

الجمهورية اللبنانية  
مكتب وزير الدولة لشؤون التنمية الإدارية  
مركز مشاريع ودراسات القطاع العام



**THE GOVERNMENT  
of the  
REPUBLIC OF LEBANON**

Republic of Lebanon  
Office of the Minister of State for Administrative Reform  
Center for Public Sector Projects and Studies  
(C.P.S.P.S.)

**REQUEST FOR  
United Nations Development Programme  
(Special Fund)  
Assistance, in Implementing a Project for Animal Production,  
Development and Training**

Compiled in the form of a Draft Plan of Operation  
Accompanied by a Background Paper



THE GOVERNMENT OF THE REPUBLIC OF LEBANON

REQUEST FOR

United Nations Development Programme (Special Fund) Assistance, in Implementing a Project for Animal Production, Development and Training.

Compiled in the form of a Draft Plan of Operation, accompanied by a Background Paper.

Beirut - June 1970

وزارة التصميم العام
مركز التوثيق
الرقم 176/A
تاريخ الدخول

TABLE OF CONTENTS

BACKGROUND PAPER

PAGE

1.	THE COUNTRY AND ITS PEOPLE.....	i
2.	AGRICULTURE AND THE LIVESTOCK INDUSTRY.....	ii
	THE LIVESTOCK INDUSTRY.....	iii
	THE MEAT INDUSTRY.....	iv
	THE DAIRY INDUSTRY.....	v
	THE POULTRY INDUSTRY.....	vi
	CONCLUSION.....	ix
3.	THE ADMINISTRATIVE ORGANIZATION OF GOVERNMENT SERVICES CONCERNED WITH THE DEVELOPMENT OF THE LIVESTOCK INDUSTRY.....	x
4.	NEED FOR ANIMAL PRODUCTION DEVELOPMENT AND TRAINING PROJECT....	x
<u>PLAN OF OPERATION</u>		
	SUMMARY DATA.....	2
I.	PURPOSE AND DESCRIPTION.....	3
	A. PURPOSE OF THE PROJECT.....	3
	B. DESCRIPTION OF THE PROJECT.....	9
II.	PRIOR OBLIGATIONS.....	11
III.	WORK PLAN.....	12
	A. PARTICIPATION AND CONTRIBUTION OF THE SPECIAL FUND.....	12
	B. PARTICIPATION AND CONTRIBUTION OF THE GOVERNMENT.....	14
	1. COUNTERPART CONTRIBUTION.....	14
	2. LOCAL OPERATING COSTS.....	17
	3. PRIVILEGES AND IMMUNITIES.....	18
	C. ORGANIZATION.....	21
	D. COORDINATING AND ADVISORY COMMITTEE.....	26
	E. SEQUENCE OF OPERATIONS.....	26 a.
IV.	BUDGET.....	27
V.	REPORTS.....	28
VI.	CHANGES IN THE PLAN OF OPERATION.....	29
VII.	STEPS TO BE TAKEN AT THE COMPLETION OF SPECIAL FUND ASSISTANCE TO THE PROJECT.....	29
	SIGNATURES TO THE AGREEMENT.....	30

APPENDICES

	<u>PAGE</u>
<u>APPENDIX I.</u> PLAN OF EXPENDITURE. SPECIAL FUND ALLOCATION.....	31
<u>APPENDIX II.</u> PLAN OF EXPENDITURE. GOVERNMENT COUNTERPART CONTRIBUTION.....	35
<u>APPENDIX III.</u> TOTAL GOVERNMENT CONTRIBUTION.....	41
<u>APPENDIX IV.</u> SCHEDULE OF OPERATIONS.....	42
<u>APPENDIX V.</u> ORGANIZATION CHART - DEPARTMENT OF ANIMAL PRODUCTION.....	45
<u>APPENDIX A.</u> LAW No. 54/66 RE: ANIMAL PRODUCTION OFFICE.....	48

Note:

This plan of Operation is in part based on printed forms which are standard for all Special Fund-assisted projects. Whenever an item included in the forms is inapplicable an entry of "n.a." (not applicable) has been made.

ANIMAL PRODUCTION  
DEVELOPMENT AND TRAINING IN LEBANON

Background Paper

1. The Country And Its People

General

1. Lebanon has an area of about 4,300 square miles.
2. The population of the country has been estimated in 1968 at some 2.8 million. The rate of increase is about 2.5% per year.
3. Official estimates put the G.D.P. for 1967 at 3483 million Lebanese Pounds which gives Lebanon a per capita income of about L.P. 1245 (about \$ 400), the highest in the Arab World with the exception of the oil rich Arab countries. There is however a disproportionate distribution of income between the different sectors of the economy.
4. Due to its geographical location and its limited natural resources the economic policy of the country has traditionally been designed to promote trade and services with little attention given to agriculture.
5. Agriculture, with 50% of the working population contributed only about 12% to the G.D.P. in 1967, while the trade and services sector with only 38% of the working population contributed about 65% to the G.D.P.

	<u>% of G.D.P.</u>	<u>% of the working population employed</u>
Trade & Services	65.4	38
Agriculture	12.2	50
Industry	22.4	12

6. The low earning of the agricultural workers has been the cause of the steady exodus of the rural population to the urban centers in search of better employment opportunities and higher living conditions.
7. The country suffers from a recurrent trade deficit in its visible balance of trade payments. This deficit reached the sum of 1,355 million Lebanese Pounds in 1968.

<u>Year</u>	<u>Trade Deficit in million LP.</u>
1963	1,118
1967	1,316
1968	1,355

8. The deficit has been traditionally covered in part by grants and remittances transferred by the large Lebanese community living abroad (about L.P. 69 million in 1966) and to a much larger extent by earnings from the services sector of the country (about L.P. 810 million in 1966) as well as from the net inflow of capital funds from the neighbouring oil rich Arab states (about L.P. 355 million in 1966).

## 2. AGRICULTURE AND THE LIVESTOCK INDUSTRY:

1. Lebanon is still a predominantly agricultural country. Its export consists mainly of fresh fruit and vegetables and poultry products.
2. Agriculture production in general has not kept pace with the increase in population. An ever increasing amount of agricultural commodities are being imported every year. The trade deficit in agricultural commodities amounted to L.P. 260 million in 1967.
3. About one-half of the trade deficit in agricultural commodities was in the livestock sector.

THE LIVESTOCK INDUSTRY:

1. In the 1954/56 period the livestock sector contributed only about 19% to the total agricultural gross production. In the 1964/66 period the share of the livestock sector had increased to about 31% and in 1968 to 37.3%.
2. It is of great urgency to find ways and means to expand the development of this vital industry.
3. At the present time, many factors, in general, hinder the development of this industry; namely low productivity of local animals and poor management, low productivity of the ranges due to decades of overgrazing, weak processing industries, poor marketing facilities, inadequate credit system and, in general, an insufficient governmental support to organizations related to the production, processing and marketing phases of the livestock sector .
4. The area cultivated at the present time with forage crops is about 18,000 hectares which corresponds to about 2% of the total area of Lebanon.
5. There has been a wide divergence between the rate of development of the different sectors of the livestock industry. While some sectors of the livestock industry stagnated and even declined, others have shown a phenomenal rate of development.

THE MEAT INDUSTRY:

1. Meat production from cattle, sheep and goats increased from an average of 4,800 tons in the 1954/66 period to more than 6,500 tons in 1968.
2. All of this increase has been due to the increase which has taken place in sheep and goat meat production as shown in the following table:

MEAT PRODUCTION

	Period 1954/1956 (tons)	Period 1964/1966 (tons)	1968 (tons)
CATTLE	2,400	2,400	2,030
SHEEP	400	1,500	1,819
GOATS	<u>2,000</u>	<u>2,400</u>	<u>2,700</u>
TOTAL	4,800	6,300	6,549

3. An ever increasing amount of red meat has been yearly imported in the country not only to feed the increasing population but to meet the demands of the rising standard of living of the people. Between the period 1954/56 and the period 1964/1966, the per capita consumption of red meat increased from an average of 22 kgs to more than 30kgs.
4. Between 1956 and 1968 the total imports of red meat from live animals increased in quantity by about 50% and in value by about 350%.

Value and Quantity  
of Meat Animals Imports

for 1956, 1966 and 1968

	1956		1966		1968	
	Tons	Value (million Pounds)	Tons	Value (million Pounds)	Tons	Value (million Pounds)
BEEF	5,600		12,800		12,900	
MUTTON	12,100		14,000		14,200	
GOAT	<u>1,200</u>		<u>1,600</u>		<u>1,300</u>	
Total	18,900	<u>24.4</u>	28,400	<u>94.7</u>	28,400	<u>112.0</u>



5. The total value of red meat imports in the form of live animals increased from 24.4 million Lebanese Pounds in 1956 to 112 million Lebanese Pounds in 1968. These figures do not include the value of imported frozen or canned meat estimated at about 8 million Lebanese Pounds in 1968.
6. The almost four-fold increase in the value of meat imports reflects the significant increase in the prices of imported meat between 1956 and 1968.
7. According to United Nations estimates the world prices for red meat are expected to rise even to higher levels in the future as the world shortage in meat production is expected to continue for at least the next ten years. (Indicative World Plan).
8. At the present time the country is importing roughly four fifths of the local demand for red meat.
9. If the rate of increase of net imports of meat in the form of live-animals recorded for the period 1956-66 are maintained in the future- it is estimated that in 1975 the demand deficit for meat would rise to more than 41,000 tons and 61,490 tons in 1985. Even at current prices the importation of these quantities would represent a very heavy burden on the economy of the country.
10. With the expected future short supply of meat in the world it may prove difficult for Lebanon to secure its meat requirements from imports at the expected higher price levels.

THE DAIRY INDUSTRY:

1. The dairy industry in Lebanon has stagnated during the last ten years and according to some estimates it has even declined. As a consequence the country has been obliged to import ever-increasing amounts of dairy products.

2. Between 1956 and 1968 the country increased its imports of dairy products from about 70,000 tons to more than 200,000 tons. The total import bill for dairy products increased from 15.0 million Lebanese Pounds in 1956 to 31.3 million Lebanese Pounds in 1966 and to close to 40 million Lebanese Pounds in 1968.

IMPORTS

(in fresh milk equivalent)

	1956 (Tons)	1966 (Tons)	1968 (Tons)
<b><u>DAIRY PRODUCTS:</u></b>			
Dried Milk	3,430	51,960	70,280
Butter	13,980	42,540	73,152
Ghee	32,830	19,800	23,000
Cheese	18,680	37,120	42,720
Total quantities	68,920	151,420	209,152
Total value (Million LP)	15.0	31.3	39.9

3. During the last 10 to 15 years according to some estimates there has been a decline in the number of dairy cattle. Inadequate profits have been the main reason for this decline.
4. The low profitability of dairy farms has been due to a combination of factors; namely high cost of production, poor management and competition from low priced imported dairy products. The latter is imported in the country at dumping prices.
5. At the present time the country is importing roughly three-fifths of the local demand for dairy products.

**THE POULTRY INDUSTRY:**

1. In the production of poultry meat and eggs the progress made has been phenomenal. In the space of few years the country has been transformed from an importing to an important exporting country of poultry products.

2. Local production of poultry meat increased from 1600 tons in 1955 to more than 18000 tons in 1966. The production of eggs increased from about 2000 tons in 1955 to approximately 32000 tons in 1967.

LOCAL PRODUCTION  
OF  
POULTRY MEAT AND EGGS  
(for selected years)

Years	POULTRY MEAT		EGGS	
	Thousand Tons	number in million	Thousand Tons	number in million
1955	1.6	1.4	2.1	42.0
62	10.2	9.5	5.5	98.5
66	18.4	15.3	27.3	477.5
67	16.2	14.2	31.9	575.3

3. This phenomenal increase has been achieved despite the fact that most of the poultry feed is still been imported.
4. The trend of exports of poultry products is shown below:

EXPORT OF POULTRY AND POULTRY PRODUCTS  
1963 - 1968

Years	POULTRY		EGGS
	Live number	dressed number	number
1963	76,508	24,114	21,675,205
64	7,789	92,226	51,349,782
65	42,103	122,941	87,255,686
66	86,151	600,716	255,755,036
67	426,722	306,837	260,653,915
68	2,077,137	75,540	260,070,740

5. The great increase in the local production in poultry has not been enough to redress the balance of payment resulting from imports of red meat and dairy products.

6. The local consumption of poultry meat has increased considerably . In the period 1954/56 poultry meat consumption represented only 5% of the total meat consumption. In the period 1964/66 poultry meat consumption constituted 22.5% of the total meat consumption.
7. Between 1964 and 1968 however the total local consumption of poultry meat has levelled of or even showed a small decline. This points to the fact that the substitution effect of poultry meat for red meat has been saturated.

**LOCAL CONSUMPTION  
OF  
BROILERS**

<u>Years</u>	<u>Broilers number</u>
1963	9,477,614
1964	11,058,419
1965	12,564,956
1966	12,813,133
1967	11,524,742
1968	11,347,324

8. From the above exposition two significant observations can be drawn:

a.- any deficit in the local production of red meat to meet local requirements will have to be imported as the substitution effect of poultry meat for red meat has been saturated at present current prices.

b.- Due to the saturation of the local market for poultry meat consumption, the development of the foreign market acquires a vital importance. The very rapid increase in the local production of poultry meat has already created serious local marketing problems.

CONCLUSION:

1. The increasing deficit gap in the overall imports of livestock products is the cause of great concern to the government. Unless remedial measures are taken the country will not only have to increase its imports but it will have to face the effect of rising levels in world meat prices. Moreover, an important source of foreign currency earning for the country; namely the earnings from the services sector has been hard hit in the aftermath of the recent political and economic events in the Middle East. As a consequence the government has considered it vital for its economy the development of the different branches of the livestock industry in the country. In some branches the rate of development will have to be accelerated; in others like in the poultry industry the gains achieved in the recent development upsurge should be consolidated. A continuation of the present trend in the imports of livestock and livestock products will cause a serious economic drain.
2. Improvements in the livestock industry will also be of considerable importance to the welfare of a large segment of the agricultural population employed in this industry.
3. In view of the potential contribution of the livestock industry to the national economy, there can be no doubt that a determined drive to strengthen those services of the government which are responsible for the planning and development of the economic aspects of the industry is more than justified. The Special Fund Project, proposed herein, is a positive step in that direction.
4. In fulfillment of its policy to give greater support and encouragement to the Livestock industry. The Government of Lebanon has recently established the Office of Animal Production. It is designed to function outside the normal civil service regulations and financial procedures. As a semi-autonomous organization it is expected to approach the problems of development confronting the industry in a business-like and flexible manner to achieve its objectives in the shortest possible time.

3. The Administrative Organization of the Government Services Concerned with the Development of the Livestock industry.

1. Appendix A gives the gist of the law passed by the Lebanese Parliament creating the Office of the Animal Production. As work progresses, the law will be constantly under review and will be amended as is found necessary.
2. The Director-General of the Office of Animal Production is responsible to the Animal Production Board on which are represented not only different Government Departments and Ministries, but also the producers by a majority of five to three. Through the Board, the Director-General is responsible to the Minister of Agriculture.
3. The Ministry of Agriculture, of course, continues to discharge its usual technical functions in respect to animal health and husbandry matters through the existing Department of Veterinary Service and Animal Husbandry in that Ministry.

4. Need for an Animal Production Development and Training Project .

1. The purpose of the project described in the attached Plan of Operation is to assist the newly established Office of Animal Production particularly in its technical and economic activities. This will be achieved by carrying out surveys of various aspects of the livestock industry , assisting in the planning of development and the initiation of pilot projects, training national staff, developing the cooperative movement and providing technical guidance to the Office of Animal Production. The effect of all this would be that the country would be in a position to develop its own resources for producing more animal products, and of better quality, so that in due course the imports are reduced and large amount of foreign exchange is saved. The animal and plant industries would also be better organized for improved marketing.

2. Finally, the project not only attempts so far as Lebanon is concerned, to overcome many of the deficiencies revealed in FAO's regional study of the Near East in its indicative World Plan for Agricultural Development, but is among the five priority areas to be given special attention and which FAO, under its now Director-General, has selected as key-areas, on which the main efforts of the Organization should be focused in the future.

UNITED NATIONS DEVELOPMENT PROGRAMME  
(SPECIAL FUND)  
PLAN OF OPERATION

Country : Lebanon.

Title of Project : Animal Production, Development and  
Training.



UNITED NATIONS DEVELOPMENT PROGRAMME  
(SPECIAL FUND)  
PLAN OF OPERATION

Country : Lebanon  
Title of Project : Animal Production, Development and Training.

SUMMARY DATA

Special Fund Allocation..... US \$ 1,757,200  
Consisting of:  
Special Fund contribution..... US \$ 1,660,000  
Government contribution  
towards local operating costs..... US \$ 97,200  
Government counterpart  
contribution in cash..... US \$ n.a.  
Government counterpart contribution in kind..... US \$ 2,236,141  
Equivalent to..... LP 7,267,462

Duration 3 years

Participating and Executing Agency..... Food and Agriculture Organization  
of the United Nations.

Co-operating Government Agency:..... Office of Animal Production -  
Ministry of Agriculture.

PREAMBLE

For the purpose of implementing a project in connection with animal production, Development and Training to be undertaken by the Food and Agriculture Organization of the United Nations, acting as the Participating and Executing Agency for the Special Fund, in cooperation with the Government of Lebanon..... this Plan of Operation shall be provided for in Article I, Paragraph 2, of the Agreement signed on..... by the Government of Lebanon..... and the Special Fund. It has been established in.....original copies.

I.- PURPOSE AND DESCRIPTION

A.- PURPOSE OF THE PROJECT.

1.1           The purpose of the project is to assist and advise the Government of the Lebanon's recently established Office of Animal Production in fulfilment of the Government's policy to provide improved services and needed assistance to the livestock industry and its development, more particularly, in the branches of greatest economic importance. (Translation of Law No. 54/66 enacted for establishing the Animal Production Office is given in Appendix A, attached).

1.2           GENERAL OBJECTIVES.

(a) To carry out surveys in various branches of the livestock industry, particularly in their economic aspects, with a view to determine the branches which can be most usefully and profitably developed in the near future.

(b) To assist in the planning and implementation of pilot projects as a means of initiating development in those branches of the animal industry favourable for such development.

(c) To promote the introduction of the most advanced techniques and methods suitable to Lebanese conditions in the fields of production, processing, conservation and marketing of animal products and feedstuff.

1.3

MEAT AND DAIRY PRODUCTION.

(a) To examine the meat industry in all its aspects with a view to recommend ways and means to make the country less dependent on foreign markets, especially that a world shortage in meat production is predicted for the next decade.

(b) To assist in the creation of a pilot center as a means to provide farmers, in selected areas, not only with improved stock for fattening purposes but also to introduce the most advanced managerial techniques in order to reduce the cost of meat production.

(c) To examine the factors limiting dairy production (from cattle, sheep and goats) and to recommend methods by which production costs, and especially feed costs, can be reduced and production made more efficient.

(d) To assist in the expansion of the scheme, already initiated by the Office Of Animal Production, for the creation of milk collecting and cheese-making centers in the various milk producing areas and especially in those located in remote parts of the country, with a view to encourage the production of milk by insuring market outlets throughout the year at fair and stable prices.

(e) To examine and to advise in the processing and marketing aspects of the dairy and meat industries and in the formulation of norms and standards for the various dairy and meat products in order to improve quality control and promote the internal and external marketing of these products.

(f) To assist and advise the Recording, Registration And Maintenance Of Genealogical Books' Section Of the Office Of Animal Production.

1.4

POULTRY PRODUCTION.

(a) To study the specific problems of the poultry industry and to recommend ways and means to reduce the cost of production for poultry and poultry products.

(b) To investigate the marketing problems for poultry and poultry products and to recommend the necessary measures to develop the local and the external market.

(c) To assist in the establishment of a pilot poultry slaughter-house equipped with refrigerating and deep freeze units for the storage of surplus broiler stocks with a view to promote a more orderly channelling of the products to the markets. The slaughter-house will also have a plant for processing the by-products.

(d) To assist in the creation of an up-to-date egg grading unit with refrigerating facilities.

1.5

ANIMAL BY-PRODUCTS.

To advise on the better use of animal by-products at present wasted, and to assist in the establishment and operation of a by-products pilot plant at one of the existing slaughter-houses or abattoirs, to demonstrate the improved utilization of such by-products.

1.6

PRODUCTION OF FORAGE AND ANIMAL FEED.

(a) To investigate problems connected with the production, harvesting, conservation and utilization of forage crops from agriculture and range lands and to establish pilot projects in order to determine the best means to achieve improvement in these fields.

(b) To assist in the establishment of a pilot nursery unit for forage seed production.

(c) To assist in the creation of feed storage and conservation facilities in the various animal producing areas of Lebanon with a view to lower the cost of feed, concentrates and roughages to animal producers.

(d) To assist in the creation of drinking reservoirs (water points) for animals, especially for the migratory animals in the semi-arid areas of the North Bekaa Province.

(e) To examine and assess the value of the various livestock feeds available in Lebanon, including various agricultural and industrial by-products wasted at present, with a view to their incorporation in balanced rations as a means of increasing feed availability and reducing feed cost for animal and poultry production.

1.7

COOPERATIVES.

To assist the producers in organizing themselves into co-operatives in various fields of animal production activities with a view to reducing cost and ensuring profitable marketing of their production. (In collaboration with the Cooperative Department of the Ministry of Agriculture).

1.8

TRAINING.

(a) To train the national staff, both of the Office of Animal Production and of the Department of Veterinary Services and Animal Husbandry in the Ministry of Agriculture, in these aspects of livestock development (economics, marketing, poultry and dairy husbandry, meat production, dairy plant technology, forage production, and pasture management, etc.) covered by this project.

(b) To train the national staff on improved methods of flaying, preparation (curing) and tanning of hides and skins, by establishing small units to cover this aspect as well as to assist in the training of the staff which are to conduct the chemical and physical tests on the hides and skins in the laboratory of the Office of Animal Production.

(c) To train the national staff in the operation of the slaughter-houses and by-products processing plants.

PURPOSE AND DESCRIPTION (continued)

B.- DESCRIPTION OF THE PROJECT

1. 9           The project will be of 3 years duration.
- 1.10           The project will be centered in the Office of Animal Production located in Beirut.
- 1.11           The Director-General of the Office Of the Animal Production will appoint the co-manager of the Project and the counterpart staff for the project's Specialist Officers.
- 1.12           F.A.O. has provided the services of an economist in livestock production under UNDP (TA). This Specialist has been working with the Director-General of the Office of Animal Production and is advising him on the lines of development on which the project can focus its main attention.
- 1.13           Through the contacts already existing between the Office of Animal Production, producers organization and processing plants, surveys and practical training of national staff will be undertaken in cooperation with the private sector.
- 1.14           The project will develop demonstration units at which modern methods of forage crop production, conservation and utilization will be undertaken.



- 1.15           The project will establish units for the slaughter, the dressing, the refrigeration of poultry as well as the training of personnel.
- 1.16           The project will establish demonstration units for the purpose of promoting meat and dairy production and the training of personnel.
- 1.17           In the poultry aspects of its work the project will work closely with the Ministry of Agriculture's Poultry Health Laboratory at Fanar and the UNDP (SF) Poultry Health Project associated with it.
- 1.18           The project will maintain close contact and liaison with the Department of Veterinary Services and Animal Husbandry and the Director-General of Research Services of the Ministry of Agriculture ( and with other Government Departments and international organizations in Lebanon) and will utilize as necessary the facilities for research, investigation and trials already present on the research stations and farms of those organizations. The project will also cooperate with the regional Lebanese/Danish Dairy Industry in its Training Programme which is centered in Lebanon, and the Agriculture Department of the American University in Beirut and other institutions.

- 1.19           The project will form a unit falling under the general coordinating functions of the Near East Animal Production and Health Commission and will itself contribute in any way possible to the regional objectives of the Commission's activities.

## II. PRIOR OBLIGATIONS

Compliance with these obligations at the appropriate time is a prerequisite of the implementation of the continuation, whichever is applicable, of project operations.

- 2.1           The Government will take the necessary administrative and legislative action for the establishment of a scale of salaries and conditions of service which will ensure the full-time service of counterpart staff. The Government will further make every effort to avoid any transfer of counterpart personnel assigned to this project who will be entrusted with the continuation of the operations after termination of UNDP (SF) assistance.
- 2.2           The Government will provide the necessary office accommodation for the international staff of the project and will also provide adequate numbers of counterpart staff for them.
- 2.3           The Government will take steps to construct or provide the necessary buildings which will be required by the project in the furtherance of its aims and objects prior to the arrival of the project staff.

III. WORK PLAN

A. PARTICIPATING AND CONTRIBUTION OF THE  
SPECIAL FUND

(3.1) The Special Fund shall provide the following through the Participating and Executing Agency:

a. Experts:

A total of 324 man-months of expert service. Within the total of 324 man-months of expert service minor adjustments of individual post assignments may be made by the Participating and Executing Agency, in consultation with the Government, if this is found to be in the best interest of the project.

b. Fellowships:

Fellowships at an estimated cost of Us \$ 116,000  
Fellowships awarded under this Plan of Operation shall be administered in accordance with the fellowships regulations of the Participating and Executing Agency. Within the total allocation of \$ 116,000 minor adjustments of individual fellowships may be made if this is found to be in the best interest of the project.

c. Equipment and Supplies:

Equipment and supplies at a cost not exceeding \$ 861,000.

d. Sub-Contracts:

Sub-Contracts at a cost not exceeding \$ n.a.

e. Miscellaneous services and facilities, falling under local operating costs, at an estimated cost of \$ 30,000.

(3.2) The services and facilities summarized in paragraph (3.1) above are detailed in Appendix I and Table.....

(3.3) The Participating and Executing Agency may, after consultation with the Government, provided part or all of the expert services specified in paragraph (3.1a) above, by sub-contract.

B. PARTICIPATION AND CONTRIBUTION OF THE GOVERNMENT

1. COUNTERPART CONTRIBUTION

The Government shall provide the following as a counterpart contribution in:

a. Personnel Services:

Professional Staff:

A total of 1,188 man-months of professional staff service .  
Within the total of 1,188 man-months of professional staff service.  
Minor adjustments of individual post assignment may be made by the  
Government, in consultation with the Participating and Executing  
Agency, if this is found to be in the best interest of the project.

Non-Professional Staff:

An-estimated total of 1,224 man-months of non-professional  
staff service.

b. Fellowships

Local salary for professional staff awarded Special Fund  
fellowship while in fellowship status.

Student allowances at an estimated cost of \$ 47,261.

c. Land and Buildings:

Land and buildings at an estimated cost of \$ 1,022,300

d. Equipment and Supplies:

Equipment and supplies including installation, maintenance,  
repair, and operating costs of transport and all other equipment  
supplied to the project by either the Government or the Special  
Fund, at an estimated cost of \$ 587,693.

..15..

e. Sub-Contracts:

Sub-contracts at an estimated cost of \$ n.a.

f. Miscellaneous

Miscellaneous services and facilities, including office furniture, equipment, stationery and supplies at an estimated cost of \$ 30,768.

g. Cost of transporting and handling of equipment:

The cost of import and customs clearance of project equipment; its safe custody, insurance, and replacement, after delivery to the project site.

h. Records and information:

The Government shall make available to the project all existing published and unpublished records and information necessary for its implementation. This will include reports, maps records and other data which, in the opinion of the Participating and Executing Agency, would facilitate the operation of the project.

i. The Government undertakes to assist project personnel in finding suitable housing at reasonable rents, whenever such assistance is required.

(3.5) The services and facilities summarized in paragraph ( ) above are detailed in Appendix.....and Table.....

(3.6) The estimated cost of the counterpart contribution as detailed in Appendix II below is based on the most realistic information available at the time of drafting this Plan of Operation. It is understood that price fluctuations during the period of executing of the project may necessitate an adjustment of said contribution in monetary terms, which shall at all times be determined by the value of the services and facilities required for the proper execution of the project.

(3.7) PAYMENT OF COUNTERPART CONTRIBUTION IN CASH:

The services and facilities to be provided as a counterpart contribution in cash are estimated to cost..... this amount shall be deposited to the credit of the UNDP Contributions Account No.....with.....in Beirut (Lebanon).

In accordance with the following schedule:

- .....on signing of the Plan of Operation
- .....on .....19
- .....on .....19
- .....on .....19

Payment of the above amounts, on or before the date specified is a prerequisite to operation.

2. LOCAL OPERATING COSTS

(3.8)

With reference to the payment to be made by the Government under Article V, Paragraph 1 (a) to (d) of the Agreement referred to in the preamble to this Plan of Operation, excepting the cost within the country for transportation of project supplies and equipment , which is counterpart contribution, the Government shall pay to the Special Fund in local currency the equivalent of US \$ 97,200, as a contribution towards local operating costs. This amount represents 15 percent of the total estimated cost to the Special Fund of foreign project personnel, including cost of foreign personnel of Sub-... contractors.

(3.9)

The contribution towards local operating costs, the equivalent of US \$ 97,200 shall be deposited by the Government in local currency to the credit of the UNDP Contribution Account No..... with.....in Beirut (Lebanon) in accordance with the following schedule.

Equivalent of US \$.....	on signing of the Plan of Operation
Equivalent of US \$.....	.....19
Equivalent of US \$.....	.....19
Equivalent of US \$.....	.....19

The amount payable in each instalment is determined on the basis of the United Nations operating rate of exchange in effect on the date the payment falls due or on the date payment is made, whichever is later. Payment of the above amounts on or before the date specified is a prerequisite to operation.



### 3. PRIVILEGES AND IMMUNITIES

3.10 The Participating and Executing Agency's contractors and their personnel (except Government nationals employed locally) shall have the right to the following:

(a) Immunity from legal in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Immunity from national service obligations;

(c) Immunity from immigration restrictions;

(d) The privilege of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or , in accordance with the relevant foreign exchange regulations , such amounts as may be earned therein by such personnel in the execution of the project; and

(e) The same repatriation facilities in the event of international crises as diplomatic envoys.

3.11 All personnel of the participating and Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

3.12 The Government shall either exempt from, or bear the cost of, any taxes, duties, fees or levies which it may impose on any foreign firm or organization which may be retained by the participating and Executing Agency and on the foreign personnel of any such firm or organization in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purpose of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom; and

(c) As in the case of concessions currently granted to the United Nations' experts, any property bought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which, after having been brought into the country may subsequently be withdrawn therefrom upon departure of such personnel.

3.13           The privileges and immunities to which such firm or organization and its personnel may be entitled, referred to in paragraphs..... of this plan of Operation, may be waived by the Participating and Executing Agency where, in its opinion or in the opinion of the Special Fund, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the Special Fund or the Participating and Executing Agency.

3.14           The Participating and Executing Agency shall provide the Government with the list of personnel to whom the privileges and immunities enumerated above shall apply.

3.15           In the event that the United Nations, the International Atomic Energy Agency or any Specialized Agency of the United Nations, Participates in the implementation of this Plan of Operation, it is understood that these organizations and their personnel shall be respectively accorded the privileges and immunities provided for in the Convention on the Privileges and Immunities of the Specialized Agencies. In pursuance of the latter Conventions or Agreement, as the case may be, each organization shall have the right to waive its privileges and immunities.

- 3.16 Privileges and immunities of Participating and Executing Agency and Special Fund Personnel are covered by the Agreement referred to in the preamble to this Plan of Operation.

C. ORGANIZATION

- 3.17 Overall responsibility for the organization and execution of the project, including any portion which may be subcontracted, rests with the Participating and Executing Agency which will plan and direct operations through the Project Manager, who, together with the other international experts, will be assigned to the project by the Participating and Executing Agency after consultation with the Government.
- 3.18 Any sub-contractors employed on the project by the Participating and Executing Agency will be selected in accordance with the relevant regulations of the Participating and Executing Agency.
- 3.19 In the discharge of his duties the Project Manager, after consultation with the Co-Manager, shall:
- (a) Be responsible for the detailed planning, administration and execution of the project including timing and budgeting of the various elements and the preparation of technical reports;

(b) Assist in the selection of project counterpart personnel and auxiliary staff, and assist in the selection of candidates for Special Fund fellowships who will normally be chosen from the counterpart project personnel;

(c) Supervise the experts and, in respect to technical matters, the counterpart personnel assigned to the project;

(d) Determine training standards and supervise the local training of counterpart staff;

(e) Be responsible to the Participating and Executing Agency for all material, equipment and transport, and the local disbursement of any funds furnished to the project through the Participating and Executing Agency;

(f) Control the use of land, buildings, equipment and materials, supplies and other property belonging to the Special Fund and/ or the participating and Executing Agency, or assigned to the project by the Government; and

(g) Coordinate, as judgement indicates desirable, the efforts of project personnel with that of other agencies and projects whose activities have a bearing on this project.

3.20           The Government Agency responsible for Government participation in the project shall provide the necessary technical and administrative support to the project and ensure the cooperation of other agencies participating in the project.

3.21           The Government shall appoint a Project Co-Manager, acceptable to the Participating and Executing Agency, who will be assigned full-time to the project. He will cooperate closely with the Project Manager in the administration and execution of the project.

3.22           In the discharge of his duties, the Co-Manager, after consultation with the Project Manager, shall:

(a) Be responsible for all phases of the Government's participation in the project, including ensuring that Government contributions are made as scheduled, and that buildings, equipment, materials and facilities listed as counterpart contributions in kind in the Plan of Operation are available as needed and in due time;

(b) Submit for appointment or approval by the Government candidates for counterpart and auxiliary staff posts and for fellowships previously agreed with the Project Manager;

..24..

(c) Be responsible for the administrative supervision of counterpart professional and auxiliary personnel assigned to the project;

(d) Assist the Project Manager in coordinating project activities with the activities of other Governmental Agencies and projects in fields of work related to the project.

3.23 The Government shall appoint an administrative Officer, acceptable to the Participating and Executing Agency, who will work under the supervision of the Project Manager and of the internationally recruited Administrative Officer (if there is one) and with the Co-Manager. The Government Administrative Officer shall be responsible for servicing the project on administrative matters such as accounting, storekeeping, purchase of materials and supplies, maintenance of equipment, payrolls and servicing of the experts. He shall be responsible for the care and maintenance of equipment and supplies and the supervision of administrative personnel. He shall also be responsible, in consultation and cooperation with the Resident Representative of the United Nations Development Programme, for the appropriate registration, licencing, and insurance for the duration of the project of all motor vehicles supplies through the Participating and Executing Agency.

../25

3.24 All material and equipment provided for in the Plan of Operation will be used exclusively for execution of the project.

3.25 All equipment and supplies which are purchased from Special Fund resources remain the property of the Special Fund in whose name it is held by the Participating and Executing Agency. This provision shall also apply to equipment, the title to which is temporarily transferred to the country to comply with the legislation of the country or for the convenience of project operations.

3.26 Equipment which is purchased from Special Fund resources shall be clearly marked with the insignia of the Special Fund and of the Participating and Executing Agency.

3.27 As the project develops, the Project Manager and the international experts will delegate an increasing amount of their responsibilities to the respective counterpart staff so that, at the end of the period of Special Fund support, the national project personnel will be competent to ensure the efficient continuation, or follow-up, of project activities.



D. COORDINATING AND ADVISORY COMMITTEE

3.28 A Coordinating and Advisory Committee, appointed by the Government, shall be formed on or before the arrival of the Project Manager.

Its membership shall include:

Government appointees:

Director-General-Office of Animal Production ( Chairman)  
.....

Director of Veterinary Services and Animal Husbandry  
.....  
Ministry of Agriculture  
.....

Chief Section for Projects and Programmes (Ministry of  
.....  
Agriculture  
.....

Project Co-Manager

Resident Representative of the United Nations Development Programme in Lebanon; or his representative.

FAO Country Representative (if there is one).

Project Manager

Other expert advisers as necessary or desirable.

3.29 The Chairman of the Coordinating and Advisory Committee will receive joint reports of the Project Manager and the Project Co-Manager on the Progress of the Project. In consultation with the members, he shall call meetings of the coordinating and Advisory Committee at suitable intervals; the intervals between meetings of the Coordinating and Advisory Committee shall not exceed 3 months.

3.30 The Coordinating and Advisory Committee will advise on: means of relating project operations to the development programme of the country; co-ordinating the activities of the Government services concerned with those of the project team; the necessary steps to ensure that the Government's counterpart contribution, as specified in this Plan of Operation, will be available as needed; informing Government Authorities about the progress of the project; and releasing official information regarding the activities and results of the project.

E. SEQUENCE OF OPERATIONS

3.31 The Participating and Executing Agency shall commence execution of the project upon receipt of written authorization to do so from the Administrator.

3.32 Not including the period of active pre-operational planning at the project site by Participating and Executing Agency and Government project personnel, field operations are planned to commence.....  
..... and to continued for approximately.....  
Date.....years thereafter.

3.33 The planned Sequence of Operations for the project is set out in some detail in Appendix IV, Schedule of Operations.

IV. BUDGET

The estimated cost of the services and facilities to be provided for the project is detailed in the plans of Expenditure appended to this Plan of Operation. Funds will be provided by the Special Fund and the Government as indicated below:

(a) 1. Allocation by the Special Fund .....	1,757,200
Consisting of:	
Special Fund contribution.....US \$	1,660,000
Government contribution towards	
Local operating costs.....US \$	97,200
2. Counterpart contribution in kind by the	
Government.....US \$	2,236,14
3. Counterpart contribution in cash by the Govern-	
ment.....	n.a.
(b) 1. Allocation by the Special Fund.....	n.a.
Consisting of:	
Special Fund contribution.....US \$	
Government contribution towards local opera-	
ting costs.....US \$	
Government counterpart	
contribution in cash.....US \$	
2. Counterpart contribution in kind by the	
Government.....	n.a.

V. REPORTS

- 5.1           The Participating and Executing Agency shall submit periodic progress reports to the Special Fund on the implementation of the project. Such reports shall, as appropriate , include an up-to-date Schedule of Operations. The timing and frequency of these reports are determined in operating procedures agreed between the Special Fund and the Participating and Executing Agency.
- 5.2           The Participating and Executing Agency and the Government shall exchange reports, the content and timing of which shall be agreed upon by correspondence.
- 5.3           The Participating and Executing Agency will submit to the Government and to the Special Fund, at the end of each year, a financial statement, relating to the cash counterpart contribution described in paragraph.....
- 5.4           The Participating and Executing Agency and the Government shall, at the end of each calendar year, submit to the Special Fund a joint certified inventory of project equipment purchased from the Special Fund allocation and for which title remains with the Special Fund.
- 5.5           As soon as possible following the conclusion of project operations, and not later than six months from that date, the Participating and Executing Agency shall submit a final comprehensive report on the project to the Administrator for presentation to the Government.

VI. CHANGES IN THE PLAN OF OPERATION

6.1 On the basis of periodic reviews of project activities the three parties to the project shall , as appropriate, confer to determine if any modifications to the Plan of Operation be required. All agreed modifications shall be reflected in adjustment or Amendments to the Plan of Operation.

VII. STEPS TO BE TAKEN AT THE COMPLETION OF SPECIAL FUND ASSISTANCE TO THE PROJECT

7.1 Within three months of receiving the final report, the Government shall submit to the Participating and Executing Agency and the Special Fund, a report on the benefits derived from the project and the actions planned by the Government to implement the recommendations contained in the final report.

7.2 At the successful conclusion of the project the Government, the Participating and Executing Agency and the Special Fund shall consult with a view to transferring title to the Government, or to an Agency nominated by the Government, (of part or all) of the equipment provided by the Special Fund. Such consultations shall not prejudice the right of the Special Fund to retain title to that part of the equipment which is not needed for the continued operation of the project or for activities following directly therefrom, or which is more urgently needed by other United Nations Development Programme-assisted projects.

Agreed, on behalf of the Parties, by the undersigned:

.....19 .....19 .....19

..... .....

Government of  
Lebanon

United Nations  
Development Programme

Food and Agriculture  
Organization of the  
United Nations

Country: Lebanon  
Title of Project:  
Animal Production,  
Development and Training.

APPENDIX I  
PLAN OF EXPENDITURE  
SPECIAL FUND ALLOCATION  
(In US Dollars)

I. EXPERTS:

	Total Man-months	Total Project costs	Estimated cash disbursement 19 19 19
1. Economist in Livestock Production (Project Manager).....	36	72,000	
2. Dairy Husbandry and Production...	36	72,000	
3. Dairy Processing.....	36	72,000	
4. Meat Production.....	36	72,000	
5. Pasture Management and Forage Pro- duction.....	36	72,000	
6. Animal Nutrition.....	36	72,000	
7. Marketing.....	<u>36</u>	<u>72,000</u>	\$ 504,000
	252		

II. CONSULTANTS:

1. Cooperative, marketing and credit.	12	24,000	
2. Processing Animal By-Products.....	12	24,000	
3. Hides Skins and Tanning (2).....	12	24,000	
4. Poultry Processing (2).....	12	24,000	
5. Meat, eggs and dairy products cold storage specialist.....	12	24,000	
6. Sheep and goats Specialist Prepara- tory assistance.....	<u>12</u>	<u>24,000</u>	<u>144,000</u>
	72		\$ 648,000
Sub-Total	<u>324</u>		<u>\$ 648,000</u>

APPENDIX I (continued)

III. FELLOWSHIPS:

	Number of fellowships <sup>1</sup>	man-months per person	Total man-months	Total project cost	Estimated cash dis- bursement. 19	19	19
1. Livestock Production Economics...	2	12	24	11,600			
2. Dairy Processing.....	2	12	24	11,600			
3. Dairy Husbandry and Management...	2	12	24	11,600			
4. Forage Production.....	1	12	12	5,800			
5. Range Management.....	1	12	12	5,800			
6. Marketing.....	4	6	24	11,600			
7. Animal By-Products utilization...	1	12	12	5,800			
8. Hides, Skins and tanning.....	1	12	12	5,800			
9. Poultry Processing.....	2	12	24	11,600			
10. Meat, eggs and dairy products cold storage technology.....	2	12	24	11,600			
11. Laboratory Analysis.....	2	12	24	11,600			
12. Meat Production.....	1	12	12	5,800			
13. Cooperatives (animal industry)....	1	12	12	5,800			
Sub-Total.....	22		240	\$116,000			



APPENDIX I (continued)

	Total	Estimated cash disbursement
Project costs	19	19
	\$	19

IV. EQUIPMENT AND SUPPLIES:

1. Central record system.....	20,000	
2. Five vehicles (5).....	36,000	
3. Laboratory for feed, milk, meat and tanning.....	100,000	
4. Pilot Unit for demonstration purposes for the processing of poultry by-products.....	100,000	
5. Demonstration center for meat production....	100,000	
6. Egg processing plant.....	100,000	
7. Demonstration fodder dehydrating plant.....	100,000	
8. Two cheese processing centers (2) including refrigerated cars.....	50,000	
9. Two milk collecting and refrigerating centers (2).....	50,000	
10. Pilot refrigerating and deep freezing unit..	50,000	
11. Feed Storage facilities in animal producing areas.....	50,000	
12. Drinking water reservoirs in the semi-arid areas of the North of Bekaa province.....	50,000	
13. Pilot nursery for forage seed production....	30,000	
14. Agriculture equipment for pasture and forage production (tractors, seeders etc.).....	25,000	
Sub-total.....	\$ 861,000	

APPENDIX I (continued)

	Total Project costs	Estimated cash disbursement 19	19
5. <u>Sub-contracts</u>			
Sub-Total.....			
n.a.			
6. Miscellaneous local operating costs Post and Cable charge, Secretarial and clerical assistance, Contingencies.....	30,000		
7. Final Report.....	5,000		
Sub-Total.....	35,000		
TOTAL GROSS PROJECT COSTS.....	\$1,660,000		
8. Participating and Executing Agency overhead cost (contribution from the Lebanon Government in Dollars. ( This sum represents 15% of the total estimated cost to the Special Fund of foreign project personnel).....	97,200		
9. Special Fund Direct cost.....			
SPECIAL FUND ALLOCATION.....	\$1,757,200		

Country : Lebanon  
Title of Project:  
 Animal Production, Development  
 and Training.

APPENDIX II  
PLAN OF EXPENDITURE  
GOVERNMENT COUNTERPART CONTRIBUTION  
 (Currency in L.P.'s and \$)

GOVERNMENT'S FINANCIAL YEAR BEGINS 1 JANUARY AND ENDS 31st DECEMBER

	Number of Personnel	man-months per person	Total man-months	Total Project cost LP	Total Project cost \$	Estimated cash disburse- ment. 19	19	19
<u>I. Personnel Services</u>								
<u>(a) Professional Staff</u>								
1. Co-Manager, Technical Director (1).....	1	36	36	100,000	30,768			
2. Professional Officers (12).	12	36	432	388,800	119,634			
3. Technicians (20).....	20	36	720	576,000	177,234			
Social Insurance (16% of the total).....				170,370	52,422			
Sub-Total.....			1,188	L.P. 1235,170	\$380,052			

b. Non-Professional staff

	Number of personnel	man-months per person	Total man-months	Total Project cost LP	Total Project cost \$	Estimated cash disbursement.
						19 19 19
Administrative Officer	1	36	36	32,400	9,969	
Chief Accountant.....	1	36	36	27,360	8,418	
Accountants.....	1	36	36	31,200	9,600	
Sn. Secretaries.....	2	36	72	25,488	7,843	
Secretaries.....	2	36	72	25,488	7,843	
Clerks, typists librarians.....	9	36	324	116,640	35,889	
Storemen, typists watchmen, drivers messengers, workers etc.....	16	36	576	115,200	35,446	
Translators.....	2	36	72	43,200	13,292	
Social Insurance 16% of total salaries.....				66,716	20,528	
<b>Sub-Total.....</b>			<b>1224</b>	<b>483,692</b>	<b>148,828</b>	
Sub-Total for all personnel services.....			<b>2412</b>	<b>1,718,862</b>	<b>528,880</b>	

II. Fellowships:

Local salary of counterpart, fellowships holders, student allowances.....	240		240	153,600	47,261	
<b>Sub-Total.....</b>			<b>240</b>	<b>153,600</b>	<b>47,261</b>	

APPENDIX II

TABLE I

Total Project costs LP	Total Project costs in \$	Estimated cash disbursement		
		19	19	19

III. LAND AND BUILDINGS:

ITEMS

1. Headquarter Office (rent for three years)	135,000	41,500		
2. Offices for the Animal Record Center (rent for three years).....	90,000	27,600		
3. District Offices in three Provinces.....	150,000	46,100		
4. Demonstration Meat Production Farm.....	1,000,000	307,600		
5. Poultry Slaughterhouse.....	150,000	46,100		
6. Egg Processing Plant.....	150,000	46,100		
7. Milk Collecting Centers (8).....	200,000	61,500		
8. Cheese Manufacturing Centers (8).....	200,000	61,500		
9. Fodder dehy-drating plant.....	100,000	30,700		
10. Slaughterhouse by-Products processing plant.	100,000	30,700		
11. Milk, Meat and Tanning Laboratory.....	400,000	123,000		
12. Pilot nursery for forage seed production..	150,000	46,100		
13. Feed Storage Facilities in animal production areas.....	300,000	92,300		
14. Drinking water reservoirs for animals in the semi-arid areas of Bekaa Province.....	200,000	61,500		
Sub-Total.....	3,325,000	\$ 1,022,300		

L.P.

APPENDIX II (continued)

	Total Project costs LP	Total Project costs \$	Estimated cash disbursement		
			49	19	19
<b>IV. EQUIPMENT AND SUPPLIES:</b>					
1. Laboratory Equipment (Meat, Milk, Tanning)	150,000				
2. Six Milk Collecting Centers (6).....	400,000				
3. Six Cheese Making Centers(6).....	300,000				
4. Demonstration Center for Meat Production..	300,000				
5. Livestock Slaughterhouse by-products processing plant.....	100,000				
6. Cars, vehicles.....	150,000				
Sub-Total.....	1,400,000	\$ 430,770			

<b>V. OPERATING COSTS:</b>					
1. Operation of vehicles, insurance					
2a. Operation of demonstration meat production					
"	"	milk collecting centers.....	150,000		
"	"	cheese manufacturing centers.			
"	"	fodder dehydrating plant.....	300,000		
"	"	poultry slaughterhouse.....			
"	"	of livestock by-products processing plant.....			
b. Maintenance and Insurance.....					
			60,000		
Sub-Total.....	510,000	\$ 156,923			

APPENDIX II (continued)

Total Project costs LP	Total Project costs \$	<u>Estimated cash disbursement</u>	
		19	19

VI. Sub-contract

n.a. n.a.

Sub-Total.....

n.a.

n.a.

VII. Miscellaneous

Furniture and Office Equipment.....

100,000

30,768

Sub-Total.....

100,000

30,768

APPENDIX II (continued)

Total Project costs LP	Total Project costs \$	Estimated cash disbursement
		19 19

VII. Local transport and handling of equipment

Import and customs clearance, transport, handling, storage and related expenses, insurance after delivery to the project site.....

Sub- Total.....

60,000 18,462

IX. Records and Information

Sub- Total.....

X. Housing

Sub- Total.....

Total Counterpart Contribution in Kind... L.P.

7,267,462 \$ 2,236,141



APPENDIX III

TOTAL GOVERNMENT CONTRIBUTION

	Total	Equivalent in US Dollars	
		19	19
Counterpart contribution in cash (1)	n.a.		
Counterpart contribution in kind (2)	2,236,141		
Contribution towards local operating costs..... (3)	97,200		
<b>TOTAL GOVERNMENT CONTRIBUTION.....</b>	<b>\$ 2,333,341</b>		

(1) The dollar equivalent of any amounts covered by the counterpart contribution in cash will automatically be adjusted in case of any change in the United Nations operating rate of exchange of the Lebanese Pound (currency unit).

(2) These amounts have been calculated at the prevailing United Nations operating rate of exchange of one US dollar = 3.25 LL (currency).

(3) These amounts are payable in local currency at the United Nations operating rate of exchange (which is based on the most favourable legal of exchange available to the Special Fund), which at the present time is one US dollar 3.25 (currency)

APPENDIX IV  
SCHEDULE OF OPERATIONS

1. BRIEF DESCRIPTION OF WORK PROGRAMME, INCLUDING  
PLANNED TIMING OF MAJOR OPERATIONS.

IV.1           Upon receipt of authorization to commence execution of the project, the Participating and Executing Agency shall undertake recruitment and, after consultation with the Government, appoint the Project Manager and the other international experts required for the project. The Participating and Executing Agency shall also make arrangements for the execution of the other activities on the project as provided in the plan of Operation, including, where applicable, entering into negotiation for the selection of sub-contractors. Upon the arrival of the Project Manager at his duty station the Government will appoint a Project Co-Manager, acceptable to the Participating and Executing Agency.

IV.2           The Project Manager, together with the Project Co-Manager, and after consultation with the Government, shall prepare a general Plan of Work, the main aspects of which are listed in this Schedule of Operations, for carrying out the project operations. This Plan of Work shall be submitted, within three months after the Project Managers' arrival, to the Participating and Executing Agency for approval. It shall include such items as an overall schedule for the operations, detailed lists of equipment, supplies and materials to be purchased, staffing plans, and arrangements for transport, and other services. Provisions shall be made in order to take account of suggestions of the respective experts when they arrive in the country.

IV.3           The Project Manager, together with the Project Co-Manager, shall also prepare a Forward Plan of Work for the first..... months of the project operations, outlining all details of the activities to be carried out during this period. Thereafter a Forward Plan of Work for each..... month period during the term of the project shall be prepared and submitted for approval to the Participating and Executing Agency and serve as a control on the project activities during the period to which it applies.

IV.4           Minor adjustments in the schedules for project and provision of other facilities may be made when agreed upon by the Project Manager and the Project Co-Manager after consultation with the Government and approved by the Headquarters of the Participating and Executing Agency, if this is found to be in the best interest of the project.

IV.5           The Government will assign to the project the counterpart personnel in accordance with the manning table of the Schedule of Operations, and deliver the physical facilities to be furnished by the Government as outlined in this Schedule.

IV.6           Orders for equipment and supplies, which the Government will provide as contribution in kind, shall be placed in due course to ensure availability of these items at the appropriate time.

IV.7           During the first year of the project operations the following activities will be undertaken.

APPENDIX IV (Continued)

1. (continued)

IV.8 During the second year.....

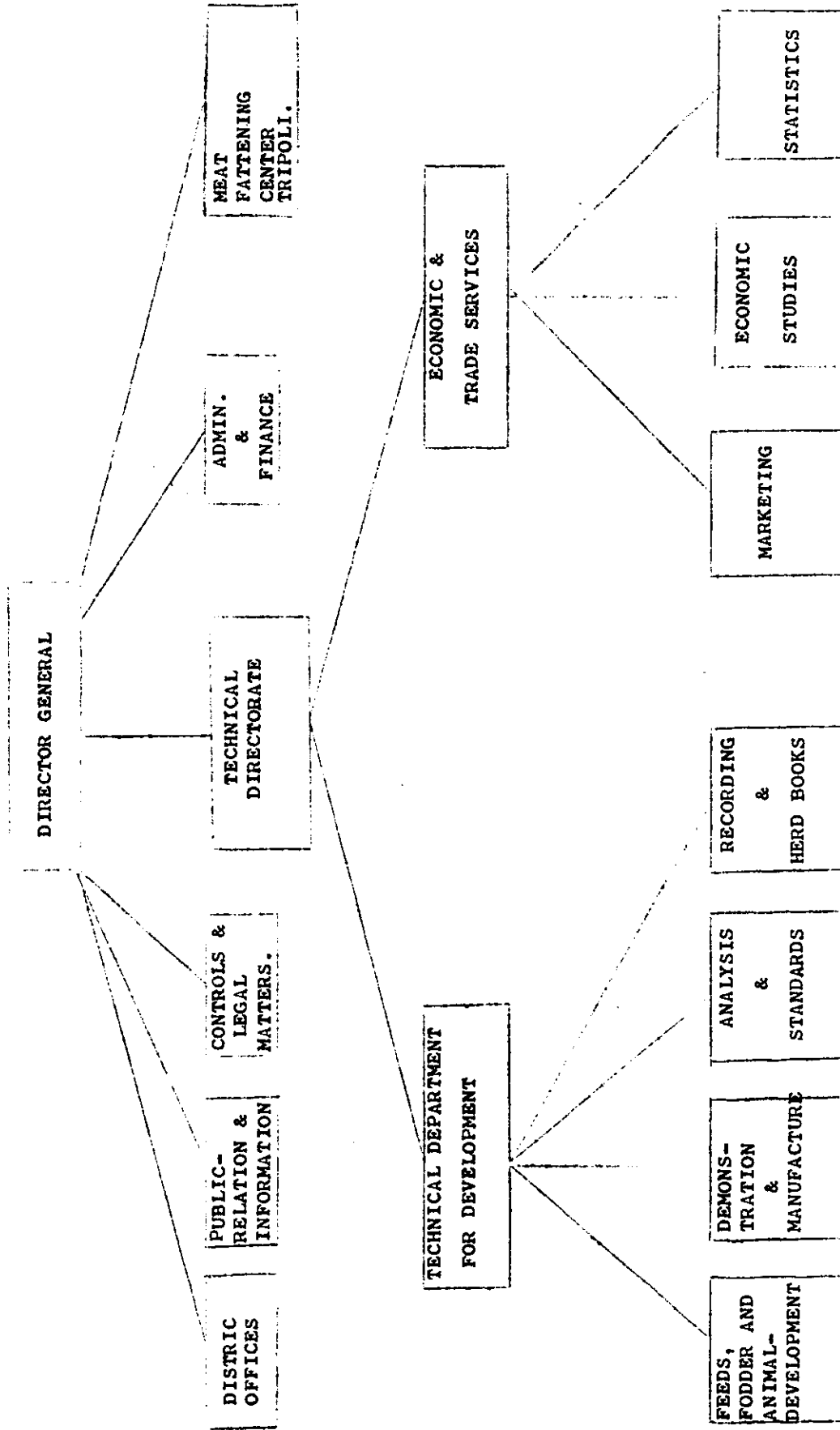
IV.9 During the third year.....

..45..

ORGANIZATION CHART  
DEPARTMENT  
OF  
ANIMAL PRODUCTION

../46

CHART SHOWING THE STRUCTURE OF THE DEPARTMENT OF THE ANIMAL PRODUCTION OFFICE - BEIRUT.



..48..

APPENDIX A.

LAW No. 54 / 66  
FOR ESTABLISHING THE ANIMAL  
PRODUCTION OFFICE

1841/298/3  
REPUBLIC OF LEBANON

LAW N° . 54/66  
FOR ESTABLISHING THE ANIMAL  
PRODUCTION OFFICE

The Chamber of Deputies has ratified; and  
The President of the Republic promulgates the following  
Law :

P A R T - I

ARTICLE 1.- An Animal Production Office has been established with Center in Beirut . It shall have Branches in the Districts.

ARTICLE 2.- The aim of the Office is : to industrialize, preserve, market and distribute animal products; to work for the restriction of their importation; and to contribute in regulating and facilitating the exportation of local animal products when necessary. The Office shall be authorised to take measures and to exercise the following powers :-

- 1) The Animal Production Office shall place its means at the disposal of the MINISTRY OF AGRICULTURE for executing the work programs dealing with the improvement of the animal products, the development of the general productive capacity for milk, meats, poultry and others; and for reducing the production cost.
- 2) Advise the Ministry of Agriculture on : the price-fixing of the equipment, material and medicines used in the field of animal husbandry; the industries of animal products; and the prices of the essential animal products. Such prices shall be determined by a resolution of the Minister of Agriculture.
- 3) Supervise the various private activities related to the industrialization, preservation, marketing and distribution of the animal products. The Office therefore, could :



- a) Set up establishments for animal breeders the aim of which shall be: to control animal pedigree records; to register animal production; and to issue official certificates accordingly.
- b) Make recommendations and proposals aiming at: the improvement of breed; the raising of production; the facilitation of the means of marketing and import and export.
- c) Set the technical specifications and norms to be observed in producing , industrializing, classifying; packing, preserving and distributing animal products and feed.
- d) Set the specifications which should be adopted with regard to the breed and then to supervise the scope of correspondence of the animal products to such specifications and terms; and to adopt an official seal pertaining to the Office for the supervisions affected by it .
- e) License and Supervise the establishing of centers for Industrializing, packing, preserving and distributing in accordance with the terms prescribed.
- f) Establish pilot-centers for : animal products, industrializing, preserving, packing, distributing; manage and supervise such centers.
- g) Set the terms for the import and export of animals and animal products; and issue certificates of origin and provenance for the export of animal products.
- 4) Collect data and information pertaining to the animal production in Lebanon and its future possibilities in relation to internal and external markets; publish and comment on the same.

- 5) Make Propaganda for the Lebanese animal products by the various advertising means; orientate and guide the consumer; and participate in local and international exhibitions and fairs.
- 6) Endeavour to improve the marketing methods of the animal products and to secure internal and external markets for these products and to put an end to illegal competition.
- 7) Assist producers and industrialists connected with the animal products and encourage societies and cooperatives. The Office could therefore :
  - a) Facilitate for societies and cooperatives (dealing with animal products) the receipt of short-term loans to enable them to increase the production; and to collect and market the products.
  - b) Mediate to secure for societies and cooperatives: animals; medicines tools; equipment for industrialization and preservation; transportation means inside the Country and transportation to external markets at reduced prices or rates.
  - c) To secure, by giving preference to cooperative societies; the processing and packing operations; and to grant them reduced tariffs in the processing, packing and preservation centers pertaining to the Office.
  - d) Contribute in securing moderate prices, for the animal products, commensurate with the production costs thereof.
- 8) Submit the necessary proposals for organizing animal product business; particularly as regards the industrial and commercial agreements and the custom Duties.

ARTICLE 3 .- The Office shall be considered a public institution enjoying civil personality and financial autonomy; according to the legal provisions pertaining to such institutions in Lebanon.

ARTICLE 4.- The supervision of the sanitary matters of the animal products shall continue to be the responsibility of the Service of Animal Resources in the Ministry of Agriculture .

P A R T - II  
OFFICE ORGANIZATION

ARTICLE 5.- The Office shall consist of :

- a) An Administrative Board.
- b) An Advisory Board;
- c) An Executive Body.

ADMINISTRATIVE BOARD

ARTICLE 6.- The Administrative Board shall consist of a chairman, vice-chairman and six members. They shall be selected as follows :

- A chairman, vice chairman and three members from among the producers of milk, meats, poultry and industrialists concerned with products; or from among experts in these fields, to be nominated by the Minister of Agriculture.
- A member being an official of the Ministry of Finance of at least the Second Category; to be nominated by the Minister.
- A member being an official of the Ministry of Economy, etc...
- A representative of the Service of Agricultural Scientific Research Institute.

ARTICLE 7.- The chairman of the board, the vice-chairman and the members shall be appointed by a decree to be passed by the Council of Ministers upon the nomination of the Ministers concerned, for a period of three years, renewable.

If any post in the Administrative Board shall, for any reason, become vacant, it shall be filled by appointing (in the same way) a new member for the remaining period of the Board.

In case of expiration of the said term, the Board shall continue functioning until a new board is to be appointed.

ARTICLE 8. - An appointee (not from among officials ) shall satisfy the following :

- 1) He must be of Lebanese nationality (since at least for the past ten years).
- 2) He shall not be less than 30 years of age.
- 3) He shall not have been convicted of any kind of felony or attempted felony, a heinous misdemeanours or attempted heinous misdemeanour. The following shall be deemed as heinous misdemeanours : the misdemeanours set forth in paragraph (e) of clause (1) of Article 4 of Legislative Decree N° 112, dated 12/6/59.

ARTICLE 9. - The Administrative Board shall exercise the powers set forth in Article 11 of Legislative Decree N° .150, dated 12/6/59.

ARTICLE 10. -The resolutions passed by the Administrative Board on the following matters shall only become valid if approved by the competent authorities in conformity with the following conditions:

- 1) Internal regulations - by a resolution of the Minister of Agriculture; after the approval of the Civil service Council.
- 2) Personnel regulations - by a resolution of the Minister of Agriculture; after the approval of the Civil Service Council.
- 3) The Budget - by resolution of both the Ministers of Finance and Agriculture.
- 4) Authentication of the financial allocations - by resolution of the Finance Minister; after seeking the opinion of the Accountability Board.

- 5) Technical specification which the Office has the right to enforce in accordance with the stipulations of this Legislative Decree -- by a resolution of the Minister of Agriculture.

The Council of Ministers shall decide on all disputes that may arise between the Administrative Board and the authorities who are competent to approve its resolutions.

ARTICLE 11. The Animal Production Office shall be under the Administrative sponsorship of the Minister of Agriculture.

ARTICLE 12. The Minister of Agriculture, who exercises the sponsorship power, shall appoint the Head of the Animal Resource Service as Government Commissioner to the Animal Production Office. The Government Commissioner shall take part in the meetings of the Board and shall have the right to vote therein.

The Government Commissioner shall send copies of all the minutes of meetings of the Administrative Board to the Ministry which he represents; he shall also send copies of the same to the other Ministries; also to : the Accountability Board, Central Inspection and to Civil Service Council, when the Board resolutions have a bearing on the aforesaid ministries and bodies.

The names of the members present, as well as the opinions given by each one of them, shall be entered in the minutes of the meetings; when a resolution is passed by a majority vote, the dissenting members may have their opinions with their reasons, entered in the minutes.

The Government Commissioner shall not receive, from the Office-Budget, any salary or compensation whatsoever.

ARTICLE 13. In order to terminate the services of the chairman of the Administrative Board or of any member, prior to the expiration of the term of his appointment, the provisions of Article 7 of Legislative Decree N° .150, dated 12/6/59 and amendments shall be applied.

ARTICLE 14 The chairman and members of the Board shall not have any direct or indirect personal interest in the transactions carried out by the Office or institutions with which the Office may be dealing.

ARTICLE 15 The members of the Board shall not receive remuneration save their attendance-compensation only, the maximum limit of which shall be determined by the decree of appointment which is passed by the Council of Ministers, after consulting the Civil Service Council.

ARTICLE 16 In addition to the attendance-fees, the chairman of the Administrative Board may be given a representation remuneration, the maximum limit of which shall be fixed by a decree, to be passed by the Council of Ministers, after consulting the Civil Service Council; the said limit may be modified only in accordance with the same procedure.

ARTICLE 17 The administrative sponsorship provided for in Article 11 shall be exercised by authentication, in particular, of the resolutions passed by the Administrative Board; if they relate to the following subjects :

- 1) The Annual Budget — program of works — trial balance and the profit and loss account.
- 2) The general regulations pertaining to the Service and the General Personnel Regulations and amendments when necessary.
- 3) Supplies and works transactions; if their value Exceeds one hundred thousand Lebanese Pounds.
- 4) Modifications of the sale prices and tariffs.

Such resolutions shall, within eight days of their issue-date, be notified, through the Government Commissioner, to the Minister exercising the sponsorship; and through the Controller, to the Minister of Finance.

If both or either of the said two ministries do not submit their objections to the chairman of the Board, within one month from the date of notification of the resolutions required to be approved; the resolutions shall be deemed, on the expiration of said time limit, to be ipso facto approved.

When the matter relates to the approval of transactions; the time limit shall be reduced to ten days. If there should be a difference of opinion between the two Ministers; the Minister, who exercises the sponser-ship, shall refer the matter to the Council of Ministers for a decision.

ARTICLE 18 The General Personnel Regulation's project and its amendments shall, before ratification by the Administrative Board, be referred to the Civil Service Council for approval.

ARTICLE 19 The Minister of Finance shall delegate to the Office, a comptroller pertaining to the Senior grades of at least the Third Category.

The salary of the Controller shall be paid from the General Budget of the State; he shall not receive any remuneration from the Budget of the Office.

In addition to the powers prescribed for the Office by the Financial Regulations; the Controller may, at any time, ask to be provided with the registers, invoices and contracts; and, in general, all the documents reflecting on the financial situation of the Office. The Controller shall immediately report to the Finance Minister any violation in the financial activities of the Service.

The Controller shall, before March 1st of every year, submit to the Minister of Finance a report showing the financial situation and the economic results of the Office for the preceding financial years. The Minister of Finance shall send copies of such report: to the Minister who exercise the sponser-ship; the Minister of Planning; the Head of the Accountability Board; and the Head of the Central Inspection Body.

ARTICLE 20 After obtaining the approval of the Finance Minister, the chairman of the Administrative Board shall appoint an Accountant who shall carry out the accounting activities of the Office and who shall be in charge of the receipts and payments operations. The said Accountant shall be subjected to the post audit of the Accountability Board. The money of the Animal Production Office shall be deposited in the Bank wherein the state funds are deposited.

ARTICLE 21 The accounts of the Animal Production Office shall be subjected to control by the Annual Control Committee for Autonomous Services, prescribed for in Article 20 of the Legislative Decree N° .150, dated 12/6/59 .

### III THE EXECUTIVE ORGAN

ARTICLE 22 The Executive Organ shall consist of :

- 1) A Director General.
- 2) An Administrative and Financial Service.
- 3) An Economic and Commercial Service.
- 4) Technical Services; the number of which shall be determined by the Administrative Board as may be necessary and upon the suggestion of the Director General subject to the approval of the Ministry exercising sponsorship.

ARTICLE 23 The Director General shall be appointed by a decree passed by the Council of Ministers upon the nomination of the Minister of Agriculture, subject to the approval of the Civil Service Council.

ARTICLE 24 The Director General shall submit to the Administrative Board a comprehensive report during the first three months of the year on the activities of the Office and the results of the expiring financial year.



P A R T - III

FINANCIAL AND ACCOUNTING PROVISIONS

ARTICLE 25 The Office revenue shall consist of :

- 1) Amounts of annual assistances allocated for it in the General Budget.
- 2) A percentage of the custom duties collected in respect of animals and animal products imported. The said percentage shall be determined by a decree to be passed by the Council of Ministers, upon the suggestion of the Ministers of Agriculture and Finance.
- 3) The duties that may be levied by the Office on exported animals and animal products. Such duties shall be determined by a decree to be passed by a decree to be passed by the Council of Ministers upon notification of the Administrative Board of the Animal Production Office; and the suggestion of the Ministers of Agriculture and Finance.
- 4) Donations given by : public and private, national and international institutions; if the Administrative Board agrees to accept the same, subject to the approval of the Council of Ministers.
- 5) Fines.

ARTICLE 26 Shall be exempt from all duties and taxes: all activities carried out by the Office in performing its duties; but parties, with whom the Office enters into contracts, shall not be exempted from the payment of the duties and taxes in respect of the shares that are allotted to them.

P A R T - IV

MISCELLANEOUS PROVISIONS

ARTICLE 27 Any person who violates the regulations; norms and specifications pertaining to the Centers of Production, Collection Assembly, Industrialization, Preservation and Distribution of the animal products; shall be punished with a fine ranging from two hundred Lebanese Pounds to one thousand Lebanese Pounds; and in case of repetition, the fine shall be raised from one thousand to five thousand Lebanese Pounds.

الجمهورية اللبنانية  
مكتب وزير الدولة لشؤون التنمية الإدارية  
مركز مشاريع ودراسات القطاع العام

..59..

In both cases; the fine shall not be less than the minimum limit mentioned above.

The inflicted fines shall be collected for the account of the Animal Production Office . The contraventions provided for in this Article shall be confirmed in writing by sworn-in controllers to be appointed by the Office for this purpose.

ARTICLE 28 All the provisions conflicting or inconsistent with the provisions hereof shall be cancelled.

ARTICLE 29 This Law shall become operative on the day following its promulgation in the Official Gazette.

Aley, September 3rd, 1966

(Sgd.) Chales Helou

ENACTED BY THE PRESIDENT OF THE REPUBLIC

President of the Council of Ministers

(Sgd.) Abdallah El Yafi .

(Sgd) Abdalla El Yafi

Minister of Agriculture

(Sgl.) Bashir El Othman

Republic of Lebanon  
Office of the Minister of State for Administrative Reform  
Center for Public Sector Projects and Studies  
(C.P.S.P.S.)