



# UNITED NATIONS DEVELOPMENT PROGRAMME



## PROGRAMME DOCUMENT

(Ethiopia)

Project Title: Enhancing National Capacities for Livestock Sector Development and Transformation

Project Number:

Implementing Partner: Ministry of Livestock and Fisheries

Start Date: June 2017 End Date: June 2020 PAC Meeting Date: 3 May 2017

### Brief Description

The overall objective of the programme is to generate a fundamental transformational change in the scale, quality, diversity and socio-economic benefit of the nation's livestock sector. The purpose underpinning this transformation is to change livelihoods, build resilience, and create local employment opportunities, diversification of local economies and source of livelihoods. The project will be catalytic in building national capacities for livestock development and contributing to the attainment of development goals set in the Growth and Transformation Plan (GTP II) and the Livestock Master Plan (LMP). The project outputs will contribute to the livestock sector by improving overall production and productivity in the key livestock value chains for poultry, red meat, milk, and crossbred dairy cows. The programme encompass cross-cutting activities, (animal health, animal feed, animal genetic as well as policy & regulatory related issues) that are pertinent for production and productivity enhancement and facilitation of agribusiness linkages along the livestock commodity value chain. In this regard, the project is expected to strengthen technical, regulatory, and policy advisory capacity as well as facilitate the creation, acquisition and use of proven systems, knowledge, and technologies in livestock development. The programme is also designed to be collaborative and inclusive involving federal and regional public institutions working in partnership with Food and Agricultural Organization (FAO) and International Livestock and Research Institute (ILRI), donors, the private sector and local communities.

#### Contributing Outcome (UNDAF/CPD, RPD or GPD)

UNDAF Pillar 1: Inclusive Growth and Structural Transformation

UNDAF Outcome 1 - By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector

CPD Pillar: Accelerating economic growth and poverty reduction.

Indicative Outputs: (refer to page 9)

|                          |                    |                   |
|--------------------------|--------------------|-------------------|
| Total Resource Required: | US\$ 12,000,000.00 |                   |
| Total Resource Allocated | UNDP TRAC:         | US\$ 2,000,000.00 |
|                          | Donor:             |                   |
|                          | Government:        |                   |
|                          | In-Kind:           |                   |
| Unfunded:                | US\$ 10,000,000.00 |                   |

Agreed by (Signatures):

| Ministry of Finance and Economic Cooperation | United Nations Development Programme (UNDP) | Ministry of Livestock and Fisheries |
|--|---|-------------------------------------|
|  |   |                                     |



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### List of Acronyms

|         |  |
|---------|--|
| AGP     | Agricultural Growth Programme                                    |
| AI      | Artificial Insemination  |
| ASF     | Animal Source Foods  |
| ATA     | Agricultural Transformation Agency                               |
| AU      | African Union  |
| AWP     | Annual Work Plan   |
| BDS     | Business Development Services                                    |
| CPD     | Country programme Document                                       |
| CO      | Country Office   |
| CRGE    | Climate Resilient Green Economy                                  |
| CSA     | Central Statistical Agency                                       |
| DA      | Development Agents   |
| DIC     | Diagnostic and Investigation Center                              |
| EFY     | Ethiopian Fiscal Year  |
| EIAR    | Ethiopian Institute of Agricultural Research                     |
| EDGET   | Enhancing Dairy Sector Growth in Ethiopia                        |
| FAO     | Food and Agricultural Organization                               |
| FEED    | Feed Enhancement for Ethiopian Development - Phase II            |
| GDP     | Gross Domestic Product   |
| GHE     | Greenhouse Gas Emissions   |
| GoE     | Government of Ethiopia   |
| GRAD    | Graduation with Resilience to achieve sustainable Development    |
| GTP     | Growth and Transformation Plan                                   |
| HACT    | Harmonized Approach to Cash Transfer                             |
| IFP     | Improved Family Poultry  |
| ICRDA   | International Centre for Research in Dryland Areas               |
| ICT     | Information Communication Technology                             |
| ILRI    | International Livestock and Research Institute                   |
| JSC     | Joint Steering Committee   |
| LIVES   | Livestock and Irrigation Value Chains for Ethiopian Smallholders |
| LMD     | Livestock Marketing and Development                              |
| LMP     | Livestock Master Plan  |
| LVC-PPD | Livestock Value Chain–Public Private Dialogue                    |
| MoANR   | Ministry of Agriculture and Natural Resource                     |
| MoFEC   | Ministry of Finance and Economic Cooperation                     |
| MoLF    | Ministry of Livestock and Fisheries                              |
| Mol     | Ministry of Industry   |
| NIM     | National Implementation Modality                                 |
| NTTF    | National Technical Task Force                                    |
| PAC     | Programme Appraisal Committee                                    |
| PEPE    | Private Enterprise Programme Ethiopia                            |
| PIM     | programme Implementation Manual                                  |
| PRIME   | Pastoralist Area Resilience Improvement through Market Expansion |
| R&D     | Research and Development   |
| RPLRP   | Regional Pastoral Livelihoods Resilience Project                 |
| SHARE   | Supporting Horn of Africa Resilience                             |
| TAD     | Transboundary Animal Disease                                     |
| UNDAF   | United Nations Development Assistance Framework                  |
| UNDP    | United Nations Development Programme                             |
| USD     | United States Dollars  |

## I. DEVELOPMENT CHALLENGE

Ethiopia has experienced more than a decade of high economic growth over the last decade registering over an average GDP growth rate of 10%. Ethiopia is also the second most populous country in Africa with a population approaching 100 million, distributed widely over the 9 regions and 2 administrative cities. Rapid socio economic development over the previous development period (GTP I) has enabled significant reductions in poverty from 39 percent in 2005 to below 22 percent in 2016. Ethiopia has also managed to achieve one of the lowest levels of income inequality in the world (GINI Index less than 33). Ethiopia is now in the early stages of the second Growth and Transformation Plan (GTP II, 2016-2020).

The strategic objectives of the agriculture sector in the GTP II are: i) increased and market oriented crop production and improved productivity focusing on strategic crops; ii) increased livestock production and productivity; iii) reduced degradation and improved productivity of natural resources; and, iv) enhanced food security at national and household level. While accelerated growth in agricultural productivity continues to be an important area of focus in GTP II, a gradual shift towards high-value livestock production is prioritized in Plan. Underlying principle of the GTP II for agricultural development inclusive of the livestock subsector is that environmental sustainability must be maintained, climate change adaptation and mitigation should be promoted, and growth should be broad based and inclusive, with a focus on engaging women, youth, and poor households. Thus, Ethiopia focuses on enhancing productivity of the crop and livestock sub-sectors that improve food security and income of farmers and pastoralists within the broader framework of achieving the sustainable development goals (SDGs).

Particular to livestock, Ethiopia has the largest livestock population in Africa, with 59.4 million cattle, including 12.65 million milking cows (CSA, Agricultural Sample Survey, 2016/17). The nation is endowed with diverse natural resources and a range of agro-ecologies that give the opportunity to improve the production and productivity of livestock resources in the country. Livestock is source of food (milk, meat, and eggs), hides and skins, draught power, fertilizer and fuel, cash and wealth accumulation (living bank) at producer household levels. Livestock products and by-products provide the required animal protein contributing to the improvement of nutritional status of the population. Draught animals provide power for the tilling and soil preparation of smallholdings and for crop threshing particularly in the highland areas of the country. Furthermore, livestock provides farmyard manure that is commonly applied to improve soil fertility and used as a source of household energy, and as an input to bio-gas facilities. For pastoralists, livestock husbandry is the sole means of survival.

The livestock sector in Ethiopia has the potential to deliver the anticipated agricultural-led growth as envisioned in the GTP II, Livestock Master Plan (LMP) and the Climate Resilient Green Economy (CRGE) Strategy. At national level, in addition to providing industrial raw materials (milk, meat, hides & skins), the livestock sector plays an important role in providing export commodities, such as live animals, hides, and skins and honey, contributing 8.3 percent of total GDP and about 20.2 percent of agricultural GDP. (MoLF, 2015).

The livestock sector, however, faces various challenges that hinder it from meeting the rising demand for livestock and livestock products and from making a significant contribution to economic development. These challenges include low production and productivity, deficiencies in quality breeds, insufficient feed quality and water resources, poor animal health systems and disease control



measures as well as limitations in sustainable land use management. Moreover, input supply and service delivery, value addition, market information and market infrastructure are not at the desired level. Even though, progress is witnessed in increasing livestock production, analysis of livestock production and consumption also shows a huge shortfall in the supply of livestock products relative to demand. Products are often used for household consumption or sold to finance the purchase of household commodities.

Despite its huge livestock resources, Ethiopia has not utilized the international livestock trade to the expected level due to challenges in competitiveness of livestock products and in the application of compliance mechanisms towards sanitary and phytosanitary standards. Export of meat and livestock products are also often hampered by stringent animal health requirements. These losses have significant economic, food security, and livelihood repercussions. The above challenges are coupled with limitations in policy, legislative and institutional frameworks as well as with inadequate application of available technologies, knowledge, and skills in sustainable livestock sector development.

It is also known that climate change and climate variability exacerbate the risks faced by livestock sector. Climate change, leading to higher temperatures or extreme weather events such as droughts, does have ramifications on the entire livestock value chain, from production and processing to marketing and consumption of livestock products. Cattle (raised for both beef and milk) are generally the animal species responsible for most emissions, representing about 65 percent of the livestock sector's emissions (FAO 2016). At the same time, building environmentally sustainable and resilient livestock sector is challenged by limited adoption of proven technologies and innovations that put in place smallholder farmer at the center.

This requires a paradigm shift towards building a sustainable and resilient livestock sector. Working towards that goal entails the application of sustainable and resilient practices to simultaneously address poverty and food insecurity, including more precisely on-farm or off-farm diversification of livestock interventions, specifically managing natural capital for long-term productivity and socio-ecological resilience development. It is in this light that the Ethiopian government has adopted the CRGE initiative that opts to increase the productivity and resource efficiency of the livestock sector by prioritizing: i) animal value chain efficiency to improve productivity, i.e., output per head of cattle via higher production per animal and an increased off-take rate, led by better health and marketing; ii) support consumption of lower-emitting sources of protein (poultry) to help reduce emissions from domestic meat consumption, and iii) mechanize draft power, i.e. to introduce mechanical equipment for ploughing/tillage that could substitute around 50% of animal draft power, which – despite burning fuels – results in a net reduction of GHG emissions; and, iv) manage rangeland to increase its carbon content and improve the productivity of the land. These initiatives offer the combined benefit of supporting economic growth, increasing farmers'/pastoralists' income and limiting emissions.

On the overall, it is necessary to address the above drawbacks to bring about the anticipated transformation in the livestock sector through better genetics, feed and health services, which, together with complementary policy support could contribute to meeting the GTP II, LMP and CRGE targets by improving productivity and total production in the key livestock value chains- red meat, dairy and poultry development. Effective implementation of such approaches will determine the realization of the livestock transformation agenda in Ethiopia.



## II. STRATEGY

### 2.1 Programme Justification

The livestock sub sector is expected to bring about radical change in both sedentary agriculture and pastoral areas. The government has given emphasis to improving livestock productivity and production for both highland and pastoral agriculture development. Accordingly, in the GTP II period, the following major targets are set for livestock production:

- (i) total meat production (cattle, goat, camel and poultry) is projected to increase from 1,274 thousand tons in 2014/15 to 1,932 thousand tons by the end of the plan period;
- (ii) total milk production (cow, goat and camel) is projected to increase from 5,304 million liters in 2014/15 to 9,609 million liters by the end of the plan period;
- (iii) total skins and hides production is projected to increase from 22.4 million in 2014/15 to 35.6 million by the end of the plan period;
- (iv) total eggs production is projected to increase from 163 million in 2014/15 to 3,938 million by the end of the plan period; and,
- (v) average daily milk yield from crossbred cows is projected to increase from 8 liters per cow per day in 2014/15 to 12 liters per cow per day by 2019/20. With regard to meat production, average cattle yield is projected to increase from 107 kg in 2014/15 to 138 kg by 2019/20.

Furthermore, the demand for livestock and livestock products in Ethiopia will as per the LMP estimates is expected to increase substantially due to various factors, particularly the increase in the human population in urban areas and increased incomes. Projections indicate that if the current scenario in the livestock sector (low levels of production, productivity and value addition) is maintained, the increase in demand will lead to a critical shortfall in the supply of quality proteins of animal origin, with negative impacts on the food and nutritional security of many households. The alternative for meeting the increased demand will be a progressive increase in Animal Source Foods (ASF) import bills, increasing the prices of livestock products, posing a potential crisis in food security, food safety and nutrition, affecting the growth of local industries, denying livestock sector employment and income generating opportunities for livestock producers, and other value chains actors and lead to the loss of revenues from taxes and levies.

This calls for immediate steps in improving production methods, increasing livestock productivity, enhance market efficiency and strengthening livestock value chains. The anticipated transformation of the livestock sector has the potential to eliminating poverty in approximately 2.36 million livestock-keeping households, helping family farms move from traditional to improved market-oriented systems and will contribute to increase in the agricultural GDP. Beyond its impact on the rural community, the anticipated transformation of the livestock sector has potential positive impact on urban dwellers through lower animal product prices, increased job opportunities (particularly for women & youth), and enhanced supply of agricultural inputs for industrial production in addition to improving food and nutrition security at household levels.



## 2.2 Programme Strategy

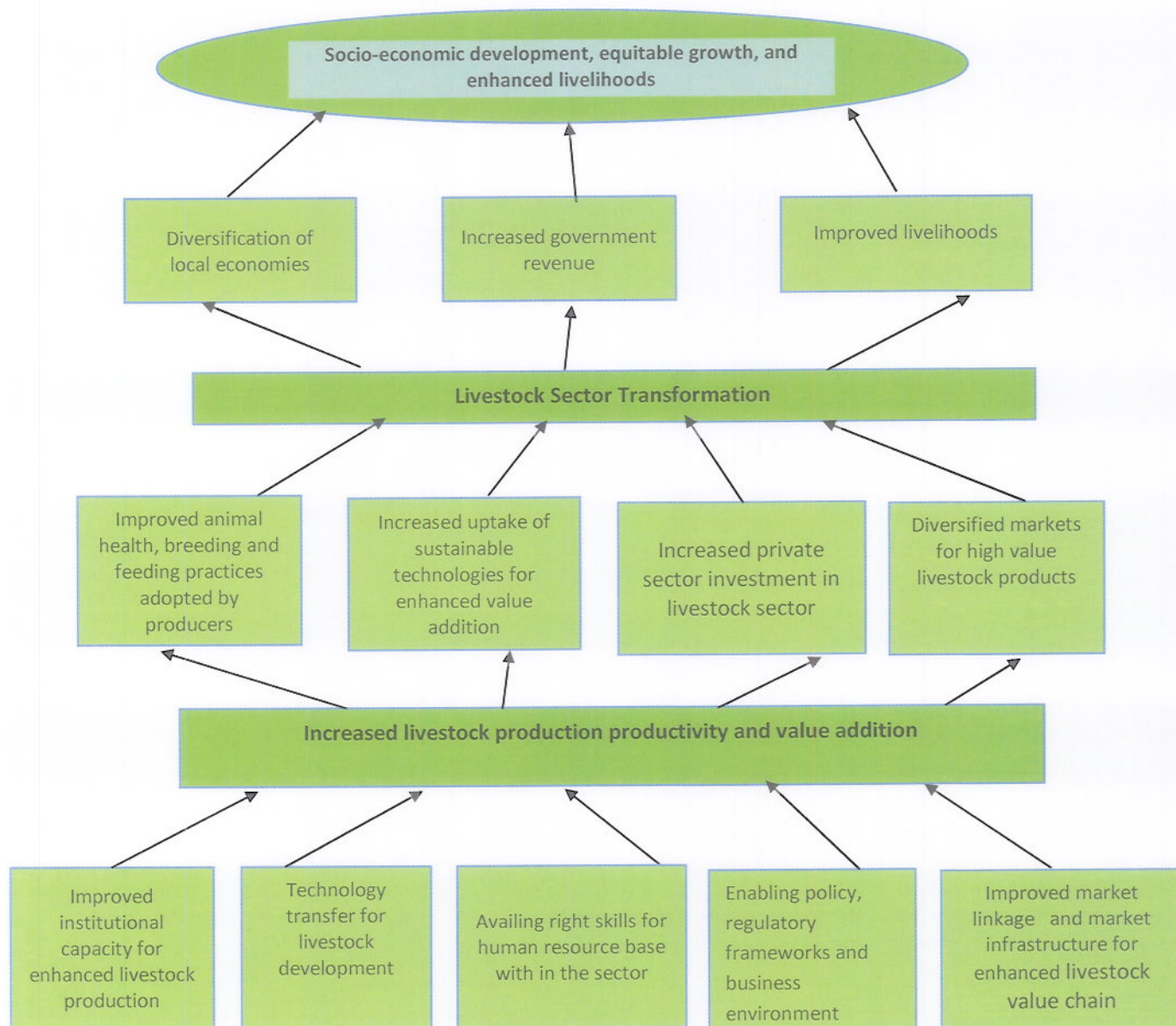
The overall strategy of the programme to improve livestock production and productivity through promotion of climate smart production systems, value addition, agribusiness linkages and improved market efficiency in the three key livestock commodities: cow dairy, red meat from cattle, sheep, goats; and poultry. As stated above, the LMP has set out investment interventions—better genetics, feed and health services, together with complementary policy support—could help meet the GTP II targets. According to the plan, if the proposed investments—of 7,762 million Ethiopian birr (USD 388.1 million)- are successfully implemented, they could eliminate poverty in approximately 2.36 million livestock-keeping households, helping farming families move from traditional to improved market-oriented systems. Expected net effect is to enhance incomes and living standards of small holder farmers engaged in livestock sector

Hence, this programme is designed to enhance national capacities -leadership, institutional arrangement, knowledge- within government, small holder farmers, cooperatives, cooperative unions, and value chain actors towards livestock sector development and transformation. The specific approach will be devising logical link in the identified intervention areas in terms of addressing policy, regulatory and institutional level gaps in the livestock sector and addressing capacity constraints in both the public and private sector engaged in livestock development. This shall be coupled with addressing market deficiencies and promoting investment opportunities through effective methods of marketing and branding mechanisms. Key implementation strategies that need to be pursued to achieve the stated objective of this programme are:

- Developing and strengthening institutional capacity by availing the right skills for effective human resource base and by building efficient implementation as well as monitoring and evaluation (M&E) systems towards livestock sector transformation.
- Supporting enabling policy, regulatory frameworks and conducive business environment towards environmentally sustainable livestock sector development and transformation.
- Promoting climate-smart livestock development through adoption of sustainable and resilient production practices that contribute to reduction of climate-related stresses in the livestock sector.
- Improving market linkage and market infrastructure for enhanced livestock value chain as well as supporting market diversification for the selected livestock products (local, regional, and global markets).
- Supporting technology transfer as well as coordination of research and development to solve technical, logistical, and quality problems in livestock development.

Women play a crucial role in livestock development in Ethiopia, particularly in dairy and poultry sub-sectors. Gender mainstreaming in livestock value chain development will be prioritized in addressing challenges particularly faced by women and girls. Emphasis will be given to fully integrating gender issues within each of the programme pillars including of allocation of resources for gender mainstreaming in the outlined approaches. Interventions will encompass availability, reliability, and timeliness of gender data and analysis in undertaking capacity assessments, designing implementation action plans and in beneficiary targeting that will strive for gender balance. This will be coupled by analyzing gender disaggregated data in reporting and programme learning as well as in undertaking monitoring and evaluation of programme outputs.

**Figure 1. Livestock Development and Transformation Programme Theory of Change**



Within each programme intervention pillar- summary of which provided in the next section- the programme defines main objectives and associated actions and clearly identifies lead institutions and partner stakeholders. Hence, it forms the basis for UNDP Ethiopia Country Office (CO) as well as possible development partners' financial and technical support to the programme between 2017-2020.



### III. RESULT and PARTNERSHIPS

#### 3.1 Programme Objectives, Outcomes and Output

This programme is aligned with *United Nations Development Assistance Framework (UNDAF) 2016–2020 which* frames UN agencies support to Ethiopia’s economic transformation agenda in alignment with GTP II. The programme responds to Pillar 1: ***Inclusive growth and structural transformation*** and ***Outcome 1: By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector*** with a specific focus on increasing agricultural production and productivity; enhancing agro-processing and increasing agricultural value added; and encouraging private sector participation in the development of livestock sector. particularly, it is aligned with **Output 1.1:** Farmers and pastoralists have strengthened technical capacity and skills to adopt improved farming practices and inputs for increased production and productivity; **Output 1.3:** Federal and regional institutions have strengthened capacities to plan, deliver, and monitor agricultural services including financial services; and, **Output 1.4:** Vulnerable groups, particularly women, girls, youth and targeted pastoralist communities have increased access to productive resources and community demand driven economic and social services. The programme is also aligned with the **UNDP Ethiopia Country Development Programme CPD of Pillar 1: Accelerating economic growth and poverty reduction.** The programme is anchored on four major pillars:

**Pillar 1: Enhanced Meat (cattle, sheep, goat) Development**

**Pillar 2: Increased Cow Dairy Development**

**Pillar 3: Improved Poultry Development**

**Pillar4: Livestock Knowledge Management, Technology Transfer & Research Development**

#### **Pillar 1: Enhanced Meat (cattle, sheep, goat) Development**

The Government of Ethiopia has identified cattle and meat production as priorities within the overall livestock sector transformation. The total meat sector’s production is expected to increase at an average annual growth rate of 11.8% to 2,103 thousand tons by 2020. Beef production will comprise nearly half of this production, at 1,084 thousand tons (29% growth). Although Ethiopia has the highest population of cattle in Africa, consumption of beef is currently below African average consumption levels. Ethiopia’s low consumption of cattle products versus other African countries is driven by lack of affordability and cultural practices. Notwithstanding, growth in domestic consumption of beef is beginning to outpace supply, resulting in a significant demand for increased local production. Global export markets for quality beef also present a growing opportunity for value-added investment in beef production. Regional beef trading is also an untapped opportunity for Ethiopia, with growing export market potentials to Somalia, Egypt, Yemen and Djibouti among others. The major challenges hindering growth and improvement in beef production with the associated suggested interventions are briefly discussed below:

#### **Policy**

- An absence of endorsed animal breeding policy
- Absence of meat quality standards, control, grading, and pricing policies

- Loss of land to alternative investments outside livestock
- Limited policy incentives to establish feedlots (including land access in appropriate locations conducive to feed production)
- Absence of animal welfare policies

#### **Health services**

- Inefficient animal health services
- Limited animal health extension advice
- Inadequate supplies and qualities of vaccines and drugs coupled with limited quality control
- Poor disease surveillance
- Traceability and identification systems
- Inadequate quality control in abattoirs

#### **Feed development**

- Inadequate and limited access to quality purchased concentrate feed
- Limited knowledge in the use of crop residues
- Limited access to land for production of forage seed and forage
- Limited support to commercial feedlots in meeting the feed demand
- Lack of effective feed quality control, standards, and mechanisms of enforcement
- Limited safety and standards control/regulation/certification in feed development
- Limited use of industrial by products (molasses, soya cake, beer, wheat bran, oil cakes)
- Poor quality of grazing lands

#### **Genetic improvement**

- Inadequate local semen collection and processing, and Artificial Insemination (AI) delivery
- Negative selection of (inferior) bulls for draught purposes and use of inferior bulls for breeding
- Low genetic improvement extension coverage and recording scheme
- Limited knowledge in the selection of higher cows for breeding purposes

#### **Marketing and processing**

- weak linkages between producers, processors, and export abattoirs
- Limited technical knowledge of value chain actors, especially in processing techniques
- Inadequate market information
- Absence of quality-based pricing
- A lack of holding area and feedlot space for commercial fattening
- Limited knowledge on meat grading and cutting
- Few export market destinations

### **Pillar 2: Increased Cow Dairy Development**

Ethiopia has significantly lower dairy production. Growth in milk production has been slow primarily due to low milk productivity compared to international standards. The dairy value chain is also not highly commercialized. There is inadequate supply of milk and milk products to urban consumers. It is projected that domestic demand for marketed milk will far outpace supply due to a growing urban population with the ongoing 4.89% urbanization rate, leading to increased incomes. Estimates indicate



that only less than 15% of milk is commercially marketed. There is, however, a growing market for pasteurized milk & longer life products. In Addis Ababa average consumption of milk per year 51.85 liters is significantly higher than other major cities of the country-Dire Dawa (5.36 L), Awassa (4.92 L) and Bahir Dar (3.01 L).

Inadequate feed resources, poor pasture development, increasing feed prices poor genetic potential of the indigenous cattle, and weak management practices add to the challenges of low milk and milk products production. Specifically, improved crossbreed, grade and pure exotic dairy cattle are usually in short supply and there are no effective breeding programmes making improved breeds prohibitively expensive. Cooperatives support systems are also not at the desired level, limiting efficient farmer aggregation for bundling products. Many cooperatives lack technical, managerial and marketing skills. They are also severely undercapitalized and struggle to find reliable markets. Governance mechanisms are also weak in most cases.

On the marketing side, undeveloped collection and cold chain logistics, non-existence of chilling and cooling centers at potential milk producing and supply areas cause deterioration of milk quality. Due to the perishable nature of milk, keeping milk collected from over a 100km radius for long hours without refrigeration results in milk quality decline and high incidences of spoilage. Supply of milk and milk products to urban consumers is unstable as well due to inefficient delivery systems and inadequate market outlets for milk and milk products from rural areas.

There is also lack of investment in longer shelf life product production. Ethiopia's demand for milk powder is satisfied through the import market. The absence of organized market networks also prevents large quantities of dairy product from reaching the consumer. Poor road access is the most significant constraint for milk to enter the formal market. Milk sold into the formal or informal distribution channels of the highlands milk shed is generally collected within less than 10 kilometers from a paved road. Owing to fluctuating supply of raw milk for processing and the changing demand for fresh pasteurized milk due to cultural reasons, and the described market inefficiencies sustaining commercial dairy production is risky and challenging.

The LMP has projected that by increasing the number and productivity of cattle through improvements in genetics, health and feeding, domestic cow milk production will increase by about 93% to 7,967 liters by 2020, consumption demand will be satisfied, and export of milk and milk products will begin. Average daily milk yield from crossbred cows is also projected to increase from 8 liters per cow per day in 2014/15 to 12 liters per cow per day by 2019/20. Towards this end, targeted interventions that may contribute to the overall dairy development vision are highlighted below:

### **Pillar 3: Improved Poultry Development**

Poultry population in Ethiopia is estimated at 56.8 million (96% indigenous and 4% exotic breeds, CSA 2014/15). Production system is predominantly traditional and small scale with low input/low output. In 2015 total chicken meat and egg production are estimated at 48.5 thousand tones and 391 million eggs (LMP 2015). Village or back yard poultry production system accounts nearly for 95% of the total produce (ATA 2016).

On poultry feed Development, there is limited access to land for production of maize and soybeans for poultry feed. Access to quality purchased concentrate feed is also inadequate due to limited cooking oil processing plants in which by-products, such as soybean cakes, could be made available for poultry feeding, among others. In addition, enforcement of efficient feed quality control and standards is also not at the desired level. Regarding genetic improvement, community based indigenous breed improvement schemes have not been intensified both within-breed selection of indigenous breeds and cross breeding with exotic giving priority to bio security and genetic conservation. Availability of chicken breeds suitable for semi-scavenging production is limited. Multiplication centers are also not well equipped. Day old chickens and pullet distribution systems are inefficient. Investment by the private sector on breeding systems is very limited as well.

On poultry health systems, inefficient and low quality services and input delivery systems (vaccination treatment, extension, feed, replacement stock, credit) inadequate poultry disease prevention and control mechanisms also pose additional challenge. This is coupled with inadequate poultry diseases prevention and control system, low animal health extension coverage, inadequate drug supply and quality vaccines, lack of efficient quality control of drugs and veterinary supplies. Absence of clear policy that defines the role of private and government institutions in relation to poultry production, processing, and marketing also add to the factor. On marketing and processing, a huge drawback is poor flow of market information and weak linkage between producers, processors, and traders.

The value chain in poultry development stretching from producer households to final consumers is quite limited and does not involve value addition at the expected level. Individual farm household management on poultry development is poor, not business oriented rather destined to satisfy needs of farm households. There are also variations in chicken meat and egg supply and processing due to seasonal demand fluctuations. This is coupled with attitudinal/behavioral challenges towards producing and consuming eggs and meat from hybrid and exotic breed. On the commercial end, there is a lack of diversity of poultry products and packaging that meets consumption patterns of different consumers. On the overall, incentives for private sector to invest in poultry development are quite limited. Attention also has not been given to application of technologies that could potentially lead to increase in production and productivity of poultry and eggs. In the regard, suggested interventions to address the challenges above in poultry development are summarized below.

Suggested interventions to curb highlighted challenges above in three of the commodities (meat, dairy, poultry) are summarized below.

#### **Output 1: Policy, regulatory, and institutional capacity strengthened for increased meat, dairy and poultry production**

##### **Policy**

- Support implementation of the endorsed livestock breeding policy
- Development/implementation of animal welfare policies
- Support introduction of more conducive policies and laws establishing clear sanitary phytosanitary standards and regulations, together with enforcement mechanisms for dairy products
- Develop policies on compensation and contingency planning in the case of forced stamping out of a contagious disease



- Advocate for promotion of policy that encourages domestic private investment in the prioritized commodities
- Assess policy gaps on cross border trade within the framework of agreed regional initiatives like the AU framework on pastoralism, to formalize cross-border trade
- Support pastoral communities by strengthening policies facilitating the availability of timely and reliable market information, and modalities supporting cross-border livestock marketing
- Assisting pastoralists in substantially extending the role of customary institutions in influencing policy, legal, and institutional frameworks

#### **Regulatory**

- Support implementation of quarantine policies, quality standards, control, grading, and pricing policies
- Strengthen the legal framework on food safety by placing necessary proclamations and regulations, public awareness campaigns, and establishing review and enforcement mechanisms in line with international standards
- Strengthen required legal frameworks for improved animal health systems
- Strengthen institutes working on inspection and food safety
- Undertake public awareness campaigns on inspection and food safety
- Support development/implementation of guidelines/directives, regulatory frameworks to formalize cross-border trade, ensuring policy decisions on livestock trade are based on a cost-benefit analysis
- Strengthen monitoring and evaluation frameworks for effective livestock development

#### **Capacity Development**

- Strengthening cooperatives and cooperative unions to provide targeted support on meat, dairy and poultry development
- Strengthen regional quality testing laboratories
- Ensure livestock extension services are available to support meat and dairy developing as well as improved family poultry (IFP) production and consumption systems
- Support programme monitoring and evaluation by MoLF and regional bureaus on the prioritized commodities
- Training of farmers towards better husbandry systems

### **Output 2: Robust animal health improvement systems put in place for increased meat, dairy and poultry production**

#### **Health Systems**

- Conduct gap assessment on advanced animal health systems and preparation of a strategy to bridge these gaps.
- Strengthen animal health information system by improving real-time livestock-diseases-information exchange systems as well as by supporting the quantity and quality of disease outbreak and inspection reports

- Conducting risk-based active surveillance on selected transboundary animal disease (TAD); and supporting the National Animal Health Diagnostic and Investigation Center (NAHDIC) and regional laboratories in as well as strengthening epidemiology units
- Support an advanced animal health system by improving veterinary services, scale up and increase accessibility of vaccines, and evaluating regional animal health services
- Scale up identification, registration and traceability systems
- Strengthen supplementation of drugs, vaccine, and quality control methods
- Support implementation of generic and disease specific plans and operating procedures
- Establish mechanism for risk-based active traceability/surveillance systems
- Enabling environment and incentives to be created for remote area veterinary practices

#### **Capacity Development**

- Improve national capacity for early warning detection and response to animal health emergencies by establishing an early warning and emergency preparedness unit, preparing generic and disease specific plans and operating procedures
- Strengthen regional laboratories, epidemiology units, early warning and emergency preparedness unit, health post clinics
- Building capacity of regional bureaus in implementation of disease control strategies
- Strengthening the animal health regulatory capacity of the federal and regional agencies
- Promote quality veterinary services and put forward improvement mechanisms
- Strengthen health extension services in regional state agricultural bureaus
- Promote private sector investment in animal health services

#### **Output 3: Animal breeding and genetics improved for increased meat, dairy and poultry production**

- Strengthen genetic database systems to monitor genetic improvement and progress through genetic evaluations and support development of feedback system for farmers, enabling selection of superior bulls
- Strengthen breeding multiplication centers/public AI centers and services to ensure semen quality, the timing of insemination and heat detection
- Promote establishment of calf-rearing farms through private, public and private-public joint ventures
- Identify suitable tropically adapted dual-purpose poultry breeds
- Facilitate availability of suitable breeds for testing (grandparent/pure breed)
- Strengthen/upgrade regional parent stock multiplication centers for day-old chickens
- Support design and implementation of livestock extension services coverage on genetic improvement
- Provision of training for public and private AI technicians and farmers performing AI including provision of training on maintenance of AI machines
- Providing training, backup support and incentives to farmers to work as AI technicians
- Promote expansion of private provision of AI, and AI with synchronization services

#### **Output 4: Enhanced feed development for increased meat, dairy, and poultry production**



- Support development/implementation of standards and incentives for feedlot management
- Support strategies on best-cost ration formulation and feeding management, and related requirements including adoption of environmental safeguards
- Revisit the animal-feed tax policy to avoid double taxation; grant periodic tax exemptions for feed ingredients and compound feeds to nurture industry growth and encourage increased private investment
- Establish/strengthen forage seed certification guide line and institutional procedures
- Setting up a mechanism to control feed quality
- Building the capacity of feedlot operators, including the design, management and operation of feedlots
- Provision of training for small holder farmers/development agents/feed processes/feedlot operators, cooperatives and cooperative unions on animal husbandry, forage seed production, managing industrial by products utilization, cattle fattening practices, crop residue treatment and utilization and cattle fattening practices
- Train dairy farmers on livestock feeding and disease control as part of improved management
- Train farmers on forage production in backyards, and part of cropping lands, and on lands under rehabilitation program
- Support extension services on feed quality
- Facilitate the adoption of more productive forage production technologies, including: use of micro irrigation, over-sowing with improved grass and legume species and bush clearing and thinning from grazing fields
- Promote use of improved forage varieties with better management techniques, and crop-residue quality enhancement using urea and urea-molasses mixture treatment
- Promoting and providing attractive incentives for those private investors establishing agro-industries that would help to increase availability of by-products, such as soybean cake, for use as poultry feed
- Promote provision of land for maize and soybean production
- Promote community based pasture management and utilization schemes
- Promote establishment of a forage seed industry for forage seed production and certification
- Promote interventions to make land available to investors for forage seed and forage production

#### **Output 5: Value chain & markets developed for increased meat production**

- Strengthen technical knowledge value chain actors specially in production practices, processing techniques, market analysis, grading as well as quality based pricing
- Strengthen the linkage between livestock product producers, processors and exporters
- Support promotion of opening new destination markets by increasing the export volume of live animals, meat and meat products
- Support enforcement of regulations to support the effective functioning of livestock trade corridors designed to mitigate the effects of drought
- Support mobilization and active involvement of communities in the governance of protected livestock corridors

- Undertake analysis to understand market trends in livestock products
- Develop processing and marketing strategies in coordination with farmer groups, cooperatives, regional agricultural research institutes
- Promote expansion of private sector investment in livestock products processing
- Provision of effective technical and business entrepreneurship training as well as BDS to all value chain actors with focus on women and youth
- Promote interventions to change the attitudes of consumers towards consuming livestock products (eg. eggs and meat from hybrid and exotic breeds)

#### **Pillar 4: Livestock Knowledge Management, Technology Transfer & Research Development**

Livestock research development and technology transfer endeavors are vital for advancement of livestock sector development. It is essential to carry out applied research on suitable technologies, promote research, innovation as well as technology adoption that have significant national importance to end users. This pillar, hence, focuses on promoting innovation frameworks towards sustainable livestock development research and technology adoption. Interventions will help close gaps between knowledge and action by providing tested agronomic practices to small holder farmers and pastoralists, by combining different kinds of learning and approaches and by building the capacity of relevant actors to innovate and communicate applicable practices.

Looking beyond formal knowledge management initiatives and structures, emphasis will be given to informal knowledge processes as well. The specific objectives of the pillar are: i) promote the development of livestock production and associated technologies which are appropriate and sustainable, and contribute to rural development and resilience building; ii) to use ICT to promote faster, easier and less costly communication among development agents and small holder farmers; iii) support exchange forum (south-south cooperation) for disseminating knowledge and reporting results of livestock research.

In addition, the pillar will strengthen human, material, and institutional resources to improve the capacities of research and development (R&D) operators. It further facilitates industry-university linkages with national research institutions and universities to transform the results into practical solutions to problems facing livestock sector value chain development and marketing. Support will also be provided to technology transfers towards productivity improvement, upgrading as well as strengthening coordination and collaboration between existing institutions. These will be coupled with organizing a continuous dialogue between all those involved in research and end-users and implementing interaction mechanisms between public and private sectors involved in livestock R&D and technology transfer.

### **3.2 Partnership and Stakeholder Engagement**

Successful implementation of the livestock sector development and transformation will immensely depend on the strength of the partnerships and alliances established and maintained between key implementing entities, development partners, the private sector and beneficiary communities. Effective engagement and active participation of all stakeholders will help to mobilize financial, technical and material assistance to support the implementation of prioritized transformative activities in the three sub-sectors-meat, dairy and poultry and strengthen institutional capacities of



the Ministry of Livestock and Fisheries. This section details the proposed partnership framework and engagement strategies necessary for effective implementation of this multi-donor programme on livestock sector transformation.

Firstly, this programme has been developed in close collaboration with UNFAO and ILRI who will be anchoring and overseeing the implementation of identified activities under each of the programme pillars. UNDP, UNFAO and ILRI will also execute activities directly as delegated to them by MoLF in line with NIM and PIM modalities for UN supported programmes. Cooperation between UNDP and UNFAO will be guided by the UNDAG principles and frameworks, including fund transfer modalities (i.e. inter-agency funding modality). Similarly, established modality for engaging and working with ILRI will follow modalities that will be agreed upon between UNDP and ILRI, benchmarking on on-going partnership framework between UNDP and IFPRI. The intention will be to ensure greater clarity and uniformity in partnership principles and arrangement to minimize delays, duplications and transactions cost. An MOU will be initiated and signed between UNDP, FAO, and ILRI as an addendum once the project document has been approved by government.

Furthermore, partnership will be initiated with Heifer International (HI) which is a US based international NGO that works with smallholder farmers, in different agricultural value chain commodities targeting food security, nutrition and economic growth. By employing a pro-poor holistic value chain development approach, Heifer creates space and opportunities for smallholder women and men farmers to grow their economy, attain food security, improve nutrition and eventually move out of poverty. Established in 1944, Heifer currently operates in about 25 countries globally and 10 countries in Africa. Heifer's intervention includes well thought out social capital building programs and provision of livestock and agricultural input through working with public and private partners. Through appropriate capacity building, Heifer works to put entrepreneurial power in the hands of small-scale farmers by connecting them to markets and local economies. The partnership with Heifer will benefit the programme in bringing best practices and community level engagements in livestock development.

The Programme will also strengthen engagement platforms, forge government-donor, public-private, public-public, as well as public-civil society partnerships. It would also build on bilateral as well as multilateral partnerships with regional and/or international key livestock development bodies and initiatives. Additional key partners of the programme will be the Universities, Ethiopia Veterinary Association, Ethiopian Society of Animal Production, International Livestock Research Institute [ILRI], International Centre for Research in Dryland Areas [ICRDA], National Research Institutes, Agricultural Transformation Agency [ATA] and private stakeholders. Regional platforms will also play a key role, in identifying constraints faced by selected livestock value chains within their region, the priority actions /approaches needed to address those constraints and in the monitoring and evaluation of the results achieved. Strategic partnerships will also be formed with other important livestock development programmes inclusive of the following:

- Agricultural Growth Programme (AGP II) - Livestock component
- Livestock Marketing and Development (LMD) Programme 1&2
- Livestock Value Chain–Public Private Dialogue (LVC-PPD)1&2
- Livestock and Irrigation Value Chains for Ethiopian Smallholders (LIVES)
- Private Enterprise Programme Ethiopia (PEPE)



- Supporting Horn of Africa Resilience (SHARE).
- Enhancing Dairy Sector Growth in Ethiopia (EDGET)
- Feed Enhancement for Ethiopian Development - Phase II (FEED II)
- Pastoralist Area Resilience Improvement Through Market Expansion (PRIME)
- Graduation with Resilience to achieve sustainable Development (GRAD)
- Regional Pastoral Livelihoods Resilience Project (RPLRP)
- Global Environment Facility (GEF): Options and Opportunities to Make Food Value Chains More Environmentally Sustainable and Resilient in Sub-Saharan Africa

MoLF will provide a coordination function to reduce duplication, promote synergy and avoid gaps in the livestock development and transformation effort towards the goal of the Ethiopia livestock sector meeting LMP and GTP II targets. Hence, support shall be provided in terms of: improving coordination and cooperation between mentioned agencies and stakeholders; and in developing corporate outreach, partnership and communicating strategies. In addition, support will be extended to strengthening regional cooperation to gain regional economic benefits and to expand bilateral as well as multilateral partnership agreements on matters concerning livestock development relevant to programme interventions discussed above.

### **3.3 Knowledge Development**

The programme will support interventions to reduce the negative impact of livestock on the environment (intensification of systems, rangeland and grazing area management, strategies to reduce greenhouse gas emission etc...) and will, through enhancing production, productivity and value addition in the livestock value chains will have a positive social impact by securing livelihoods, creating jobs and increasing incomes. It is foreseen that there will be a substantial accumulation of animal health, production, and marketing technical knowledge products, in the form of reports, publications and conference presentations. Hence, the programme is expected to generate significant and valuable lessons learnt and many good practice examples that can be shared through knowledge exchange platforms for replication nationwide. In this regard, the programme will support establish a knowledge hub where all programme produced documents will be catalogued, stored in a database, and made readily accessible to all interested users.

The key strategy for optimal knowledge management is to ensure that promising innovative interventions to enhance production, productivity, and value addition are selected and are piloted using multi-disciplinary and coherent approaches and methodologies. Inter-regional communication will also be encouraged for regular sharing of lessons learnt and best practices developed – giving other regions the opportunity to adopt and pilot any new approaches that are appropriate to their conditions/livestock production systems.

### **3.4. Sustainability and Scaling Up**

The programmatic approach is sustainable and scalable as National Implementation Modality (NIM) will be adopted putting national institutions at the forefront of implementing project deliverables. This will ultimately translate results to long lasting impact. The implementation of the programme will be handled using existing structures that the Government has put in place. Some



activities/interventions are directly linked to capacity enhancement of such structures through training and experience sharing with other countries so that the programme is smoothly implemented. The programme also aims to ensure sustainability by adopting tested practices. Given GoE's commitment to transform the livestock sector in alignment with other national development programmes, UNDP is optimistic proposed interventions will bear tangible results in the coming three-five years. Notwithstanding, sustainability gains made through the programme among other things require building strong institutional and technical capacity within the implementing institutions.

### 3.5 Risk Assessment

This section of the project document discusses about expected risks during project implementation phase and assumed remedies for the risks. The project design anticipated three categories of risks; organizational, strategic and financial. Limited institutional capacity to fully realize the outputs of the programme, weak linkage between federal ministries, sector bureaus and regional governments in government administrative offices, lack of strong information management system, lack of availability of comprehensive data, high entry barriers to market, lack of entrepreneurial skill to produce viable processed livestock products to expand market base and inadequate technology transfer are organizational risks that the project expect to encounter in implementation stage.

To overcome these organizational, risk the project assumes the following remedy actions:

- MoLF and relevant institutions to be provided with technical and operational assistance to kick start and fully implement the programme
- Livestock development must be seen from an integrated approach & link between federal and regional bureaus must be strengthened
- Capacity must be strengthened to provide up to date and easily accessible information that could serve as baseline data to monitor and evaluate programme results
- Effective segmentation and positioning of markets for livestock products
- Advocacy and awareness creation on livestock products quality standards
- Selecting and adapting appropriate technologies

The expected strategic risks in this project are: lack of strong linkage between livestock interventions in the overall agriculture sector with other major economic sectors, weak regional integration to benefit from regional trade agreements and slow development pace of the private sector. Remedial actions for the anticipated strategic risks are highlighted below:

- Livestock interventions must be integrated with overall agricultural development endeavors
- Improving business environment, address implementation challenges on trade agreements and create broader awareness and benefits of regional integration
- Improving services for business start-up, expansion, etc... in the selected livestock commodities

The third risk category is financial risk, where lack of financial resources to expand the programme as desired is the risk in this category. To alleviate this financial, risk the project assumes strong resource mobilization efforts and strengthening partnerships.

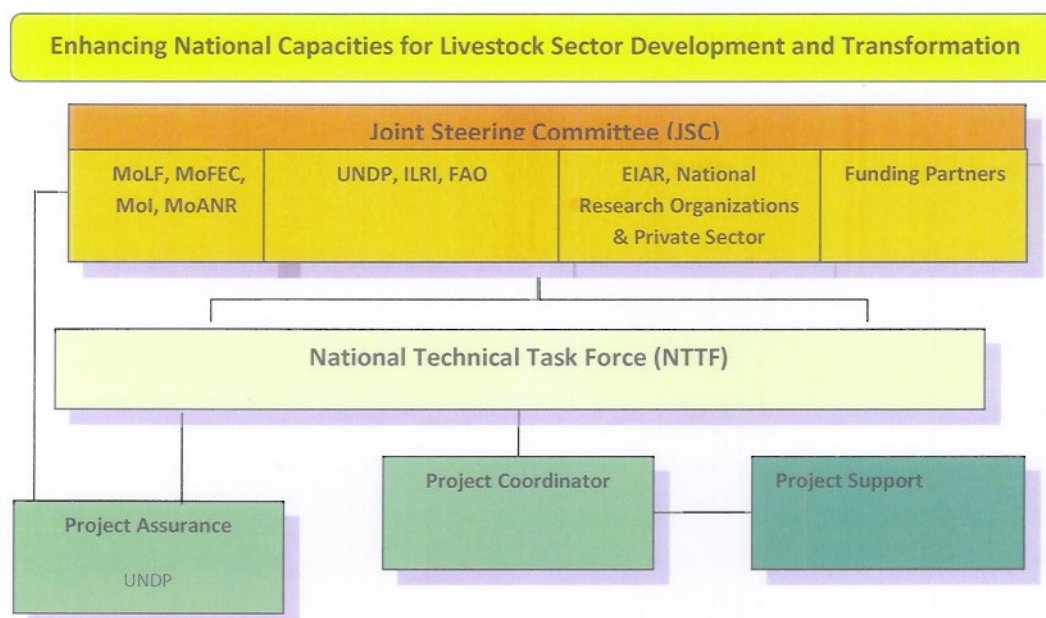
## IV. PROGRAMME MANAGEMENT

### 4.1. Governance & Management Arrangements

The UNDP Country Office will manage this programme entitled **“Enhancing National Capacities for Livestock Sector Development and Transformation”** in partnership with the Ministry of Livestock and Fisheries (MoLF) as implementing partner (IP) and participating agencies the Food and Agricultural Organization (FAO) and the International Livestock & Research Institute (ILRI). MoFEC will be responsible for an overall oversight while Project Implementation Manual (PIM)<sup>1</sup> agreed rules and procedures will be applicable in pursuing agreed activities of the programme. The programme is also subject to UNDP’s national implementation project audit.

High Level Joint Steering Committee (JSC) will be established to provide strategic direction and oversee the overall implementation of the programme. The JSC will be established under the Co-leadership of the State Minister of MoLF and the Country Director of UNDP. Membership will be composed of representatives of FAO, ILRI, MoFEC, Ministry of Agriculture and Natural Resource, Ministry of Industry, development partners as well as representatives from national research organizations and the private sector. The JSC is responsible for: (i) providing strategic direction and aligning the programme with priorities of the government; (ii) setting priorities for programme activities; (iii) ensuring coordination among the various development partners, private sector actors and different public institutes involved in the programme; and (iv) mobilizing resources.

The figure below briefly presents the management arrangement of the project.



<sup>1</sup> The revised Program Implementation Manual (PIM) for United Nations Agencies assisted programmes in Ethiopia was endorsed by MoFED and UN EX-Com Agencies (UNDP, UNFPA, UNICEF, and WFP) in January 2014.



There will be a National Technical Task Force (NTTF) established under the leadership of MoLF, Planning & Programming Directorate comprising mainly implementing agencies, private sector and regional administration representatives. The NTTF will be responsible for developing action plans; review implementation status and challenges and recommend mitigation measures; provide technical backstopping as well as validate and monitoring project outputs meet set targets outlined within the scope of the programme.

MoLF assigned focal person/project coordinator will run the project on a day-to-day basis while UNDP will provide technical and operational support in implementing the agreed activities. Furthermore, UNDP will support the JSC in oversight and monitoring functions. Additional specific responsibilities will include, but are not limited to, ensuring: beneficiary needs and expectations are being met or managed; risks are being controlled; the programme remains viable; internal and external communications are conducted smoothly; quality management procedures are properly followed; and that the JSC deliberation are followed and possible activity revisions are managed in line with the required procedures.

#### **4.2 Cost Efficiency & Effectiveness**

The multiple initiatives comprised under this programme require considerable coordinating efforts. Hence, the implementation modality is to establish a multiyear programme funding approach that provides more flexible, coordinated, and predictable funding to support the achievement of the programme pillars discussed above. It enables the GoE/MoLF implement multiyear interventions with in the programme cycle according to agreed operating procedures for procurement and financial management. This helps to avoid any duplication of operating procedures, implementation delays and minimize transaction costs.

The programme is open for contribution from interested development partners philanthropic, organizations, non-traditional sources as well as private sector organizations. This helps streamline and facilitate efforts channeling donor contributions through one mechanism. It will be an important financing tool to help channel funds towards the strategic livestock development interventions defined in the programme. The pooling of resources mitigates risks, increases visibility and transparency thereby improving the efficiency and effectiveness of the programme.

#### **4.3 Fund Administration and Project Approval Processes**

The JSC will be responsible for providing strategic guidance and oversight of programme funds. The Ministry of Livestock and Fisheries will be responsible for executing interventions encompassed under this programme. MoLF will establish a separate ledger account under its financial regulations and rules for the receipt and administration of resources. The Ministry will go through harmonized approach to cash transfer (HACT) micro assessment to ensure capacity in organizational management, internal control mechanisms, financial position as well as accounting, financial, and audit frameworks are in place.

UNDP will administer the programme funds in accordance with UNDP regulations, rules, directives as well as in accordance with the Programme Implementation Manual (PIM). The Programme Fund will

be subject to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to UNDP. All financial accounts and statements will be expressed in United States dollars. UNDP will make disbursements from the Fund Account in accordance with instructions from MoLF.

As Fund Administrator, UNDP will provide funding partners with the following reports:

- Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year.
- Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Fund.



## Results and Resources Framework

|   |  |                               |   |      |   |  |  |   |
|---|--|-------------------------------|---|------|---|--|--|---|
| Intended Outcome as stated in the Country Programme/UNDAF Results and Resource Framework:   |  |                               |   |      |   |  |  |   |
| UNDAF Outcome 2: By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector  |  |                               |   |      |   |  |  |   |
| Outcome Indicators:   |  |                               |   |      |   |  |  |   |
| Output 1.1: Farmers and pastoralists have strengthened technical capacity and skills to adopt improved farming practices and inputs for increased production and productivity                               |  |                               |   |      |   |  |  |   |
| Output 1.3: Federal and regional institutions have strengthened capacities to plan, deliver, and monitor agricultural services including financial services   |  |                               |   |      |   |  |  |   |
| Output 1.4: Vulnerable groups, particularly women, girls, youth and targeted pastoralist communities have increased access to productive resources and community demand driven economic and social services |  |                               |   |      |   |  |  |   |
| Applicable Key Result Area (from 2014-2017 Strategic Plan): Inclusive and Sustainable development   |  |                               |   |      |   |  |  |   |
| Project title and ID (ATLAS Award ID): Enhancing National Capacities for Livestock Sector Development and Transformation  |  |                               |   |      |   |  |  |   |
| EXPECTED OUTPUTS  | OUTPUT INDICATORS  | DATA SOURCE                   | BASELINE  |      | TARGETS (By frequency of data collection)   |  | DATA COLLECTI ON METHODS and RISKS   |   |
|   |  |                               | Value   | Year | Year 1&2(2017/18)   | Year 3 (2019)<br>Year 4 (2020)   |  |   |
| Pillar 1: Enhanced Meat (Cattle, Sheep, Goat Development)   |  |                               |   |      |   |  |  |   |
| Pillar 2: Increased Cow Dairy Development   |  |                               |   |      |   |  |  |   |
| Pillar 3: Improved Poultry Development  |  |                               |   |      |   |  |  |   |
| Output 1: Policy, regulatory, and institutional capacity strengthened for increased meat, dairy and poultry production  | <ul style="list-style-type: none"><li>• Availability of policies and strategies that support animal welfare policies enhanced meat (cattle, sheep, goat) development</li><li>• Availability of policies on compensation and contingency planning in the case of forced stamping out of a contagious disease</li><li>• Availability of strategies on implementation of quarantine policies, quality standards, control, grading, and pricing policies</li><li>• Availability of regulations and guidelines that promote</li></ul> | GTP II, Livestock Master Plan | <ul style="list-style-type: none"><li>• Limited policies and strategies that support animal welfare policies</li><li>• Limited strategies on implementation of quarantine policies, quality standards, control, grading, and pricing policies</li><li>• Limited regulations and guidelines that promote sanitary phytosanitary standards</li><li>• Limited policies and regulations on cross border trade initiatives</li></ul> | 2016 | <ul style="list-style-type: none"><li>• Comprehensive policy recommendations and strategies put forward that support animal welfare policies</li><li>• Comprehensive strategies in place on implementation of quarantine policies, quality standards, control, grading, and pricing policies</li><li>• Comprehensive monitoring and evaluation frameworks for effective livestock development</li></ul> | <ul style="list-style-type: none"><li>• Comprehensive policy recommendations in place on compensation and contingency planning in the case of forced stamping out of a contagious disease</li><li>• Comprehensive regulations and guidelines in place that promote sanitary phytosanitary standards and regulations in place on cross border trade within the framework of</li></ul> | <ul style="list-style-type: none"><li>• 3,000 extension workers trained in improved animal husbandry systems</li><li>• 300 cooperatives, and 50 cooperative unions trained in improved animal husbandry systems</li><li>• 20 public awareness campaigns held on inspection and food safety</li></ul> | GTP II Annual progress reports, Quarter project reports, Annual project substantive reports |
|   |  |                               |   |      |   |  |  |   |
|   |  |                               |   |      |   |  |  |   |
|   |  |                               |   |      |   |  |  |   |
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| <p>sanitary phytosanitary standards</p> <ul style="list-style-type: none"> <li>• Availability of policies and regulations on cross border trade within the framework of agreed regional initiatives</li> <li>• No. of regional agreements implemented on cross border livestock trade</li> <li>• Availability of gap assessment studies on the role of customary institutions and pastoral communities in cross-border livestock trade and marketing</li> <li>• No of small holder farmers, extension workers, cooperatives, and cooperative unions trained in improved animal husbandry systems (health, improved feed management, genetic improvement)</li> <li>• No. of public awareness campaigns held on inspection and food safety</li> <li>• No. of small holder farmers, extension workers, cooperatives, and cooperative unions trained in improved dairy cows husbandry systems (health, improved feed management, genetic improvement)</li> <li>• Availability of monitoring and evaluation frameworks for effective livestock development</li> </ul> | <ul style="list-style-type: none"> <li>• Limited regional agreements implemented on cross border livestock trade</li> <li>• Limited assessment studies conducted on the role of customary institutions and pastoral communities</li> <li>• Limited no of small holder farmers, extension workers, cooperatives, and cooperative unions trained in improved animal husbandry systems</li> <li>• Limited public awareness campaigns held on inspection and food safety</li> <li>• Limited monitoring and evaluation frameworks in place for effective livestock development</li> </ul> | <ul style="list-style-type: none"> <li>• 1,000 small holder farmers trained in improved animal husbandry systems</li> <li>• 500 extension workers trained in improved animal husbandry systems</li> <li>• 100 cooperatives, and 10 cooperative unions trained in improved animal husbandry systems</li> <li>• 5 public awareness campaigns held on inspection and food safety</li> </ul> | <p>agreed regional initiatives</p> <ul style="list-style-type: none"> <li>• 1 regional agreements implemented on cross border livestock trade</li> <li>• 1,000 extension workers trained in improved animal husbandry systems</li> <li>• 200 cooperatives, and 30 cooperative unions trained in improved animal husbandry systems</li> <li>• 10 public awareness campaigns held on inspection and food safety</li> </ul> |  |
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|  |  |                                      |  |             |  |   |   |  |
|--|--|--------------------------------------|--|-------------|--|---|---|--|
| <p><b>Output 2: Robust animal health improvement systems put in place for increased meat, dairy and poultry production</b></p> | <ul style="list-style-type: none"> <li>Existence of gap assessments on advanced animal health systems and associated mitigation strategies</li> <li>Existence of livestock-diseases-information exchange systems</li> <li>Existence of risk-based active traceability/surveillance systems</li> <li>Existence of generic and disease specific plans and operating procedures</li> <li>Existence of strategies for supplementation of drugs, vaccine, and quality control methods</li> <li>Existence of incentives and enabling environment for improving veterinary services</li> <li>Availability of animal identification, registration, and traceability systems</li> <li>No. of epidemiology units, emergency preparedness units, and health clinics strengthened</li> <li>No. of laboratories rehabilitated</li> <li>No of regional bureaux strengthened in implementation of disease control strategies</li> </ul> | <p>GTP II, Livestock Master Plan</p> | <ul style="list-style-type: none"> <li>Limited assessments conducted on advanced animal health systems</li> <li>Non- existence of robust livestock-diseases-information exchange systems</li> <li>Limited applicability of risk-based active traceability/surveillance systems</li> <li>Limited availability of generic and disease specific plans and operating procedures</li> <li>Limited strategies in place for supplementation of drugs, vaccine, and quality control methods</li> <li>Limited incentives and enabling environment for improving veterinary services</li> <li>Limited availability of animal identification, registration, and traceability systems</li> <li>Limited capacity in laboratories, epidemiology units, health clinics and early warning and emergency preparedness unit</li> <li>Limited capacity in regional bureaux to implement disease control strategies</li> </ul> | <p>2016</p> | <ul style="list-style-type: none"> <li>Comprehensive gap assessments conducted on advanced animal health systems</li> <li>Generic and disease specific plans and operating procedures put in place</li> <li>livestock-diseases-information exchange systems strengthened</li> <li>5 epidemiology units, 3 emergency preparedness units, and 10 health clinics strengthened</li> <li>1 laboratories rehabilitated</li> <li>2 regional bureaux strengthened in implementation of disease control strategies</li> </ul> | <ul style="list-style-type: none"> <li>Incentives and enabling environment for improving veterinary services promoted</li> <li>Animal identification, registration, and traceability systems expanded</li> <li>5 epidemiology units, 3 emergency preparedness units, and 10 health clinics strengthened</li> <li>1 laboratories rehabilitated</li> <li>2 regional bureaux strengthened in implementation of disease control strategies</li> </ul> | <ul style="list-style-type: none"> <li>Animal identification, registration, and traceability systems expanded</li> <li>5 epidemiology units, 3 emergency preparedness units, and 10 health clinics strengthened</li> <li>1 laboratories rehabilitated</li> <li>2 regional bureaux strengthened in implementation of disease control strategies</li> </ul> | <p>GTP II Annual progress reports, Quarter project reports, Annual project substantive reports</p> |
|--|--|--------------------------------------|--|-------------|--|---|---|--|

|   |  |   |             |   |   |   |  |
|---|--|---|-------------|---|---|---|--|
| <b>Output 3: Animal breeding and genetics improved for increased meat, dairy and poultry production</b> | <ul style="list-style-type: none"> <li>• Availability of genetic improvement monitoring &amp; evaluation systems</li> <li>• No of breeding multiplication centers/public AI centers strengthened</li> <li>• No. of public and private AI technicians trained</li> <li>• No of farmers performing AI trained</li> <li>• Existence of genetic database system</li> <li>• Existence of suitable tropically adapted dual-purpose poultry breeds promoted</li> <li>• Availability of suitable breeds for testing (grandparent/pure breed)</li> <li>• Existence of livestock extension services coverage on genetic improvement</li> <li>• Existence of mechanisms for promoting expansion of private provision of AI, and AI with synchronization services</li> </ul> | <p>GTP II, Livestock Master Plan</p> <ul style="list-style-type: none"> <li>• Limited genetic improvement monitoring &amp; evaluation systems</li> <li>• Limited capacity in breeding multiplication centers/public AI centers</li> <li>• Limited capacity of public and private AI technicians and farmers performing AI</li> <li>• Non-existent robust genetic database system</li> <li>• Limited mechanisms to promote suitable tropically adapted dual-purpose poultry breeds</li> <li>• Limited availability of suitable breeds for testing (grandparent/pure breed)</li> <li>• Non-existent extension service focused on genetic improvement</li> <li>• Limited mechanisms in place for promoting expansion of private provision of AI, and AI with synchronization services</li> </ul> | <p>2016</p> | <ul style="list-style-type: none"> <li>• 2 multiplication centers and 3 public AI centers strengthened</li> <li>• Genetic improvement monitoring &amp; evaluation systems strengthened</li> <li>• 100 public and private AI technicians trained</li> <li>• 100 farmers performing AI trained</li> <li>• XX no of tropically adapted dual-purpose poultry breeds promoted</li> <li>• XX no of suitable breeds for testing (grandparent/pure breed) provided</li> <li>• 2 woredas supported with livestock extension services coverage on genetic improvement</li> <li>• 5-10 dialogue forums conducted for promoting expansion of private provision of AI, and AI with synchronization services</li> </ul> | <ul style="list-style-type: none"> <li>• 3 multiplication centers and 2 public AI centers strengthened</li> <li>• 200 public and private AI technicians trained</li> <li>• 200 farmers performing AI trained</li> <li>• 5 woredas supported with livestock extension services coverage on genetic improvement</li> <li>• 5-10 dialogue forums conducted for promoting expansion of private provision of AI, and AI with synchronization services</li> <li>• XX no of tropically adapted dual-purpose poultry breeds promoted</li> <li>• XX no of suitable breeds for testing (grandparent/pure breed) provided</li> </ul> | <ul style="list-style-type: none"> <li>• 500 farmers performing AI trained</li> <li>• 10 woredas supported with livestock extension services coverage on genetic improvement</li> <li>• 5 dialogue forums conducted for promoting expansion of private provision of AI, and AI with synchronization services</li> </ul> | <p>GTP II Annual progress reports, Quarter project reports, Annual project substantive reports</p> |
| <b>Output 4: Enhanced feed development for increased meat, dairy, and poultry production</b>            | <ul style="list-style-type: none"> <li>• Usage of improved forage production technologies</li> <li>• Availability of standards and incentives for feedlot management</li> <li>• Availability of strategies on best-cost ration formulation and feeding management</li> </ul>   | <p>GTP II, Livestock Master Plan</p> <ul style="list-style-type: none"> <li>• Limited forage production technologies in use</li> <li>• Limited standards and incentives for feedlot management</li> <li>• Limited strategies on best-cost ration</li> </ul>   | <p>2016</p> | <ul style="list-style-type: none"> <li>• Improved forage production technologies promoted to X no of small holder farmers</li> <li>• Standards and incentives developed for feedlot management</li> </ul>   | <ul style="list-style-type: none"> <li>• Utilization schemes put in place to promote community based pasture management</li> <li>• Forage seed certification guide line and institutional procedures prepared</li> </ul>  | <ul style="list-style-type: none"> <li>• Mechanisms put in place to promote interventions to make land available for forage seed and forage production</li> <li>• 200. of feedlot operators trained in</li> </ul>   | <p>GTP II Annual progress reports, Quarter project reports, Annual</p>                             |



|   |  |  |  |  |                                    |
|---|--|--|--|--|------------------------------------|
| <ul style="list-style-type: none"> <li>Existence of reviewed animal-feed tax policy</li> <li>Existence of utilization schemes to promote community based pasture management</li> <li>Existence of forage seed certification guide line and institutional procedures</li> <li>Existence of mechanisms to control feed quality and use of improved forage varieties</li> <li>Existence of promotion mechanisms for private sector to invest in industrial by products towards livestock feed</li> <li>Existence of interventions to promote availability of land for forage seed and forage production</li> <li>No. of feedlot operators trained in improved management and operation of feedlots</li> <li>No. of small holder farmers trained in improved management and operation of livestock feed</li> <li>No of extension workers trained on feed quality</li> </ul> | <p>formulation and feeding management</p> <ul style="list-style-type: none"> <li>Non-existent reviewed animal-feed tax policy</li> <li>Limited utilization schemes to promote community based pasture management</li> <li>Non-existent forage seed certification guide line and institutional procedures</li> <li>Limited mechanisms to control feed quality and use of improved forage varieties</li> <li>Limited promotion mechanisms for private sector to invest in industrial by products towards livestock feed</li> <li>Limited interventions to promote interventions to make land available for forage seed and forage production</li> <li>Limited feedlot operators trained in improved management and operation of feedlots</li> <li>Limited no of small holder farmers trained in improved management and operation of livestock feed</li> <li>Limited no. of extension workers trained on feed quality</li> </ul> | <ul style="list-style-type: none"> <li>Strategies developed on best-cost ration formulation and feeding management</li> <li>Animal-feed tax policy reviewed</li> </ul> | <ul style="list-style-type: none"> <li>Mechanisms put on place to control feed quality and use of improved forage varieties</li> <li>Private investment promoted on industrial by products towards livestock feed</li> </ul> | <p>improved management and operation of feedlots</p> <ul style="list-style-type: none"> <li>1000 small holder farmers trained in improved management and operation of livestock feed</li> <li>200 extension workers trained on feed quality</li> </ul> | <p>project substantive reports</p> |
|---|--|--|--|--|------------------------------------|

|   |  |                                      |  |   |  |   |  |
|---|--|--------------------------------------|--|---|--|---|--|
| <p><b>Output 5: Value chain &amp; markets developed for increased meat production</b></p> | <ul style="list-style-type: none"> <li>Existence of analysis to understand market trends in livestock products</li> <li>Existence of marketing strategies for piloted farmer groups and cooperatives</li> <li>No. of small holder farmers, extension workers, cooperatives, and cooperative unions trained in market information, market analysis, processing techniques, value addition in enhanced livestock production</li> <li>Existence of mechanisms to explore opening of new destination markets</li> <li>Existence of mechanisms to promote expansion of private sector investment in livestock products processing</li> <li>Existence of mechanisms to change the attitudes of consumers towards consuming livestock products</li> <li>No of entrepreneurs equipped with entrepreneurship knowledge skills to expand small businesses in livestock products</li> <li>No of entrepreneurs provided with business advisory services skills to expand small businesses in livestock products</li> </ul> | <p>GTP II, Livestock Master Plan</p> | <ul style="list-style-type: none"> <li>Limited analysis conducted on market trends in livestock products</li> <li>Limited marketing strategies availed for farmer groups and cooperatives</li> <li>Limited capacity of small holder farmers, extension workers, cooperatives, and cooperative unions in livestock value chain development</li> <li>Limited mechanisms in place to explore opening of new destination markets</li> <li>Limited mechanisms in place to promote expansion of private sector investment in livestock products processing</li> <li>Limited mechanisms in place to change the attitudes of consumers towards consuming livestock products (eg. eggs and meat from hybrid and exotic breeds)</li> <li>Limited no. of small holder farmers, value chain actors provided with entrepreneurship skills in livestock development</li> </ul> | <p>2016</p> <ul style="list-style-type: none"> <li>Market trend analysis undertaken for livestock products</li> <li>Marketing strategies developed for piloted farmer groups and cooperatives</li> <li>Mechanisms explored for opening of new destination markets</li> <li>Promotional schemes put in place for private sector investment in livestock products processing</li> <li>500 small holder farmers, 50 extension workers, 10 cooperatives, and 10 cooperative unions trained in overall value addition techniques</li> <li>300 entrepreneurs equipped with entrepreneurship knowledge skills to expand small businesses in livestock products</li> <li>30 entrepreneurs provided with business advisory services skills to expand small businesses in livestock products</li> </ul> | <ul style="list-style-type: none"> <li>Mechanisms explored to change the attitudes of consumers towards consuming livestock products</li> <li>Promotional schemes put in place for private sector investment in livestock products processing</li> <li>1,000 small holder farmers, 100 extension workers, 25 cooperatives, and 10 cooperative unions trained in overall value addition techniques</li> <li>600 entrepreneurs equipped with entrepreneurship knowledge skills to expand small businesses in livestock products</li> </ul> | <ul style="list-style-type: none"> <li>1,000 small holder farmers, 100 extension workers, 25 cooperatives, and 10 cooperative unions trained in overall value addition techniques</li> <li>900 entrepreneurs equipped with entrepreneurship knowledge skills to expand small businesses in livestock products</li> <li>90 entrepreneurs provided with business advisory services skills to expand small businesses in livestock products</li> </ul> | <p>GTP II Annual progress reports, Quarter project reports, Annual project substantive reports</p> |
|---|--|--------------------------------------|--|---|--|---|--|



|  |  |                                      |  |             |  |   |   |  |
|--|--|--------------------------------------|--|-------------|--|---|---|--|
| <p><b>Pillar 4: Livestock Knowledge Management, Technology Transfer &amp; Research Development</b></p> | <p><b>Knowledge Management</b></p> <ul style="list-style-type: none"> <li>No. of exchange forums (south-south cooperation) supported for disseminating knowledge and reporting results on livestock research</li> <li>No. of knowledge centers supported at federal and regional level.</li> <li>No. of partnerships in livestock development and transformation created</li> <li>No. of TVETs and tertiary institutes supported to strengthen industry-university linkage towards livestock transformation</li> <li>No. of existing livestock research strategies and programmes assessed/evaluated</li> </ul> <p><b>Research &amp; Development</b></p> <ul style="list-style-type: none"> <li>No. of stakeholder consultations including regional research stations, EIAR and Universities, etc. conducted to identify R&amp;D priorities</li> </ul> | <p>GTP II, Livestock Master Plan</p> | <ul style="list-style-type: none"> <li>Limited no. of entrepreneurs provided with business advisory services skills to expand small businesses in livestock products</li> <li>Limited exchange forums (south-south cooperation) supported for disseminating knowledge and reporting results on livestock research</li> <li>Limited knowledge centres supported at federal and regional level</li> <li>Limited partnerships in livestock development and transformation created</li> <li>Limited tertiary institutes supported to strengthen industry-university linkage towards livestock transformation</li> <li>Limited livestock research strategies and programmes assessed/evaluated</li> </ul> <p><b>Research &amp; Development</b></p> <ul style="list-style-type: none"> <li>Limited stakeholder consultations including regional research stations, EIAR and Universities, etc. conducted to identify R&amp;D priorities</li> </ul> | <p>2016</p> | <p><b>Knowledge Management</b></p> <ul style="list-style-type: none"> <li>1 universities supported to reinforce the industry-university linkage to supply skilled level work force to agro-industries focused on livestock commodities</li> <li>2 exchange forums (south-south cooperation) organized for disseminating knowledge and reporting results on livestock research</li> <li>2 joint research workshops/conferences organized for dissemination of research results</li> </ul> <p><b>Research &amp; Development</b></p> <ul style="list-style-type: none"> <li>XX no. of research strategies, programmes and projects assessed</li> <li>2 stakeholder meetings organized including regional research stations, EIAR and Universities, etc. to identify R&amp;D priorities</li> </ul> | <p><b>Knowledge Management</b></p> <ul style="list-style-type: none"> <li>2 universities supported to reinforce the industry-university linkage to supply skilled and middle level work force to agro-industries focused on livestock commodities</li> <li>4 exchange forums (south-south cooperation) organized for disseminating knowledge and reporting results on livestock research</li> <li>4 joint research workshops/conferences for dissemination of research results</li> <li>1 knowledge centre established/strengthened at federal and regional level</li> </ul> <p><b>Research &amp; Development</b></p> <ul style="list-style-type: none"> <li>4 stakeholder meetings organized including regional research stations, EIAR and</li> </ul> | <p><b>Knowledge Management</b></p> <ul style="list-style-type: none"> <li>3 universities supported to reinforce the industry-university linkage to supply skilled and middle level work force to agro-industries focused on livestock commodities</li> <li>6 exchange forums (south-south cooperation) organized for disseminating knowledge and reporting results on livestock research</li> <li>6 joint research workshops/conferences for dissemination of research results</li> <li>2 knowledge centre established/strengthened at federal and regional level</li> </ul> <p><b>Research &amp; Development</b></p> <ul style="list-style-type: none"> <li>6 stakeholder meetings organized including regional research stations, EIAR and</li> </ul> | <p>GTP II Annual progress reports, Quarter project reports, Annual project substantive reports</p> |
|--|--|--------------------------------------|--|-------------|--|---|---|--|

|  |  |  |  |  |
|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>No of workshops/meetings organized with stakeholders, exporters/ export industry to identify R&amp;D issues with meeting international standards</li> <li>No. of joint research workshops/conferences organized to strengthen research networks for dissemination of research results</li> <li>No. of animal source food research laboratories supported</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>No. of technology schemes promoted on livestock development and transformation</li> <li>No. of studies conducted to assess critical technological gaps in livestock product diversification and technology adoption</li> <li>No. of small holder farmers trained with applicable livestock development technologies</li> <li>No. of livestock innovation platforms established/supported at federal and regional level</li> </ul> | <ul style="list-style-type: none"> <li>Limited workshops/meetings organized with stakeholders, exporters/ export industry to identify R&amp;D issues with meeting international standards</li> <li>Limited joint research workshops/conferences organized to strengthen research networks for dissemination of research results</li> <li>Limited animal source food research laboratories supported</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>Limited technology schemes promoted on livestock development and transformation</li> <li>Limited studies conducted to assess critical technological gaps in livestock product diversification and technology adoption</li> <li>Limited small holder farmers trained with applicable livestock development technologies</li> <li>Limited livestock innovation platforms established/supported at federal and regional level</li> </ul> | <ul style="list-style-type: none"> <li>2 meetings/workshop organized with stakeholders, exporters, export industry to identify R&amp;D issues with meeting international standards</li> <li>1 animal source food and feed research laboratory supported (training and equipping the laboratories)</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>1 livestock innovation platform established/strengthened at federal and regional level</li> <li>XX no of technology schemes on livestock development and transformation introduced/promoted technological gaps in livestock product diversification and technology adoption conducted</li> <li>500 small holder farmers trained with applicable livestock development technologies</li> </ul> | <ul style="list-style-type: none"> <li>Universities, etc. to identify R&amp;D priorities</li> <li>4 meetings/workshop organized with stakeholders, exporters, export industry to identify R&amp;D issues with meeting international standards</li> <li>2 animal source food and feed research laboratory supported (training and equipping the laboratories)</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>1 livestock innovation platform established/strengthened at federal and regional level</li> <li>XX no of technology schemes on livestock development and transformation introduced/promoted</li> <li>1000 small holder farmers trained with applicable livestock development technologies</li> </ul> | <ul style="list-style-type: none"> <li>Universities, etc. to identify R&amp;D priorities</li> <li>6 meetings/workshop organized with stakeholders, exporters, export industry to identify R&amp;D issues with meeting international standards</li> <li>3 animal source food and feed research laboratory supported (training and equipping the laboratories)</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>1 livestock innovation platform established/strengthened at federal and regional level</li> <li>XX no of technology schemes on livestock development and transformation introduced/promoted</li> <li>1500 small holder farmers trained with applicable livestock development technologies</li> </ul> |
|--|--|--|--|--|



## **V. MONITORING AND EVALUATION**

### **5.1. Monitoring and Evaluation Framework**

In accordance with the programming policies and procedures outlined in the UNDP User Guide and PIM, the programme will be monitored to ensure that project activities are implemented effectively and efficiently. The implementing partner (MoLF) and participating agencies have the responsibility of monitoring ongoing activities on a regular basis. The Monitoring and Evaluation (M&E) strategy will include project monitoring, field visits, regular provision of reports, and data collection on biannual basis. The focus will be on the achievement of the benchmarks indicated in the Results Framework. In this regard:

- A monitoring plan is to be developed and implemented during the project life cycle. The plan shall be designed in due consideration of assessing progress of activities under each output. Results shall also be measured against indicated baselines, set targets, indicators, and estimated duration;
- Monitoring reports should be documented (electronic and hard copies), and these would be useful for follow-up on the identified issues and scheduled briefing to the project steering committee;
- Programme progress will be reviewed quarterly and annually; and,
- Communication engagements will be guided by a strong M&E system.

#### **Project Reviews within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on standard quality criteria;
- Quarterly Progress Report (QPR) shall be submitted to UNDP by MoLF using the standard reporting format;
- An issue log shall be activated in Atlas<sup>2</sup> and updated on timely manner to facilitate tracking and resolution of potential problems or requests for change;
- Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect project implementation;
- A project lesson-learned log shall be activated and regularly updated to ensure on-going learning within the organization, and to facilitate the preparation of the lessons-learned report at the end of the project;
- A monitoring schedule shall be activated in Atlas and updated to track key management actions/events; and,
- Following quarterly progress, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and prepare comprehensive annual performance report. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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<sup>2</sup> Atlas is UNDP's web-based project management system.

**Reporting:** The UNDP Programme Manager assigned will prepare an annual narrative and financial report on the supported activities, which will be shared with the government and contributing development partners.

**Audit:** The project will be audited according to UNDP rules and regulations for nationally executed projects and minimum once during the project's life cycle.

**Project evaluation:** A mid-term review/evaluation will be undertaken. The recommendations of the review will be fed into work plan development process for subsequent years. Final programme evaluation will also be conducted to assess outcome achievements, document lessons learned, and to outline the scope for future programming prospects.



In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans

#### Monitoring Plan

| Monitoring Activity                | Purpose   | Frequency   | Expected Action   | Partners (if joint) | Cost (if any) |
|------------------------------------|---|---|---|---------------------|---------------|
| Track results progress             | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.   | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management.  | IP Members          | PMU Operating |
| Monitor and Manage Risk            | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Quarterly   | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | IP Members          | PMU Operating |
| Learn                              | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.  | At least annually   | Relevant lessons are captured by the project team and used to inform management decisions.  | IP Members          | PMU Operating |
| Annual Project Quality Assurance   | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.  | Annually  | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.  | IP Members          | PMU Operating |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making.   | At least annually   | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.  | IP Members          | PMU Operating |

|                                       |  |  |  |            |               |
|---------------------------------------|--|--|--|------------|---------------|
| <b>Project Report</b>                 | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.   | Annually, and at the end of the project (final report) |  | IP Members | PMU Operating |
| <b>Project Review (Project Board)</b> | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Specify frequency (i.e., at least annually)            | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | IP Members | PMU Operating |

### Evaluation Plan<sup>3</sup>

| Evaluation Title          | Partners (if joint) | Related Strategic Plan Output | UNDAF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|---------------------------|---------------------|-------------------------------|-------------------|-------------------------|-----------------------------|----------------------------|
| e.g., Mid-Term Evaluation |                     |                               |                   |                         |                             |                            |

<sup>3</sup> Optional, if needed



# VI. MULTIYEAR WORK PLAN - EFY 2017-2020

CURRENCY: USD

| EXPECTED PROJECT OUTPUTS  | PLANNED ACTIVITIES   | Planned Budget by Year |  |   |   | RESP. PARTY       | PLANNED BUDGET  |                    |              |  |
|---|--|------------------------|--|---|---|-------------------|---|--------------------|--------------|--|
|   |  | 2017                   | 2018   | 2019  | 2020  |                   | Funding Source  | Budget Description | Amount (USD) |  |
|   |  |                        |  |   |   |                   |   |                    |              |  |
|   | Pillar 1: Enhanced Meat (cattle, sheep, goat) Development  |                        |  |   |   |                   |   |                    |              |  |
|   | Pillar 2: Increased Cow Dairy Development  |                        |  |   |   |                   |   |                    |              |  |
|   | Pillar 3: Improved Poultry Development   |                        |  |   |   |                   |   |                    |              |  |
| Output 1:<br>Policy, regulatory, and institutional capacity strengthened for increased meat, dairy and poultry production<br><br>Gender Marker: 2 | <ul style="list-style-type: none"><li>Launch a study on policies and strategies that support animal welfare policies</li><li>Launch a study on policy recommendation for compensation and contingency planning in the case of forced stamping out of a contagious disease</li><li>Preparation of strategy documents on implementation of quarantine policies, quality standards, control, grading, and pricing policies</li><li>Preparation of regulatory documents and guidelines that promote sanitary phytosanitary standards</li><li>Undertake assessment studies on policies and regulations on cross border trade within the framework of agreed regional initiatives</li><li>Undertake assessment and recommendations on regional agreements implementation on cross border livestock trade</li><li>Conduct asp assessment studies on the role of customary institutions and pastoral communities in cross-border livestock trade and marketing</li><li>Train small holder farmers, extension workers, cooperatives, and cooperative unions trained in improved animal husbandry systems (health, improved feed management, genetic improvement) (30% women)</li><li>Organize public awareness campaigns held on inspection and food safety</li><li>Put in place monitoring and evaluation frameworks for effective livestock development</li></ul> | 61,111.10              | 80,000<br>45,000<br>35,000<br>35,000<br>55,000<br>40,000<br>70,000<br>20,000<br>20,000 | 90,000<br>70,000<br>50,000<br>65,000<br>60,000<br>60,000<br>160,000<br>60,000<br>35,000 | 25,000<br>80,000<br>55,000<br>40,000<br>150,000<br>20,000<br>30,000 | MolF<br>UNDP C/NC | International/ local consultancy<br>Procurement of services<br>Travel | 1,511,111.10       |              |  |
|   | Monitoring & Learning  | 5,555.55               | 16,666.67  | 16,666.67   | 16,666.67   | UNDP C            |   | 50,000.00          |              |  |
|   | Subtotal for Output 1  |                        |  |   |   |                   |   | 1,561,111.10       |              |  |

|   |  |  |           |            |            |            |            |  |              |
|---|--|--|-----------|------------|------------|------------|------------|--|--------------|
| <b>Output 2:</b><br><b>Robust animal health improvement systems put in place for increased meat, dairy and poultry production</b><br><br>Gender Marker: 2 | <ul style="list-style-type: none"> <li>Conduct gap assessments on advanced animal health systems and associated mitigation strategies</li> <li>Strengthen livestock-diseases-information exchange systems (technical support, system support, procurement of equipment)</li> <li>Strengthen risk-based active traceability/surveillance systems) technical support, system support, procurement of equipment)</li> <li>Prepare generic and disease specific plans and operating procedures</li> <li>Prepare strategies for supplementation of drugs, vaccine, and quality control methods</li> <li>Promote incentives and enabling environment for improving veterinary services</li> <li>Strengthen animal identification, registration, and traceability systems (pilot/upscale the system)</li> <li>Strengthen epidemiology units, emergency preparedness units, and health clinics strengthened (technical support, system support, procurement of equipment)</li> </ul> | 61,111.10  | 40,000.00 | 80,000.45  | 80,000.45  | 80,000.45  | 80,000.45  | International/<br>local<br>consultancy<br>Procurement<br>of services<br>Travel | 2,011,111.10 |
|   | <b>Monitoring &amp; Learning</b>   | 5,555.55   | 16,666.67 | 16,666.67  | 16,666.67  | 16,666.67  | 16,666.67  | MoLF   | 50,000.00    |
|   | <b>Sub Total for Output 2</b>  |  |           |            |            |            |            |  | 2,061,111.10 |
|   | <b>Output 3:</b><br><b>Animal breeding and genetics improved for increased meat, dairy and poultry production</b><br><br>Gender marker: 2  | <ul style="list-style-type: none"> <li>Strengthen genetic improvement monitoring &amp; evaluation systems (technical support, system support, procurement of equipment)</li> <li>Strengthen breeding multiplication centers/public AI centers (technical support, system support, procurement of equipment)</li> <li>Train public and private AI technicians (20% women)</li> <li>Train farmers performing AI (20% women)</li> <li>Strengthen genetic database system (technical support, system support, procurement of equipment)</li> <li>Promote suitable tropically adapted dual-purpose poultry breeds</li> <li>Avail sample breeds for testing (grandparent/pure breed)</li> <li>Support extension services coverage on genetic improvement (training &amp; guideline preparation)</li> <li>Promote expansion of private provision of AI, and AI with synchronization services</li> </ul> | 61,111.10 | 30,000.00  | 200,000.00 | 256,666.67 | 256,666.67 | International/<br>local<br>consultancy<br>Procurement<br>of services<br>Travel | 1,817,777.77 |
|   |  |  | 50,000.00 | 125,000.00 | 125,000.00 | 125,000.00 | 125,000.00 | MoLF   |              |
|   |  |  | 20,000.00 | 35,000.00  | 35,000.00  | 35,000.00  | 35,000.00  | MoLF   |              |
|   |  |  | 20,000.00 | 35,000.00  | 35,000.00  | 35,000.00  | 35,000.00  | MoLF   |              |
|   |  |  | 50,000.00 | 80,000     | 80,000     | 80,000     | 80,000     | MoLF   |              |
|   |  |  | 55,833.00 | 80,000     | 80,000     | 80,000     | 80,000     | MoLF   |              |
|   |  |  | 33,333.33 | 65,000.00  | 65,000.00  | 65,000.00  | 65,000.00  | MoLF   |              |
|   |  |  | 20,000.00 | 40,000.00  | 40,000.00  | 40,000.00  | 40,000.00  | MoLF   |              |
|   |  |  | 20,833.67 | 40,000.00  | 40,000.00  | 40,000.00  | 40,000.00  | MoLF   |              |





|   |  |   |  |   |                   |  |   |
|---|--|---|--|---|-------------------|--|---|
| <b>Output 5: Value chain &amp; markets developed for increased meat production</b><br><br>Gender marker:<br>2 | <ul style="list-style-type: none"> <li>Undertake analysis to understand market trends in livestock products</li> <li>Prepare marketing strategies for piloted farmer groups and cooperatives</li> <li>Train small holder farmers, extension workers, cooperatives, and cooperative unions in market information, market analysis, processing techniques, value addition in enhanced livestock production</li> <li>Study mechanisms to explore opening of new destination markets</li> <li>Study mechanisms to promote expansion of private sector investment in livestock products processing</li> <li>Promote mechanisms to change the attitudes of consumers towards consuming livestock products</li> <li>Provide entrepreneurship skill development training to expand small businesses in livestock products (40% women)</li> <li>Provide business advisory services to expand small businesses in livestock products (30% women)</li> </ul>                      | 30,000<br>30,000<br>70,000<br>20,000<br>15,000<br>10,000<br>150,000<br>75,000 | 30,000<br>150,000<br>20,000<br>450,000<br>286,666.67 | 30000<br>176,666.67<br>350,000<br>170,000 | MoLF<br>UNDP C/NC | International/<br>local<br>consultancy<br>Procurement<br>of services<br>Travel | 2,124,444.43<br>50,000.00<br>2,174,444.43 |
|   | <b>Monitoring &amp; Learning</b>   | 5,555.55  | 16,666.67  | 16,666.67                                 | MoLF              | UNDP C   | 50,000.00                                 |
|   | <b>Sub Total for Output 5</b>  |   |  |   |                   |  | 2,174,444.43                              |
|   | <b>Knowledge Management</b>  |   |  |   |                   |  |   |
|   | <ul style="list-style-type: none"> <li>Reinforce the industry-university linkage to supply skilled and middle level work force to agro-industries focused on livestock commodities. (harmonize, the university, TVET curriculum with the existing industry and expand their courses to produce the required expertise)</li> <li>Assess current curricula, departments, capacity at the universities, get universities and industries together and identify new departments, curricula and capacities</li> <li>Identify and develop the need for specialized courses / skills in dairy and poultry sector</li> <li>Support exchange forums (south-south cooperation) for disseminating knowledge and reporting results on livestock research</li> <li>Strengthen research networks and organize joint research workshops/conferences for dissemination of research results</li> <li>Establish and strengthen knowledge centers at federal and regional level</li> </ul> | 20,370.36<br>133,333.34   | 183,333  | 166,666.66                                |                   |  |   |





## **VII. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Ethiopia and UNDP, signed on 6 February 1981. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner. The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267ListEng.htm>.



# VIII. RISK MANAGEMENT

## OFFLINE RISK LOG

| Project Title: Strengthening Institutional Capacity for Integrated Agro Industrial Parks Development |   |   |                |                      |   |           |                       |             |        |
|--|---|---|----------------|----------------------|---|-----------|-----------------------|-------------|--------|
| Project Title:   |   | Strengthening Institutional Capacity for Integrated Agro Industrial Parks Development |                |                      |   | Award ID: |                       | Date:       |        |
| #  | Description   | Date Identified   | Type           | Impact & Probability | Countermeasures / Mngt response   | Owner     | Submitted, updated by | Last Update | Status |
| 1  | Limited institutional capacity to fully realize the outputs of the programme  |   | Organizational | P=3<br>I=4           | MoLF and relevant institutions to be provided with technical and operational assistance to kick start and fully implement the programme                           |           |                       |             |        |
| 2  | Lack of strong linkage between livestock interventions with in the overall agriculture sector and with other major economic sectors |   | Strategic      | P =4<br>I = 4        | Livestock interventions must be integrated with overall agricultural development endeavours   |           |                       |             |        |
| 3  | Weak linkage between federal ministries, sector bureaus and regional governments  |   | Organizational | P=3<br>I=3           | Livestock development must be seen from an integrated approach & link between federal and regional bureaus must be strengthened                                   |           |                       |             |        |
| 4  | Lack of strong information management system and availability of comprehensive data   |   | Operational    | P=3<br>I=4           | Capacity must be strengthened to provide up to date and easily accessible information that could serve as baseline data to monitor and evaluate programme results |           |                       |             |        |
| 5  | Weak regional integration to benefit from regional trade agreements   |   | Strategic      | P =4<br>I = 4        | Improving business environment, address implementation challenges on trade agreements and   |           |                       |             |        |





## **Risk Management: Government Entity (NIM)**

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - c) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - d) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *Choose one of the three following options:*

*Option 1:* UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

*Option 2:* The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including



through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

## IX. ANNEX

### 1 DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

Reference is made to consultations between the Ministry of Finance and Economic Cooperation, the institution designated by the Government of the Federal Democratic Republic of Ethiopia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project or hereby referred to as "the Project". **Enhancing National Capacities for Livestock Sector Development and Transformation**

In accordance with the provisions of the letter of agreement signed on 31 Jan 2012 and the project document and annual work plans, the UNDP country office shall provide support services for the Project as described below.

Support services to be provided:

| Support services  | Schedule for the provision of the support services | Cost to UNDP of providing such support services (where appropriate) | Amount and method of reimbursement of UNDP (where appropriate) |
|---|--|---|--|
| <b>Recruitments</b><br><br>✓ International/national consultants<br>✓ International/national firms | As per MoLF request                                | As per cost recovery charges  | US\$ UN Support  |
| <b>Goods Procurement</b><br><br>✓ Office furniture<br>✓ Procurement of IT equipment               | As per MoLF request                                | As per cost recovery charges  | US\$ UN Support  |
| <b>Services Procurement</b><br><br>✓ Knowledge exchange travel arrangements                       | As per MoLF request                                | As per cost recovery charges  | US\$ UN Support  |

Description of functions and responsibilities of the parties involved:

As per Standard Letter of Agreement, the UNDP Country Office is responsible for the provision of support services as outlined above and upon request of the implementing partner based on the signed project document/annual work plans/project procurement plans.