



FEDERAL REPUBLIC OF SOMALIA

MINISTRY OF LIVESTOCK, FORESTRY AND RANGE

TERMS OF REFERENCE

FOR

**CONSULTANCY TO UNDERTAKE CAPACITY-BUILDING TRAINING WORKSHOPS
ON FEEDLOT MANAGEMENT FOR PASTORALIST GROUPS IN ALL FIVE (5)
SOMALIA FEDERAL MEMBER STATES**

February 2025

A. BACKGROUND

The Ministry of Livestock, Forestry and Range (MoLFR) of the Federal Republic of Somalia is responsible for improving livestock health conditions, access to high-quality fodder, suitable markets, and sustainable production. The ministry champions the safeguarding of rangeland and forestry resources from over exploitation, land degradation and deforestation to ensure sustainable production of pasture and fodder for livestock. The ministry further enhances human resource capacity and institutional strengthening, animal health and disease control, animal production, rangeland development, and livestock marketing and facilitation of trade in livestock, forestry and rangeland resources and products.

Somalia has traditionally relied on livestock production for a greater part of its GDP output, estimated at 45%. Most of this economic contribution to the GDP from livestock production is earned from local consumption and export of livestock and livestock products to the Middle East, North Africa and Asian markets. Despite its significance, the sector faces numerous challenges, including inadequate fodder and feed especially during the dry season, inadequate and underfunded disease prevention and control measures, poorly organized breeding programmes, poor market infrastructure, limited access to markets, climate change impacts, resource conflicts, and insufficient knowledge on sustainable livestock and rangeland management practices. To address the negative animal feed balance occasioned by recurrent climate extremes (drought and floods), and to ensure continued supply of adequate numbers of quality animals to local and export markets, the public and private sector needs to improve the animal feed balance by investing more in fodder and feed production and feedlots. Consistent supply of adequate numbers of quality animals in the market would inject liquidity at producer level and enhance resilience of local communities while serving to create wealth and employment opportunities along the livestock and feed value chains in the Federal Republic of Somalia. To spur the improvement of livestock production, productivity and marketing in Somalia, the Ministry of Livestock, Forestry and Range (MoLFR), with the support from HoA DRIVE Project funded by World Bank, seeks to enhance the capacity of Somali pastoralist groups to establish and manage feedlots including the associated fodder production in the five federal states. This will be achieved through a series of theoretical and practical (hands on) capacity-building /training sessions to be held in all five Federal Member States including Jubaland, Galmudug, Hirshabelle, Southwest and Puntland. These training sessions will be aimed at equipping pastoralist community groups and other relevant livestock sector stakeholders with the necessary knowledge and skills to improve livestock management, especially fodder and feedlot management and production of quality market ready animals. The training will also encourage pastoralists who have fallen out of production to engage in commercial fodder production to supply the feedlots and the livestock markets. This activity will also supplement to add more value to another intervention of DRIVE project that had provided a capacity building on market oriented sustainable livestock production to some of livestock agrifood producers in the states. The aim of that activity was to drive the attention of pastoralist from subsistence production into more market facing production to enhance their market inclusion. This feedlot management pastoralist training together with that previous intervention of the project will definitely improve pastoralist economies.

B. CAPACITY-BUILDING WORKSHOP ON FEEDLOT MANAGEMENT

The feedlot sector represents an intensive production system with the goal of growing and or fattening cattle, sheep and goats until they reach slaughter weight. The feedlot sector can be further divided into growing (backgrounding) and finishing (fattening) phases. Feedlotting has established itself as a valuable method for producing high-quality sheep, goats and beef cattle in Worldwide. Despite the associated costs, this intensive rearing practice offers numerous benefits, including consistent animal supply, enhanced market value, and improved herd health. These attributes are especially critical in Somalia as the pastoralists would be guaranteed of alternative offtakers while local and export slaughterhouses and quarantine stations would be assured of consistent supply of quality well finished livestock all year round. Stable livestock markets and improved market value would enhance the resilience of livestock producers, contribute to job creation and socio-economic stability and improve food and nutrition security of all actors along the livestock value chains.

Feedlots support maximum growth and weight gain through a high-energy diet of grains and legumes, such as maize, sunflower and soy which could be associated with by-crop and industrial waste. The confines of the feedlot discourage open foraging activity to lower stress and energy expenditure, reduce the health issues and risks associated with open grazing, and maximize profits. Recognizing the potential of feedlot management in transforming livestock production and productivity in Somalia, this capacity-building workshops is targeting selected Somali pastoralist groups across all five Somalia Federal Member States. The training workshops will focus on equipping participants with the necessary theoretical knowledge and practical skills to establish and manage feedlots effectively, thereby fostering sustainable livestock production and economic empowerment within pastoral communities.

C. OBJECTIVES

Objective of the capacity building training programme on feedlot management is to enhance the ability of pastoralist groups in five Somalia Federal States to gainfully and sustainably produce quality export market and slaughterhouse ready livestock (sheep, goats, cattle and camel). In the medium and long term, the feedlots will serve as national drought mitigation and de-risking strategy tools designed to moderate effects of drought and other climate related pasture losses by providing a market for affected stock (buyer of last resort). This agri-entrepreneurs action will also safeguard livestock assets before the animals lose their body condition. The focus is on practical and cost-effective approaches that align with the resources and constraints faced by pastoralist communities.

The specific objectives of the capacity-building workshop are:

1. To establish feedlot demonstration units and to equip participants with theoretical and practical skills in feedlot design, construction, management and operation, tailored to fit the Somali context.
2. To provide participants with a comprehensive understanding of fodder and silage production and utilization of alternative feeding sources.
3. To facilitate knowledge exchange and peer learning among participants, promoting collaborative approaches to feedlot management while concentrating on efficiency in production and natural resource use.

4. To empower pastoralist groups with the capacity to establish and sustainably manage feedlots, thereby enhancing profitable and sustainable livestock production and market access.
5. To promote the adoption of environmentally sustainable practices in feedlot management, contributing to natural resource conservation, projected reduction of GhG emission and resilience to climate change.

D. AREA OF TRAINING FOCUS

1. **Beef Cattle, Camel, Sheep and Goats Production Systems** (Pasture based, Commercial feedlots, Backyard fattening, Dairy beef and camel production)
2. **Feedlot Design & Establishment** (Design objectives and basic considerations, Site selection and evaluation, Feedlot components and associated facilities, Sketching the design – locating position of different components, overall logistic of the premises, socio-environmental related risk mitigation measures). In addition, basics of feedlot setup, including space requirements, ventilation, and drainage, construction using locally available, cost-effective materials.
3. **Feed Resource & their Characteristic** (Livestock production systems; Major feed resources; silage, feeding systems; nutritional characteristics of improved fodder species)
4. **Ration Formulation** (Ration formulation basics; silage, feed resources and animals; elements of Cost Benefit analysis, and Return of Investment, conversion rates calculation feeding-to- LBW and feeding-to-kilo of meat produced, overall “Best cost feeds and rations”)
5. **Mixing Feed Ingredient** (Ingredient; Nutrient requirement; Feed manufacturing; Quality assurance)
6. **Feed Quality and Safety Regulation** (Developing and implementing uniform and equitable regulations; Standards and enforcement of policies for regulating the manufacture; Distribution and sale of animal feeds resulting in safe, effective, and useful feeds)
7. **Feeding and Management of Animals in Feedlots** (Potential feeds resource; Feeding practices; Total mixed ration; Feed trough reading and calling feed)
8. **Livestock Health and Welfare** (disease prevention and control, early identification and treatment of common livestock diseases, best practices for animal welfare and stress reduction). Training on basic veterinary practices and best practices for animal welfare and stress reduction.
9. **Business and Financial Management** (Budgeting and cost analysis for feedlot operations. record-keeping for feed purchases, livestock performance, and sales, accessing microfinance and cooperative models to pool resources.). The training will support the development of simple business plans tailored for small-scale feedlots that could be presented to the livestock value chain fund.
10. **Market Access and Value Chain Integration** (Identifying profitable markets for finished livestock; building partnerships with buyers, processors, and traders; understanding grading and pricing systems in livestock markets.
11. **And all other relevant components of a global best practice feedlot management.**

E. SCOPE OF WORK AND DESIGN

The scope of work for the capacity-building workshop includes the following:

1. Inception Phase: Rapid Assessment, Identification and Inception Report

- Conduct a rapid assessment of existing feedlot management practices, challenges, and opportunities in Somalia.
- Based on the findings submit an inception report outlining the key findings including gaps and challenges that will be addressed by the proposed training workshops.
- Develop and submit a training manual that will be used during the training workshops tailored on Somali breeds and feed production environment.
- In collaboration with the Ministry of Livestock, Forestry and Range identify suitable venues and logistical arrangements for hosting the workshop in each of the five Federal Member States.

2. Design Phase: Design of Training Program and other Enablers

a. Workshop Planning and Preparation:

- Design a detailed curriculum and training materials covering key aspects of feedlot management, including site selection, infrastructure development, feeding regimes, basic Cost-benefit analysis and return of investment exercises, utilization of improved fodder varieties and alternative by-crops and industrial waste, health management, and marketing strategies.
- Coordinate with local authorities and community leaders to mobilize participants and ensure their active participation in the workshop as well their ability to extend the animal feeding knowledge to their regional communities.
- Procure necessary equipment, supplies, and resources for conducting practical demonstrations and hands-on training activities.

b. Workshop Delivery:

- Conduct a series of capacity-building training workshops in each of the five Federal Member States, spanning multiple days to ensure comprehensive coverage of workshop topics.
- Deliver interactive training sessions, combining theoretical knowledge with practical demonstrations, group exercises, and case studies.
- Facilitate peer-to-peer learning and knowledge sharing among participants, encouraging collaboration and networking opportunities.
- Provide opportunities for participants (5 participants per State) to visit operational feedlots in Somalia or neighboring states, specific feedlot research stations and engage with successful practitioners to gain firsthand insights and experiences.

3. Assessment and Evaluation: Performance Evaluation Measures

- Conduct pre-training assessments to gauge the initial knowledge and skills of the participants.
- Implement post-training assessments to measure knowledge gain and the effectiveness of the training.
- Collect feedback from participants to identify areas for improvement and future training needs.

These activities are designed to ensure that the training workshops are well-organized, effective, and meet the specific needs of the pastoralist groups, hence contributing to DRIVE project result indicators.

4. Post-Workshop Evaluation and Follow-Up:

- Conduct an evaluation of the workshops to assess participant satisfaction, knowledge retention, and the overall effectiveness of the capacity-building initiative.
- Gather feedback from participants and stakeholders to identify strengths, weaknesses, and areas for improvement in future workshops.
- Develop a comprehensive report documenting the workshop outcomes, including key lessons learned, best practices, and recommendations for sustaining momentum and building upon the capacity-building efforts.

5. Indicators:

- i. Number of pastoralists trained and adopting feedlot practices.
- ii. Number of productive groups benefiting from the training
- iii. Increase in average weight gain and livestock sales revenue.
- iv. Reduction in livestock mortality rates.

Methods:

- i. Baseline and endline surveys.
- ii. Regular feedback from participants.
- iii. Field visits to assess feedlot operations.

F. DELIVERABLES, DATE AND PAYMENT STRUCTURE

The capacity-building training workshops on feedlot management for pastoralist groups in all five is planned to continue seven-month period. The successful firm is expected to conclude the delivery of this assignment within 7 months. The percentage payments will be released to the consultant on the submission and acceptance/ approval of the deliverables (as mentioned below) by the competent authority of MoLFR (Client). Expected deliverables and an indicative timeline for delivery and payments is included below:

Deliverables	Timeline and Payment Schedule
D1: Inception Report outlining the curriculum and training methodology, approach, objectives, agenda, identification suitable venues and logistical arrangements for hosting the workshop in the federal member states and work plan outlining overall execution plan guaranteeing timely completion of the assignment.	10% payment of overall amount of contract, payable two (2) weeks after signature of contract.
D2: Detailed training manual – training program, curriculum, feedlot facility and training materials for feedlot management training and rapid assessment report with findings including gaps, challenges	15% payment of overall amount of contract, payable five (5) weeks after signature of contract.
D3: Delivery of /conducted training workshops in each of the five Federal Member States. Preparation of a report for each FMS including: number of trained pastoralists disaggregated by gender; information on which cooperative or productive group they belong to, pre-training and post-training assessments outcomes and participant feedback, all verified by the client independently.	40% payment of overall amount of contract, payable twelve (20) weeks after signature of contract.
D4: Comprehensive post workshop evaluation report with recommendations for future initiatives.	35% payment of overall amount of contract, payable 28 weeks after signature of contract

G. FIRM QUALIFICATION AND KEY EXPERT REQUIREMENTS

Firm:

The firm selected for this assignment must possess an exceptional understanding and proven experience in livestock production systems, feedlot management, animal feeding and feed safety and quality with particular focus on professional provision of feedlot management capacity building in developing country contexts. Essential qualifications include:

- Minimum of 8 years of business operation with specific experience in livestock production systems and feedlot management training. Must have successfully completed at least three (3) similar capacity building assignments, with at least one (1) specifically for pastoralist communities.

- Demonstrated experience in feedlot establishment, management and operations, including feed formulation, animal nutrition, livestock health management and practical training delivery.
- Familiarity with Somalia or Horn of Africa's pastoralist production systems, including understanding of the specific challenges and opportunities in livestock production and marketing.
- Ability to field a team comprising livestock production specialists, feed management experts, and feedlot management training professionals with practical experience in feedlot operations.
- Demonstrable experience in delivering comprehensive capacity building programs for pastoralist communities, including both theoretical and practical training components.
- The firm has to have in-house feedlot fodder production facilities to provide the practical training.

Key Experts:

1. Team Leader/Livestock Production Expert

- Master's degree in Animal Science, Livestock Production, or related field
- Minimum of 10 years in livestock production systems with specific experience in feedlot operations
- Demonstrated expertise in designing and implementing feedlot management systems
- Experience in capacity building program design and delivery for pastoral communities
- Previous experience leading similar assignments in Somalia or Horn of Africa region
- Excellent understanding of livestock value chains and marketing systems

2. Animal Nutrition and Feed Management Expert

- Master's degree in Animal Nutrition, Feed Science, or related field
- Minimum of 8 years in feed formulation and management for intensive livestock production systems
- Expertise in feed ration formulation and feed mixing for different livestock species
- Experience in silage production and alternative feed resources utilization
- Knowledge of feed quality standards and safety regulations
- Practical experience in feedlot feed management systems

3. Training and Capacity Building Expert (with livestock value chain development capacity)

- Bachelor's degree in animal husbandry, agriculture extension, or related field
- Minimum of 6 years in training design and delivery, preferably in livestock sector
- Experience in developing training materials and curricula for adult learners
- Demonstrated ability to conduct practical, hands-on training sessions
- Experience working with pastoralist communities
- Proficiency in Somali language is required
- Strong facilitation and communication skills

P.S. In the spirit of skill transfer and institutional capacity development, the firm is required to source some of its national experts for the assignment from local subject matter experts. MoLFR will support facilitation of this ensuring an alignment with the policy of the firm and that of national regulation.

H. TIMELINE

The capacity-building training workshops are expected to be held over a period of seven months, with each workshop session lasting approximately one week. The exchange programme will be to on region of Somalia or a neighboring country and last for one week.

I. STAKEHOLDER COLLABORATION

The success of the capacity-building workshop relies on close collaboration and partnership with relevant stakeholders, including government agencies, pastoralist associations/groups, technical experts, Non-Governmental Organizations and community leaders. By fostering a collaborative approach, the workshop aims to leverage diverse perspectives and expertise to achieve its objectives effectively.

J. REPORTING

The consultancy firm responsible for conducting the capacity-building workshop will report directly to the office of the Director General, Ministry of Livestock, Forestry, and Range, providing regular progress updates and seeking feedback throughout the duration of the project, along day today close coordination with MOLFR DRIVE focal point and the DRIVE Senior Livestock Specialist. Collaboration with the DRIVE Project's Program Implementation Unit (PIU), World Bank and relevant stakeholders will also be required to ensure alignment with broader development objectives and coordination with ongoing initiatives.