

Terms Of Reference (ToR)

THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT A FEASIBILITY STUDY & BUSINESS PLAN FOR ADDO ELEPHANT NATIONAL PARK (AENP) GAME MEAT ABATTOIR

1. BACKGROUND:

The Department of Fisheries, Forestry and the Environment recently launched a project titled “Catalyzing Finance and Capacity for the Biodiversity Economy around Protected Areas”, which seeks to establish three Biodiversity Economy Nodes (BENs) across the country. The intention is for the BENs to contribute to improved well-being through inclusive, conservation-compatible rural economic development, while protecting natural capital. The project aims “to leverage financial resources and improve capacity to implement the Biodiversity Economy and increase benefits from selected Protected Area landscapes to local communities”. The project will help to transform South Africa’s wildlife economy to become inclusive and sustainable, supporting land reform beneficiaries and other communities to enter the wildlife ranching, game-processing, hunting and ecotourism sectors, and to set aside land for habitat conservation.

The project is funded by the Global Environment Facility (GEF 7) and SANParks is leading the project implementation in the Eastern Cape where the Greater Addo-Amathole Biodiversity Economy Node (Node) is being established. The Greater Addo-Amatole Biodiversity Economy node is loosely delineated as the area between the Addo Elephant National Park in the Sarah Baartman District Municipality and the Kei River in the Amathole District Municipality as depicted in (Figure 1).

Addo Elephant National Park (AENP) is SANParks’ focal National Park in the BEN. Game offtakes in the form of harvesting, is a critical component of AENP’s environmental management, based on annual game census data. Facilities at the Park however allow for very limited harvesting and processing (a small skinning shed and cold room), and are sufficient only for own consumption, in line with health and safety regulations. Over the last few years park management has had to retain external service providers & abattoirs to conduct game offtakes and remove carcasses for processing. This is a lost opportunity for AENP to enhance community relations through meat provision and boost the biodiversity economy through the supply of raw inputs into secondary, value adding, SMMEs.

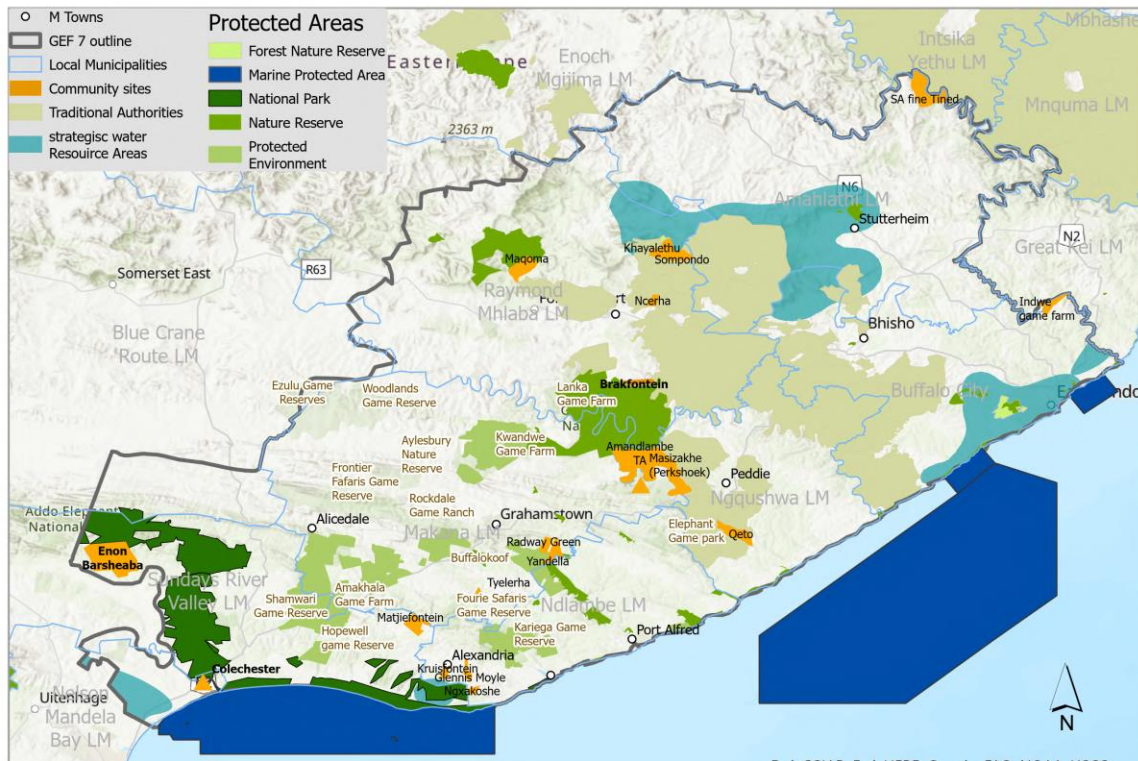


Figure 1: Greater Addo-Amathole Biodiversity Economy Node Map

2. OBJECTIVES OF ASSIGNMENT

Purpose

SANParks aims to catalyse the biodiversity economy in the Greater Addo-Amathole BEN by supporting primary and secondary SMME opportunities and enhancing the positive socioeconomic impact of the Addo Elephant National Park (AENP), through the improved utilisation of AENP’s conservation management game offtakes.

To do so, SANParks intends to develop a game meat abattoir/ processing facility, that will allow the efficient and effective processing of game offtakes from AENP, to an appropriate state where the output can be optimally utilized and / or further benefited by local SMMEs and enable an affordable supply of meat to surrounding local communities.

Specific objectives

- 2.1 Assess the operational and financial feasibility of establishing a game meat abattoir/ processing facility on the western boundary of AENP main section, based on the game management requirement of AENP, and considering current and future game offtake requirements of surrounding private and community protected

areas. Noting the aim of SANParks is not primarily commercial, but to sustainably create opportunity and tangible benefit to local communities.

- 2.2** Recommend the most appropriate scale and scope of an AENP game meat abattoir/ processing facility to ensure feasibility and optimize its local positive socioeconomic impact.
- 2.3** Assess the potential for an AENP game meat abattoir/processing facility to support SMMEs focused on beneficiating / marketing the abattoirs output (game meat, skins, horns, etc.). Consideration should also be given to the existing game meat & secondary product market in the landscape, in terms of processing needs, supply, demand, competition, enabling infrastructure, etc.
- 2.4** To identify and prioritise critical infrastructure within the Wildlife Economy value chain required to ensure the feasibility of the abattoir & processing facility (For example, game harvesting depots, as envisaged in the draft Game Meat Regulations).
- 2.5** Assess outstanding barriers in the area and potential additional / alternative modalities for SMMEs to leverage the wildlife economy opportunity in the landscape.

3. SCOPE OF WORK

SANParks as a GEF 7 implementing agent requires the assistance of a suitably qualified and experienced service provider to:

- 3.1** Complete of a feasibility study on the construction and operation of a suitably sized game meat abattoir / processing facility on the western border of AENP main section, that will:
 - process AENP game offtakes in line with all relevant regulation.
 - consider possible current/future intake from surrounding private/community protected areas/wildlife ranches.
 - enable the selling of meat and by products to ensure the operational sustainability of the facility (cover costs).
 - enable the selling /donation of meat to neighbouring communities.
 - enable the selling / donation of primary (meat) and secondary products (skins/horns, etc.) to local SMMEs and entrepreneurs for beneficiation.

The feasibility study must include:

- 3.1.1** Engagement with key stakeholders and onsite assessment of proposed location.
- 3.1.2** Scope of infrastructure & operational systems - based on supply of carcasses, throughput capacity, storage, and recommendation on the size & classification of facility.
- 3.1.3** Commercial & management activities

- 3.1.4 Regulation and standards that the facility must comply with.
- 3.1.5 Market analysis, with consideration given to the need for an AENP facility and alternative option such as the use of existing infrastructure.
- 3.1.6 Capital investments, financial projections & sustainability, considering sale and donation scenarios.
- 3.1.7 Recommendation of appropriate ownership, governance & management structures.
- 3.1.8 A high-level business plan for the recommended Facility that can be used to guide, and raise the necessary capital for, construction and operationalisation.
- 3.1.9 Recommendations around additional interventions required, alongside the proposed game meat abattoir/processing facility (if any, to ensure its feasibility & enable / further catalyse the wildlife economy).

4. CRITICAL CONTEXT & PARALLEL PROCESSES

The following concurrent projects & processes should be engaged and incorporated to complete the scope of work most effectively:

- GEF 7 Addo-Amatole BEN Masterplan (landscape development plan including creation of a common vision and stakeholder collaboration & governance mechanisms).
- GEF 7 Feasibility study & business plan for a tannery and leather workshop for the Addo-Amatole BEN
- Multiple surrounding protected areas, wildlife ranches, and livestock farmers
- Existing rural game meat & livestock abattoirs servicing the above
- Existing taxidermy and tannery facilities servicing the above
- GEF 7 Greater Addo-Amatole BEN SMME Incubation & Small Grants Programme
- GEF 7 Greater Addo-Amatole BEN community governance & commercial business engagement

5. REPORTING REQUIREMENTS & TIMELINE FOR DELIVERABLES

The service provider may propose additional / alternative activities, outputs, and timelines in their proposal methodology (within the total contract period of eight months). These will be agreed on and finalized in the inception phase of the project.

Activity	Expected output(s)	Timeframe
Appointment of consultant	Signed contract	Contract signed by end September 2024
Inception meeting with Advisory committee and PMU to confirm approach and deliverables.	Inception report including final work plan, deliverables & invoicing schedule.	Meeting held and Report delivered by mid-October 2024
Regulatory review.	Market analysis	End January 2024

Market Analysis Stakeholder engagements & Site assessment.	Draft Facility Scope Meeting minutes	
Refined scope of Facility Financial assessment Management structure options	Draft Feasibility Study	End March 2024
Review draft feasibility comments. Packaging proposed facility into Business Plan.	Draft Business Plan	End April 2025
Incorporation of comments (up to two iterations) and finalisation of Report.	Final Feasibility including Final Business Plan as an annexure	End May 2025

The Service Provider will be required to provide brief monthly progress updates for the duration of the project as agreed, or when it is required based on the agreement with the Project Manager.

The Service Provider will be required to present key outputs/deliverables to the PMU at critical milestones in the workplan.

Any proposed deviations from the final project implementation plan (as per the inception report) shall be explained to the Project Manager in writing and be approved by the PMU.

All project report (s) must be submitted in electronic formats, and sent to Candice Eb Candice.eb@sanparks.org and cc'ed to Sustene Jordaan Sustene.jordaan@sanparks.org.

All such materials shall become the property of SANParks and its partners, and no document may be reproduced, copied, or distributed without prior written consent of SANParks.

6. SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT:

The project management unit (PMU) will provide oversight functions to this process. Existing reports and key reference materials will be provided.

The PMU will provide written feedback on outputs & deliverables for consideration/incorporation within two weeks of the submission, unless otherwise agreed.

7. TEAM COMPOSITION & QUALIFICATION REQUIREMENTS FOR KEY EXPERTS

The consultant is to provide a list of key experts required to deliver on the scope of work. The table below has been populated to provide guidance on the Key Positions for this assignment, however Consultant's may modify it based on the assignment delivery approaches and methodologies. Therefore, the table is flexible and the Consultant should structure their team (individual with all required expertise OR multiple experts required for the assignment) with the required expertise necessary to complete the project.

S. No.	Key Position	Areas of Specific Expertise required	Minimum Qualification and Professional Experience Required	Indicative Key Staff inputs required in person days
K-1	Team leader – Biodiversity Economy Feasibility	<ul style="list-style-type: none"> - Biodiversity (wildlife) Economy - Project management - Stakeholder engagement - Feasibility Studies & Business Plans - Report writing - Conservation management 	<ul style="list-style-type: none"> - Relevant Masters degree - In depth knowledge of the regulatory context around Game Meat Strategy; Biodiversity Economy Strategy; White Paper; NEMPAA & NEMBA - In-depth experience in developing feasibility studies and business plans within the Biodiversity Economy in South Africa. - In-depth experience in implementing Biodiversity Economy projects in SA. - Project experience in conservation management with respect to game offtake processes. 	Engaged throughout project process.
K-2	Game / Red Meat & Abattoir/Meat Processing expert	<ul style="list-style-type: none"> - Game/red meat regulation & standards - Capex & operational requirements of abattoir & meat processing facilities 	<ul style="list-style-type: none"> - Relevant Masters degree - Direct experience in establishing / running an abattoir and/or meat processing facility. - Experience in the marketing & sale of abattoir products. - Experience in beneficiation, marketing & sale of secondary products from abattoir. - In-depth knowledge of relevant regulation, health & safety standards & red meat protocols, and the implementation of such. 	To provide targeted inputs
K-3	Market Analysis & Business development expert	<ul style="list-style-type: none"> - Business / SMME development - Value chain assessment - Market analysis - Business Plan 	<ul style="list-style-type: none"> - Relevant Masters degree - Experience in conducting market analyses and value chain analyses in the meat industry in SA (preferably red / game meat). - Experience in developing financial 	To provide targeted inputs

		development - Business governance & management structuring - Financial modelling	models for business plans, including cost and revenue projections based on capital and operational requirements.	
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8. CONTRACT TYPE AND OTHER INFORMATION:

A Lump-Sum Contract type will be used for the project, wherein, the service provider agrees to perform the scope of services for a fixed contract amount. Payment percentages or amounts may be linked to the completion of contractual milestones or determined as a percentage of the value of the work to be done.

The work should be completed within nine months after the contract signing. Payments will be made once a deliverable has been completed and signed off by the project management unit. **The dates and timeframes are subject to change and will be discussed and agreed on during the inception meeting and Project Management Unit meetings.**

The Consultant must budget for its own staff travel and other expenditures (printing of reports, accommodation etc.), inclusive of VAT. The estimated cost per deliverable is subject to change, and the applicant could motivate for a reasonable reallocation between deliverables as part of the application, which will be reviewed by the initial Adjudication committee. **Reallocation of deliverable payments during implementation need be approved by the Project Management Unit but may not exceed the allocated bid.**

9. CONFIDENTIALITY

All information, discussions, documents, learning material and reports that arise from this project must be regarded as confidential by the Project Leader. Only SANParks, or its partners, shall have the right to make public the results of this project.

10. CONTRACT PERIOD

The work should be completed within eight (8) months of signing of the contract.