



ANNEX C1: Twinning Fiche¹

Project title: "Support to establishment of carcass classification system in line with EU Common Agricultural Policy"

Beneficiary administration: Ministry of Agriculture, Forestry and Water Management

Twining Reference: SR 18 IPA AG 02 21

Publication notice reference: EuropeAid/173638/ID/ACT/RS

EU funded project

TWINNING TOOL

(It is recommended that the complete Twinning Fiche should not exceed 10 pages, excluding annexes)

¹ In case of different language versions of the Twinning Fiche it must be clearly indicated which language version prevails.

List of abbreviations:

BC	Beneficiary Country
CAP	Common Agricultural Policy
CFCU	Central Finance and Contracting Unit
CMO	Common Organisation of Agricultural Markets
CT	Computed Tomography
EC	European Commission
EEC	European Economic Community
EU	European Union
IPA	Instrument for Pre-Accession
IPARD	Instrument for Pre-Accession in Rural Development
IT	Information Technology
MAFWM	Ministry of Agriculture, Forestry and Water Management
MS	Member State
NPAA	National Programme for Adoption of the Acquis
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Adviser
SAA	Stabilisation and Association Agreement
STE	Short Term Expert
ToR	Terms of Reference
TW	Twinning
TWL	Twinning Light
WTO	World Trade Organisation

1. Basic Information

1.1 Programme: Annual Action Programme for the Republic of Serbia 2018 – indirect management with ex-ante control

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement² on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014³ and Annex IV of the ACP-EU Partnership Agreement⁴, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom⁵. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector: Agriculture and Fisheries

1.3 EU funded budget: EUR 1.000.000

1.4 Sustainable Development Goals (SDGs): In the long run, this project will contribute to address the SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

2. Objectives

2.1 Overall Objective(s):

The overall objective of the project is to direct meat producers towards market and consumer demands, and to improve meat production quality and meat market transparency in the Republic of Serbia.

2.2 Specific objective:

The specific objective of the project is to strengthen the capacities of the Ministry of Agriculture, Forestry and Water Management (MAFWM) to establish a system of common organization of agricultural markets in the field of carcass classification in full compliance with EU regulations.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The attainment of results covered by this project will contribute to the fulfilment of multiple priorities defined in documents given below:

Article 1, Section 2 (d) of the **Stabilisation and Association Agreement (SAA)** between the EU and the Republic of Serbia entered into force in 2013 states that the aim of the Association established is *"to support the efforts of Serbia to develop its economic and international cooperation, including through the approximation of its legislation to*

² Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

³ Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

⁴ Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014)

⁵ Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

that of the Community". The shared implementation of project activities by experienced Member State(s) partner(s) and national administration and further expansion of network of international contacts will unquestionably assist the Ministry of Agriculture, Forestry and Water Management (MAFWM) in further development of its international cooperation. The international project experts will assist the staff of the MAFWM, relevant Directorates and other project participants in implementing activities and procedures in accordance with EU requirements in the area of carcass classification.

The third revision of **National Programme for Adoption of the Acquis NPAA** states that *"in Serbia there is no legislative framework regulating the obligation of classifying beef and pork carcasses on slaughter line and reporting on prices thereof and the definitions, labels and sales labels as defined in the EU are not applied."* Further, the same document states that *"planned measures for the period 2018-2021 should result in establishing a system of mandatory classification of beef and pork carcasses on the slaughter line and the reporting of the prices thereof in line with EU regulations, as well as the establishment of the application of definitions, labels and sales labels, which will improve market appearance for the producers from Serbia."*

Revised **Indicative Strategy Paper for Serbia (2014-2018)** (adopted on 10/08/2018) under **Point 5 Competitiveness and innovation, agriculture and rural development** and **Point 5.1. Needs and capacities in the sector** states that *"in the agriculture and rural development area, the alignment of legislation and the establishment of the necessary administrative and control structures required by the acquis are the main challenges"* and that *"this will, in particular, require Serbia to develop the structures and systems necessary to apply EU rules on direct support schemes and to ensure the implementation of the common market organisation for various agricultural products."*

IPARD programme of Republic of Serbia for 2014 – 2020 (page 126, section **Sector 2): Meat processing industry** states the following: *"According to the sector analysis, there is expected to be a decline in the number of slaughtering facilities during years to come. A large number of existing facilities will not be able to invest in the adjustment to EU standards and therefore they will not survive on the market and, on the other hand, there is a large percentage of unused existing capacities. To be able to compete with other suppliers, the meat-processing industry must be modernized and technologically upgraded, it has to improve marketing and the quality of meat and meat products and to adjust to EU standards."* The Programme recognizes that *"carcass classification of cattle, sheep and pigs does not exist in Serbian slaughterhouses"* and that *"in most cases, the payment is based on the use of live weight animal and/or on the basis of age during the sale."* (page 28). It also states that *"one of the most urgent tasks is the registration on classification of carcasses on the slaughter line."*

3. Description

3.1 Background and justification:

During the EU pre-accession period, the agriculture of the Republic of Serbia is going through notable reforms in terms of agricultural policy and legislation, in order to harmonize with one of the most important EU policies – Common Agricultural Policy (CAP). The common organisation of agricultural markets, known as the CMO, is an integral element of the CAP and **carcass classification is its tool introduced in order to support and stabilise markets and make trade simpler**. Carcass classification is founded on description of carcasses through precisely defined characteristics that are crucial to the meat industry, retailers and consumers.

In beef and pork sectors, member states are obliged to apply the EU scale for carcass classification, while in sheep meat sector carcass classification is voluntary. The aim is to

apply uniform standards in the EU in order to collect the prices used in case of interventions in these sectors. Definitions, labels and sales descriptions apply to beef and veal and may only be used to place on the market products that meet the relevant requirements.

In Serbia, there is no carcass classification system and definitions, labels and sales descriptions as defined in the EU are not being applied. In order to establish a carcass classification system in accordance with the EU requirements, in the near future the following actions are envisaged:

1. Adoption of the Rulebook on the classification of beef carcasses on the slaughter line (2022);
2. Adoption of the Rulebook on the classification of pig carcasses on the slaughter line (2022);
3. Adoption of the Rulebook on the placing on the market of meat of bovine animals aged 12 months or less (2022);
4. Training of inspection services in order to establish a carcass classification system (2022 - 2023);
5. Capacity building in the Sector for Agricultural Policy (continuously).

The Twinning light project "Identification of necessary steps in the process of establishing a carcass classification system in accordance with EU requirements" SR 13 IPA AG 02 16 financed from IPA 2013 (unallocated funds) gave the recommendations for the next steps in the process of establishing EU compatible system of carcass classification which included the preparation of the TW project which will cover tasks related to necessary trainings, calibration of equipment, national data system implementation and identification of slaughterhouses involved in the system.

The current twinning will focus on all actions listed above (especially actions under point 4 and 5), and follow-up on the recommendations of the twinning light project SR 13 IPA AG 02 16, contributing to the establishment of carcass classification system in accordance with EU requirements.

It will be implemented within the **Sector for Agricultural Policy - Group for animal husbandry and processing of livestock products, Veterinary Directorate** and the **Sector for Agricultural Inspection** within the **Ministry of Agriculture, Forestry and Water Management** of the Republic of Serbia which is the **beneficiary institution**. More detailed information on the institutional framework is provided in Section 5.2 of the Fiche - Institutional Framework.

3.2 Ongoing reforms:

Law on common organisation of the markets in agricultural products was adopted on June 30 2021 and was published in the Official Gazette of the Republic of Serbia dated July 2 2021. After its entry into force, bylaws adding the Law in accordance with the Regulation (EU) No 1308/2013 of the European Parliament and of the Council of 17 December 2013 establishing a common organisation of the markets in agricultural products will be adopted.

The adoption of this Law and related secondary legislation create conditions for the implementation of EU mechanisms related to the common organisation of the markets in agricultural products, to the satisfaction and security of producers, traders and consumers. One of the aforementioned mechanisms is carcass classification.

The Serbian Government has recently adopted a new Public Administration Reform (PAR) Strategy (2021–2030), which sets out the direction of development and changes in the field of public administration in the next 10 years, and was developed with the support of the European Union. As stated in the Strategy, "the biggest challenges for the following period are going to be the simplification of processes and administrative procedures before they are made digital, the balance of appropriate administrative capacities and optimised public administration, professional administration, administration as an efficient citizen service, reduction of administrative costs, and lack of a unified service policy."

3.3 Linked activities:

Twinning light project "Identification of necessary steps in the process of establishing a carcass classification system in accordance with EU requirements" SR 13 IPA AG 02 16 TWL was financed from IPA 2013 – unallocated envelope. This project created the bases for the present twinning and gave the recommendations for the next steps in the process of establishing EU compatible system of carcass classification.

Twinning project "Strengthening and adaptation of administrative capacities for introduction of the Organization of Agricultural Markets" is to be funded from IPA 2018 unallocated funds. It should assist strengthening of the capacities of the MAFWM in relation with the introduction of the Common Market Organization mechanisms, in line with the EU acquis.

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

1. Regulation (EU) No 1308/2013 of the European Parliament and of the Council of 17 December 2013 establishing a common organisation of the markets in agricultural products and repealing Council Regulations (EEC) No 922/72, (EEC) No 234/79, (EC) No 1037/2001 and (EC) No 1234/2007;
2. Commission Regulation (EC) No 566/2008 of 18 June 2008 laying down detailed rules for the application of Council Regulation (EC) No 1234/2007 as regards the marketing of the meat of bovine animals aged 12 months or less;
3. Commission Delegated Regulation (EU) 2017/1182 of 20 April 2017 supplementing Regulation (EU) No 1308/2013 of the European Parliament and of the Council as regards the Union scales for the classification of beef, pig and sheep carcasses and as regards the reporting of market prices of certain categories of carcasses and live animals;
4. Commission Implementing Regulation (EU) 2017/1184 of 20 April 2017 laying down rules for the application of Regulation (EU) No 1308/2013 of the European Parliament and of the Council as regards the Union scales for the classification of beef, pig and sheep carcasses and as regards the reporting of market prices of certain categories of carcasses and live animals.

The above list of applicable EU regulations related to areas of CMO covered by this project, as well as the current domestic regulations in this area are listed in the Action Plan for the harmonization, adoption and implementation of the EU acquis in the field of Agriculture and Rural Development, Chapter 2 – Common market organization.

All updates of legislation will be monitored and addressed in the course of the project implementation.

3.5 Components and results per component

Component 1: Capacities and legal framework development.

Result 1.1: Knowledge and competences of the MAFWM staff, control body staff and other relevant stakeholders' staff (slaughterhouses, faculties, institutes, producers) on carcass classification improved.

Result 1.2: Secondary legislation and procedures related to carcass classification developed.

Component 2: Calibration and data system establishment.

Result 2.1: Calibration of equipment necessary for determination of lean meat content in pig carcass performed.

Result 2.2: National carcass classification data system/database and related data management skills developed and implemented.

Component 3: Capacity development in reference slaughterhouse and supervision implementation.

Result 3.1: Practical skills in the slaughterhouse selected as reference point and example for other slaughterhouses developed.

Sub-result 3.1.1: Control body trainers (who will train carcass classifiers) trained on carcass classification procedure in reference slaughterhouse.

Sub-result 3.1.2: Carcass classifiers trained on carcass classification process in reference slaughterhouse.

Result 3.2: Supervision system of the carcass classification designed and implemented.

Sub-result 3.2.1: MAFWM inspection assisted with supervision over the work of the control body and carcass classifiers.

Sub-result 3.2.2: A mechanism for improved and continued compliance of the carcass classification system with EU regulations established.

Component 4: Dissemination of information.

Result 4.1: Development of an information campaign on carcass classification system.

3.6 Means/input from the EU Member State Partner Administration(s)*:

Proposals submitted by the EU Member State shall be concise and focused on the strategy and methodology, relevant and indicative timetable, the administrative model suggested, the quality of expertise to be mobilised and they shall clearly show the administrative structure and capacity of the Member State entity/ies. Proposals shall respond adequately to the requirements of the Twinning Fiche, but are not expected to contain a completely elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The Twinning Partners shall ensure that EU funded Twinning project has high and regular level of visibility. Minimum two visibility events will be organized during the implementation of the project, namely a Kick-off meeting at project commencement and a Final event at the end of the implementation period, to wrap-up work done.

Compliance will be ensured with the provisions of the document "Communication and Visibility in EU-financed external actions", available at https://ec.europa.eu/international-partnerships/comm-visibility-requirements_en

3.6.1 Profile and tasks of the PL:

The Project Leader (PL) responsible for the overall coordination of project activities, and the Resident Twinning Adviser (RTA) responsible for management and implementation of the foreseen project activities shall provide support to the responsible Serbian authorities in the implementation of this project, thus in strengthening of their capacities. It is essential that the team, short-term experts included, has broad expertise which will cover all the areas included in the description of the project. During the implementation of this project, the RTA will be positioned in the premises of Ministry of Agriculture, Forestry and Water Management. The MS PL will manage the project team of selected member state(s) experts and supervise and co-ordinate the implementation of project activities.

Tasks of MS PL

- Responsible for the overall guidance and implementation of the project in cooperation with the BC PL;
- Supervises the RTA;
- Ensures that all team members are aware of their tasks and responsibilities;
- Ensures, together with the RTA that the project remains within allocated budget;
- Project reporting;
- Ensuring backstopping and financial management of the project in the MS;
- Ensuring timely, effective and efficient implementation of the project and achievement of results, through proposed activities;
- Coordination of deployment of short-term experts;
- Coordination (with the MS RTA) of the Project Steering Committee meetings;
- Participation at the Steering Committee meetings (every three months);

PL profile

Requirements:

- High-ranking official/senior civil servant currently working in the MS administration;
- University degree or equivalent professional experience of at least 8 years in the field of agriculture;
- At least 3 years of specific experience in the field of animal husbandry;
- Project management experience;
- Fluency in English language;
- Computer literacy.

Assets:

- Experience with EU funded projects/twinning rules and procedures;
- Experience in managing implementation of at least 1 similar project.

3.6.2 Profile and tasks of the RTA:

The Resident Twinning Advisor (RTA) works on a daily basis with the BC staff to implement support and coordinate project activities in the beneficiary country. The RTA should have adequate experience and knowledge in the field of animal husbandry which will enable him/her to organize interdisciplinary team for successful implementation of the project. She/he should be an employee of the governmental competent authority for agriculture (Ministry or Agency) in an EU Member State. RTA will liaise with the BC Project Leader and will report to the MS Project Leader. The RTA will also be responsible for ensuring that experts' input and distribution of their working days will be used in the most efficient and effective way and in line with the agreed work plan to enable timely completion of project results.

Tasks of RTA

- Responsible for monitoring project implementation and proposing management actions as required;
- Support and coordination of all project activities in BC in line with the agreed work program to enable timely completion of project results and delivery of the outputs;
- Advise on related EU policies and best practices, legislation and regulations;
- Networking and proactively maintaining cooperation with all relevant beneficiaries involved in the implementation of the project and other related projects (ensuring the avoidance of overlapping), in close co-ordination with the Project Leader;
- Nomination, mobilization and supervision of short-term experts, together with the Project Leader;
- Facilitation of the contacts with peer institutions in EU member states in order to stimulate a proper exchange of information and data;
- Organization of visibility events (kick-off and final event);
- Responsible for organization of the Project Steering Committee meetings and reporting on the project progress in close cooperation with the Project leader;
- Ensuring timely reporting to the Contracting Authority with special attention to all difficulties that may jeopardize the implementation of the project and the achievement of its results.

The RTA profile

Requirements:

- University degree or equivalent professional experience of at least 8 years;
- At least 3 years of working experience in the field of animal husbandry;
- Experience in project management;
- Excellent knowledge of English language;
- Computer literacy.

Assets:

- Experience with EU funded projects/twinning rules and procedures;
- Experience in managing implementation of at least 1 similar project.

3.6.3 Profile and tasks of Component Leaders:

- University Degree or equivalent professional experience of 8 years in the relevant field;
- At least 3 years of specific experience in the field of animal husbandry;
- Experience in capacity building activities in the field of animal husbandry or similar;
- Working knowledge of English language;
- Computer literacy.

Precise assignments shall be defined by Twinning Contract and based on the recommendations and consultations with project partner(s).

3.6.4 Profile and tasks of other short-term experts:

The twinning partner will decide on the profile, number and involvement of the short term experts during the drafting of the project work plan. STEs should be identified by the Project Leader/RTA and have to be agreed with the beneficiary institutions in the course of designing and delivery of the expected project outputs. Selection procedures shall be transparent and based on pre-defined criteria, including detail professional qualifications, and work experience. Each expert will have individual Terms of Reference, including the expert profile requirements and outputs to be produced which will be endorsed by the beneficiary institutions. Following the endorsement by the beneficiary institutions, the terms of reference and selected experts are subject to final approval. Main areas of expertise required by the team of short-term experts should cover the following fields (the list of fields is non-exhaustive):

- Animal husbandry;
- Carcass classification;
- IT;
- Training material development;
- Organization and delivery of trainings.

Tasks of the short-term experts STEs will provide specialized know-how for the individual tasks in this project. Therefore, the experts should have a relevant professional experience in administration and project implementation and minimum qualifications required, as well as specific skills needed for individual task. As a general approach, the STEs will take the responsibility for the implementation of the Project and the achievement of the results, each for his/her individual mission tasks, as defined by individual ToR. They will also prepare the required reports and the output described. Detailed profiles and tasks of short - term experts, including the duration of their assignments, will be provided in the Twinning Work Plan. The minimum indicative requirements are the following:

Profile of the short- term experts

Requirements:

- University Degree or equivalent professional experience of 8 years;
- At least 3 years of professional working experience in the field for which the expert is mobilized;
- Working knowledge of English language;
- Computer literacy.

Assets:

- Previous experience in implementation of projects, with same or similar assignments.

4. Budget

EUR 1.000.000 (100% financed from EU funds)

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):

The Implementing Agency of the project is the Central Finance and Contracting Unit (CFCU). The CFCU will be the Contracting Authority and it will be responsible for publishing tenders, concluding contracts and authorizing the Treasury to make contract related payments.

Ministry of Finance

Department for Contracting and Financing of EU Funded Programmes (CFCU)

3-5, Sremska St, 11000 Belgrade, Serbia

Mr Marko Jovanović, Assistant Minister/Head of Contracting Authority

Phone: +381 11 765 2547

E-mail: marko.jovanovic@mfin.gov.rs

Mr Darko Vasić, National Contact Point

Phone: +381 11 765 2577

E-mail: twinning@mfin.gov.rs

5.2 Institutional framework

This twinning project will be implemented within the **Sector for Agricultural Policy - Group for animal husbandry and processing of livestock products, Veterinary Directorate** and the **Sector for Agricultural Inspection** within the **Ministry of Agriculture, Forestry and Water Management** of the Republic of Serbia which is the beneficiary institution.

Sector for Agricultural Policy performs tasks related to: monitoring of domestic and global production, consumption, processing, prices and trade of primary agricultural products, organic products, fishery products and related processed products; preparation of expertise basis for developing regulations in the area of agricultural and fishery policy and their harmonization with the EU acquis, rules, principles and WTO agreements and standards of international organizations and international agreements; preparation of balance of basic agricultural products; participation in the process of development of strategic documents in the area of plant and animal production, organic production, processing and quality of agricultural products, and agricultural statistics; development of analyses of the situation and preparing projections for development of food industry; development of budgetary allocation proposal for incentives in agriculture and rural development; proposing measures of agricultural policy and fisheries and follow up and analyses of the achieved effects; monitoring and analyses of customs policy in the area of agri-food products and proposing measures for improving foreign trade in Serbian agricultural and food products; participation in the preparation of information and platforms for negotiations and bilateral cooperation with the EU and international organizations; participation in preparation and implementation of EU funded and other projects; analysis of the effects of climate change on the agricultural sector and the impact of agricultural production on climate change; other activities in the relevant area.

Group for animal husbandry and processing of livestock products within the Sector for Agricultural Policy performs tasks related to: monitoring and analysis of domestic and global production, processing, consumption, trade and prices of primary agricultural products of animal origin as well as processed products of animal origin, keeping records of the number of livestock, livestock improvement program, import of breeding material; development of production and consumption balance for the most important products of livestock production and analyses of the effects achieved by measures in the area of livestock production; keeping registers of breeding organizations and organizations with special authorizations and register of artificial insemination providers; analyses of the situation and preparing projections for development of animal husbandry; participation in preparation of expertise basis for drafting regulations in the area of direct payments and market organization in the area of animal husbandry, fisheries, beekeeping and food industry, primary livestock production and processing, and their harmonization with the EU acquis, and relevant international organizations and international agreements; implementation of policy aimed at improving the quality of livestock products; preparation of proposals for long-term, medium-term and yearly development policies in the field of livestock production and processing industry; participation in the preparation of international agreements in the area of agriculture and fisheries; participation in development of segments of the "Report on the situation in agriculture in the Republic of Serbia - Green Book"; participation in preparation, coordination and implementation in EU funded projects and other projects in the area of animal husbandry and fisheries; performs other related tasks.

Veterinary Directorate was founded in 2004 and performs tasks related to: animal health and welfare and veterinary public health; provision of a risk management system in the production and trade of food and products of animal origin and animal feed; veterinary and sanitary control in the production and trade in animals, products animal by-products, reproductive material and other organisms and objects by which a disease can be transmitted, animal feed and components for animal feed production; registration, approval, and control of operations of facilities for production of food of animal origin; control of facilities for animal feed and harmless removal of carcasses and waste of animal origin, as well facilities for their processing; control of production and trade of veterinary medicines and devices for use in veterinary medicine; veterinary environmental protection; unification of database systems, registers and veterinary information systems; monitoring and harmonization of national regulations in the area of veterinary; performs other related tasks.

Sector for Agricultural Inspection performs inspection supervision over the application of laws and other regulations related to: control of agricultural land use for agricultural production; control of the regular cultivation of agricultural land; control of agricultural land use changes; control over works on protection and development of agricultural land; control of fertility of arable agricultural land, control of sublease of leased state-owned agricultural land; control over pasture use; control of premium and other subsidies and incentives intended for the improvement of agricultural production and livestock and funds for stimulating the export of agricultural and food products; control over inclusion of the agricultural land in organic plant protection; performs other related tasks.

The results of the project will not lead to a change of the institutional framework as described.

Other stakeholders: Institutes, faculties, producers, slaughterhouses etc.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Vedrana Ilic, Acting Assistant Minister for International Cooperation and EU Integration/Person authorized for IPA I
22-26, Nemanjina Street
11000 Belgrade, Serbia

5.3.2 PL counterpart

Nenad Katanic, Assistant Minister for Agricultural Policy
22-26, Nemanjina Street
11000 Belgrade, Serbia

5.3.3 RTA counterpart

Mirko Novakovic, Adviser in Group for animal husbandry and processing of livestock products - Sector for Agricultural Policy
22-26, Nemanjina Street
11000 Belgrade, Serbia

6. **Duration of the project**

18+3 months

7. **Management and reporting⁶**

7.1 **Language**

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 **Project Steering Committee**

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 **Reporting**

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. **Sustainability**

The basis for the sustainability of the project will be created through active and dedicated participation of the Ministry of Agriculture, Forestry and Water Management staff and other participants and stakeholders involved in implementation of project activities. After the completion of the project, the newly gained information and skills will be disseminated by the staff that was trained during the project.

⁶ Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

Gaining knowledge in MS administrative body is seen as a vehicle for sustainable professional development in terms of capacity building and it provides transformative experience that will lead to a shift in professional perspective and attitude.

Relevant secondary legislation to be developed and adopted in the period to come will also contribute to the sustainability of the results achieved within this project.

9. Crosscutting issues (*equal opportunity, environment, climate etc...*)

The project activities will support equal participation of both men and women, regardless of their racial or ethnic origin, religion or belief, disability or sexual orientation. Equal opportunities will be also secured through appropriate information and publicity material, in the design of activities and accessibility to the opportunities they offer. The different project implementation structures will ensure the observance of the principles of equal opportunities and non-discrimination.

The application of the national policy and strategic documents and the best EU standards and practices in the promotion and protection of the rights of the minority and vulnerable groups will be ensured in all aspects of the preparation and implementation of this action. Long term positive consequences of achieved project results will be of benefit to everyone (minorities and vulnerable groups included).

10. Conditionality and sequencing

Conditionality:

The implementation of this twinning is subject to the adoption of the Law on Regulation of the Market of Agricultural Products. The Law was adopted on June 30, 2021 and published in the Official Gazette of the Republic of Serbia dated July 2, 2021. After its entry into force, secondary legislation adding to the Law in accordance with Regulation 1308/2013 will be adopted.

Sequencing:

Following and based on recommendations of the twinning light project "Identification of necessary steps in the process of establishing a carcass classification system in accordance with EU requirements", funded from IPA 2013 unallocated envelope, the Ministry decided to apply for a twinning project with the purpose of assisting the capacities of MAFWM to establish a harmonized system for common organization of agricultural markets in the area of classification of carcasses.

11. Indicators for performance measurement

Component 1: Capacities and legal framework development.

Indicators for the Result 1.1: Knowledge and competences of the MAFWM staff, control body staff and other relevant stakeholders' (slaughterhouses, faculties, institutes, producers) staff on carcass classification improved.

- 1.1.1. Training curriculum developed;
- 1.1.2. Number of trainings on carcass classification delivered to trainees from the MAFWM and other relevant stakeholders;
- 1.1.3. Number of trainings on carcass classification, control of carcass classification and reporting system delivered to trainees from control body;
- 1.1.4. Number of participants with gained practical knowledge on carcass

classification in the MS administrative bodies.

Indicators for the Result 1.2: Secondary legislation and procedures related to carcass classification developed.

- 1.2.1. Number of reporting procedures (from slaughterhouse to the control body and MAFWM) developed;
- 1.2.2. Number of rulebooks envisaged by CMO law developed.

Component 2: Calibration and data system establishment.

Indicators for the Result 2.1: Calibration of equipment necessary for determination of lean meat content in pig carcasses performed.

- 2.1.1. Calibration protocol document prepared;
- 2.1.2. Number of representative pigs for measurement data collection;
- 2.1.3. Number of pigs virtually dissected by mobile CT scanner;
- 2.1.4. Number of trainings on manual dissection for operators conducted;
- 2.1.5. Number of representative pigs manually dissected;
- 2.1.6. Equipment calibration model/equation for lean meat prediction developed.

Indicators for the Result 2.2: National carcass classification data system/database and related data management skills developed and implemented.

- 2.2.1. Number of employees from the MAFWM, control body and other relevant stakeholders with gained experience on carcass classification data system in EU member state/s administrative bodies;
- 2.2.2. Number of workshops with the MAFWM staff, control body staff and other relevant stakeholders on data system specification requirements conducted;
- 2.2.3. Data system specification document developed;
- 2.2.4. Number of sessions/trainings for MAFWM, control body and other stakeholders' staff to test the data system carried out;
- 2.2.5. Percentage of slaughterhouses with installed carcass classification data system.

Component 3: Capacity development in reference slaughterhouse and supervision implementation.

Indicators for the Result 3.1: Practical skills in the slaughterhouse selected as reference point and example for other slaughterhouses developed - **Sub-result 3.1.1:** Control body trainers (who will train carcass classifiers) trained on carcass classification procedure in reference slaughterhouse.

- 3.1.1.1. Number of control body trainer candidates selected;
- 3.1.1.2. Number of training sessions for control body trainers;
- 3.1.1.3. Number of trainer's certificate issued.

Indicators for the Result 3.1: Practical skills in the slaughterhouse selected as reference point and example for other slaughterhouses developed - **Sub-result 3.1.2:** Carcass classifiers trained on carcass classification process in reference slaughterhouse.

- 3.1.2.1. Number of carcass classifiers trained by control body trainers;
- 3.1.2.2. Number of training certificates issued.

Indicators for the Result 3.2: Supervision system of the carcass classification designed and implemented - **Sub-result 3.2.1:** MAFWM inspection assisted with supervision over the work of the control body and carcass classifiers.

3.2.1.1. Number of inspections/supervisions carried out;

3.2.1.2. Number of reports with recommendations on performed inspections/supervisions developed.

Indicators for the the Result 3.2: Supervision system of the carcass classification designed and implemented - **Sub-result 3.2.2:** A mechanism for improved and continued compliance of the carcass classification system with EU regulations established.

3.2.2.1. Stakeholder analysis document developed;

3.2.2.2. Stakeholder meeting group established;

3.2.2.3. Number of stakeholder group meetings held.

Component 4: Dissemination of information.

Indicators for the Result 4.1: Development of an information campaign on carcass classification system.

4.1.1. Number of visibility events targeting consumers/farmers/industry and other relevant stakeholders carried out;

4.1.2. Number of informative publications for consumers/farmers/industry and other relevant stakeholders developed and distributed;

4.1.3. Number of surveys on carcass classification conducted;

4.1.4. Number of mentions of the carcass classification system in national mass media/internet.

12. Facilities available

The Ministry of Agriculture, Forestry and Water Management/Directorates will provide the twinning partner with adequate office space for RTA, RTA assistant and experts, as well as meeting rooms and office equipment necessary for relevant everyday activities and trainings foreseen within this twinning fiche.

It will also dedicate all necessary human and institutional resources in order to achieve an effective project implementation.

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix as per Annex C1a (compulsory)
2. List of relevant Laws and Regulations (optional)

Annex C1a: Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To direct meat producers towards market and consumer demands, and to improve meat production quality and meat market transparency in the Republic of Serbia.	Percentage of eligible slaughterhouses in Serbia with fully implemented and operational carcass classification procedures in line with EU requirements. (BD:0 in 2022; TD:100% in 2025).	Progress Report of the EC for Serbia	EU accession process stagnates. Lack of commitment towards sustainability and further development of the project results.	Accession process moving forward. Commitment towards sustainability and further development of the project results.

<p align="center">Specific (Project) Objective(s)</p>	<p>To strengthen the capacities of the Ministry of Agriculture, Forestry and Water Management (MAFWM) to establish a system of common organization of agricultural markets in the field of carcass classification in full compliance with EU regulations.</p>	<ol style="list-style-type: none"> 1. Number of rulebooks envisaged by CMO law developed (BD:0 – TD:3); 2. Calibration protocol document prepared (BD:0 – TD:1); 3. Percentage of slaughterhouses with installed carcass classification data system (BD:0 – TD:20); 4. Number of trainings on carcass classification, control of carcass classification and reporting system delivered to trainees from control body (BD:0 – TD:3). 	<p>Interim Quarterly Reports;</p> <p>Final Report;</p> <p>Training participants’ list;</p> <p>Progress Report of the EC for Serbia;</p> <p>Press clippings.</p>	<p>Lack of commitment and cooperation of all relevant stakeholders of the project.</p> <p>Timeline of activities not respected.</p>	<p>Good commitment and cooperation of all relevant stakeholders of the project.</p> <p>Timeline of activities respected.</p>
--	---	---	---	---	--

<p style="text-align: center;">Mandatory results/outputs by components</p>	<p><u>Component 1: Capacities and legal framework development.</u></p> <p>Result 1.1: Knowledge and competences of the MAFWM staff, control body staff and other relevant stakeholders' (slaughterhouses, faculties, institutes, producers) staff on carcass classification improved.</p> <p>Result 1.2: Secondary legislation and procedures related to carcass classification developed.</p>	<p>Indicators for the Result 1.1:</p> <p>1.1.1. Training curriculum developed; (BD:0 – TD: 1)</p> <p>1.1.2. Number of trainings on carcass classification delivered to trainees from the MAFWM and other relevant stakeholders; (BD:0 – TD:5)</p> <p>1.1.3. Number of trainings on carcass classification, control of carcass classification and reporting system delivered to trainees from control body; (BD:0 – TD:3)</p> <p>1.1.4. Number of participants with gained practical knowledge on carcass classification in the MS administrative bodies. (BD:0 – TD:10)</p>	<p>Interim Quarterly Reports;</p> <p>Training participants list;</p> <p>Official travel orders and relevant reports.</p>	<p>Limited motivation and availability of staff to participate in trainings.</p> <p>Covid 19 pandemic could jeopardize project activities.</p> <p>Low project participants and stakeholders' coordination.</p>	<p>High motivation and availability of staff to participate in trainings.</p> <p>Pandemic is contained in 2022.</p> <p>Good coordination and need for carcass classification system reform recognized by all project participants and stakeholders.</p>
	<p><u>Component 2: Calibration and data system establishment.</u></p> <p>Result 2.1: Calibration of equipment necessary for determination of lean meat content in pig carcass performed.</p> <p>Result 2.2: National carcass classification data system/database and related data management skills developed and implemented.</p> <p><u>Component 3: Capacity development in reference slaughterhouse and supervision implementation.</u></p> <p>Result 3.1: Practical skills in the slaughterhouse selected as reference point and example for other slaughterhouses developed.</p>	<p>Indicators for the Result 1.2:</p> <p>1.2.1. Number of reporting procedures (from slaughterhouse to the control body and MAFWM) developed; (BD:0 – TD:2)</p>			

	<p>Sub-result 3.1.1: Control body trainers (who will train carcass classifiers) trained on carcass classification procedure in reference slaughterhouse.</p> <p>Sub-result 3.1.2: Carcass classifiers trained on carcass classification process in reference slaughterhouse.</p> <p>Result 3.2: Supervision system of the carcass classification designed and implemented.</p> <p>Sub-result 3.2.1: MAFWM inspection assisted with supervision over the work of the control body and carcass classifiers.</p> <p>Sub-result 3.2.2: A mechanism for improved and continued compliance of the carcass classification system with EU regulations established.</p> <p><u>Component 4: Dissemination of information.</u></p> <p>Result 4.1: Development of an information campaign on carcass classification system.</p>	<p>1.2.2. Number of rulebooks envisaged by CMO law developed. (BD:0 – TD:3)</p> <p>Indicators for the Result 2.1:</p> <p>2.1.1. Calibration protocol document prepared; (BD:0 – TD:1)</p> <p>2.1.2. Number of representative pigs for measurement data collection; (BD:0 – TD:120)</p> <p>2.1.3. Number of pigs virtually dissected by mobile CT scanner; (BD:0 – TD:120)</p> <p>2.1.4. Number of trainings on manual dissection for operators conducted; (BD:0 – TD:4)</p> <p>2.1.5. Number of representative pigs manually dissected; (BD:0 – TD:20)</p> <p>2.1.6. Equipment calibration model/equation for lean meat prediction developed. (BD:0 – TD:1)</p> <p>Indicators for the Result 2.2:</p>	<p>Interim Quarterly Reports;</p> <p>Final report;</p> <p>Training participants lists;</p> <p>Calibration protocol document;</p> <p>Report on collected data;</p> <p>Report on CT scanning;</p> <p>Official travel orders and relevant reports.</p>	<p>Equipment in poor condition.</p> <p>Obstacles in transferring CT mobile scanner from MS country.</p>	<p>Equipment in good condition.</p> <p>No obstacles in transferring CT mobile scanner from MS country.</p>
--	--	---	---	---	--

		<p>2.2.1. Number of employees from the MAFWM, control body and other relevant stakeholders with gained experience on carcass classification data system in EU member state/s administrative bodies; (BD:0 – TD:10)</p> <p>2.2.2. Number of workshops with the MAFWM staff, control body staff and other relevant stakeholders on data system specification requirements conducted; (BD:0 – TD:4)</p> <p>2.2.3. Data system specification document developed; (BD:0 – TD:1)</p> <p>2.2.4. Number of sessions/trainings for MAFWM, control body and other stakeholders' staff to test the data system carried out; (BD:0 – TD:3)</p> <p>2.2.5. Percentage of slaughterhouses with installed carcass classification data system. (BD:0 – TD:20)</p>	Mission reports.	<p>Covid 19 pandemic could jeopardize project activities.</p> <p>Database performance issues.</p>	<p>Pandemic is contained in 2022.</p> <p>Experts from both MS and BC side sufficiently skilled to solve performance issues.</p>
--	--	--	------------------	---	---

		<p>Indicators for the Result 3.1- Sub-result 3.1.1: 3.1.1.1. Number of control body trainer candidates selected; (BD:0 – TD:5) 3.1.1.2. Number of training sessions for control body trainers; (BD:0 – TD:4) 3.1.1.3. Number of trainer’s certificate issued. (BD:0 – TD:5)</p> <p>Indicators for the Result 3.1- Sub-result 3.1.2: 3.1.2.1. Number of carcass classifiers trained by control body trainers; (BD:0 – TD:8) 3.1.2.2. Number of training certificates issued. (BD:0 – TD:8)</p> <p>Indicators for the Result 3.2 - Sub-result 3.2.1: 3.2.1.1. Number of inspections/supervisions carried out; (BD:0 – TD:5) 3.2.1.2. Number of reports with recommendations on performed</p>	<p>Interim Quarterly Reports; Selection report; List of training participants; Certificate document. Interim quarterly reports; Supervision report documents.</p>	<p>Covid 19 pandemic could jeopardize project activities Limited motivation and availability of staff to participate in trainings. Low project participants and stakeholders’ coordination.</p>	<p>Pandemic is contained in 2022. High motivation and availability of staff to participate in trainings. Good coordination and need for carcass classification system reform recognized by all project participants and stakeholders.</p>
--	--	--	--	---	---

		<p>inspections/supervisions developed. (BD:0 – TD:5)</p> <p>Indicators for the Result 3.2 - Sub-result 3.2.2:</p> <p>3.2.2.1. Stakeholder analysis document developed; (BD:0 – TD:1)</p> <p>3.2.2.2. Stakeholder meeting group established; (BD:0 – TD:1)</p> <p>3.2.2.3. Number of stakeholder group meetings held. (BD:0 – TD:3)</p> <p>Indicators for the Result 4.1:</p> <p>4.1.1. Number of visibility events targeting consumers/farmers/industry and other relevant stakeholders carried out; (BD:0 – TD:3)</p> <p>4.1.2. Number of informative publications for consumers/farmers/industry and other relevant stakeholders developed and distributed; (BD:0 – TD:300)</p>	<p>Stakeholder meeting participants' list.</p> <p>Interim Quarterly Report;</p> <p>Final report;</p> <p>Event participation list;</p>	<p>Too many members of the stakeholder meeting group causing bottlenecks in decision process.</p>	<p>Number of stakeholder meeting group enough to make decision process running smoothly.</p>
--	--	---	---	---	--

		<p>4.1.3. Number of surveys on carcass classification conducted; (BD:0 – TD:2)</p> <p>4.1.4. Number of mentions of the carcass classification system in national mass media/internet. (BD:0 – TD:3)</p>	Publications' printing invoice.	<p>Low visibility of the event.</p> <p>Relevant stakeholders not present at the event.</p>	<p>High visibility of the event.</p> <p>All relevant stakeholders present at the event.</p>
--	--	---	---------------------------------	--	---

