

TERMS OF REFERENCE FOR HIRING A SPECIALIST

For project: "Establishment of standardized ECO Network of slaughter houses and reference laboratories"

Agriculture & Industry
ECO Secretariat

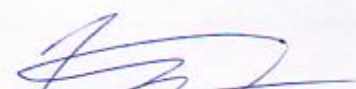
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Glossary

ECO – Economic Cooperation Organization
 RPC – Regional Planning Council
 CPR – Council of Permanent Representatives
 FAO- United Nations Food and Agriculture Organization
 ECO NSH – ECO Network of Slaughter Houses
 SSC – South-South Cooperation
 IFAD – International Fund for Agricultural Development
 SCF – Small Holder Contract Farming
 SME – Small & Medium-sized Enterprises
 TQM – Total Quality Management
 EEC – Eurasian Economic Union
 ECO RISCAM – ECO Regional Institute for Standardization,
 Conformity Assessment, Accreditation and Metrology

JICA – Japan International Cooperation Association
 PRC – People's Republic of China
 WB – World Bank
 ADB – Asian Development Bank
 ETDB – ECO Trade Development Bank
 GIZ – Deutsche Gesellschaft für international Zusammenarbeit
 ChinaGeo – China GeoEngineering Corporation
 SH – slaughter houses
 HM – healthy meat
 OIE - World Organization for Animal Health
 RL- Reference Laboratories
 EU – European Union
 ECO RCC – ECO Regional Coordination Center for food security



Background

At times, the ECO Member States were requested to provide their respective views in regard of the project proposal titled: “*Establishment of standardized ECO Network of slaughter houses*”. Further, there came an idea to merge “reference laboratories” into single project. Thus, the Member States were requested to assign their selected standardized slaughter houses for this project. Such request via ECO Secretariat’s Note Verbale No.AI/2019/148 dated 17.02.2019 was routed to all Member States through official channels of communication.

The project’s concept proposal was initiated in 2019 whereupon it was unanimously approved by all Member States and therefore was included in *ECO Work Program 2020, Section D: Agriculture, Industry & Tourism*, paragraph-22 (report of 29th Regional Planning Council Meeting, 17-20 December 2018, Islamabad).

Aims and objectives

In line with “*ECO Vision 2025*”, the Organization emphasized that: “ECO will pave way to a territory of integrated and sustainable economies as well as free trade area to be achieved by highly educated societies and improved governance through enhanced cooperation” (Preamble, p1). Hence, the foremost aim of the project is its alignment with *ECO Road Map* for implementation of trade in animal products, including meat.

In fulfilling the above aim, the project will establish the standardized **Network of slaughter houses**. It will also establish adequate **reference laboratories** to service the Network.

Execution of aforementioned will, in real time, facilitate the increase of trade in animal related products among ECO countries thereby reducing Import/Export dependency of the ECO region from the rest of the world. It will also result in unified standards for slaughter process and for reference laboratory analyses.

History in ECO

In ECO’s past history, there has been no incidence of a project dedicated to slaughter houses let alone reference laboratories. Rather those issues, if ever raised, were incorporated, in small packages, into the regional program: “*ECO Regional Programme for Food Security in the ECO region.*”

It is therefore that the presently proposed project “*Establishment of the standardized Network of slaughter houses & reference laboratories*” acquires critical importance not only in the ECO region but across the world as the latter has severely been hit by the outbreak of COVID19. In that context, a quest for healthy food such as healthy meat as the main source of protein, to be traded among countries in compliance with modern standards, is astute as never before in the past. Against this backdrop, the urgency of the present project proposal is ECO’s prime agenda as is elsewhere in the world, nowadays.

Concept

The project concept is based on the three pillars as have been formulated in the initial concept proposal. The fourth one has been supplemented whilst in the process. In sum, the four pillars are currently as follows:

1. Harmonizing the standards relating to: (a) slaughter process/procedure, (b) meat inspection and control in national slaughter houses specified in each of ECO member countries so that food safety standards be acceptable for all ECO countries in line with common international standards.

2. Assessing and analyzing actual needs of national slaughter houses and developing recommendations for standardization of the slaughter process for the ten ECO countries.

3. Establishing the standardized ECO Network of Slaughter Houses (ENSH) to consist of those slaughter houses to be identified by Specialist in each of the ECO countries for the purposes of facilitating required procedures for Imports and Exports of animal products so that the latter be acceptable to all ECO countries. Such step would minimize time of passage of animal related products through border frontiers.

4. Establishing reference laboratories to provide much needed normative support to the functioning of the future ENSH.

The core idea behind the project was adopted by the 3rd ECO Heads of Veterinary Organizations Meeting (6-8 October 2018, Tehran). As its outcome, the project will see to the realization of the *ECO Road Map* to establish free trade of animal related products in the ECO region, such as meat, and, if COVID19 restrictions allow, of live animals as well. Currently, ECO's intra-trade share of animal products is low driven by high trade costs. Those, in turn, entail from non-harmonized animal trade regulations in the Member States. In order to overcome such cost-driven challenge, the proposed project will focus on the establishment of standardized ECO Network of slaughtering houses & reference laboratories.

Informative report

This section captures the updates in Member States in regard of the standards relating to new & innovative demand-supply technologies in meat industry, including in meat supply chain. This is needed for trade transactions in animal products. Because of COVID19, the transportation of live animals via national cross borders has been banned. Therefore, the recent update is to concentrate more on animal-related products. One of them is meat, which is included into a basic consumer basket of people.

One of the Member States' updates stems from the use of modern technologies in slaughter operations. Use of high technologies has been advocated by *ECO Vision 2025*. Therefore, it is of special importance for agriculture. Agriculture is viewed in ECO as a major "contributor of economic growth and productivity". In growth terms, among ECO countries, Turkey produced 500,000 tonnes of ovine meat and 2,253,000 tonnes of poultry in 2018 at increasing rates of 2.9% (ovine meat) and 14.9% (poultry) versus 2017. Turkey is one of world's leaders in poultry production, according to *FAO Market Review*, 2019. In turn, Pakistan rating world's fifth largest producer, contributed by 473,000 tons of ovine meat in the same period raising this type of production by 0.9 compared to the previous but year of 2017.

According to the updates in ECO countries, Kazakhstan produced 20,000 tonnes of bovine and ovine types of meat¹ during 2018 staging an impressive fourfold increase in meat production compared to the preceding year of 2017 (*FAO Country Report*, Kazakhstan, 2019).

Alongwith similar updates, Uzbekistan, during 2019, had 2.4 million tonnes of meat produced in liveweight as compared to just 695,000 tonnes of slaughtered meat in 2002. Such evidence was affirmed

¹ Kazakhstan also produces horse meat, which by FAO classification is not included in bovine (meat from cows, oxen and buffalos) and ovine (meat from goats and sheep).

by FAO's Interim Country Report on Uzbekistan. The performance was spurred at the back of US\$15.7 million heavy investments in meat production. Of this amount US\$ 6.5 million went to the construction of new meat production facilities whereas US\$ 9.2 million supported the reconstruction and expansion of existing production facilities in meat industry. With pertinence to capacities of slaughter houses, which are part of meat production factories, the rise of Uzbekistan's giants in meat production, notably, "Masterdelikatesov", "Pozmetov ZM", "Ibragimov XN", "Agro Bravo", "Bakht and Shavkat ORZU" ushered Uzbekistan's increasing exports of meat and related meat products.

As with the above statistics, the potential of intra-trade in animal related products is essential, therefore in trading terms, the project will ensure that the dependency of the ECO region on external Import/Export markets will be reduced. Not only that the ECO region will increase its overall trade in inter-regional markets such as the EU but will effectively increase imports of animal products to Turkey and Iran (main importers) from such ECO countries as Kazakhstan, Kyrgyzstan, Uzbekistan and Afghanistan. This step presents a non-zero sum game for all parties involved because the pricing levels' spread between meat importers (Turkey and Iran) and above-referred exporters of animal related products is manifold.

In view of the industrialized/commercial meat production in ECO region that is represented by large-scale regional players operating in the regional meat production market, the proposed Network of Slaughter Houses (NSH) and RLs would not only require, in future, new & innovative technologies in handling slaughter operations but it will also require a cost-effective matching of meat producers (suppliers) with the institutional consumers (legal entities of ECO member economies). Such matching will be supported by the existing distribution supply chain networks using new & innovative technological solutions. In this regard, the use of modern technologies in agriculture has especially been emphasized by *ECO Vision 2025*. Therefore it is especially acute for ECO as the latter's policy directly aims at the use of modern technologies in agriculture (*ECO Vision 2025: Overview*, Section 5: "Economic Growth & Productivity", p.6). With pertinence to the project, harmonizing the slaughter process in meat production is of particular importance.

To implement ECO's guidelines in practice, the Consultancy Service under the present ToR is expected to explore the regulatory Standards and Rules for high tech slaughter. Such standards were already embedded in regulatory frameworks of the ECO Member States for meat production and processing. The proposed study of standards of slaughter process promises to strike gold as world's largest poultry producer is Turkey whereas Pakistan is world's 5th largest producer of ovine meat. Unlike meat slaughter, which is mainly on-farm, the act of raising poultry and slaughter is currently being performed at industrial units not on-farm.

Project Rationale and Motivation

General observation

By procedure, the proposed project was necessitated by the need for a common ECO Network to enable standardized operation of slaughter houses in ECO Member States. As mentioned earlier in this document, such need was first articulated at the 3rd ECO Heads of Veterinary Organizations Meeting and the 1st Technical Steering Committee Meeting for early establishment/operationalization of ECO-VECO (6-8 October 2018, Tehran). The idea was formulated in the form of a project proposal, which was

subsequently endorsed by the 29th Regional Planning Council (ECO Secretariat, Tehran, 17-20 December 2018). As with passage of time, another idea came to the fore—to merge establishment of slaughter houses network with that of reference laboratories.

The motivation behind the project is straightforward: the establishment of long anticipated ECO's Network of Slaughter Houses (NSH) to be based on standardized thus harmonious slaughter operation in ECO region to trade in healthy meat thereby to avail of the services of reference laboratories. To that end, the standards in every chain of handling the slaughter process are to be explored by Consultancy Service, in greater detail.

Economic justification

Project needs standards on healthy meat: Before meat is even Exported/Imported from/to any of ECO countries, it should be certified as having adequate quality; otherwise it will fail clearance for Exports/Imports. It is therefore that the standards on healthy meat may serve as one of the examples of the process of unified standardization within ECO. According to the World Trade Organization (WTO), 600 million people get poisoned by contaminated food on a yearly basis. Of this number, 420,000 end up fatal. Meat is known to be the main source of protein and its consumption is of daily importance for humans. As meat's exposure to contamination is greater than of other types of food, the harmonization of the standards under which the slaughter is being handled is of critical importance for ECO.

In more specific terms: how to safeguard meat from contamination at initial stages of meat processing, that is, during slaughter by using early preventive measures and, accordingly, by using early preventive standards is the quest that needs finding an answer to via this proposed study. How to bring differing standards of ECO countries under a common denominator given that 80% of meat production in some of ECO countries like Kazakhstan is slaughtered at households, i.e. on-farm, whereas in others like Iran the estimated 100,000 tons of slaughtered meat and its by-products are annually lost thus falling out of any control against meat contamination (*FAO Newsletter*, 24 August 2016). Such situation in subject countries necessitates an urge for unified standards for healthy meat. Moreover, this is of critical importance for ECO given that it has world's largest meat producers in hand.

In marketing terms, the ECO region has the fastest growing meat industry. At the same time, the region is host to world's largest importer of ovine meat, in terms of intra-trade, Iran, whose imports of this type of meat went up by 179.7% in 2018 hitting 38,000 tonnes in demand is one of the examples of the able trading partner in ovine meat production.

Based on such statistical evidence, there is an outstanding need for a cost-effective matching of ECO's regional meat producing supply chains with appropriate distribution nets and end consumers given that the global profile of meat production is factually being hosted by ECO. The underlying logic here is that ECO regional slaughter houses will play their critical roles in this; thereby increasing the potential of the future cost-effective ECO's Network of Slaughter Houses (ENSH). And, that will be based on high-tech because ECO countries have already industrialized their slaughter plants under the tune of new technologies. There is no turning back to low-tech manual operations. Moreover, post COVID29 will make automation a new reality.

In support of the above economic reasoning, a well-calculated and thoroughly gauged market assessment is required to set up the ECO Network (ENSH). The latter should be inclusive of multiple regional players at their differing level playing fields (some statistics on their performances have been quoted in above sections). As per configuring the ENSH's prospective functioning, there is a seven echelons-based blockchain structure under current practices in FAO's framework. By contrast, in the frame of small holder contract farming, there is only three echelons-based structure, which is in regular practice. To that end, the task of this Consultancy Service is to develop a demand-supply driven model involving all players of ECO regional meat production market, notably, (a) producers/slaughter houses/on-farm households (b) wholesale retailers/trade dealers, (c) distributors/distribution networks, (d) consumers/consumer groups/consumer clubs, (e) investor partners and (f) other interested ones like public-private and private entities. Based on the suggested marketing model, reflecting real time situation in ECO countries, Specialist will prepare a software design of a regulatory harmonization across the ECO region with emphasis toward increasing intra-trade in animal products, such as meat.

Project needs standards on the slaughter process

In this process, small holder contract farming may be in focus given their larger physical weight in pre-slaughter and slaughter operations within chain supplies of healthy meat. Exports/Imports of meat after slaughter will require the labeling for locating a place of meat production. It is a mandatory standard for Exports/Imports. As with the links to the above-described set of standards there is another set of standards that regulates small holder contract farming. As pointed out in the present ToR, nearly 80% of highly demanded bovine meat is slaughtered on-farm. The reasons behind the intent to sustain small holder contract farming at the back of economies- of- scale of heavily industrialized commercial slaughter houses are: (a) taste-driven qualities of meat of livestock grazed on open pasture grass and (b) major slaughtering is handled on-farm not at commercial slaughter houses.

In marketing terms, consumers in ECO countries like Iran, Turkey, on one side, and Kazakhstan, Uzbekistan and Azerbaijan, on the other side, have developed a good taste for flavor, taint, proven non-cultured meat characteristics of grazed meat. For that reason, the consumers are reluctant to pay extras for cold-chain logistics services (often provided by industrial slaughter) of which frozen meat products' deliveries are in decreasing demand at high-value meat market. Under these circumstances, the modeling of sets of normative standards that could involve small holder contract farming into ECO's regional block chain supplies is acute. However, an expert opinion is that this issue may be explored in the framework of another new project that may come in future. Therefore, under the present ToRs, Consultancy Service will not be required to dig deep into aforementioned particulars. It will rather concentrate on the study of Standards of healthy meat in order to harmonize them and make them workable in real time situation, to facilitate intra-trade of animal-related products (meat being one of examples of such) across ECO. Also, the considerations of Halal-styled slaughter may be given due attention in standardizing the slaughter procedure. The development of a single health Certificate for meat may suffice the process of standardizing and harmonizing under the present project.

Social justification

The project will help increase **income** especially in **rural population** of the ECO countries involved in meat production and processing. Low income individual households are most vulnerable to consuming low quality meat due to their low purchasing power. To ensure adequate quality of meat in ECO countries, prior to Exports/Imports, the proposed ENSH & RL has to generate a set of its inherently own standards for slaughter operation, which could be acceptable to all ECO countries under auspices of

ENSH & RL. In pursuit of this specific perspective, the development of a set of regional standards for slaughter process and operation in ECO countries requires to be modeled by Consultancy Service under a single uniform regulatory framework. In analyzing a set of standards for healthy meat, Consultancy Service should look closer at norms safeguarding regional countries against ECO region-prone forms of contaminations. In the same respect it may also relate to the standards safeguarding against transboundary animal diseases (TAD). The latter may include foot-and-mouth disease hitting livestock especially in Central Asian countries of ECO. Standards in obtaining the right balance in antimicrobial use for animals at pre-slaughter; pre-slaughter animal welfare like mule sing, shearing and other stress-causing treatments, and also, human and animal health issues as relevant for slaughter handling might be explored under the study.

To protect the ECO population especially in ECO's consumer countries of animal related products, a special caution should be taken in regard of TADs as mentioned above. From that point of view, the unification of standards including on healthy meat is critical for ECO. The development of a single healthy meat Certificate may address this issue, for that matter. The aforementioned issues requiring a comprehensive standardization are of prime importance for ECO in view of the still persisting COVID19 and its continual global spillover effects on food safety, including meat. Since COVID19 is presently being appraised for attaching to it a status of a global economic crisis, the implications on healthy meat production will likely to be enormous as meat is key re-fill of protein for humans.

Regional integration-driven rationale

One of the integration-driven rationales as noted by ECO Member States has been a need for an appropriate Policy Framework to serve as the backbone for establishing the ENSH & RL.

Establishment of any given institutional network will have to be steered by adequate policy approaches, at both levels: regional and inter-regional. To that impact, ECO provides a comprehensive all-regional approach through its '*basic guideline documents*' (available at: www.eco.int) whereas South-South cooperation (SSC), which aligns world's current developments in agricultural sector, in which meat industry is part, may equally guide in establishing the Network (ENSH&RL) because the SSC is a staunch advocate of key principles of "Harmonization", "Horizontal Exchange" and "Complementarity" in developing world's agriculture.

Amongst ECO's international partners on agriculture, the United Nations Food and Agriculture Organization (FAO) may provide useful policy guidance. ECO is in partnership with FAO through the Memorandum of Understanding. While using ECO's platform, the proposed ENSH, by following global approaches, can set up an effective partnership with Brazil, a lead country in world's meat production and the PRC and, subsequently use these countries' direct links to global agri-business giants like ChinaGeo, GADCO. Through these countries ECO may have an outlet to the development institutions like IFAD, JICA, GIZ and the WB that are actively involved in providing financial and technical assistance to meat industry development in developing countries. All above-mentioned is in addition to regional development institutions, including AIIF, ADB, IsDB and ECOTDB.

The integration-driven impact of the project will culminate in the establishment of a *standardized ECO Network of slaughter houses & reference laboratories*. The future ENSH&RL will have strong links to the ECO Regional Coordination Center (RCC) for food security located in Ankara (Turkey), and also, to the ECO Regional Institute for Standardization, Conformity Assessment, Accreditation and Metrology (RISCAM) located in Tehran, Iran.

Terms of Reference for Specialist to provide Consultancy Service

Brief project profile

Brief project profile		Project Code: AI/Agriculture/Project-2019	
1. Basic data			
Project title	"Establishment of standardized ECO Network of slaughter houses and reference laboratories"	Department	Agriculture & Industry
Short title	ENSH&RL (Network)		AI/A/P-2019
Project Activity	(a) Standardization/Harmonization. (b) Establishment of Network (NSH) and reference laboratories.	Executing Agency	ECO Secretariat
Modality	"Functional Methodology of ECO"		
Focus Countries		Project Participants	ECO Member States
2. Sector	Subsector	ECO Financing	
Agriculture	Meat Production; Meat Processing Industry.	General Reserve Fund (GRF)	
3. Operational Targets:			
1) <u>Set of standards for slaughter houses.</u>			
2) <u>Set of standards for reference laboratories' analyses.</u>			
3) <u>Set of commonly acceptable Rules for slaughter houses and reference laboratories.</u>			
4) <u>Unified Health (meat) Certificate.</u>			
<u>Development of a design of standardized ECO Network for slaughter houses & reference laboratories.</u>			
Alignment with the UN Sustainable Development Goals		In close consultation with AI Directorate	
SDG 12: Responsible Production and Consumption		With relevance to the project.	
4. Risk Categorization	Low	ECO does not have project risk-related policy.	
5. Safeguard Policies	ECO Contingency Policy in the form of selected provisions do not apply.		
6. Financing			
Sources			
ECO Secretariat		(1) GRF to support Consultancy Service (US\$10,000).	
Project Coordinator Country		Veterinary Organization of I.R. of Iran	
Project participating countries		All Member States	
Co-financing (amount)		US\$	
Counterparts		1) ECO Regional Coordination Centre (ECO-Standardization, Conformity Assessment and Metrology) for implementation of ECO Regional Food Security Programme (ECO-RPFS). 2) ECO Regional Institute for Certification, Accreditation and Metrology (RISCAM) 3) ECO Trade and Development Bank (ETDB). 4) United Nations Food and Agriculture Organization (FAO).	
Co-partner financing		Not negotiated yet.	
Total:		Consultancy Service (US\$10,000).	

Consultancy Service

The Consultancy Service will produce deliveries according to the following structure:

Phase I: Preparation of the supporting document sets and the software design required for establishing a standardized ECO Network of slaughter houses & reference laboratories in the ECO region.



Phase II: Preparation of the project document ensuring the project's bankability designed to draw in the funding for project titled: "*Establishment of the standardized ECO Network of slaughter houses & reference laboratories in the ECO region*".

Impact and Outcome

Consultancy Service will target the establishment of the standardized ECO Network of slaughter houses & reference laboratories.

Consultancy Service will deliver the following **Outcomes**:

- (1) Standards, specific for both, (a) ECO's slaughter houses (SH) and (b) ECO's reference laboratories (RL) – to serve the interests of the ECO agriculture sector while focusing on meat production industry/meat processing industry to increase ECO's Exports/Imports in animal related products.
- (2) Establishment of the standardized ENSH & RL, frameworked under the uniform set of (i) STANDARDS (ii), RULES and (iii) single health Certificate.
- (3) Growth in Imports/exports of produce of meat production/meat processing industry based on the well-calculated marketing.

Outputs and activities

Consultancy Service will adhere to ECO's approach toward the realization of ECO's goals in agricultural sector by promoting new & innovative technological solutions for the integration of slaughter houses and reference laboratories especially in view of the post COVID19 new realities foreseeing greater automation & digitalization of processes. That is to ensure cost-efficiency through modern technology thereby enabling swift Exports/Imports of animal related products within ECO. Specialist will deploy relevant policies as laid down in *ECO Vision 2025*.

Consultancy Service will not miss out the opportunities of co-partnering through the project, by public-private sector enterprises that are presently active in meat processing industry (as envisaged in *Dushanbe Declaration-2018* and in *Antalya Declaration-2019*).

In view of ECO's close partnership with the FAO, SDG-12 related to agriculture will be given a measured consideration under the scope of the study project.

In addressing all above-specified, Consultancy Service will deliver the following outputs while, at the same time, build on good practices of international organizations such as FAO, IFAD, JICA, OIE, GIZ, WB and draw upon *lessons learnt* from the PRC through China Geo and by Brazil through AGRA in configuring their relevant Networks' modeling for harmonization.

The list of expected outputs to result from Consultancy Service has been reflected in Table 1.

Table 1: Outputs expected from Consultancy Service

No.	Outputs	Description
	Phase I.	
	Output 1.	Preparation of a set of standards for the ECO Network of slaughter houses.
1.		Output 1.1. Collecting/sorting/matching/analyzing the standards on slaughter processes in ECO countries through questionnaires.
2.		Output 1.2. Carrying out the ten ECO countries' comparative analyses to identify/specify ECO-eligible/FAO-harmonized and internationally accredited slaughter houses. Make selection of 1-2 out of the existing 10 slaughter houses (as an example).
3.		Output 1.3. Deriving from lessons learnt based brief on best international practices of harmonization.
4.		Output 1.4. Based on above, developing a clear set of Rules for harmonized slaughter process in the ECO region.
	Output 2.	Preparation of a set of standards for reference laboratories analyses.
5.		Option 2.1. Development of a single health Certificate for animal related products (e.g., meat) for Imports/Exports within the ECO region.
6.		Option 2.2. Ensuring the validity of resultant single health Certificate for the ECO countries.
7.		Option 2.3. Based on the above, developing a set of Rules for laboratory analyses relating to animal products (e.g. meat).
	Output 3.	Development of a software design of the standardized ECO Network of slaughter houses & reference laboratories (ENHS & RL).
8.		Option 3.1. Consulting the resultant software design with ECO RCC and ECO RISCAM.
9.		Option 3.2. Comparing it with similar network designs of the Eurasian Economic Union (EEU), Central Asian Cooperation Organization (CAC), and European Union (EU) through Turkey.
	Phase II.	
	Output 4.	Preparation of the bankable project document.
10.		Output 4.1. Preparing an annex to the project document containing a marketing plan for Imports/Exports of animal products (e.g. meat) focusing on Turkey and Iran as major importers and Kazakhstan, Kyrgyzstan, Uzbekistan and Afghanistan as exporters within ECO region.
11.		Output 4.2. Preparing the same as above but containing a financial estimate of costs of project "Establishment of the standardized ECO Network of slaughter houses & reference laboratories".
12.		Output 4.3. Preparing the same as above but containing an impact assessment of the ENSH & RL on the ECO region and beyond.
13.		Output 4.4. Presenting the bankable project document.

*Column 1 in the contents of Table 1 indicates the number of activities/assignments.

Cost of Consultancy Service

Consultancy Service will be paid US\$10,000 in the form of installment payments in line with ECO Consultancy payment practices. The ToR is for direct contracting following the recommendations of the 24th Council of Ministers Meeting (8-9 November 2019, Antalya). The key points are listed hereafter.

Implementation Arrangements

The Directorate of Agriculture & Industry (AI) and Project Management Unit (PMU) will administer Consultancy Service. Specialist will regularly interact with Director AI. The National Focal Points of ECO Member States assigned by their respective executing authorities in the area of Agriculture (of which Meat Production/Meat Processing Industry is part) may interact (upon clearance by Director AI) with Specialist on matters relating to standardization and reference laboratories in aforementioned subsector. Specialist will set online interactive linkages with the ECO RCC and ECO RISCAM using, among others, social media platforms as convenient for contacts in the framework of execution of the present ToR and deactivate those online linkages within 3 months after the present ToR will have been fulfilled. The implementation arrangements have been summarized in Table 2. Specialist will act as Project Team Leader. He will be at liberty to sub-let a financial expert to be answerable for workload relating to the project's bankability.

Table 2: Consultancy Service Implementation Arrangements

1.	Indicative implementation	Consultancy Service Work Plan	September-December 2020	
2.	Project Executing Agency	ECO Secretariat		
3.	Project Implementing Agency	Veterinary Organization, I.R. of Iran		
4.	Project Participating Countries	ECO Member States		
5.	Specialist	Name of Specialist: Mr. Ilgar Abdullayev, Address: Nizami district, B. Nuriyev 45a Building 43; Baku, Azerbaijan Tel: + 994506865920; Email: iabdullayev23@gmail.com	3 person-months	
6.		Selection of Specialist follows the procedures stipulated by <i>Functional Methodology of ECO</i> for this subject matter. Delivery of outputs to be under present ToR as compliant with the Typical Sample Framework of Small-Sized Project (SSP).	0	
7.	Consultancy Service Fees	Payments will be effected in proportional installments in the order as specified by Chief Accountant's Office.	Proportional	US\$10,000

Monitoring Framework and Performance Indicators of Consultancy Service

The **Activities** of Consultancy Service will be 13 in total to be fulfilled in 2 phases as specified in Table 1 of the present ToR.

At completion of the study, Consultancy Service will present **4 key milestone outputs**.

In the course of implementation of Consultancy Service, ECO Secretariat will monitor progress of implementation of Consultancy Service based on 11 **key performance indicators (KPIs)** and 9 reporting items as specified in Table 3 of the present Terms of Reference.

Table 3: Performance Indicators and Monitoring Framework

Outputs	Key Performance Indicators	Data sources* and reporting
Option 1. Preparation of a set of standards for the ECO Network of slaughter houses.	1) Preparing and collecting results from questionnaires. 2) Conducting Comparative analyses . 3) Deriving from lessons learnt based brief on best international practices of harmonization. 4) Based on above, developing a <u>clear set of Rules</u> for harmonized slaughter process in the ECO region.	1) Questionnaires circulated to Member States; feedback collected/ summarized (1). 2) Brief on international practices (1). 3) Set of Rules of SHs (1).
Output 2. Preparation of a set of standards for reference laboratories analyses.	5) Developing a single health Certificate for animal related products. 6) Validation of single health Certificate by ECO countries. 7) Preparing a set of Rules for laboratory analyses for animal products.	4) Certificate (1). 5) Summary of feedbacks of all ECO Member States (1). 6) Set of Rules of RLs (1).
Output 3. Development of a design of software for the standardized ECO Network of slaughter houses & reference laboratories.	8) Consulting Network's software design with ECO RCC and ECO RISCAM. 9) Comparing the design with those of the EEU, CAC and EU.	7) Note on the results of consultations (1). 8) Comparative Analysis Report (1).
Output 4. Bankable project document.	10) Completing the project document. 11) Presenting the bankable project document.	9) Bankable project document.

*Reporting items could be in the form of an on-paper document supported by a software file.

Individual Work Schedule:

Specialist is expected to commence the specified assignments under the present Terms of Reference, immediate to signing of contract, for the duration of three (3) months.

Payments are to be effected once successful completion is obtained as well as upon review/quality assurance of Consultancy Service's outputs and deliverables as specified in the Terms of References. Deliverables must be submitted by Specialist to Director AI of ECO Secretariat and certified by the latter as being of adequate quality and satisfying specified terms under the ToR before payments.

Payment Schedule:

Invoices for payments may be submitted as and when completed but indicative delivery dates are advised as below. Completion of all deliverables is expected to last three months. The below payment schedule and its workload breakdown follows ECO practices as customized for similar studies fulfilled by consultancy services of other Directorates of the ECO Secretariat.

Table 4: Payment schedule for Specialist

No	Payments of consultancy fees	Targeted (Indicative) Deliverables Date	Outputs and Deliverables
1.	20% of total contract value	At commencement of contract upon signing of the signature by the Parties (ECO and Specialist).	<ul style="list-style-type: none"> Fact finding review/assessment (if any) and related work plan of Specialist, inception report.
2.	10% of total contract value	After two weeks subject to submission of the specified outputs and fulfillment of the conditions thereto.	<p><u>Outputs as per Table 1:</u></p> <ul style="list-style-type: none"> Set of standards/norms/regulations of slaughter houses of ECO countries. Comparative Analysis Report. Set of Rules governing slaughter process in ECO countries. Presenting first draft of ECO's harmonized set of standards for ECO slaughter houses having international or regional accreditation.
3.	20% of total contract value	After eight weeks subject to the submission of the specified outputs and fulfillment of the conditions thereto.	<ul style="list-style-type: none"> Set of standards/norms/regulations of reference laboratories of ECO countries. Single uniform health Certificate for animal related products for ECO intra-trading. Validation of Certificate.
4.	10% of total contract value	After 9 weeks Subject to the submissions of the specified outputs and fulfillment of the required conditions thereto.	<ul style="list-style-type: none"> Presenting the design of the standardized ECO Network of slaughter houses & reference laboratories (ENSH & RLs).
5.	40% of total contract value	After 10 weeks subject to the submissions of the specified output and fulfillment of the required conditions thereto.	<ul style="list-style-type: none"> Bankable Project Document for: "Establishment of standardized ECO Network of slaughter houses & reference laboratories in the ECO region".

* In submitting the invoices for deliverables other than ones mentioned in the Terms of References, such other tasks should be presented to Director AI.

Supervision arrangements:

Specialist, in fulfilling specifications of the present Terms of reference, will be supervised by Directorate of AI and Project Management Unit (PMU) of ECO Secretariat.

Signatures:

The present document is done on 25.12.20 and signed by:

<u>On the part of Specialist:</u>	<u>On the part of the Economic Cooperation Organization</u>
Mr. Ilgar Abdullayev	Dr. Hadi Soleimanpour
	Secretary General of ECO
	Secretariat of the Economic Cooperation Organization
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