other components in order to promote continuous improvement of AGP and other agricultural growth interventions

The proposed project will build on AGP's initiatives for strengthening best practices by improving SPS compliance and market access.

- *The Drought Resilience and Sustainable Livelihoods Programme* is a programme for countries in the Horn of Africa: It is funded by the African Development Bank, the World Bank and others. With funds of approximately USD 133 million, the programme focuses on water resources development and sustainable land management to enhance livestock production, market access and trade through development of market support infrastructure, information and value chain system as well as improve livestock mobility and trade in livestock products. The project in Ethiopia is providing technical support to veterinary laboratories and assistance

to develop disease surveillance systems. The proposed project will complement ADB's efforts by introducing QMS in selected regional veterinary laboratories and assisting them in the process of accreditation.

The Food and Agriculture Organization of the United Nations (FAO) in Ethiopia is now at full-scale implementation of the Emergency Center for Transboundary Animal Disease (ECTAD) Programme. Over the last two years, ECTAD in Ethiopia has been providing support in various forms to the Government of Ethiopia to mitigate the current and potential impacts of high impact emerging and re-emerging zoonotic and non-zoonotic diseases. Projects currently under implementation include Supporting the Global Health Security Agenda (GHSA) to address Zoonotic Disease and Animal Health in Africa (OSRO/GLO/507/USA - TFUS190015510), MERS-CoV applied research activities in the Middle East and Northeast Africa (OSRO/GLO/505/USA - TFUS190015525-), Engaging the food and agriculture sectors in sub-Saharan Africa and South and South-east Asia in the global efforts to combat antimicrobial resistance using a One Health approach (GCP/GLO/710/UK - TFGB110016515 -) and African Sustainable Livestock 2050 (OSRO/GLO/602/USA - TFUS190016358-).

In the context of strengthening regulatory framework, while FAO is unique within the United Nations (UN) system in its provision of a development law service which supports countries in the development of national legislation on a range of food and agriculture issues, it is also aware that there are a number of other entities which support assessment of legislation including OIE through its PVS. This work would leverage those assessments and only undertake further assessment to address gaps in what is already available.

1.2. EXPECTED RESULTS

1.2.1 Impact

The project will contribute to an increase in export revenues of producers and feedlot and export abattoir operators along the meat export value chain in Ethiopia.

1.2.2 Outcome

The project aims at improving SPS compliance for market access in the meat export industry.

Output 1: Strengthened capacity of the Competent Authority to apply, inspect and monitor SPS measures along the export meat value chain.

In order to access the global market, Ethiopia meat must be accompanied by veterinary health certification attesting to the animal health status of the country, the hygienic handling of the meat and its freedom from harmful residues. As the responsible authority for this certification, the competent authority is obliged to ensure that a comprehensive and effective official control system is in place. The project will support the competent authority to comply with SPS requirements of current and potential export markets for Ethiopian meat.

Activity 1.1: Support negotiation on SPS and related issues

The project will explore opportunities to penetrate new markets, including exports of fresh (chilled) and processed meat to *Middle East and North Africa* (MENA), and South East Asian countries. The Ethiopian competent authority will undertake a series of bilateral negotiations during project implementation, to discuss specific sanitary and phytosanitary issues related to meat exports from Ethiopia to other potential markets. The bilateral meetings and negotiations with potential importing countries will seek to reach agreement on the use of the principles of equivalence and appropriate level of protection (ALOP)

Activity 1.2: Support finalization of draft legislation

Based on the outcomes of the OIE PVS evaluation and subsequent gap analysis reports as well as recommendations made by the OIE *Veterinary Legislation Support Programme* (VLSP), the MoLF is working on a new unified policy and regulatory framework for animal health services, which complies with current scientific advances, as well as international standards and requirements of trading partners. So far, two primary bills and seven secondary bills have been developed and have been reviewed by the OIE legal expert team. The primary legislation deals with animal health, welfare and veterinary public health and the establishment of a veterinary statutory body (VSB). The proposed secondary legislation deals with disease control and prevention, import/export, control of primary livestock products, animal welfare, livestock identification and traceability, regulation of veterinary laboratories and regulation of veterinary professionals and paraprofessionals. The project will hire a veterinary legislation specialist to review and finalize the legislation in line with the recommendations of the OIE VLSP mission and facilitate consultative workshops involving all relevant stakeholders.

Activity 1.3: Build the capacity of the risk analysis unit of MoLF

This involves the establishment and capacitation of a risk analysis unit at the MoLF. A pool of experts within the Directorate of Epidemiology and higher learning institutes will be trained by an international expert on veterinary risk analysis. The purpose of the training is to develop capacity at national level to subsequently undertake qualitative risk analysis for the purpose of supporting export trade, developing risk-based control programmes, including risk communication. The participants in this training course will be trained to undertake their role as national risk analysis trainers. In this role they will cascade the training to a wider group of veterinarians working in the Regional Agriculture or Livestock Bureaus or Agencies. The project will also provide risk analysis software and the OIE Handbooks on Risk Analysis to the unit.

The risk analysis unit will develop risk analysis documents for priority trade-sensitive diseases.

Activity 1.4: Support the development of a national residue monitoring plan

The OIE PVS Evaluation (2011) and Gap-Analysis (2012) reports identified the lack of capacity for residue monitoring at national level. Accordingly, a national residue monitoring plan will be developed in coordination with the Veterinary Drug and Feed Administration and Control Authority (VDFACA) to ensure that meat and meat products are free of adulterants and a wide range of biological and chemical

contaminants. The plan will establish the frequencies and level of sampling and the substances to be controlled in meat. Chemical compounds to be considered in the plan include approved and unapproved veterinary drugs, pesticides, and environmental contaminants of concern for trading partners.

Applicable guidelines, such as the Codex Alimentarius' *maximum residue limits* (MRLs) will be used to determine the permitted residue levels.

Activity 1.5: Introduce a Quality Management System (QMS) and support accreditation of the residue testing lab of VDFACA (Kality Lab)

The purpose of this activity is to assist the VDFACA's quality control laboratory to complete its preparations to become an operational, official laboratory. Technical capacity building will be carried out through the training of technical staff at the Kality quality control laboratory. This personnel will be trained to conduct high quality residue analysis that would be accepted by international standard setting bodies, such as Codex, or by other national governments for the establishment of MRLs. Capacity will be developed in areas of standard operating procedures, quality assurance systems, and methodology development in order to perform high-quality, reliable, residue testing. The laboratory will also be supported to acquire third party accreditation for selected and prioritized tests and residues.

Activity 1.6: Introduce a Lab Information Management System (LIMS) and QMS in regional labs along the meat export value chain (Yabello, Jijiga, Semera, Mekelle)

The four regional laboratories involved in the meat export value chain (Yabello, Jijiga, Semera and Mekelle) will be strengthened to build basic export testing capacity. A laboratory *quality management system* (QMS) involving proficiency testing will be introduced. An effective Laboratory Information Management System (LIMS) involving both federal and regional veterinary laboratories and functional linkages and collaboration between regional and federal veterinary laboratories will be established. NAHDIC will play a leading role in achieving these objectives and will ensure the provision of training to the four regional laboratories.

Activity 1.7: Revise existing SOPs and guidelines related to livestock and meat and support their implementation (disease control, meat animal handling, quarantine, meat processing, meat handling and transporting)

A total of fourteen SOPs and guidelines will be revised, updated, printed and implemented to ensure SPS compliance along the meat value chain. These are guidelines and *Standard Operating Procedures* (SOPs) developed by the (then) *Ministry of Agriculture* (MoA) in collaboration with the *Ethiopian Sanitary and Phytosanitary and Livestock and Meat Marketing* (SPS-LMM) Programme. The guidelines and SoPS define minimum requirements that livestock producers, meat processors, traders, transporters and others must satisfy in order to participate in the export trade. A total of 300 persons from export abattoirs, feedlots, markets operators, and Bole airport will be trained on the use and implementation of the SOPs.

Output 2: Increased coordination and linkages among the sector value chain actors including with destination markets.

The project will improve public and private cooperation, networking and market linkages along the meat value chain and with national, regional and international trading partners. It will look at the linkages between farmers and exporters and strengthened them.

Activity 2.1: Strengthen information exchange through website development

The project will deploy a local expert to develop a fully functional website dedicated to SPS and related issues. The website will provide timely and regular information to exporters related to SPS and changing regulatory environment. The web-based repository will have publications related to official control procedures and minimum export standards. The system will enable registered users to access up-to-date versions of official control procedures relevant to their duties. Export business operators and members of the public will be provided with limited access to the repository enabling them to download information on the minimum requirements for export. The website will be hosted on one of the MoLF servers currently used for various animal health databases. MoLF has adequate IT staffs to sustain the website beyond the project life.

Activity 2.2: Initiate and support bi-annual joint planning and consultation meetings between federal and regional states in Ethiopia

The project will support the establishment of a coordination forum to enhance collaboration between the federal and three regional veterinary services. The coordination forum will convene bi-annually. It will address the weakness of the multi-level structure in relation to internal coordination and the management of operations and resources. This would be achieved through regular formal meetings between chiefs of animal health nationally and regionally to plan for and monitor key national priorities, formalize and institutionalize national disease control plans and develop a monitoring tool to evaluate the performance of federal and regional veterinary services in order to improve efficiency and effectiveness.

Activity 2.3: Strengthen the existing national SPS committee;

The project will support the strengthening of the national SPS committee. In general, these national SPS coordination mechanism appear to be at an early stage of development and the committee members have not started meeting on a regular basis. The National SPS committee should serve as a national forum for dialogue and coherence on SPS matters, for resolving SPS issues affecting regional and/or international trade, enhance a country's implementation of the WTO SPS Agreement, discuss and prepare national positions and to enhance a country's participation in regional and multilateral SPS fora, monitor the country's capacity to implement SPS measures and make recommendations for technical co-operation. Moreover, through support from the project, SPS mandates will be streamlined, roles and responsibilities of partners will be clearly delineated across sector ministries and synergies with other programmes will be established.

The committee will carry out four annual regular meetings and additional extraordinary meetings depending on need basis. Representatives of all relevant government ministries and departments, as well as other stakeholders (such as the private sector, academia, consumers' associations, etc.) that have a particular involvement or interest in SPS issues will be included as members. Members include Ministry of Livestock and Fisheries (MoLF), Ministry of Health (MoH), Ministry of Agriculture (MoA), Ministry of Industry (Mol), Ethiopian Standard Agency (ESA) and other appropriate institutions including the private sector.

Activity 2.4: Developing and implementation of SPS communication strategy for the meat export value chain

The project will support the competent authority in developing an effective communications strategy to provide stakeholders with general and specific information related to SPS and build an enhanced partnership between the government, the private sector and trading partners. A local communication consultant will be hired to develop the strategy and craft messages targeting various audiences based on the type of information that stakeholders require and their preferred communication channels. One validation workshop will be organized involving at least 30 participants. At least 10 different communication messages will be disseminated to actors in the meat value chain.

Activity 2.5: Strengthen linkages between exporters and importers of meat in selected key meat markets in MENA and SE Asia

At least two business networking events will be organized to bring the trained and coached processors/exporters to meet prospective buyers. The networking event will be organized possibly back-to-back with a relevant trade fair. The project together with the sector association will contact and mobilize processors/exporters and buyers prior to the event. Advisory support will be provided to the selected participating companies to prepare them before the business networking event and to follow-up on the business contacts established after the event. At least 10 trade deals will be negotiated and concluded between Ethiopian meat exporters and importers in MENA and SE Asia through these trade fares and negotiation missions.

1.2.3 Assumptions

A number of assumptions have been made in terms of project implementation. Ability of exporters to meet demand of buyers both in term of quality and price promised under contract and exporters responsiveness and follow-up on buyers' solicitations are the major assumptions at outcome level.

Commitment of managers at federal and regional to enforce the use of the standards and procedures, NAHDIC's ability to maintain its technical lead in the coordination of regional labs In each participating regional states, national legislation supports the effective coordination of veterinary services roles and responsibilities at federal, regional and district levels and partners are willing to work together are some of the major output level assumptions.

SECTION 2 – FEASIBILITY

2.1 RISK MANAGEMENT

Risk management is a coordinated set of activities to support managing for results through effective identification, management and mitigation of risks throughout the project cycle.

2.1.1 Significant risks facing the project

The full list of risks and related mitigation strategy is outlined in Annex IV. The key risks and impacts resulted from the stakeholders consultations are summarized as follows.

- Trade disruptions due to non-technical reasons
- Prolonged market access negotiations (reciprocal)
- Limited willingness and absorption capacity of project beneficiaries to actively participate in the project activities and consistently apply the knowledge acquired on good practices
- Business complementarities identified are not followed-up with concrete actions by companies and remain declarations of intent only
- Limited response to disease reports by veterinary services
- Some of the newly constructed abattoirs with cattle kill line may not start operation in the project period
- Delays in the promulgation of the draft legislations
- Limited participation of stakeholders in coordination forums and the business networking events

2.1.2 Environmental and social risks

No major negative environmental issues are anticipated for the project. The proposed Project will contribute to environmental conservation and sustainability because of its emphasis on making the livestock sector more productive through enhancing marketing and offtake, use the existing resources more efficiently and reduce wastage. The Project will not support activities that might generate significant irreversible or cumulative environmental impacts. Activities related to development of national residue monitoring plan and supporting the national residue testing lab will enable safer use and application of pesticides and veterinary drugs and enhance effective control and mitigate the impact of environmental contaminates.

The proposed Project will strictly follow the existing environmental laws and regulations applicable in the country.

2.1.3 Risk management strategy

As outlined in Appendix IV, a series of risks might occur. Mitigation actions associated to each risk have been identified. To effectively manage the potential risks during the project implementation the following activities will be conducted:

- Regular dialogue with importing countries to improve the relationship with Ethiopia

- Build capacity for negotiation with importing countries and follow a stepwise approach
- Developing a common position at IGAD level and using the common position as a negotiation framework is an important approach to be followed
- Careful identification of project beneficiaries from the outset based on baseline data collection
- Match exports with corresponding import demand; help companies regroup their offer (through national experts and sector association) to facilitate exports in bulk; prepare companies before business networking event and provide them with advisory support to follow-up on business contacts, encourage/incentivize producers to supply good quality animals
- The project will help develop and operationalize standard operating procedures for responses to disease reports and establish a strong link between the project area and the four rapid response teams to be established by the government
- The project will work closely with company owners, support them develop business plan and follow through so that they can be operational in the project period
- The project office will work closely with veterinary services task force and lobby with government authorities and parliamentarians
- Identify companies which will attend events/trade fairs and mobilize them through trade support institutions like ministry of trade, and support part of their costs to attend the event

2.2 IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

FAO will oversee the implementation of the whole programme delivery, monitoring and reporting. FAO will be responsible for monitoring project activities and progress towards the achievements of the expected project outputs and outcome, according to all the indicators and targets set in the project log frame, with a baseline established at the outset of the project.

Close coordination and facilitation of Programme services will be provided by the FAO sub-regional Office for East Africa (SFE) together with the Lead Technical Unit - Animal Production and Health Division (AGA), and other supporting technical and operational units concerned within FAO such as Office of Communications, Partnerships and advocacy (OCP) and Donor compliance and communications support services). FAO will have the overall responsibility for the technical and financial management of the activities and will maintain financial records in accordance with the FAO financial regulations, policies and procedures.

A national project manager will oversee the effective and efficient coordination and monitoring of field-level activities according to the project work plan, help identify risks and propose mitigating strategies as needed, provide technical inputs, guidance and recommendations for activity implementation, liaise and coordinate with country counterparts, organize and prepare project steering committee meetings, collect baseline data and regular feedback from beneficiaries and partners, provide inputs and data for preparing progress reports, support the organization of workshops, events and trainings.

2.2.1 Institutional Framework and Coordination

The overall responsibility for coordination and implementation of the project will lie with FAO. Identified stakeholders including Ministry of Livestock and Fisheries, VDFACA, NAHDIC, EMDIDI, standards authority, meat and live animal exporters associations, the Ethiopian Veterinary Association will partner in the implementation of components of the programme they are responsible for as per their specific competences (table 1).

Indeed, the Grant Holder shall establish a Project Management Office or PMO which will assume the project management and coordination role. It will be responsible for monitoring project activities and progress towards the achievements of the expected project outputs and outcome, according to all the indicators and targets set in the project log-frame, with a baseline established at the outset of the project. The PMO will be composed of a project manager and key experts. The role of the project manager shall be coordinating project activities, ensuring proper administrative control of project expenses and the timely delivery of reports. The project manager shall ensure quality management and internal audit arrangements are in place and shall take immediate corrective actions to address any deviation from the terms of the Grant. All international and national experts will be recruited through FAO service procurement procedures. The grant holder shall provide all necessary support and facilities to the project management office during the implementation of the project.

A Project Steering Committee (PSC) shall be established to oversee and provide guidance on project implementation. The PSC shall meet on a bi annual basis to oversee the progress and to promote ownership of the project by ensuring that the project beneficiaries and stakeholders are fully consulted on key decisions in the implementation of the project.

The PSC shall oversee and provide guidance on project implementation and ensure compliance with the applicable policies and standards; monitor the progress of the project, facilitate access to relevant institutions and assure their timely and sufficient inputs where required. The PSC shall be chaired by State Minister for Veterinary Services and Feed Quality Control and co-chaired by the head of Ethiopian Meat and Dairy Industry Development Institute (EMDIDI). The manager of the project will serve as secretary for the PSC. Representatives from the direct project beneficiaries (all 6 directors under the State Ministry, NAHDIC and VDFACA, regions supplying livestock to the export value chain, meat producers and exporters association), the National SPS Committee, the Ethiopian Standards Agency and key stakeholders including the Ethiopian Veterinary Association (EVA) will be members of the steering committee. However, the exact composition of the PSC will be decided during the project inception phase and will be subject to the approval of the Grant Holder. The STDF Secretariat will be invited to attend meetings of the PSC as an observer.

Bi-annual and annual meetings will be organized between the PMO and partners. The PSC shall meet on a bi-annual basis to oversee the progress of the project, gather lessons learned, identify possible bottlenecks and risks, propose mitigation actions, and approve the Annual Work Plan and Budget (AWPB). The PSC will make sure that the project beneficiaries and stakeholders are fully consulted on key decisions in the implementation of the project. The PSC shall take particular care to ensure coordination with other projects/programmes in order to achieve synergies as

well as to avoid overlaps. The project office, using its secretarial role, shall produce relevant minutes of the meetings and keep records.

Table 1- Implementing institutions and responsibilities

S/n	Implementing Institution	Areas of partnership by activities
1	MoLF	1.1; 1.2; 1.3; 1.4; 1.5; 1.6; 1.7; 2.1; 2.2; 2.3; 2.4; 2.5.
2	NAHDIC	1.1; 1.2; 1.3; 1.6; 1.7; 2.2.
3	VDFACA	1.3; 1.5; 2.3.
4	Ethiopia Meat & Dairy Industry Development Institute	1.7; 2.5.
5	Standards Authority	1.2; 1.4; 1.5; 1.6; 1.7; 2.3; 2.4.
6	Regions (Oromia, Somali and Afar)	1.2; 2.2.
7	Ethiopia Veterinary Association	2.2; 2.3; 2.4;
8	Ethiopia Meat Producers & Exporters Association	2.1; 2.2; 2.3; 2.4; 2.5

2.2.2 Strategy/Methodology

The strategy of the project is based on studying past, present and future government, private as well as donor funded projects and programmes along the livestock value chain. This is completed by an assessment of the capacities of value chain actors and the identification of gaps for addressing food safety and SPS-related requirements of importing countries along the meat export value chain.

The project will work with the stakeholders identified at different stages of the value chain and support them to implement good practices and systems, to improve food safety and adequately respond to importing countries' requirements. Importing countries requirements will be used as reference to guide the project activities and guide compliance efforts. The project will also strengthen local expertise in applying existing SOPs and guidelines, good practices, residue testing and meat inspection and certification. Through such interventions, the project will contribute to meat hygiene and prevention of meat contamination by harmful micro-organisms and antibiotic and other residues.

The project will contribute to strengthen the regulatory capacity of the country through enhancing competence of public regulatory institutions to perform official controls. The federal veterinary services will be capacitated in SPS negotiations, risk analysis, reviewing and updating legislations, SOPs and guidelines. Four regional veterinary laboratories in areas where animals are sourced for the export of meat will be supported, trained and coached in laboratory quality management and information management systems. The quality control laboratory of the Ethiopian Veterinary Drug and Feed Quality Control and Administration Authority will also be capacitated to perform laboratory analysis for the possible presence of residues in meat.

The project will work in cooperation with and benefit from complementary projects and initiatives from other development partners working on trade and SPS related

issues (mainly EU EDF 11, USAID FtF, World Bank, AU IBAR, and other projects). Engagement of the decision makers and other partners will assist in finding common ground and additional support to address project implementation challenges.

In general, the project will only deal with capacity building programmes in terms of supporting the efforts of the public and private sector to comply with SPS requirements of importing countries. It will not deal with infrastructure development and institutional capacity building since other projects and programmes, implemented by the government and donor partners are planning to deal or have already dealt with these issues. On the other hand, the project will work towards effective coordination mechanism among the different institutions, projects and programmes involved in SPS issues.

Before it becomes operational, a project launching workshop will be organized with pertinent partners to make them aware of the project activities, to delineate roles and responsibilities and ensure maximum commitment and synergies among stakeholders. The STDF Secretariat will be invited to attend the project launching workshop.

The outcome of the project will be evaluated by the level of implementation of good practices (compared to the baseline status) and improvements in the safety and quality of export meat and feedback from importing countries. The evaluation on project outcomes will be carried out by comparing data collected at the beginning and end of the project.

2.2.3 Technical Support

The governance and subject matter expertise related to the project resides primarily at FAO Ethiopia. Coordination, communication and networking will be facilitated by the Project Coordinator in close consultation with Lead Technical Officer (LTO) – Food Safety Officer and Budget Holder (BH) – Chief Veterinary Officer. The technical support envisaged is a mix of backstopping, deskwork and field missions expected to be provided by FAO Ethiopia. FAO Ethiopia will assign a project coordinator.

2.2.4 Government Inputs

Following government agreement and approval to participate in the project, it will be essential that in-kind and budgetary contributions are committed to ensure timely and effective implementation of relevant project activities.

As part of its contribution to the project, the Government shall agree to make available the requisite number of qualified national personnel necessary for the implementation of the project. The government will also strengthen linkages between meat exporters and importers through organizing missions to MENA and South East Asia and support negotiation missions between Ethiopian competent authority and new meat importing countries.

The Government shall assign authority for the project within the country to a Government department, which shall constitute the focal point for cooperation with FAO in the execution of the project, and which shall exercise the Government's responsibility in this regard.

2.2.5 Resource Partner Inputs

Personnel

Individuals are either to be identified or are existing staff/consultants working for FAO in Country/Regional Offices and at HQs. Implementation will be assisted by service providers that will be identified at the beginning of the project.

Consultants

a) International

- Team Leader - Manage the project team, coordinate activities and assume overall responsibility for the implementation of the project plan for the achievement of project results;
- International risk analysis expert- Provide training for MoLF staff on Qualitative & Quantitative Risk Analysis
- International negotiation expert- Develop negotiation skill training manuals and tools and Provide training;
- International residue plan developer- develop a national residue plan
- International residues laboratory expert - Prepare standard operating procedures (SOPs), Establish QMS in conformity with ISO 17025

b) National

- Local Communication specialist- Develop a communication strategy to enhance and support Ethiopian meat export trade;
- Programme/M&E Officer- Support programme formulation, prepare periodic performance monitoring reports;
- Local IT expert - Design a web-based repository for the publication of official control procedures and minimum export standards;

Contracts

Letters of Agreement will also be prepared with government institutes to support the project activities.

Travel

a) International

Provision in the project budget has been made for regular missions by project staff and travel of project staff to attend coordination meetings.

b) National

Provision in the project budget has been made for in-country travel for project staff and consultants for stakeholder consultations.

Training

A provision in the project budget has been made for training and capacity development activities in most of the interventions. Main cost category included are related to the training logistics (e.g. DSA, venue, equipment hire, ad-hoc preparation of materials, refreshments, etc.).

Expendable Equipment

Funds are provided for expendable equipment at country level, i.e. supplies such as risk analysis and information sharing software, development of communication material.

General Operating Expenses

These will cover costs of communication, operations, use of equipment, the production of reports, and other miscellaneous costs. Provision for operational support costs have been included for the in-country implementation of activities.

Technical Support Services

These cover evaluation and reporting costs as per FAO rules and regulations. A provision for technical backstopping from the relevant involved department is also considered.

Project Support Cost

The standard Project Support Cost rate of 10 percent will be applied to the project. See Appendix III for detailed FAO Oracle Style Budget.

2.2.6 Management and Operational Support Arrangements

FAO Agriculture and Consumer Protection Department (AG) will be in charge of the overall operational and technical management of the project. The Chief of the Animal Health Service (AGAH) will be the Budget Holder (BH) of the project. Additional support and advice will be provided by LEG and AGF. Quality control of communication effort/outcomes or information technology products will be through FAO internal procedures of the FAO Office for Corporate Communications (OCC) and Information Technology Division (CIO), respectively. A full time National Project Coordinator will be recruited and supported by technical staff at FAO Ethiopia, HQs and Regional Offices in the overall project management.

Funds are provided in the budget to utilize Administrative and Support Staff from the FAO Representation for implementation of activities. Funds are also provided for communication equipment and operational cost to ensure good exchange of information and communication. This arrangement is cost efficient and ensures full integration of the project activities into the work programme of FAO Ethiopia Representation. Additional IT, risk analysis, negotiation, laboratory expertise is planned for at both at national and international level. A provision for communication staff support has been included to support the development of SPS awareness material and products.

Oversight for the project will be provided by a PSC composed of relevant partners in order to oversee, guide and monitor the implementation of the project activities and facilitate coordination, collaboration and communication among all stakeholders.

2.3 MONITORING, PERFORMANCE ASSESSMENT AND REPORTING

2.3.1 Scope and Purpose

Progress of the project will be monitored according to the work plan and the indicators by the Project National Coordinator in consultation with the

Operations/Programme/M&E staff support. They are also responsible to monitor and update, if required, the risk log and the work plan. The Project Coordinator will assist country level project teams to formulate six months work plans based on the project framework. Performance will be measured against the agreed work plans and indicators.

On an annual basis, meetings of the project teams will be organized to exchange experience; share lessons learned and discuss salient issues in depth.

2.3.2. Focus on Achievement of results (Outputs and Outcome)

A provision for M&E staff support has been included in the budget. The project monitoring will follow a result-based approach. The following reports will be prepared according to FAO regulations and guidelines:

- a) Project progress narrative report every six months based on the STDF project reporting template (STDF Secretariat will provide templates for progress reports),
- b) Terminal report that will assess, in a concise manner, the extent to which the project's scheduled activities have been carried out, the outputs produced and the immediate objectives reached. It will also present recommendations for any future follow-up action arising out of the project. The terminal report will be submitted three months after the completion of the project. The STDF Secretariat will provide a template for the terminal report.
- c) Financial statements of the project, prepared in accordance with the FAO procedures.

A final end of project independent assessment will be carried out in accordance to FAO regulations and guidelines for the evaluation of projects and Programmes funded through voluntary contributions. A final end of project independent assessment is also a requirement under the STDF operational rules and the project budget includes a provision for such an assessment. The documentation will be reviewed by the Evaluation Service and will be made available to the STDF.

The monitoring, performance assessment and reporting will have a participatory approach and coordinated by an M&E officer. The Project Coordinator in collaboration with the operations staff will ensure that the implementation is on track both time-wise and financially and will be also responsible to ensure technical/programmatic validity of the reports as well as to ensure inputs from other Technical Officers from within the project and from other partners as needed. The ultimate responsibility to coordinate the preparation of progress reports, mid-term assessments and terminal reports is with the Project Budget Holder.

2.3.3 Project Reporting Schedule

Besides submission of bi-annual progress reports to STDF, FAO will provide the STDF every six months reports on project progress. These reports will follow the STDF reporting format and will be technically cleared through FAOs regional and Rome based offices. A Terminal report will be submitted 3 months after the project end date and will also be in the STDF format

2.4 COMMUNICATION

All project related results and information will be made freely available to the involved stakeholders in the country. Stakeholders will be encouraged to also make the results publicly available and will be supported to do this by FAO. All tools, guidance and training materials developed in the course of the project will be made publicly available by FAO and will be uploaded to the STDF website. Funds are provided for communication staff support and the production of communication/awareness material and products.

Communication activities will focus on the outputs and impact of the project, targeting general and specific audiences in the country. A communication and visibility plan will be elaborated within three months of inception of the project, identifying key messages, target audiences and a budgeted work plan of action with clear indicators of achievement.

The communication plan and activities will be aligned with FAO's corporate communication strategy and benefit from the existing expertise and facilities of FAO's OCP.

2.5 PROVISION FOR EVALUATION

The project implementation will be monitored and assessed following the FAO evaluations procedures according to Field Programme Circular (FPC) 2011/01. Following FAO rules on project implementation an internal evaluation will be conducted by FAO Office of Evaluation and budgetary provision is made for that.

SECTION 3 - SUSTAINABILITY OF RESULTS

The project follows the five key principles of FAO for Building a Common Vision for Sustainable Food and Agriculture. This approach seeks to balance the social, economic and environmental dimensions of sustainability: 1) improving efficiency in the use of resources; 2) conserving, protecting and enhancing natural ecosystems; 3) protecting and improving rural livelihoods and social well-being; 4) enhancing the resilience of people, communities and ecosystems; and 5) promoting good governance of both natural and human systems.

This project is designed based on the demands and needs of project stakeholders, and on an initial request from government. It is in line with government priorities and all authorities involved in SPS related matters were seriously consulted and provided their strong support to the project as reflected in their support letters. Private sector associations such as meat producers and exporters' associations are directly involved in the project implementation which is vital for replication and disseminating it to larger group of companies.

Because the project is focused on capacity building matters, and the principle of implementation is working through national experts and extension officers, the project will enable country partners to continue to provide relevant and effective support services even beyond the project life, further expanding the impact and sustainability of the project results. The code of practice and core training material will also be anchored to the relevant institutions.

Throughout the project, it is intended to engage all relevant stakeholders in the livestock sector to share experiences, highlight progress, promote success stories and secure their commitment to continue the efforts to address SPS issues. FAO will also use its existing relations with federal and regional authorities in Ethiopia to engage them in the longer term efforts to address SPS issues.

3.1 ENVIRONMENTAL SUSTAINABILITY

No major negative environmental issues are anticipated for the project. The proposed Project will contribute to environmental conservation and sustainability because of its emphasis on making the livestock sector more productive through enhancing marketing and offtake, use the existing resources more efficiently and reduce wastage. The Project will not support activities that might generate significant irreversible or cumulative environmental impacts. Activities related to development of national residue monitoring plan and supporting the national residue testing lab will enable safer use and application of pesticides and veterinary drugs and enhance effective control and mitigate the impact of environmental contaminates.

The proposed Project will strictly follow the existing environmental laws and regulations applicable in the country.

3.2 GENDER EQUALITY

Both men and women have important role in livestock rearing and production in the project implementation areas. The project will give due consideration for the needs, priorities and constraints of both women and men. The project will ensure equitable access to and control over productive resources and inputs, and women's and men's equal participation in and benefit from the project. Stakeholder engagement meetings to date have had equitable participation from women and men and issues highlighted by both women and men have therefore been considered in the development of this project.

However, in order to ensure that relevant sectors, which are often dominated by women (e.g. small ruminant production) are represented, the project will avail of different approaches and tools to optimize their engagement. The inclusion of women will be ensured through the specification of targets for their participation in all key activities. The Annual Work Plan and Budget (AWPB) of the project will contain a specific gender action plan. This plan will be periodically reviewed by the Project Management Office (PMO) and the PSC. Qualitative and quantitative indicators will be disaggregated by sex to track the project's performance in targeting women. The project will maintain a gender balance in training, with women comprising of at least 30 % of the trainees. Stakeholder events will take into consideration the local cultural context and the role of women in order to facilitate their participation such that they can equally benefit from the project.

3.3 INDIGENOUS PEOPLES

This is a national project aiming at supporting the various stakeholders along the meat value chain and building the SPS capacity of the competent authority. The project activities will have no adverse effect on indigenous communities.

3.4 HUMAN RIGHTS BASED APPROACHES (HRBA). INCLUDING RIGHT TO FOOD, DECENT Work, ACCOUNTABILITY TO AFFECTED POPULATIONS

This project actively engages both the public and private sector in Ethiopia based on a value chain approach. On the private sector side, the project involves the complete range of stakeholders involved in the meat value chain, notably small farmers in the project areas, processors, and traders, cooperatives and their members, the Ethiopian Meat Producers and Exporters Association (EMPEA) and the Ethiopian Live Animals Traders Professional Association (ELTPA).

Livestock and meat exports unquestionably play a major role in the Ethiopian economy and contribute substantially to income generation, employment, foreign exchange earnings, and government revenue. The livestock trade is probably the largest single source of employment in the pastoral and agro pastoral areas of the country and the most important source of household income. This high market dependence means that any negative impact on trading conditions can hit people particularly hard. In an age of increasing mobility, the importance of international health concerns, particularly the transmission of diseases across borders, has been growing for some years. As a result health-related restrictions on the movement of animal products in the Middle East have become increasingly common. These repeated trade bans had dramatic consequences on the livelihoods of pastoralists and the economies of the region.

The introduction of good SPS related practices along the meat export value chain will positively impact on animal health by contributing towards the prevention and control of TADs, prevention of zoonotic diseases and the control of food safety hazards. It will help to prevent the imposition of trade bans by recipient countries and ultimately boost the export of SPS certified products both in volume and value. Expansion of exports will improve the income of poor livestock producers and other actors in the value chain. The livelihoods of the pastoralists where 90% of the export livestock are sourced from depend entirely on livestock production. Therefore, introducing good practices would improve livestock productivity and health and facilitate market access which would then help to significantly raise the income of these communities.

Legislation and regulatory frameworks are an important component of this project and the updating/development of the relevant legislation will support efforts to ensure governments are accountable and proactive in addressing this issue.

3.5 CAPACITY DEVELOPMENT

This project was prepared in consultation with key project stakeholders and addresses their expectations and demands. It is fully integrated into the country's second GTP II. It is demand-driven and was designed based on a needs assessment conducted in the framework of the GTP II which is the country's second-ever national plan which includes also meat export. Therefore, the project can directly build on and benefit from the momentum created through this government's Plan. Private sector associations such as meat producers and exporters' associations are directly involved in the project implementation which is vital for replication and disseminating it to larger group of companies.

The project focuses on capacity building to enable the country to comply with SPS requirements of potential importing countries in the MENA region as well as in South East Asia for exporting sheep, goat and cattle meat.

The project will contribute to strengthen the regulatory capacity of the country through enhancing competence of public regulatory institutions to perform official controls. The federal veterinary services will be capacitated in SPS negotiations, risk analysis, reviewing and updating legislations, SOPs and guidelines. Four regional veterinary laboratories in areas where animals are sourced for the export of meat will be supported, trained and coached in laboratory quality management and information management systems. The quality control laboratory of the Ethiopian Veterinary Drug and Feed Quality Control and Administration Authority will also be capacitated to perform laboratory analysis for the possible presence of residues in meat. The project will be linking urgent capacity building with longer-term processes and build trade-related human capacity and know-how through skill transfer and knowledge development through trainings and coaching and coordination between institutions. Since the principle of implementation is working through national experts and extension officers, the project will enable country partners to build their capacity and continue to provide relevant and effective support services even beyond the project life, further expanding the impact and sustainability of the project results.

In considering the exit strategy for this project an important aspect is that the drive to address SPS issues is coming from the country itself. Nevertheless it has been recognized that the measures required will not be easy for the country to implement but the impact of not implementing is likely to be much greater. In this context FAO is working to ensure that efforts in the country are coordinated and thereby as efficient as possible to minimize duplication and increase cost efficiency. For each of the areas where this project will provide implementation support the project includes an assessment of the relevant capacities at the outset. This is particularly important in areas such as laboratory capacity and surveillance where there is an ongoing cost to maintaining a data collection and analysis system.

Laboratory capacity especially for the sub-national laboratories will be based on rigorous assessment of their existing capacity using FAO's Laboratory Management Tool (LMT). These assessment will enable sub-national labs to get a snapshot of their current situation and determine their needs in terms of diagnosis and surveillance. This will be complimented with support on establishment of quality assurance system, compilation and exchange of information to support integrated surveillance and standardization of laboratory tests among sub-national labs. A key consideration in laboratory support has been the inclusion of consideration of comparative advantage of each sub-national laboratory and disease prioritization of regional states. This is particularly critical to the exit strategy for this project as maintaining new practices will depend on them being technically feasible and implementable with minimal additional costs.

FAO will continue to work with stakeholders and partners to further consolidate commitment engaging with the highest levels of government in order to seek and maintain high level political commitment to this work.

APPENDICES

Project Document Appendix I: FAO Logical Framework Matrix

Activities and inputs are detailed in the following Appendix I

	Description	Measurable indicators of achievement / Targets*	Sources/Mean of verification	Assumptions and Risks
Goal / Impact	To increase export revenues of producers, feedlot operators and export abattoir owners along the meat export value chain in Ethiopia.	<ul style="list-style-type: none"> 15% increase in real average annual meat export value at national level by addressing importing countries' requirements within 3 years 	<p>National reports and statistics on livestock sector</p> <p>Customs and National Bank export data</p>	<p>Assumptions: No unfavourable climate or weather events affecting livestock production No significant downturn in the prices of meat in the market</p> <p>Risks: Trade disruptions due to non-technical reasons Prolonged market access negotiations (reciprocal).</p>
Objective / Outcome	improve SPS compliance and linkage for market access in the meat export industry.	<ul style="list-style-type: none"> SPS certification system of Ethiopia accepted by 100% of the existing importing countries in MENA and at least 60% of the identified potential importing countries in SE Asia. At least 60% of export abattoirs in Ethiopia expand their export volumes/values by entering into new markets and expanding their customer base in SE Asia and MEANA. 	Feedback reports from prospective importing countries in MENA & SE Asia	<p>Assumptions: Exporters are able to meet demand of buyers both in term of quality and price promised under contract Exporters are responsive and follow-up on buyers' solicitations</p> <p>Risks: Limited willingness and absorption capacity of project beneficiaries to actively participate in the project activities and consistently apply the knowledge acquired are not followed-up with concrete actions by the project beneficiaries</p>

	Description	Measurable indicators of achievement / Targets*	Sources/Means of verification	Assumptions and Risks
Output 1:	Strengthened capacity of the Competent Authority to apply and monitor SPS measures along the export meat value chain	<ul style="list-style-type: none"> - A total of 1 proclamation and 8 regulations enacted and enforced - Four regional veterinary laboratories and Kality Quality Control lab implementing LIMS & QMS. - Negotiation carried out and trade agreement concluded with three new importing countries - 14 SOP and guidelines applied along the value chain Strong and functional risk analysis unit established 	<ul style="list-style-type: none"> M & E reports List of endorsed legislations LIMS and QMS documentation of the labs Residue monitoring plans Trade agreements between Ethiopia and importing countries 	<p>Assumptions: Commitment of managers at federal and regional to enforce the use of the standards and procedures NAHDIC maintains its technical lead in the coordination of regional labs In each participating regional states,</p> <p>Risks: Overt delays in the promulgation of the draft legislations</p>
Activity 1.1.	Support negotiation on SPS and related issues	<ul style="list-style-type: none"> - Target Negotiation carried out with potential importing countries <p>Means</p> <ul style="list-style-type: none"> - Support 3 negotiation missions 	Negotiation mission reports	
Activity 1.2.	Support finalization of draft legislations	<p>Milestone</p> <ul style="list-style-type: none"> - A total of 1 proclamation and 8 regulations reviewed & finalized <p>Means</p> <ul style="list-style-type: none"> - Local experts (review) and translation - Workshop 	<ul style="list-style-type: none"> Number of legislations reviewed and updated Reports of stakeholders consultation workshops 	
Activity 1.3.	Build the capacity of the risk analysis unit of MoLF	<p>Target</p> <ul style="list-style-type: none"> - Risk analysis unit established and risk analysis documents produced and at least 70% of them are of acceptable standard (peer review) <p>Means</p> <ul style="list-style-type: none"> - Expert input - Training of staff from MoLF, Universities and labs - Inputs (software, manuals) 	Available risk analysis documents and testimonials	
Activity 1.4.	Support the development of national residue	<p>Target</p> <ul style="list-style-type: none"> - A national residue monitoring plan developed 	Approved Residue monitoring Plan	

	Description	Measurable indicators of achievement / Targets*	Sources/Mean of verification	Assumptions and Risks
	monitoring plan	Means - Expert input - Local staff - Validation workshop		
Activity 1.5.	Introduce QMS and support accreditation of the residue testing lab at Kality	Target - QMS introduced, implemented & accreditation granted to the quality control lab at VDFACA Means - International Expert input - Training of staff - Accreditation & calibration (firm fee)	QMS documentation Accreditation certificate Training materials and reports	
Activity 1.6.	Introduce LIMS & QMS in regional labs along the meat export value chain (Yabello, Jijiga, Semera, Mekelle)	Target - LIMS and QMS introduced in four regional labs from regions where export meat animals are sourced. Means - Gap assessment by NAHDIC - Training of staff in 4 regional labs - Software subscription & customization (LIMS)	Gap assessment and training reports LIMS and QMS documentation Accreditation certificate	
Activity 1.7.	Revise existing SOPs and guidelines related to livestock and meat and support their implementation (disease control, meat animal handling, quarantine, meat processing, meat handling and transporting)	Target - A total of fifteen SOPs and guidelines revised and updated Means - Review and update (local expert input) - Training of staff	Updated SOPs) Training reports	
Output 2:	Increased coordination and linkages among the sector value chain actors including destination markets.	- Coordination and collaboration on SPS measures improved nationally through <ul style="list-style-type: none"> o Development of a national communication strategy o Conducting biannual joint planning workshops o Conducting quarterly SPS committee meeting, - At least 8 trade deals concluded between Ethiopian meat exporters and importers in MENA and SE Asia	Report on the number of SPS coordination meetings and activities carried out Trade agreements, letters of intent	Assumptions: National legislation supports the effective coordination of veterinary services roles and responsibilities at federal, regional and district levels Partners are willing to work together Risk:

	Description	Measurable indicators of achievement / Targets*	Sources/Means of verification	Assumptions and Risks
				Limited participation of stakeholders in coordination forums and the business networking events
Activity 2.1.	Strengthen information exchange through website development	<p>Target</p> <ul style="list-style-type: none"> - A fully functional website dedicated to SPS & related issues developed and launched <p>Means</p> <ul style="list-style-type: none"> - Local expert input - Validation workshop on design and content 	Project report and website	
Activity 2.2.	Initiate and support bi-annual joint planning and consultation meetings between federal and regional states in Ethiopia	<p>Target</p> <ul style="list-style-type: none"> - Bi-annual joint planning meetings carried out each year <p>Means</p> <ul style="list-style-type: none"> - A national forum established which convenes bi-annually 	<p>Report on the number of SPS coordination meetings and activities carried out</p> <p>Meeting minutes</p>	
Activity 2.3.	Development and implementation of SPS communication strategy for the meat export value chain	<p>Target</p> <ul style="list-style-type: none"> - One SPS communication strategy document prepared & implemented <p>Means</p> <ul style="list-style-type: none"> - A local communication consultant hired to develop strategy & craft messages - Validation workshop - Dissemination of communication messages to actors 	Document	
Activity 2.4.	Strengthening of the existing national SPS committee	<p>Target</p> <ul style="list-style-type: none"> - SPS committee meets every quarter and discusses and passes recommendations on SPS issues. A mechanism to ensure regular meetings on SPS committee is established <p>Means</p> <ul style="list-style-type: none"> - Inter-sectoral meeting - Delineation of duties and responsibilities 	Report on the number of SPS coordination meetings and activities carried out	
Activity 2.5.	Strengthen linkages between exporters and importers of meat in selected key meat markets in MENA and SE Asia	<p>Target</p> <p>At least 10 trade deals negotiated between Ethiopian meat exporters and importers in MENA and SE Asia</p> <p>Means</p> <p>Through trade fares and negotiation missions</p>	Negotiation/trade fare reports	

Project Document Appendix II: Work plan and reporting schedule

Outputs & Activities	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1: Strengthened capacity of the Competent Authority to apply and monitor SPS measures along the export meat value chain												
Activity 1.1.												
Activity 1.2.												
Activity 1.3.												
Activity 1.4.												
Activity 1.5.												
Activity 1.6.												
Activity 1.7.												
Output 2: Increased coordination and linkages among the sector value chain actors including destination markets.												
Activity 2.1.												
Activity 2.2.												
Activity 2.3.												
Activity 2.4.												
Activity 2.5.												

Project reporting schedule

Report	Calendar for the reporting period	Report due
Inception Report + Project fact sheet (PFS)	1 July 2018 to 30 September 2018 (covering first 3 months of project)	maximum 3 months after signature
First progress report + updated PFS, as necessary	01 October 2018 to 31 March 2019 (covering 6 months)	30 April 2018 (i.e. one month after reporting period)
Second progress report + updated PFS, as necessary	01 April 2019 to 30 September 2019 (covering 6 months)	31 October 2019
Third progress report+ updated PFS, as necessary	01 October 2019 to 31 March 2020 (covering 6 months)	30 April 2020
Fourth progress report + updated PFS, as necessary	01 April 2020 to 30 September 2020 (covering 6 months)	31 October 2020
Fifth progress report +	01 October 2020 to 31 March	20 April 2021

updated PFS, as necessary	2021 (covering 6 months)	
Sixth progress report + updated PFS	01 April 2021 to 30 June 2021 (covering 3 months)	31 July 2021
FINAL REPORT + Final PFS	01 July 2018 to 30 June 2021 (covering 3 years of project)	31 October 2021 Due within 3 months from completion of project

Project Document Appendix III: Summary budget

SUMMARY BUDGET

Improving sanitary capacity and facilitating export trade of livestock and livestock products from Ethiopia
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Code	Description	STDF	Government Contribution	Total
5013	Consultants	281,806	23,220	305,026
5014	Contract	205,873		205,873
5021	Travel	114,050	56,350	170,400
5023	Training	32,000	-	32,000
5024	Expendable Procurement	41,000		41,000
5027	Technical Support Services	19,494		19,494
5028	GOE	16,000		16,000
	Administrative Cost (12%)	85,227		85,227
STDF Contribution		795,450		
Government Contribution			79570	
Total costs				875,020

Project Document Appendix IV – Risk Log

Risk No.	Risk statement	Impact [effect on project organization if risk were to occur: H,MH,ML or L]	Likelihood [estimate of likelihood: H,MH,ML or L]	Overall ranking (Red/Amber/Green)	Mitigating action	Action owner [person/ unit appointed to monitor this risk]	Target date
1	Trade disruptions due to non-technical reasons	H	ML	Amber	Regular dialogue with importing countries to improve the relationship with Ethiopia. Organizing exchange visits to win the hearts of decision making bodies.	The competent authority and National Project Coordinators	TBD
2	Prolonged market access negotiations (reciprocal).	ML	MH	Amber	Build capacity for negotiation with importing countries and follow a stepwise approach. Start the negotiation process with countries that have less stringent SPS requirement and high demand for products of animal origin as quick win. Learn from the negotiation process, and start negotiating with the next categories of countries in terms of their SPS demand. Developing a common position at IGAD level and using the common position	National Project Coordinators	TBD

Risk No.	Risk statement	Impact [effect on project organization if risk were to occur: H,MH,ML or L]	Likelihood [estimate of likelihood: H,MH,ML or L]	Overall ranking (Red/Amber/Green)	Mitigating action	Action owner [person/ unit appointed to monitor this risk]	Target date
					as a negotiation framework is an important approach to be followed. Involving the OIE sub-regional office in the development of the common position is also helpful.		
3	Limited willingness and absorption capacity of project beneficiaries to actively participate in the project activities and consistently apply the knowledge acquired on good practices	MH	L	Green	Careful identification of project beneficiaries from the outset based on baseline data collection; working with companies, farmers and sector associations willing to benefit from the project and which can operate as catalysts leading to higher levels of commitment to the project. Provide continuous advisory/coaching support to project beneficiaries by local experts trained by the project.	National Project Coordinators	TBD
4	Business complementarities identified are not followed-up with	M	M	Amber	Match exports with corresponding import demand; help companies regroup their offer (through	Sector associations and National Project	TBD

Risk No.	Risk statement	Impact [effect on project organization if risk were to occur: H,MH,ML or L]	Likelihood [estimate of likelihood: H,MH,ML or L]	Overall ranking (Red/Amber/Green)	Mitigating action	Action owner [person/ unit appointed to monitor this risk]	Target date
	concrete actions by companies and remain declarations of intent only				national experts and sector association) to facilitate exports in bulk; prepare companies before business networking event and provide them with advisory support to follow-up on business contacts, encourage/incentivize producers to supply good quality animals.	Coordinators	
5	Limited response to disease reports by veterinary services	M	L	Green	The project will help develop and operationalize standard operating procedures for responses to disease reports and establish a strong link between the project area and the four rapid response teams to be established with the support of LVC PPD II.	MoLF, LVC PPD II and project coordinators	TBD
6	Some of the newly constructed abattoirs with cattle kill line may not start operation in the project	H	L	Red	The project will work closely with company owners, support them develop business plan and follow through so that they can be operational in the project	Project coordinator and export abattoirs	TBD

Risk No.	Risk statement	Impact [effect on project organization if risk were to occur: H,MH,ML or L]	Likelihood [estimate of likelihood: H,MH,ML or L]	Overall ranking (Red/Amber/Green)	Mitigating action	Action owner [person/ unit appointed to monitor this risk]	Target date
	period				period.		
7	Delays in the promulgation of the draft legislations	M	H	Red	The project office will work closely with veterinary services task force and lobby with government authorities and parliamentarians.	National Project Coordinators in liaison with MoLF	TBD
8	Limited participation of stakeholders in coordination forums and the business networking events	L	L	Green	Identify companies which will attend events/trade fairs and mobilize them through trade support institutions like ministry of trade, and support part of their costs to attend the event	MoLF and MoT	TBD

Project Document Appendix V – Terms of Reference

Job Title: Team Leader	
Division/Department:	Office of Food Safety, Agriculture and Consumer Protection Department
Programme/Project Number:	
Location:	Addis Abba, Ethiopia
Expected Start Date of Assignment:	Duration: 36 months
Reports to:	Name : Title:

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- Manage the project team and coordinate activities between the VSD, NAHDIC, VDFACA and the donor body;
- Assume overall responsibility for the implementation of the project plan for the achievement of project results;
- Monitor progress in line with the approved work programme and budget provisions and to ensure the high quality of all project outputs;
- Provide expertise in animal health policy-making, implementation and enforcement;
- Manage the use of the incidental expenses budget to ensure that best value for money is obtained;
- Ensure consistency among the various components of the project, and related activities, as foreseen by the project document;
- Foster and establish links with collaborating partners and other relevant stakeholders as deemed appropriate and necessary, at various level.
- Be responsible for coordinating, overseeing the preparation of, and the delivery of project progress, consultants' and other reports as envisaged by the project document and ensure timely submission to concerned bodies;
- Develop and oversee an effective monitoring and evaluation programme for the project. Develop a process, whereby the project assesses best practices as it gains experience.
- Contribute to other activities of the project team.

MINIMUM REQUIREMENTS Candidates should meet the following:

- Postgraduate degree in veterinary medicine
- Minimum of 10 years of post-graduation professional experience in the area of veterinary medicine and/or agriculture
- At least two years' experience in the implementation of national programmes on SPS matters

- Experience as Team Leader in at least one capacity building project funded by an international donor(s);

SELECTION CRITERIA Candidates will be assessed against the following:

Technical / functional skills

- Work experience in more than one location or area of work, particularly in field positions is desirable
- Extent and relevance of experience in international animal health (regulatory and developmental) programmes
- Extent and relevance of experience in implementation of SPS measures
- Extent and relevance of experience in different countries and regions, especially in developing countries and countries in transition

Competencies

- Results Focus
- Teamwork
- Communication
- Building Effective Relationships
- Knowledge Sharing and Continuous Improvement

Key performance indicators	Required Completion Date:
<ul style="list-style-type: none"> • Prepare, submit and monitor annual work plans and budgets • Assist in the recruitment of project staff and the identification of national service providers; • Prepare financial and technical progress reports; • Develop Terms of Reference (TORs) for international and national consultants, specifying the tasks to be performed during each of their missions; • By the end of the project, prepare a project completion report in close collaboration and consultation with relevant stakeholders; • 	<p>Yearly for the duration of the contract As per agreed schedule As per agreed schedule</p> <p>End of project</p>

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Job Title:	International risk analysis expert		
Division/Department:	AGA-AGAH		
Programme/Project Number:			
Location:	Addis Ababa, Ethiopia		
Expected Start Date of Assignment:	Duration:	TBD	
Reports to:	Name:	Title:	

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- Provide training for VSD experts on Qualitative & Quantitative Risk Analysis and to prepare them for their role as National Risk Analysis Trainers;
- Prepare training curriculum and programme for central and regional level training activities
- Perform other related duties as required.

MINIMUM REQUIREMENTS Candidates should meet the following:

- University degree in the field of veterinary medicine, agriculture or a related discipline
- at least 5 years of relevant professional experience in SPS-related risk management;
- up-to-date knowledge of quantitative and qualitative risk analysis theory and practical methods;
- practical experiences in the development of teaching materials;
- experience in the implementation of international projects dealing with risk analysis;

Expected Outputs:

- Prepare training material on qualitative and quantitative risk analysis
- Provide training for national staff on risk analysis

Required Completion Date:

As per agreed Schedule
As per agreed schedule

Job Title:

International negotiation expert

Division/Department:

Animal Production and Health Division

Programme /Project Number:**Location:**

Addis Ababa, Ethiopia

Expected Start Date of Assignment:

Duration: TBD

Reports to: Name

Title:

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- The consultant will develop negotiation skill training manuals, tools, and presentations to be utilized in delivering “International Business Negotiation Skills Training”. The training materials should cover; overview of the global trade landscape with particular emphasis on livestock, positional bargaining, developing negotiation strategies, and principles & practices of negotiation.
- Provide training to senior officials and staff of the competent authority and the private sector on trade negotiations.

MINIMUM REQUIREMENTS Candidates should meet the following:

- Advanced degree (Master’s Degree or equivalent) in International Trade Law or related field of studies.
- At least eight (8) years’ experience in Trade negotiations
- Proven experience of directly supporting developing countries’ trade negotiation processes, including in providing policy advice at senior level.
- Demonstrated experience of delivering capacity building initiatives to trade negotiators, on the basis of needs.
- In-depth knowledge of the WTO SPS Agreement.

Key performance indicators

Expected Outputs:

- Develop negotiation skill training manuals and tools
- Provide training on negotiation skill

Required Completion

Date:

As per agreed schedule

As per agreed schedule

Job Title: National Communication Specialist

Division/Department: AGAH

Programme/Project Number:

Location: Addis Ababa, Ethiopia

Expected Start Date of Assignment:

Duration: TBD

Reports to: Name :

Title:

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- Develop a communication strategy to enhance Ethiopian meat export trade;
- Gather and analyze information (documents, reports, legal instruments, and website) in order to identify and define issues and potentialities of the communication development plan;
- Meet with representatives of the various stakeholders in the livestock value chain to understand perceptions, behaviors, needs and opinions;
- Develop implementation modality of communication strategy for each group of audience and methods of delivery;
- Prepare detailed action plan, time-frame and budget for the implementation of a communication strategy, differentiated for each target group, identify audience segmentation, desired target, behaviors, core messages and tools.

MINIMUM REQUIREMENTS Candidates should meet the following:

- Post-graduate degree in media, communications, management or related field;
- 10+ years of experience working in relevant media and communications assignments – preferably in the NGO sector;
- Demonstrable success in conducting communications needs analysis as well as managing public relations and media campaigns for large institutions or development projects.

Key performance indicators

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> • Develop communication strategy • Prepare detailed action plan, time-frame and budget for the implementation of a communication strategy 	As per agreed schedule
<ul style="list-style-type: none"> • National baseline review of the available data on AMU completed 	As per agreed schedule

Job Title: National Programme/M&E Officer

Division/Department: ECTAD - ET

Programme/Project Number:

Location: Addis Ababa, Ethiopia

on:	
Expected Start Date of Assignment:	Durati on: TBD
Reports to: <i>Name</i> :	Title:

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- Support programme formulation;
- Provide internal Q&A of project-related reports;
- Coordinate reporting on performance indicators;
- Provide Q&A of performance monitoring data;
- Collate and synthesise country data to prepare periodic performance monitoring reports;
- Coordinate the revision of the framework, performance indicators and M&E plans, in collaboration with other project staff;
- Provide support to M&E consultations at all levels;

MINIMUM REQUIREMENTS Candidates should meet the following:

- University degree in social or economic science, development, a health-related subject or equivalent standard of education;
- Formal training in monitoring and evaluation is an advantage;
- At least 5 years working experience in monitoring and evaluation of projects and/or programmes;
- Experience in the management and coordination of animal health related projects;
- Experience and skills in training and transfer of knowledge;

Key performance indicators

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> • Revised programme reports • Monitoring reports • Revised M&E package (framework, indicators, M&E plans) 	Every 6-months as per agreed reporting schedule As per agreed reporting schedule (TBD) As needed

Job Title: National Web Page Designer

Division/Department: MOLF/ECTAD

Programme/Project Number:

Location:	Addis Ababa, Ethiopia
Expected Start Date of Assignment:	Duration: TBD
Reports to:	Name : Title:

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- Design a web-based repository for the publication of official control procedures and minimum export standard using open source tools. The system shall enable registered users to access up-to-date versions of official control procedures relevant to their duties. Export business operators and members of the public will be provided with limited access to the repository enabling them to download information on the minimum requirements for export;
- Install and deploy the system on web servers provided by the Ministry of Livestock and Fisheries and carry out performance testing of the system;
- Provide training to MoLF staff on managing the system and updating its contents.

MINIMUM REQUIREMENTS Candidates should meet the following:

- University Degree in Information Technology or similar;
- At least 5 years' experience in the design and deployment of web-based applications;
- Previous experience in designing, installing and providing training on a large scale, public access, web-based document management system.

Key performance indicators

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> • Design a web based repository • Install and deploy the system on web servers of MoLF • Provide training to MOLF staff on managing the system 	<ul style="list-style-type: none"> As per agreed schedule As per agreed schedule (TBD) As needed

Job Title:	National guidelines and SoPs reviewer
Division/Department:	MOLF/ECTAD
Programme/Project Number:	
Location:	Addis Ababa, Ethiopia

Expected Start Date of Assignment:	Durati on: TBD
Reports Name to:	Title:

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

1. Mapping: To identify and collate all existing SOPs related to live animal and meat safety and export.
2. Review and gap analysis: To examine existing SOPs with a view to identifying areas that are out of date, inconsistencies, discrepancies, duplications, risks, bottlenecks, and gaps.
3. Consult closely with relevant public officers, exporters and other relevant stakeholders to understand their existing operational obligations, structures, infrastructure and practices.
4. Consolidation and updating existing SoPs: update existing SOPs in light of scientific advances, international standards and importing countries requirements and write up additional procedures as required.

MINIMUM REQUIREMENTS Candidates should meet the following:

- University Degree in animal health;
- At least 5 years' experience in the design and development of SoPs and guidelines related to livestock development;
- Previous experience in livestock development especially in the operations of live animal and meat export trade, SPS requirements of importing countries and good understanding of international standards.

Key performance indicators

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> • Review the 14 SoPs and guidelines related to live animal and meat and undertake critical gap assessment of the same • Update all existing SoPS and guidelines 	As per agreed schedule As per agreed schedule (TBD)

Job Title: International Residue Plan Developer

Division/Department: AGAH/ECTAD

Programme/Project Number:

Location: Addis Ababa, Ethiopia

Expected Start Date of Assignment:	Durati on: TBD
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Reports to:	Name :	Title:
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General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- Assist in the development of a testing programme to control veterinary drug, pesticide, and environmental contaminant residues in meat;
- Determination of compounds that are a food safety concern and develop a comprehensive list of chemical compounds to be included in the national residue plan;
- Determine the type of samples to be taken and the sampling levels and frequencies for meat;
- describe the actual operation of the residue plan and actions taken to deal with unsafe residues as they occur;
- Provide oversight mechanism of laboratory capabilities and analytical methodologies to ensure the validity and reliability of test data;
- Identify the laws, regulations, or other decrees that serve as the legal authority for the implementation of the programme.

MINIMUM REQUIREMENTS Candidates should meet the following:

- University degree and post-graduate qualification (at least at Masters level) in biochemistry or related discipline;
- Minimum of ten years' post-graduate professional experience working in analytical biochemistry laboratories, including experience in the detection and quantification of residues of veterinary medicinal products, anabolic agents, pesticides, heavy metals and mycotoxins;
- At least 5 years' experience as the head of an analytical laboratory responsible for performing official tests within the framework of a national food safety monitoring programme.

Key performance indicators

Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> • Develop national residue monitoring plan • Assess laboratory capabilities and analytical methodologies for residue testing • Review available laws, regulations and decrees related to residue monitoring in livestock and livestock products 	<p>As per agreed schedule As per agreed schedule</p> <p>As per the agreed schedule</p>

Job Title: International Residues & QMS laboratory expert

Division/Department:	AGAH/ECTAD		
Programme/Project Number:			
Location:	Addis Ababa, Ethiopia		
Expected Start Date of Assignment:	Duration:	TBD	
Reports to:	Name:	Title:	

General Description of task(s) and objectives to be achieved

The position is within the framework of the Food and Agriculture Organization of the United Nations (FAO) Emergency Centre for Transboundary Animal Disease Operations (ECTAD), under the overall supervision of the Chief Veterinary Officer (CVO)/Chief, Animal Health Service (AGAH), the functional and administrative supervision of the FAO Representative in Ethiopia, and the technical supervision of the ECTAD Ethiopia Country Team Leader, and in collaboration with the ECTAD Eastern Africa Regional Manager for East Africa and FAO AGAH Headquarters staff.

Key functions:

- Assist VDFACA staff to identify essential items of laboratory equipment necessary to initiate analytical tests for the detection of residues of veterinary medicinal products, prohibited anabolic agents, pesticides, mycotoxins and heavy metals in samples submitted from live animals and livestock products;
- Prepare standard operational procedures for the performance of required analytical tests, taking account of the equipment available in the VDFACA laboratory;
- Assist VDFACA staff to establish a Laboratory Quality Management System conforming to ISO 17025;
- Assist VDFACA to establish links with an international residues laboratory capable of supporting inter-laboratory proficiency testing

MINIMUM REQUIREMENTS Candidates should meet the following:

- University degree and post-graduate qualification (at least at Masters level) in biochemistry or related discipline;
- Minimum of ten years' post-graduate professional experience working in analytical biochemistry laboratories, including experience in the detection and quantification of residues of veterinary medicinal products, anabolic agents, pesticides, heavy metals and mycotoxins;
- At least 5 years' experience as the head of an analytical laboratory responsible for performing official tests within the framework of a national food safety monitoring programme;
- Lead assessor for ISO 17025.

Key performance indicators

Expected Outputs:

Required Completion Date:

<ul style="list-style-type: none">• Identify essential lab items and reagent for residue testing• Prepare standard operating procedures (SOPs) for the residue monitoring lab• Establish QMS in conformity with ISO 17025• Support inter laboratory proficiency system through twinning arrangement	<p>As per agreed schedule As per agreed schedule</p> <p>As per the agreed schedule As epr agreed schedule</p>
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