

TWINNING FICHE

Project title: Strengthening the Veterinary Services and Food Safety Capacities of the Lebanese Ministry of Agriculture

Beneficiary administration: Ministry of Agriculture - Lebanon

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EU funded project

TWINNING INSTRUMENT

LIST OF ACRONYMS AND ABBREVIATIONS

ABP	Animal By Product
AI	Avian Influenza
ARD	Animal Resources Directorate
ARDP	Agriculture and Rural Development Programme
BA	Beneficiary Administration
BC	Beneficiary Country
BIP	Border Inspection Post
DG AGRI	European Commission Directorate General for Agriculture and Rural Development
DG SANTE	European Commission Directorate General for Health and Food Safety
DG TRADE	European Commission Directorate General for Trade
EU	European Union
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood policy
FAO	Food and Agriculture Organization
FMD	Foot and Mouth Disease
FSC	Food Safety Committee
GHP	Good Hygiene practice
GMP	Good Manufacturing Practice
HACCP	Hazard Analysis and Critical Control Point
IFAD	International Fund for Agricultural Development
LARI	Lebanon Agricultural Research Institute
MoA	Ministry of Agriculture
MoET	Ministry of Economy and Trade
MS	Member State
OIE	World Organization for Animal Health
SPS	Sanitary and Phytosanitary Standards
TAIEX	Technical Assistance Information Exchange

1. Basic Information

1.1. **Programme:** ENI/2016/039-636 – *Support to the implementation of the EU-Lebanon Partnership Priorities Programme (SIPP) - Direct Management*

"For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions¹ to the grant agreement."

1.2. **Twinning Sector:** Agriculture and Fisheries

1.3 **EU funded budget:** € 1,850 000 €

2. Objectives

2.1. Overall Objective(s):

Strengthening the capacities of the Ministry of Agriculture in the field of veterinary public health in order to protect the health and safety of Lebanese consumers and secure the health and safety of Lebanese animal production and its food industry.

2.2. Specific Objective:

- Further alignment of Lebanese legislation with international SPS standards in the area of agriculture, live animals and food products;
- Capacity building of the Ministry of Agriculture (MoA) - Animal Resources Directorate (ARD);
- Improve communication with stakeholders (consumers, producers and other interested parties).

2.3. Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

The European Union (EU) adopted in March 2003 a new framework for its relations with neighbours including Lebanon, the so-called European Neighbourhood Policy (ENP) whose overall goal is to foster the political and economic reform process, promote closer economic integration, legal and technical approximation and sustainable development.

The central element of the ENP is the bilateral Action Plan (AP) that was adopted by Lebanon in 2006. In this framework, the EU-Lebanon AP 2013-2015 aims at offering technical assistance, institutional twinning and capacity building to the Ministry of Agriculture and relevant veterinary and food safety authorities in the field of legislative harmonization, administrative reorganization and training of staff in order to create a food safety system compliant with EU, World Organization for Animal Health (OIE) and Codex Alimentarius standards.

The European Union and Lebanon have close economic relations, which have been strengthened by the Association Agreement (AA) signed in 2002 and entered in force since April 2006.

EU and Lebanon progressively liberalised trade in goods, with a view to creating a bilateral Free Trade Area. As a result, Lebanese industrial products as well as most agricultural

products benefit from free access to the EU market. Bilateral trade between the EU and Lebanon has been increasing steadily over the past years, with an average annual growth of 12.7% since 2008, with a total trade amounting to around €6.9 billion in 2014.

The AA identifies the harmonization of veterinary standards as a milestone of the bilateral cooperation in the field of Agriculture (Article 51 (f)).

The new European Neighbourhood Instrument (ENI) is the main financial instrument for implementing the European Neighbourhood Policy (ENP) since 2014. The ENI provides the bulk of EU funding to the 16 ENP partner countries. It builds on the previous European Neighbourhood and Partnership Instrument (ENPI).

On 11 November 2016, the EU-Lebanon Partnership Priorities for years 2016-2020 were adopted which highlight the mutual interest in boosting the trade relationship by increasing the competitiveness of the agricultural and agro-food sector, including by improving the quality standards of Lebanese agricultural products, while mainstreaming the notion of sustainable consumption and production. Work in this area will also help to mitigate the impact of the Syrian crisis on trade, as well as helping promoting investment in labour-intensive sectors, such as agriculture and industry. Through the setting up of a Joint Working Group, as foreseen by the Partnership Priorities, the EU and Lebanon have enhanced their cooperation and technical assistance on sanitary and phytosanitary standards. The end goal is Lebanon to increase exports of agricultural products and maximise benefits from existing market access opportunities, which includes fulfilling agricultural tariff-rate quotas (TRQs) in the Association Agreement.

The Association Agreement also strengthens Lebanon's position in its negotiations to join the World Trade Organization, an ambition the EU strongly supports.

This Twinning project falls also within the priorities of the newly launched Ministry of Agriculture Strategy 2015-2019 as the specific objectives include the improvement of food safety and quality, increase the competitiveness of the animal production sector.

Furthermore, the EU-Lebanon Association Council held in Brussels on 18 July 2017 recognised the challenging impact of the Syrian crisis on the Lebanese economy. The EU and Lebanon agreed to identify efficient and concrete ways of boosting EU-Lebanon trade - including through helping Lebanon exploiting preferential access to EU markets, and to work on viable options for improving that access. This Twinning must therefore be considered within the context of an approach, agreed also at the level of the Joint Working Group, to assist Lebanon in building a solid and robust food safety system that meets EU basic standards for better access of Lebanese products and exports towards EU as well as other international markets (for instance many countries in the Gulf) that have recently been also raising food safety standards on imports.

A TAIEX workshop on food safety coordination held in Lebanon on 4 November 2016 already presented some recommendations to set up a solid and reliable SPS system in Lebanon. These recommendations should be considered during the course of the Twinning in order to accelerate Lebanon's upgrade of its food safety system of which animal health is an important but not the only component.

The necessity of legal harmonization, capacity building and reorganization of the veterinary services emerged also from the results of the OIE assessment carried out using the tool for the evaluation of the Performance of the Veterinary Services (PVS). The assessment identified important gaps compared to the international standards and recommendations to address the main shortcomings. Based on these recommendations, several actions were undertaken improving the situation but further interventions are still required.

The OIE assessment ¹ made several recommendations among which the most important are:

- Review the veterinary legislation;
- Redefine the organizational structure of the Public Veterinary Services;
- Establish a central organization chart based on a precise functional analysis and quantification of the amount of work to be performed;
- Delegate part of the field controls to private practitioners;
- Re-allocate the responsibility for the official control of slaughterhouses, dairies and processing establishments, currently under municipalities, to the state level in order to guarantee independence and harmonization on the national territory;
- Develop an information system for data collection, aggregation and elaboration;
- Control the distribution of veterinary drugs.

Based on these recommendations, several interventions were carried out in the recent past addressing the veterinary legislation related to import and export of animal products. However, further interventions are still required to support the full alignment of the legislation with SPS standards and the definition of clear chain of command and responsibilities related to food safety.

3. Description

3.1. Background and justification

The reliability and robustness of Lebanon's food safety system is a concern and is perceived by responsible institutions, consumers and other stakeholders as an emerging issue for the country. Several institutions are currently responsible for food safety and a leading role is still missing; division of competences is sometimes not clear and there is a need for increased coordination and communication, as the TAIEX mission of 2016 mentioned above also concluded. It can be stated that Lebanon's food safety system does not yet entirely meet the requisite international standards and needs to be strengthened and upgraded. . Veterinary health is an important basic component for a robust food safety system but it is clearly not the only one. Therefore, work on other tracks (such as traceability, controls, risk-mitigation, outbreaks control etc) needs to continue in parallel from all angles whether administrative, structural or legislative in nature.

The necessity of legal harmonization, capacity building and reorganization of the veterinary services emerges therefore as an issue of utmost priority to guarantee adequate protection of

¹ Analyse des écarts de Performance des Services Vétérinaires- Préparation d'un plan stratégique de renforcement de la conformité des Services Vétérinaires aux normes de qualité de l'OIE (October 2009).

Lebanese consumers and facilitate the trade of agricultural and processed agricultural products.

Therefore the goals of Lebanon are to align national legislation with international standards and to improve the capacity of the Institutions responsible for the implementation of the adopted legislative framework in order to support the creation of the food safety system.

One of the main Institutions responsible for food safety in Lebanon is the Ministry of Agriculture that is committed to provide consumers with safe and high quality agricultural and processed agricultural products meeting SPS requirements. Taking into consideration the priority position of the agriculture and food industry in Lebanese economy, there is an urgent need to continue with legislative approximation process. Ultimately, this process is expected to increase trade opportunities for agricultural and processed agricultural products.

Coordination between the Ministry of Agriculture and other institutions involved in food safety is guaranteed by the Food Safety Committee that is nominated by the Lebanese Government and that includes representatives from Ministry of Agriculture, Ministry of Health and Ministry of Trade. The Twinning will take in duly consideration the current coordination system to ensure consistency and sustainability of the outputs with special reference to the legislation and other strategic document such as the annual control plan.

The Ministry of Agriculture will implement the legislation based on the legal references of the Lebanese government and the regulatory decrees of the ministries, which stipulate that subjects related to livestock production, farms, health, import and export are primarily the duty of the Animal Resources Directorate at the Ministry of Agriculture. As for other food safety matters and duties of other ministries, such as the internal retail market, they will be represented in the National Steering Committee involving all concerned administrations. The Twinning indeed will aim to reach full coordination between the concerned ministries, for the purpose of creating a better Food Safety system in Lebanon.

The current project will support the Ministry of Agriculture in addressing the above issues and will implement activities based on recommendations and results of the three major technical assistance programmes implemented over the past five years in Lebanon.

3.1.1. Current organization

In Lebanon the Animal Resources Directorate (ARD) of the Ministry of Agriculture is the competent authority in charge of the elaboration and the supervision of the implementation of the veterinary public health legislation and regulation, which aims to control:

- Animal diseases, including zoonosis, in Lebanon and at importation/exportation;
- The safety of the food chain for products of animal origin, in particular towards Food Borne Diseases;
- The welfare of animals.

ARD is divided into four Services: the Service of Animal Health, the Service of Import/Export and Animal Quarantine, the Service of Animal Production and Husbandry, and the Service of Economy, Processing and Marketing. At regional level, ARD is represented by seven Animal Resources Departments. In total, there are nearly 200 employees under the ARD, including 100 veterinarians and agricultural engineers, and 100 technicians.

3.2. Ongoing reforms

The Twinning will be implemented in the frame of the country's effort to support the economic, social and territorial development by boosting the trade relationship with EU. For this purpose Lebanon is committed to increase the competitiveness of the agricultural and agro food sector, including the improvement of Lebanese production and to upgrade the official control system to guarantee the equivalence with the relevant EU feed and food law and animal health rules. Work in this area will also help to mitigate the impact of the Syrian crisis on trade, as well as helping promoting investment in labour-intensive sectors, such as agriculture and industry.

3.3. Linked activities

Based on the OIE assessment, the Ministry of Agriculture implemented over the past five years, three major technical assistance programmes that have significantly contributed to food safety and veterinary services capacity development and these were:

- FAO Project on “Strengthening and marketing of Lebanese agricultural products”: several trainings and assessments on inspection and control systems at the domestic level and for the imported and exported products were conducted and related legislation was reviewed;
- Technical assistance activity with the Ministry of Health of Italy, through the Istituto Zooprofilattico Sperimentale dell’Abruzzo e del Molise “G.Caporale” (IZSAM);
- Strengthening Lebanese quarantine Veterinary Services with EU: Technical assistance; framework contract to support MoA veterinary services under the Agriculture and Rural Development Programme (ARDP).

3.4. List of applicable *Union acquis*/standards/norms:

The Twinning project responds to the following domestic legislations:

- Lebanese Veterinary Quarantine Law, Decree 12301 dated 20.03.1963
- Legislative Decree no 97 dated 16/09/1983 and its amendments; "Organization of the Ministry of Agriculture"
- Legislative Decree 5246 dated 20.06.1994; "Organization of the Ministry of Agriculture", chapter 4 Animal resources directorate.

3.5. Results per component

The project is divided into three components, for each component the expected results and indicators are listed.

Component 1: Legislation in the field of food safety, food quality and veterinary public health is enhanced.

Alignment of Lebanese legislation with international standards (SPS) related to food safety, feed safety, animal health and plant health has advanced so far with the contribution of previous technical assistances provided by different donors but it is not yet fully aligned.

Considering the complexity of the SPS legal framework and the legislation currently in force in EU countries with commercial relationships with Lebanon, additional support is still necessary to the Lebanese Government in terms of expertise and human resources in order to guarantee the full alignment of the veterinary legislation, food safety legislation such as food

law, feed law, official control of food and feed, hygiene requirements for Food and Feed Business Operators, import requirements for products and live animals.

The specific objective of this component is therefore the further alignment of Lebanese legislation with international SPS standards in the area of agriculture, live animals and food products.

Result 1.1. Alignment of Lebanese legislation regulating SPS with international recognized standards (WTO and OIE) is enhanced.

Indicative expected sub-results:

- 1.1.1 Review of the existing SPS legislation in cooperation with beneficiaries and preparation of gap analysis;
- 1.1.2 Development of a legal harmonization plan identifying and prioritizing the legislation to be drafted in the short, medium and long term;
- 1.1.3 Drafting of selected legislation in agreement with beneficiaries.

Indicators:

- Most relevant Food / feed safety / animal health legislation currently in force reviewed;
- Gap analysis carried out;
- Draft of the legal harmonization plan available;
- Drafts of relevant legislation prepared and submitted for the adoption process.

Component 2: Institutional and Administrative capacity of the veterinary services are strengthened.

International standards require an effective and efficient veterinary service for the protection of animal health and public health. The Ministry of Agriculture is in charge of the elaboration and the supervision of the implementation of the animal health and veterinary public health legislation.

In order to fulfil the tasks foreseen under its mandate, the Ministry of Agriculture shall receive further support to build the necessary capacity in terms of reorganization and establishment of all the functions necessary to the proper functioning; trainings; harmonization of official controls procedures with international standards and availability of adequate laboratory network.

The purpose of this Component is therefore to support the Animal Resource Department (ARD) of the Ministry in this task.

Result 2.1: Proposal for reorganization of the Veterinary services at the Ministry of Agriculture and other veterinary bodies is drafted and approved by Ministry of Agriculture.

Once the proposal is approved by the Ministry of Agriculture, it has to be endorsed by the Council of Ministers.

The activities listed below are indicative. They will be revised/ updated/ confirmed during the preparation of the initial work plan and its quarterly update.

Indicative expected sub-results:

- 2.1.1 Assessment of the current institutional set up, mandate, and interaction with authorized entities, preparation of gap analysis and proposed corrective actions;
- 2.1.2 Preparation of draft proposal for the reorganization of the veterinary services including procedures for communication/coordination with authorized entities such as Veterinary Syndicate or authorized veterinarians and necessary resources. This activity shall be carried out in cooperation with relevant MoA - ARD staff and for this purpose a dedicated Working Group (WG) shall be nominated;
- 2.1.3 Preparation of Country profile that includes the description of the system in place to implement animal health controls, food and feed safety controls;
- 2.1.4 Preparation of food safety strategy for the MoA-ARD. For this purpose the project experts will work in close cooperation with beneficiaries and relevant Institutions and a dedicated working group shall be created.

Indicators:

- Assessment of the current institutional set up, gaps and recommendations available;
- Draft proposal for the reorganization of the veterinary services;
- Country profile including a description of the organization of food and feed control;
- Food safety strategy for the MoA-ARD.

Result 2.2: Guidelines, manuals and Standard Operating Procedures for control of live animals and products, animal origin food and feed at all stages including primary production, processing, import, export, and internal market are developed.

Indicative activities:

- 2.2.1 Assessment of existing Standard Operating Procedures, check lists and guidelines used by veterinary services and preparation of gap analysis;
- 2.2.2 Preparation of missing Standard Operating Procedures and check lists and/or updating of the existing ones in accordance with international standards. The prepared document shall include but not be limited to:
 - Official control of food and feed of animal origin including primary production, processing and internal market;
 - Official control of imported food of animal origin, feed, live animals and products including traceability of their movements;
 - Risk categorization of food / feed business operators and frequencies for the official control;
 - Sampling of animal origin food and feed: collection and handling;
 - Animal health controls and sampling (collection and handling).

- 2.2.3 Train the inspectors in the use of the check lists and other manuals prepared (this activity may be included under training component)

Indicators:

- Assessment of existing procedures available;
- Procedures/guidelines and check list drafted and adopted by inspectors;
- Trainings on the use of procedures carried out.

Result 2.3: The capacity of the inspectors and authorized veterinarians to enforce the legislation on the field (training) is strengthened.

The Animal Resource Department (ARD) is divided into four Services: the Service of Animal Health, the Service of Import/Export and Animal Quarantine, the Service of Animal Production and Husbandry, and the Service of Economy, Processing and Marketing. At the regional level, the ARD is represented by seven Animal Resources Departments that deploy the field inspectors depending on their field of competence. Regional ARD Departments are supervised/coordinated by the respective Departments at central level (Ministry of Agriculture). Field inspectors report to Regional ARD and regional ARD report to the central ones on regular basis.

Authorized veterinarians are contracted by Ministry of Agriculture for the implementation of control and eradication programs of certain diseases and for animal identification. They report directly to the Regional ARD (Animal Health).

Indicative activities:

- 2.3.1 Perform training needs assessment;
- 2.3.2 Preparation of a training programme with the help of the Twinning experts and long term strategy for each category of inspectors and ARD management staff;
- 2.3.3 Training inspectors, ARD management staff and authorized veterinarians to enhance their capacity to enforce related legislation (official control in the field of animal health, food safety, feed safety and veterinary public health). Deliver the trainings in selected areas including but not limited to:
- Official control of animal origin food including primary production, processing and market/retail;
 - Official control of imported animal origin food, products and live animals;
 - Official control of feed;
 - Risk categorization of food business operators and frequencies for the official control;
 - Sampling of food of animal origin and feed;
 - Implementation of sampling plan in the internal market and at BIP;
 - Animal health controls and sampling.
- 2.3.4 Organize Six study visits at maximum for MoA - ARD management staff and inspectors to EU countries to acquire information about the arrangements in place for the management of safety of food, feed animal health a veterinary public health.

Indicators:

- Training Needs Assessment (TNA) available;
- Customized training program and strategy based on the outcome of the TNA;
- Trainings of inspectors and other staff from the relevant institutions carried out;
- Six study visits for MoA-ARD management staff and selected inspectors to EU country carried out.

Result 2.4: The annual control plan for animal origin food and feed is prepared.

Indicative activities:

- 2.4.1 As preliminary step, the guidelines describing how annual control plan for animal origin food and feed shall be drafted will be prepared. This guarantees the long term sustainability as ARD will be able to prepare the plan also when the project will be finished;
- 2.4.2 Draft the annual control plan for animal origin food and feed in cooperation with beneficiaries. The document shall include the following areas: (i) list of operators to be controlled; (ii) type of controls to be performed; (iii) calculation of time and necessary human resources to implement the plan; (iv) responsible institution involved; (v) the documentation to be used for the controls and reporting; (vi) the criteria for the risk based assessment of the operators for the prioritization of official control.

Indicators:

- Guidelines describing how annual control plan for animal origin food and feed shall be drafted;
- Annual control plan for animal origin food and feed drafted and implemented.

Result 2.5: Two separate sampling plans for animal origin food and feed that include microbiological and chemical contaminants (drug residues, pesticides and other chemicals) and quality (adulteration and identity): 1 for national market and 1 for imported animal origin food and feed are prepared.

Indicative activities:

- 2.5.1 Review existing sampling plans (surveillance and monitoring) implemented in Lebanon for animal origin food and feed;
- 2.5.2 Assess the current laboratories capacities and available testing methods to conduct the analysis of contaminants, food quality, adulteration and identity;
- 2.5.3 Identify all laboratory needs to enable the laboratory to conduct the testing according to the best international practices;
- 2.5.4 Prepare the technical specification for the procurement of additional laboratory equipment through separate contracting procedures and support in identification of external laboratories for certain specific tests that cannot be performed in Lebanon;

- 2.5.5 Draft the guideline describing how sampling plan for imported animal origin food and feed shall be prepared;
- 2.5.6 Draft the sampling plan (microbiological and chemical analysis) for imported animal origin food and feed in line with international standards;
- 2.5.7 Draft the sampling plan (microbiological and chemical analysis) for domestic animal origin food and feed produced at national level in line with international standards.

Indicators:

- Existing sampling plans reviewed;
- Assessment of the laboratory capacity to perform relevant analysis carried out;
- List of laboratory needs including laboratory equipment drafted;
- Technical specification for the procurement of additional laboratory equipment prepared;
- Guidelines on design of sampling plans for imported and domestic animal origin food and feed prepared;
- Sampling plan (microbiological and chemical analysis) for imported animal origin food and feed prepared;
- Sampling plan (microbiological and chemical analysis) for domestic animal origin food and feed prepared.

Result 2.6: Policies and strategies for control and eradication of animal diseases based on surveillance and other epidemiological data in line with international standards (control and eradication plans, contingency plans) are developed and/or reviewed and updated.

Indicative activities:

- 2.6.1 Review of the existing plans and the preparation of new plans for disease control and eradication (Zoonosis and other animal diseases) in line with international standards and taking into account different husbandry practices (intensive and nomadic). Review shall include, but not be limited to: Avian Influenza, Pest of small rodents, Foot and Mouth Disease, and blue tongue;
- 2.6.2 Prepare guidelines and procedures for the implementation of the control and eradication plans;
- 2.6.3 Provide training to ARD inspectors and other relevant staff on sampling collection and handling of biological material.

Indicators:

- Assessment and review of the existing control and eradication plans carried out;
- Draft of selected control and eradication plans available;
- Guidelines and procedures for the implementation of newly drafted control and eradication plans available;
- Trainings of ARD inspectors and other relevant staff on the implementation of the guidelines and procedures carried out.

Result 2.7: The register of food/feed business operators is upgraded.

Indicative activities:

- 2.7.1 Review of the list of food and feed business operators, existing procedures in place and gap analysis;
- 2.7.2 Draft/revise procedure for approval of operators and data management;
- 2.7.3 Training on the implementation of registration/approval procedure;
- 2.7.4 Data management system:
 - Revision of the list of food and feed producers and analysis of the current system in place for management of data;
 - Preparation of a document describing the proposed structure of the register and a procedure for management of data;
 - Preparation of the specifications for a Database Management System that shall be integrated with the already existing data management system.

Indicators:

- List of Food and feed Business Operators (FBO) revised and updated;
- Procedure for approval of FBOs and data management revised and updated;
- Training on the implementation of registration/approval procedure carried out;
- Data management system reviewed, proposal for the structure of new data management system drafted.

Result 2.8: The capacity of border inspectors to perform their daily tasks is increased.

Indicative activities:

- 2.8.1 Perform an assessment of the current BIP organization, availability of premises, equipment and tools for border inspectors;
- 2.8.2 Define a strategy with tasks, responsibilities, costs and timeframe to upgrade BIPs based on the outcomes of the assessment;
- 2.8.3 Prepare technical specifications of equipment and tools to be purchased under separate procurement procedure.

Indicators:

- Assessment of the current organization and availability of premises, equipment and tools for border inspectors carried out;
- Strategy for the reorganization of BIPs prepared including the list of necessary equipment and the technical specifications of equipment and tools to be purchased under separate procurement procedure available.

Result 2.9: Current capacity of Lebanon to manage Animal By-Products (ABP) is assessed and improved.

Indicative activities:

- 2.9.1 Assess the current capacity of Lebanon to collect and manage ABP and the capacity of MoA-ARD to enforce ABP existing legislation, prepare gap analysis and recommendations for further improvement. The assessment shall include also the available facilities for the collection, treatment and storage of ABP;
- 2.9.2 Draft action plan for setting up an ABP management system fully compliant with international standards, the plan shall include estimation of resources needed;
- 2.9.3 Draft SOP and check lists for collection and storage of Animal by-products at the slaughterhouse;
- 2.9.4 Train official inspectors on control and management of ABP.

Indicators:

- Availability of the assessment of the current capacity of Lebanon to collect and manage ABP and the capacity of MoA-ARD to enforce ABP legislation
- Gap analysis and recommendations for further improvement prepared;
- Draft action plan for setting up an ABP management system fully compliant with international standards available;
- Draft SOP and check lists for collection and storage of Animal by-products at the slaughterhouse;
- Training of official inspectors on control and management of ABP carried out.

Result 2.10: HACCP principles are introduced and disseminated among MoA-ARD inspectors and selected operators.

Indicative Activities:

- 2.10.1 Preparation of specific manuals for the development and assessment of pre-requisites and HACCP systems for ARD inspectors and authorized veterinarians. This activity may be covered under the result 2.2. (Preparation of guidelines and procedures);
- 2.10.2 Provide training to inspectors on development and assessment of HACCP systems;
- 2.10.3 Provide support to the private sector in developing of national guides on Good Hygiene Practices and HACCP for small and medium enterprises (feed, dairy, honey and meat processing). For this purposes target producers shall be identified with the support of MoA-ARD and chamber of commerce.
- 2.10.4 Provide training to selected FBOs on HACCP systems development and implementation.

Indicators:

- Availability of manuals for the development and assessment of pre-requisites and HACCP systems for inspectors;
- Official inspectors trained on development and assessment of HACCP systems;

- Guidelines on Good Hygiene Practices and HACCP for small and medium enterprises (feed, dairy, honey and meat processing) drafted;
- Selected FBOs trained on HACCP systems development and implementation.

Result 2.11: Capacities of relevant food/feed control and animal health laboratories are strengthened.

Indicative activities:

- 2.11.1 Assessment of the existing food safety, feed safety and animal health laboratory network, current capacity to perform all the necessary tests required by international standards, identification of gaps and needs to achieve full operational capacity;
- 2.11.2 Develop a long term strategy for the reorganization of food safety, animal health and feed safety laboratory network establishing type, functions and number of reference and accredited testing laboratories and type of analysis to be performed. The strategy shall specify clearly the tasks of each laboratory identified. For this important task, a WG shall be nominated including representatives from relevant Institutions. The strategy may support the establishment of a dedicated laboratory under the responsibility of MoA-ARD;
- 2.11.3 Prepare a list of necessary equipment for the upgrading of laboratory capacity to perform requested analysis in the field of animal health, food and feed safety. This activity shall be implemented taking into consideration the outcome of the activity 2.5 on developing of sampling plans for contaminants.

Indicators:

- Existing food / feed safety and animal health laboratory network assessed in relation to the capacity to perform all the necessary tests required by international standards. Gap analysis prepared and list of needs to achieve full operational capacity completed;
- Long term strategy for the reorganization of the food safety, animal health and feed safety laboratory network prepared;
- List of necessary equipment for the upgrading of laboratory capacity to perform requested analysis in the field of animal health and food/feed safety prepared.

Result 2.12: A risk based approach for the inspection at import/export is developed.

Indicative activities:

- 2.12.1 Review of import/export data collection system and identify gaps;
- 2.12.2 Prepare the specifications for establishing electronic database to collect data, to track records, to ensure enhanced reporting and notification capacity which allows the monitoring of consignments of live animals and animal products checked at the BIPs;
- 2.12.3 Assess the possibility of automatically exchange of data with customs authorities and preparation of the specifications on data automatically exchange system;

- 2.12.4 Prepare a list of agreed certificates, types of products and propose a pilot project to start apply reduced physical check regime for harmonised products at selected BIPs.

Indicators:

- Review of import/export data collection system and identification of gaps;
- Specifications for establishing electronic database to collect data, to track records, to ensure enhanced reporting and notification capacity at the BIPs drafted;
- Assessment of the possibility of automatically exchange of data with customs authorities and preparation of the specifications on data automatically exchange system;
- List of agreed certificates and type of products available;
- Pilot project designed and applied for the reduction of physical check regime for harmonised products at selected BIPs.

Component 3: Communication and awareness is increased.

Result 3.1: The awareness of consumers and stakeholders about the safety/quality of food and animal health through enhanced capacity of MoA-ARD to communicate with them is increased.

Support to the Ministry of Agriculture is required in terms of increasing the visibility about the activities carried out by the Ministry in protecting consumer's health, animal health by drafting policies, preparing and enforcing the legislation on animal health, food and feed safety. Consumers shall be informed and aware about the legislative requirements, type and outcomes of the controls carried out by the Inspectors belonging to this ministry and all the risks associated to the consumption of certain type of food. Specific result of this component is therefore to increase the capacity of communicating by increasing the frequency of communications and the type of information made available to the public via different communication channels.

The activities listed below are indicative. They will be revised/ updated/ confirmed during the preparation of the initial work plan and its quarterly update.

Indicative activities:

- 3.1.1 Assess the current communication channels used by MoA-ARD to reach food and feed operators and final consumers, prepare a gap analysis and proposed solutions to increase the effectiveness of communication;
- 3.1.2 Design a communication campaign to inform about animal health, feed safety and food safety issues. The campaign shall include development of leaflets and other informative material and the upgrading of the MoA-ARD website;
- 3.1.3 Develop transparency policy for MoA-ARD on the activities carried out including results of official controls. (Availability to consumers and other stakeholders of periodical reports on the activities carried out by ARD and by inspectors during the official controls, results and enforcement measures, other food safety and animal health related issues).

Indicators:

- Assessment of current communication channels used by MoA to reach food and feed operators and final consumers, gap analysis and proposed solutions to increase the effectiveness available and adopted;
- Communication campaign to inform about animal health and food safety issues, new legislation drafted and the food safety strategy designed and implemented;
- Transparency policy available and adopted.

3.6. Means/ Input from the MS Partner Administration**3.6.1 Profile and tasks of the Project Leader (PL)**

The Project Leader should be a high level civil servant or equivalent staff in a Mandated Body with overall knowledge of issues related to EU SPS area. He/she should have sufficient authority to ensure that the EU Member State (MS) public administration supports the project and the RTA, with particular regard to the provision and preparation of short-term experts and financial administration. The MS Project Leader will chair all meetings of the Project Steering Committee together with the Beneficiary Country PL. If necessary, PL shall act as facilitator to overcome arising problems.

Qualifications, skills and experience:

- Have minimum of 5 years of working experience in EU MS administration dealing with relevant issues related to implementation of food safety, veterinary and phytosanitary policy. He/she shall possess the following qualifications:
- University level education or equivalent experience of 8 years in the field of veterinary medicine;
- Proven experience in EU/SPS food and feed safety or veterinary legislation (animal disease control, EU animal disease legislation and its enforcement, international standards for animal health), harmonization of legislation, drafting of legislation, legislation procedures, enforcement and implementation of EU legislation concerning food safety and its enforcement;
- Experience in performing assessments, gap analysis and related recommendations is an asset.

3.6.2 Profile and tasks of the RTA

The Resident Twinning Adviser will be seconded to the Beneficiary Administration in Beirut for the entire duration of the project 24 months. He/she will work closely with the BC Project Leader and the RTA Counterpart to deliver the project outputs as specified in the Twinning Contract. His/her active participation in finalising the initial work plan after the Project has been awarded is essential. The RTA is also in charge of the preparation and update of the rolling work plan every quarter in order to present and discuss it every quarter in the Steering Committee.

While ensuring the implementation of activities in line with the initial work plan, the RTA shall progressively plan the sequence and timing of upcoming activities. This is to be done

with a six months perspective in mind, offering to all actors a reasonable time frame for their expected engagements, but without losing sight of the sequence of the various components and the need to achieve the mandatory results/outputs in due time.

Towards the end of the quarter following the first meeting of the Project Steering Committee, the Resident Twinning Adviser shall prepare an updated work plan, the rolling work plan, including details of activities for three more months, share it with all the Members of the Steering Committee and convene a second meeting of the Project Steering Committee. The updated work plan must analyse developments and achievements based on the indicators for measuring performance under each component of the project and if necessary re-define those indicators.

The RTA will be responsible for the selection and supervision of the RTA Assistant and the management of the short-term experts input while working in Lebanon. He/she will draft the quarterly and final project reports for the Steering Committee and other documents/reports as deemed necessary.

Qualifications, skills and experience:

- Have minimum of 5 years of working experience in EU MS administration or equivalent staff in a Mandated Body dealing with relevant issues related to implementation of food safety, veterinary and phytosanitary policy. He/she shall possess the following qualifications:
- University level education or equivalent 8 years' experience in the field of veterinary medicine;
- Proven experience in EU/SPS food and feed safety or veterinary legislation (animal disease control, EU animal disease legislation and its enforcement, international standards for animal health), harmonization of legislation, drafting of legislation, legislation procedures, enforcement and implementation of EU legislation concerning food safety and its enforcement;
- Good knowledge and understanding of the Union Acquis covered by this project;
- Excellent command of written and spoken English, French is an asset.
- Good interpersonal relations and communication skills;
- Knowledge of EU directives and best practices in the area of SPS and food safety area;
- Sound knowledge of strategic and legal issues in SPS implementation;
- Computer literacy.

3.6.3 Profile and tasks of Component Leaders:

The following table summarizes the main skills and minimum experience requirements for the Component Leaders.

Position	Tasks	Skills
<p>Component Leader 1: Legislation</p>	<p>Supervision and quality control of the work/outputs provided by the Short Term Experts;</p> <p>Responsible for communication and coordination with beneficiaries in relation to the tasks foreseen;</p> <p>Preparation of periodical reports and other documents foreseen by the Twinning contract;</p> <p>Provision of specific professional expertise in drafting of key documents and decision making process.</p>	<p><u>Qualifications & skills</u></p> <p>A Master degree or equivalent experience of 5 years in veterinary medicine or law;</p> <p>Proficiency in English, including effective spoken presentation and written reporting abilities, French is an asset;</p> <p>Computer literacy at user's level;</p> <p><u>General professional experience</u></p> <p>Have minimum of 3 years, preferably 5 years of professional experience in legislative gap analysis (Chapter 12 of the Union Acquis), preparation of prioritized timetable for transposition and drafting of legislation gained while working as civil servant or equivalent experience working in a Mandated Body;</p> <p>Strong analytical skills and team-working skills.</p> <p><u>Specific experience:</u></p> <p>Experience in Project Management</p>
<p>Component Leader 2: Institutional and Administrative capacity building</p>	<p>Supervision and quality control of the work/outputs provided by the Short Term Experts;</p> <p>Responsible for communication and coordination with beneficiaries in relation to the tasks foreseen;</p> <p>Preparation of periodical reports and other documents foreseen by the twinning contract;</p> <p>Provision of specific professional expertise in drafting of key documents and decision making process.</p>	<p><u>Qualifications & skills</u></p> <p>A Master degree in veterinary medicine, law, economy, medicine or equivalent;</p> <p>Proficiency in English, including effective spoken presentation and written reporting abilities, French is an asset;</p> <p>Computer literacy at user's level.</p> <p><u>General professional experience</u></p> <p>Have minimum of 3 years, preferably 5 years of professional experience in institutional and administrative capacity building of competent authorities for food safety gained in EU MS and/or CC</p> <p>Experience in drafting strategies/policies for reorganization of competent authorities for food safety (strategic</p>

Position	Tasks	Skills
		<p>documents, job description, timing, indicators)</p> <p>Strong analytical skills and team-working skills.</p> <p><u>Specific experience:</u></p> <p>Experience in official control of food of animal origin would be an asset</p>
<p>Component Leader 3: Communication and awareness</p>	<p>Supervision and quality control of the work/outputs provided by the Short Term Experts;</p> <p>Responsible for communication and coordination with beneficiaries in relation to the tasks foreseen;</p> <p>Preparation of periodical reports and other documents foreseen by the twinning contract;</p> <p>Provision of specific professional expertise in drafting of key documents and decision making process.</p>	<p><u>Qualifications & skills</u></p> <p>A Master degree in communication, political science, economy or relevant experience of at least 5 years in communication;</p> <p>Proficiency in English, including effective spoken presentation and written reporting abilities, French is an asset;</p> <p>Computer literacy at user's level.</p> <p><u>General professional experience</u></p> <p>Have minimum of 3 years, preferably 5 years of professional experience public Relations and/or communication and visibility;</p> <p>Experience in similar positions in competent authorities for food safety will be a strong asset;</p> <p>Strong analytical skills and team-working skills.</p> <p><u>Specific experience:</u></p> <p>Experience in preparing communication strategies, communication campaigns, visibility materials, websites</p>

3.6.4. Profile and tasks of the short-term experts

The CVs of STEs should not be included in the proposal.

General Profile:

- University level education or equivalent professional experience of 5 years in an institution/mandated body responsible for the implementation of veterinary, phytosanitary, sanitary and food safety policy;

- At least 3 years of proven professional experience in the area relevant to the proposed assignment;
- Proficient working level of English;
- Computer literacy

Tasks:

Short term experts will perform their tasks in accordance with the project Work plan and their specific terms of references. They will transfer their knowledge via on the job training, seminars, training sessions and workshops to counterparts. They shall be able to adopt their working approach to the specific needs of staff from beneficiary institutions. Short term experts are reporting the results of their missions to the RTA and the Project Leader.

The profile of the short term experts below for this twinning are indicative.

Position	Tasks	Skills
Legal experts	Support the job of the legal unit at MoA, draft gap analysis, legal harmonization plans, draft legislation	At least 10 years' experience in EU/SPS food and feed safety or veterinary legislation, harmonization of legislation, drafting of legislation, legislation procedures, enforcement and implementation of legislation
Food safety experts	Prepare control plans, guidelines and procedures for official control, carry out trainings, draft food safety strategy	At least 10 years' experience in EU legislation concerning food safety and its enforcement, experience in drafting implementation guidelines, official control procedures. Experience in developing control plans, register of FBOs. Experience in drafting food safety strategy in EU MS or Candidate Countries. Experience in organizing and implementing training courses for inspectors.
Animal health experts	Support the establishment of a multidisciplinary working group on the prevention of animal diseases, including zoonoses. Support the revision of animal disease control strategies and policies, support the development of new ones	At least 10 years' experience in animal disease control, EU animal disease legislation and its enforcement, international standards for animal health, trans-boundary disease control. Previous experience in twinning projects or technical assistance projects will be an asset. Experience in organizing and implementing training courses for inspectors.
Animal product management	By Preparation of the assessment of the ABP sector in Lebanon, gaps and recommendation to address	At least 10 years' experience in animal by product management and official control. Experience in performing assessments,

Position	Tasks	Skills
expert	it, prepare procedures and manuals for the management of ABPs	gap analysis and related recommendations. Experience in preparation of procedures and guidelines for official control. Experience in organizing and implementing training courses for inspectors.
Laboratory expert	Carry out the assessment of available resources and missing equipment, preparation of strategy for reorganization of laboratory network	At least 10 years of relevant experience in laboratory analysis for chemistry and microbiology, drafting control plans for food safety and animal health
IT expert	Upgrading and integration of the register of Food Business Operators, register for data collection and management	Previous experience in design of data base in the veterinary field, registers of Food and Feed business operators, and other platforms for the collection and managing of data originating from Public Institution activities.
Communication expert	Design of a communication campaign for MoA, leaflets and brochures, design of website	Previous experience in preparing training materials and design of mass communication campaigns. Multicultural and gender approach is desired. Previous experience in technical assistance will be an asset.

4. Budget

The total budget for this Twinning Project is EUR 1,850,000.

5. Implementation Arrangements

5.1. Implementing Agency responsible for tendering, contracting and accounting

European Union Delegation

Virginie Cossoul, Programme Manager

EU Delegation to Lebanon

Virginie.cossoul@eeas.europa.eu

5.2. Institutional framework

The Beneficiary Administration is the Ministry of Agriculture in Lebanon, specifically the Animal Resources Directorate.

5.3. Counterparts in the Beneficiary administration:

5.3.1. Contact person:

Dr. Elias Ibrahim
Animal Resources Department Director
Ministry of Agriculture
eibrahim@agriculture.gov.lb

5.3.2. PL counterpart

Dr. Elias Ibrahim
Animal Resources Department Director
Ministry of Agriculture
eibrahim@agriculture.gov.lb

5.3.3. RTA Counterpart

Dr. Ali El Romeh
Head of Animal Health Protection Department
Ministry of Agriculture
aelromeh@agriculture.gov.lb

6. Duration of the project

The execution period is **24 months**

7. Sustainability

The project has been designed to strengthen the capacity of the Ministry of Agriculture in the field of veterinary public health. The activities foreseen will guarantee the long term increased capacity of the Ministry to fulfil its mandate by reorganizing the veterinary services and by increasing its visibility and communication capacity. The trainings delivered, the procedures prepared and the strategy for the reorganization of the laboratory network will increase the capacity of the Ministry to enforce the legislation on the field. The sustainability of this twinning will also be measured in terms of its ability to contribute to the full upgrade and strengthening of Lebanon's overall food safety system which will contribute to increased consumer health protection but also towards expanding Lebanon's trade and export potential.

All the documentation drafted during the implementation of the twinning (procedures, training material, policies and strategies) will be made available on the website of the Ministry to all beneficiaries and part of them also to the consumers (food safety strategy).

The sustainability of mandatory results/outputs is best ensured by ensuring that policy and legislative proposals are backed up by at least basic impact assessments (regulatory, fiscal) and they are consulted with both internal and external stakeholders (inter-ministerial and

public consultations), as required by Beneficiary country legislation. Sufficient time should be allocated to this preparatory work during the project, and fast-track adoption procedures of legislation should be avoided, because they risk implementation and enforcement of future legislation.

Since results should be sustained the Beneficiary should describe how they in their budget planning (Medium-Term Business Planning (MTBP) or alike) have planned necessary resources ensuring the sustainability.

Regarding the development of manuals, guidelines and written procedures, they cannot contradict with any legal provision of the country. In addition they should be simple enough to be regularly updated and changed by the staff of the respective organisations without external support.

8. Crosscutting issues

Environmental and gender issues will be taken in consideration where necessary.

In the implementation of the project activities, equal opportunities will be given to the participation of women in training activities.

The improved official veterinary control with special reference to animal by product management is expected to have a positive impact on environment by reducing the inappropriate discharge of materials.

9. Conditionality and sequencing

The Ministry of Agriculture – Animal Resource Department guarantees the availability of premises and equipment to support the implementation of the foreseen activities.

Project implementation depends on the sequence of components namely, component 2 shall start before component 1 as the priority is to identify the leading institution, to build its capacity and then to start drafting the identified legislation

The project will be sequenced as shown in the Detailed Implementation Chart for the Project in Annex 2.

No special preparatory work for the twinning component is needed until the stage of selection of the Twinning partner.

The key milestones in this project are:

1. The appointment of Twinning Member State;
2. Commencement of Twinning;
3. Identification of leading institution, proposal for reorganization of the veterinary services at the MoA;
4. Gap analysis for legislation;
5. Prioritized timetable for alignment of legislation
6. Drafts legislation
7. Drafting of selected legislation;
8. Operational manual and working instructions available;
9. Animal health programs/policies for control and eradication of animal diseases drafted;

10. Training programmes and materials prepared, training to the relevant staff delivered;
11. Annual control plan for food drafted and implemented;
12. Register of food/feed business operators;
13. Assessment of ABP sector performed and strategy for its improvement developed;
14. Assessment of relevant food/feed control and animal health laboratories performed and strategy for its improvement developed;
15. Communication strategy and transparency campaign developed.

10. Indicators for performance measurement

The specific, realistic, verifiable indicators for performance measurement are described in Chapter 3.5 together with the foreseen activities and expected results. They are also listed in the Logical Framework Matrix included in the annex 1.

11. Facilities available

The RTA, his/her assistants as well as the short-term experts will be provided an office space within the premises of the Ministry of Agriculture.

ANNEXES TO ACTION DOCUMENT

1. Logical framework matrix in standard format
2. List of relevant Laws and Regulations
3. Detailed implementation chart
4. Human Resources.

Annex 1- Logical Framework Matrix in Standard Format

"Strengthening the Veterinary Services and Food Safety Capacities of the Lebanese Ministry of Agriculture"		Programme name and number: LB 16 ENI AG 01 18 (LB/12)	Total budget: 1,850,000.00 Euro
Overall objective	Objectively Verifiable Indicators	Sources of Information	
<ul style="list-style-type: none"> Strengthening the capacities of the Ministry of Agriculture in the field of veterinary public health in order to protect the health and security of the Lebanese consumers and secure the Lebanese animal production and food industry 	<ul style="list-style-type: none"> Increased number of legislation harmonized with SPS standards and enforced on the field MoA - ARD reorganized and gaps highlighted by OIE-PVS and other technical assistance addressed Availability of more information about MoA activities and results, awareness of consumers increased 	<ul style="list-style-type: none"> Monitoring reports by EU Commission, OIE-PVS assessments MoA reports; Trade statistics/ balance Official Government documents, Gazette 	
Project purposes	Objectively Verifiable Indicators	Sources of Information	Assumptions
<ul style="list-style-type: none"> Further alignment of Lebanese legislation with international SPS standards in the area of agriculture, live animals and food products Capacity building of the MoA - ARD Improve communication with stakeholders (consumers, producers and other interested parties) 	<ul style="list-style-type: none"> Number of legislation compliant with international standards drafted and approved in an inclusive and evidence-based decision-making process Assessment of current organization, strength and weaknesses of the MoA - ARD, proposal for reorganization of veterinary system available and implemented Availability of strategic document such as Food Safety Strategy and Country Profile Training of staff has been completed and its effectiveness assessed Staff performance, in terms of both quantity and quality monitored and improved Informative material developed and distributed among stakeholders 	<ul style="list-style-type: none"> Project Reports and documents Specific departments' Reports and statistics Government legislative records/Official Journal EU/OIE-PVS reports on food safety and veterinary system in Lebanon 	<ul style="list-style-type: none"> Commitment of involved Institutions to implement the Project activities Provision of adequate human and financial resources to support the implementation of project activities and ensure sustainability after the end of the project

	<ul style="list-style-type: none"> Increased Stakeholders' knowledge on activities carried out by MoA in veterinary public health 		
Component 1: Legislation	Objectively Verifiable Indicators	Sources of Information	Assumptions
<p><u>Activity/Result 1.1.</u> Alignment of Lebanese legislation regulating SPS with international recognized standards is enhanced</p>	<ul style="list-style-type: none"> Review of the most relevant Food / feed safety / animal health legislation currently in force available Gap analysis carried out Draft of the legal harmonization plan available Number of drafts of relevant legislation prepared and submitted for the adoption process 	<ul style="list-style-type: none"> Government reports Project reports and documentation EU progress reports Official Journal 	<ul style="list-style-type: none"> Full governmental support to provide adequate human and financial resources
Component 2: Institutional and Administrative capacity building	Objectively Verifiable Indicators	Sources of Information	Assumptions
<p><u>Activity/Result 2.1.</u> Proposal for reorganization of the Veterinary services at the Ministry of agriculture and other veterinary bodies is drafted and approved by Ministry of Agriculture</p>	<ul style="list-style-type: none"> Assessment of the current institutional set up, gaps and recommendations available Draft proposal for the reorganization of the veterinary services available and endorsed Country profile Food safety strategy 	<ul style="list-style-type: none"> Government reports Project reports and documentation EU progress reports 	<ul style="list-style-type: none"> Full governmental commitment to adopt the reorganization proposal and provide adequate human and financial resources to implement the food safety strategy
<p><u>Activity/Result 2.2.</u> Guidelines, manuals and Standard Operating Procedures for control of live animals and products, animal origin food and feed at all stages including primary production, processing, import, export, and internal market are developed</p>	<ul style="list-style-type: none"> Assessment of existing procedures available Assessment of existing Standard Operating Procedures, check lists and guidelines used by veterinary services and preparation of gap analysis Number of procedures/guidelines prepared, translated and adopted by inspectors Number of inspectors and other staff trained on the use of the procedures Evaluation questionnaires 	<ul style="list-style-type: none"> Project reports and documentation MoA documents EU progress reports Training reports and feedback reports delivered by participants 	<ul style="list-style-type: none"> Adequate resources provided to implement the trainings Commitment of the inspectors to adopt the procedures in their daily practice
<p><u>Activity/Result 2.3.</u> Capacity of</p>	<ul style="list-style-type: none"> Training Needs Assessment (TNA) available 	<ul style="list-style-type: none"> Project reports and documentation 	<ul style="list-style-type: none"> Adequate resources

<p>the inspectors and authorized veterinarians to enforce the legislation on the field (training) is strengthened</p>	<ul style="list-style-type: none"> • Number and type of customized training program based on the outcome of the TNA • Number of inspectors and other staff trained on the use of the procedures • Evaluation questionnaires • Study visits for MoA-ARD management staff and selected inspectors to EU country carried out 	<ul style="list-style-type: none"> • MoA documents • Training reports and feedback reports delivered by participants to the trainings 	<p>provided to implement the trainings</p> <ul style="list-style-type: none"> • Commitment of the nominated staff to attend the training
<p>Activity/Result 2.4. Annual control plan for animal origin food and feed is prepared</p>	<ul style="list-style-type: none"> • Guidelines describing how annual control plan for animal origin food and feed shall be prepared drafted • Annual control plan for food and feed available • Number of controls carried out, records, number of enforcement measures 	<ul style="list-style-type: none"> • Project reports and documentation • MoA documents • EU progress reports 	<ul style="list-style-type: none"> • Commitment of beneficiaries to implement the plan; • Adequate financial and human resources available to implement the plan
<p>Activity/Result 2.5. Two separate sampling plans for microbiological and chemical contaminants (drug residues, pesticides and other chemicals) and quality (adulteration and identity), 1 for national and 1 for imported food and feed are prepared</p>	<ul style="list-style-type: none"> • Assessment/review of existing sampling plans • Assessment of the laboratory capacity to perform relevant analysis carried out • List of laboratory needs including laboratory equipment drafted • Technical specification for the procurement of additional laboratory equipment • Guidelines on design of sampling plans • Sampling plan for imported food and feed prepared • Sampling plan for domestic food and feed 	<ul style="list-style-type: none"> • Project reports and documentation • MoA documents • EU progress report • Official control records 	<ul style="list-style-type: none"> • Adequate human and financial resources made available to implement the plan • Commitment of inspectors to implement the plan
<p>Activity/Result 2.6. Policies and strategies for control and eradication of animal diseases in line with international standards are developed and/or reviewed and updated</p>	<ul style="list-style-type: none"> • Assessment of the existing control and eradication plans available; • Drafts of selected control and eradication plans available • Guidelines and procedures for the implementation of newly drafted control and eradication plans available • Number of inspectors and other staff trained on the 	<ul style="list-style-type: none"> • Project reports and documentation • MoA documents • EU progress report • Official control records • Training reports and feedback reports delivered by participants 	<ul style="list-style-type: none"> • Commitment of the nominated staff to attend the training • Adequate human and financial resources made available to implement the plan

	implementation of the plan		
<u>Activity/Result 2.7.</u> The register of food/feed business operators is upgraded	<ul style="list-style-type: none"> • Number/List of Food and feed Business Operators (FBO) • Procedure for approval of FBOs and data management revised • Number of inspectors and other staff trained on the implementation of registration/approval procedure • Review of data management system • Draft proposal for the structure of new data management system 	<ul style="list-style-type: none"> • Project reports and documentation • MoA FBO register • EU progress report 	<ul style="list-style-type: none"> • Adequate human and financial resources made available to update the register
<u>Activity/Result 2.8.</u> The capacity of border inspectors to perform their daily tasks is increased	<ul style="list-style-type: none"> • Assessment of the current organization available; • Strategy for the reorganization of BIPs prepared and implemented 	<ul style="list-style-type: none"> • Project reports and documentation • EU progress report • MoA documents 	<ul style="list-style-type: none"> • Adequate human and financial resources made available to update the BIPs
<u>Activity/Result 2.9.</u> Current capacity of Lebanon to manage ABP is assessed and improved	<ul style="list-style-type: none"> • Assessment available • Gap analysis and recommendations for further improvement available • Draft action plan available • Number SOP and check lists • Number of inspectors and other staff trained on the implementation of the procedures 	<ul style="list-style-type: none"> • Project reports and documentation • EU progress report • Training reports and feedback reports delivered by participants 	<ul style="list-style-type: none"> • Government committed to implement the strategy • Adequate human and financial resources made available
<u>Activity/Result 2.10.</u> HACCP principles are introduced and disseminated among MoA-ARD inspectors and selected operators	<ul style="list-style-type: none"> • Manuals for the development and assessment of HACCP systems for inspectors and FBOs available • Number of inspectors, other staff from government and FBOs trained on the implementation of the procedures 	<ul style="list-style-type: none"> • Project reports and documentation • EU progress report • Training reports and feedback reports delivered by participants 	<ul style="list-style-type: none"> • Adequate resources provided to implement the trainings • Commitment of the nominated staff to attend the training
<u>Activity/Result 2.11.</u>	<ul style="list-style-type: none"> • Assessment and gap analysis of the existing food / feed safety and animal health laboratory network 	<ul style="list-style-type: none"> • Project reports and documentation • EU progress report 	<ul style="list-style-type: none"> • Government committed to

Capacities of relevant food/feed control and animal health laboratories is strengthened	<ul style="list-style-type: none"> available List of needs to achieve full operational capacity completed; Long term strategy prepared for food safety/feed safety/animal health laboratories; List of necessary equipment available 	<ul style="list-style-type: none"> MoA documents 	<ul style="list-style-type: none"> implement the strategy Adequate human and financial resources available
<p><u>Activity/Result 2.12.</u></p> <p>Arisk based approach for the inspection at import/export is developed</p>	<ul style="list-style-type: none"> Assessment of data collection system and identification of gaps Specifications for establishing electronic database drafted Number and type of certificates and products Pilot project designed and implemented 	<ul style="list-style-type: none"> Project reports and documentation EU progress report MoA documents 	<ul style="list-style-type: none"> Government committed to implement the system Adequate human and financial resources made available
Component 3 Communication and awareness	Objectively Verifiable Indicators	Sources of Information	Assumptions
<p><u>Activity/Result 3.1</u></p> <p>The awareness of consumers and stakeholders about the safety/quality of food and animal health through enhanced capacity of MoA-ARD to communicate with them is increased</p>	<ul style="list-style-type: none"> Assessment and gap analysis of existing communication capacity available Communication campaign available and implemented Number and type of informative material available (leaflets, brochures) Transparency policy available and adopted. 	<ul style="list-style-type: none"> Project reports and documentation MoA documents MoA website 	<ul style="list-style-type: none"> Government committed to implement the policy Adequate human and financial resources made available

Annex 2 - Implementation chart

Activities-results/Month	YEAR 1												YEAR 2											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Steering Committee Meetings			X			X			X			X			X			X			X			X
Reporting/Monitoring			X			X			X			X			X			X			X			X
Component 1 legislation																								
1.1. Lebanese legislation regulating SPS aligned								X	X	X	X	X	X	X	X	X								
Component 2 Institutional and Administrative Capacity building																								
2.1. Proposal for reorganization of the Veterinary services		X	X	X	X	X																		
2.2. Guidelines and SOPs drafted					X	X	X	X	X															
2.3. Strengthen the capacity of the inspectors and authorized vets												X	X	X	X	X								
2.4. Preparation of annual control plan for food and feed															X	X	X	X						
2.5. Preparation of 2 separate sampling plans															X	X	X	X						
2.6. Design and implement national programs in animal health								X	X	X	X													
2.7. Upgrade the register of food/feed business operators																		X	X					
2.8. Increase the capacity of border inspectors											X	X	X	X	X									
2.9. Capacity of Lebanon to manage ABP																				X	X	X	X	
2.10. HACCP principles are introduced and disseminated							X	X	X	X	X	X												
2.11. Strengthen capacities of relevant laboratories																				X	X	X	X	
2.12. Develop a risk based approach for the border inspection											X	X	X	X	X									
Component 3 Communication and awareness																								
3.1. Increase communication and awareness																			X	X	X	X	X	

Annex 3 - List of relevant Laws and Regulations

1	Regulation No.1/718 Conditions for importing frozen poultry meat 08.08.2011
2	Regulation No. 1/720 Conditions for importing processed and prepared animal products 08.08.2011
3	Decision No. 1/787 modifying resolution 1/720
4	Decree No. 1/828 Conditions for importing meats 08.12.2010
5	Resolution No. 1/829 Terms& Conditions of Livestock import 09.12.2010
6	Decision No. 1/1034 Regulating the filling, the packaging, and the displaying of the milks and its derivatives 21.10.2011
7	Decision No. 1/539 modifying resolution 1/1034
8	Decision No. 1/547 Amending Article 9 of the Decision Number 1/469 dated 28.05.2012. (Regulating the methods of taking, transferring and inspecting the imported samples)
9	Decision No. 1/61 Providing data record regarding the cooling temperature during the shipment process 06.02.2007
10	Decision No. 1/417 Prohibiting the importation of milk and its products from the Republic of China
11	Decision No. 1/653 Regulating the Importation, packaging and selling of White Cheese 29.09.2008
12	Decision No. 1/787 Amending decision number 1/720 date 8/8/2011 regarding the terms and conditions for importing the prepared and produced animal products 12.08.2013
13	Decision No. 1/963 The Requirements that shall be provided to import the milk substitutions for Animals' Nutrition Use 26.10.2011
14	Decision No. 1/1107 Regulating the importation of Horses 19.11.2011
15	Decision No. 1/381 Concerning the Protection of Public Health and Animals' Sanitary 11.01.2011
16	Decision 1/6 modifying the Decision 1/381
17	Decision No.1/648 The terms and Conditions concerning the importation of livestock prepared to be slaughtered which are imported from the Horn of Africa's Countries 18.07.2011
18	Decision No. 1/469 Regulating the methods of taking, transferring and inspecting the imported samples Date 28.05.2012
19	Decision 1/547 modifying the Decision 1/469
20	Decision No. 1/520 Regulating the importation of Fish and the Cooled and Frozen Water Species 24.05.2013
21	Lebanese Veterinary Quarantine Sanitary Law, Bill issued by the Decree number 12301 date March 20 th 1963
22	Decision 1/901 defining the terms for import, marketing and use of veterinary narcotic preparations
23	Decision 1/719 regulating the import of poultry products and pet birds and bird feathers
24	Decision 1/673 Terms of livestock import and chilled and frozen meat from the Republic of Sudan
25	Decision 1/121 Recording and organizing the import, processing and trading of pharmaceuticals and veterinary disinfectants and feed materials
26	Decision 1/1291 amending the first and third articles of the resolution 121
27	Decision 1/641 Shipping medicines in containers

28	Decision 1/498 conditions for import of milk powder and liquid milk UHT
29	Decision 1/202 Amendments to Decision 1/498 Date 19/02/2011
30	Decision 1/165 regulating the import of live animals and their products from Britain and Ireland
31	Decision 1/632 regulating the import of livestock from countries where SVB virus is present
32	Decision 1/514 regulating the import of dairy products and cheeses and composite products from milk and vegetable oil-like ingredients
33	Decision 1/515 regulating the import of milk powder

Annex 4 - Human Resources

Expert		Activity														TOT
		1.1	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9	2.10	2.11	2.12	3.1	
1	Expert 1 Food safety legislation	40	10													50
2	Expert 2 Animal Health/feed legislation	40														40
3	Expert 3 Border Inspection Post/import - export legislation	40														40
4	Expert 4 Food safety and official control		25	30	30	15	30					20				150
5	Expert 5 Reorganization		10													10
6	Expert 6 Human resources management		10													10
7	Expert 7 Animal health/feed official control			15	20	10										45
8	Expert 8 Market control			10												10
9	Expert 9 Official control planning				10	20	30					20				80
10	Expert 10 Training expert				20											20
11	Expert 11 Animal health A		15		20			30								65
12	Expert 12 laboratory microbiology						20						15			35
13	Expert 13 epidemiologist/statistician						30	40								70
14	Expert 14 Animal health B							30			20					50
15	Expert 15 FBO registration								15							15
16	Expert 16 Official control import/export			20						20				30		70
17	Expert 17 animal by products										20					20
18	Expert 18 HACCP											30				30
19	Expert 19 laboratory animal health												30			30
20	Expert 20 communication and awareness														10	10
21	Expert 21 communication and awareness														10	10
22	Expert 22 laboratory chemistry						30						15			45
		120	70	75	100	45	140	100	15	20	40	70	60	30	20	905