

**REPUBLIC OF UGANDA EUROPEAN UNION**

**MINISTRY OF AGRICULTURE,**

**ANIMAL INDUSTRY & FISHERIES (MAAIF)**

**DEVELOPING A MARKET – ORIENTED AND ENVIRONMENTALLY SUSTAINABLE BEEF MEAT INDUSTRY IN UGANDA PROJECT (MOBIP)**

**UG/FED 2018/ 397425**

**TERMS OF REFERENCE FOR A CONSULTANT TO CARRY OUT A NEEDS IDENTIFICATION, AND PRIVATE PARTICIPATION EXPLORATION, FOR SUPPORT TO SLAUGHTERING FACILITIES**

**Role:** Slaughter Facility Expert

**Report to:**

Functional Reporting: National Project Coordinator (MOBIP)

Administrative Reporting: National Project Coordinator (MOBIP)

**Salary:**

**Job Type:** Contract

**Duration:** 132 working days

**Location**: Directorate of Animal Resources (DAR), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Entebbe, Uganda

**Role Definition:**

The consultant (recruited by MOPIB/MAAIF under the Multi Annual Programme Estimate (MAPE)), will identify slaughter facility infrastructure along the beef value chain within the MOBIP target area, which present the opportunity cost if upgraded. This will be achieved through MOBIP investment and co-investment from the private sector. The aim of the up-grading is to enhance the quality and safety of beef and reduce environmental pollution. An alternative, or parallel option, which the consultant should evaluate through a detailed financial, impact and economic analysis, is to determine the feasibility for a new regional abattoir. This will be built in one of the Disease Control Zones (DCZ) through using a hybrid a PPP arrangement with strong capital participation from the private sector.

The overall objective of the assignment has two key components:

1. Identify infrastructures along the beef value chain which might be suitable for upgrade with reasonable investments and in co-investment with the private sector.
2. Complete a feasibility study for a new regional abattoir to be built in one of the DCZs, managed through a PPP with strong capital participation from the private sector.

The consultant will need to conceptualize the different classes of abattoirs and slaughter slabs within DCZs 1&2, considering infrastructure facilities, equipment availability and key performance parameters. The specific parameters will be articulated around 4 main pillars:

1. Description of the slaughter/processing unit facilities
2. Slaughter/processing unit site assessment and site descriptions
3. Regulations, standards and business model
4. Slaughterhouse/processing unit facility requirements

**Key Result Areas:**

1. **Identify two facilities for up-grading – one in each of the DCZs**

The detailed technical study and subsequent recommendation will include at least the following:-

1. Design and description of the physical infrastructures, equipment, waste management and environmental risk mitigation measures, including the variety of products produced.
2. Description of the quality assurance system through listing of Standard Operational Procedures and Standard Operational Sanitary Procedures and HACCP principles.
3. Assess the level of compliance with national and international standards for slaughter and meat processing.
4. Assess the operational costs of the facilities and the business models used, including targeted end markets and current animal throughput.
5. Mapping of the supply and marketing chain. Listing the various stakeholders involved, including those involved in auxiliary services, such as refrigeration.
6. Assess the level of compliance with Environmental and sanitation requirements
7. Based on the above analysis, **identify two operating slaughterhouses/ processing units** and provide technical design and detailed cost estimate for the suggested upgrades, plus the operational requirements. Private sector opportunities should be high-lighted.
8. **Feasibility study for a new regional abattoir**

The consultant will complete a feasibility study (investment and financial modalities, technical, operational, and institutional and managerial requirements) for the construction of a slaughterhouse complex in either DCZ 1 or 2. The feasibility should include a full cost estimate and consideration of at least the following:

1. Facilities - Livestock holding, slaughtering unit, initial treatment of blood, hides and skins, green offal and other bi-products, the storage of solid waste and treatment, and disposal, of waste water.
2. Operations – Slaughtering, dressing, offal and hide/skin processing and waste management
3. Quality assurance systems – Good hygiene practices, Sanitary Standard Operating Procedures and Hazard Analysis and Critical Control Point (HACCP).
4. A schematic diagram of the layout for holding, slaughter, staff and management facilities
5. Hybrid PPP – Possible arrangements for Hybrid PPP based on financial analysis (income and expenditure schedule and year-end balance sheets) calculations and management/ownership arrangements – based on best practice recommendations for Hybrid PPP implementation.

**Key Outputs:**

1. An Inception report outlining data to be gathered and examined.
2. Technical Appraisal Report outlining possible locations and upgrade requirements for slaughter facilities, including preliminary designs and cost estimates (Part 1), and similarly for a possible new regional abattoir (Part 2).
3. The Technical Appraisal Report will be discussed, and its recommendations confirmed, during a one day workshop of key stakeholders.
4. Final Report on the most appropriate option(s), bills of quantities, drawings and tender documents for each of the selected facilities.
5. Sustainable post-construction operation and maintenance manual.

**Required Educational Qualifications (of team leader):**

1. University degree in Civil Engineering or similar.
2. A relevant master’s degree will be an added advantage.

**Experience:**

1. At least 10 years proven experience in infrastructure design and development.
2. Experience in design and building, with specific reference to slaughterhouses and processing Units.
3. Knowledge of livestock industry infrastructures and operations and management would be an advantage.
4. Experience of the consultant team should include; Economics and Business development, Financial and Investment Analysis, Public Private Partnership organization - with specific reference to agricultural based investments, and quality control within the food industry.
5. Knowledge of agribusiness and livestock industry finance, market and management would be an advantage.
6. Experience of similar tasks in Uganda/East Africa.
7. Good knowledge of Uganda and socio-political context.

**Character:**

1. High level of integrity
2. Proven track record of outstanding performance
3. Ability to work as part of a team
4. Critical and strategic problem solving
5. Fluent in English with excellent oral and written communication skills
6. Ability to deliver accurate results in a timely manner and in an environment with multiple and challenging tasks

Signed of:

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Dr Mary Concepta Mbabazi

National Project Coordinator - MOBIP