



Terms of Reference

Towards a safe and sustainable poultry sector in Sri Lanka

Table of contents

General Information	2
Country	2
Sector	2
Budget (maximum)	2
Project planning.....	2
Execution: (Dutch and local) implementing team	2
Project information	2
Project purpose	2
Institutional setting	2
Project background and problem analysis.....	3
Results	4
Activities.....	5
Monitoring and Evaluation.....	8
CSR Opportunities and Risks	10



General Information	
Country	Sri Lanka
Sector	Agri & Food, Poultry
Budget (maximum)	Max 250.000,- including VAT
Project planning	<p>Start date: December 2021 End date: December 2023</p> <p>Note: Due to the current COVID-19 situation, travel possibilities in the near future are still uncertain. The idea is that all necessary preparations are being made, so that the activities (such as the physical trainings) can start as soon as it is safe to travel again. Close cooperation with the Embassy in Colombo and RVO is requested with regard to the COVID-19 situation in Sri Lanka.</p>
Execution: (Dutch and local) implementing team	The implementing team is an internationally renowned consultancy or knowledge/training institute with at least 10 years of experience in the poultry sector. The implementing team preferably works together with a local Sri Lankan consultancy and/or team. The project manager should have experience in leading similar assignments. The implementing team should also have a demonstrable network in the Dutch and international poultry sector.
Project information	
Project purpose	<p>The purpose of the different project activities is to contribute to the further improvement of the poultry sector in Sri Lanka in terms of competitiveness, efficiency, food safety, animal welfare, sustainability and environmental impact.</p> <p>Besides, with this project the Embassy of the Kingdom of the Netherlands in Colombo aims to scope for Dutch opportunities for cooperation, trade and investment in the poultry sector.</p>
Institutional setting	<p>The Department of Animal Production and Health (DAPH) is a state organization which is responsible for the development of the livestock sector in Sri Lanka. The DAPH, functions under the Ministry of Agriculture, with the direct responsibility of State Ministry of Livestock Farm Promotion and Dairy & Egg Related Industries. DAPH is responsible for the poultry sector extension service in the country and have their own training facilities and farms. Besides, Sri Lankan companies intending to import poultry or poultry products need formal approval from the Director General of DAPH under the provisions of Animal Diseases Act no. 59 of 1992.</p> <p>The National Livestock Development Board (NLDB) – is the only government owned poultry producer. The NLDB possesses many farms where they produce amongst others eggs for the Sri Lankan market and inputs for the poultry sector. They are one of the few Sri Lankan producers of day old chicks.</p>



	<p>The policy officers, officials and extension officers of DAPH and the poultry farm employees of the NLDB are an important target group of the different interventions under this project.</p> <p>Other stakeholders in the poultry sector are amongst others the Sri Lankan branch of the World Poultry Science Association (WPSA) as they promote learning and education throughout the sector in partnership with leading universities and academic institutes in Sri Lanka. And the Department of Animal Science of the University of Peradeniya (UOP)– being the leading animal science education service provider. Also the Sri Lanka Poultry Forum – as the association of the large scale broiler producers in the country is an important stakeholder.</p> <p>Cooperation possibilities with the Sri Lankan one health poultry hub (aimed at veterinarians) should be investigated.</p> <p>As soon as an implementing team is contracted a meeting will be organised by the Embassy and RVO with all key-stakeholders to introduce the implementing team and discuss way forward.</p>
Project background and problem analysis	<p>The poultry sector is one of the major sub sectors in the livestock industry in Sri Lanka. It has shown a high growth rate over the past few years because poultry products have become very popular in Sri Lanka. Local producers can meet the local demand for chicken and eggs. There is however a challenge to remain competitive, expand for export purposes and become sustainable for the long-term. But more important there is a need for more attention towards ensuring the quality of products and especially food safety.</p> <p>At present, the main challenges for the sector for further sustainable development include:</p> <ol style="list-style-type: none">1. Lack of breeder and hatchery best management practices, resulting in sub-optimal performance, high costs and low quality;2. Lack of knowledge on poultry nutrition and sustainable processing techniques;3. Disease outbreaks (as a result of poor animal health policies and disease control and low biosecurity standards at farm level). There is a lack of knowledge on prevention, control and contamination of animal diseases (in the past there have been issues related to poultry Eg AMR, Avian Influenza (AI));4. Insufficient knowledge about the safe use of antibiotics;5. Relatively high feed costs (Feed cost is the biggest cost component of the cost of production of both chicken meat and eggs);6. Sri Lanka's livestock sector is vulnerable to the impacts of climate change. Integrating climate change mitigation, adaptation, sustainability, and animal welfare into the



	<p>country's poultry sector could contribute to enhancing resilience and climate action.</p> <p>Most of the Sri Lankan layer farms are open farms that do provide shelter for the animals but lack a climate control system. Because of the already present climate change situations this causes humidity and heat stress for the animals. Farmers are not always aware that temperature affects the production.</p> <p>7. And most importantly there is a lack of sector-specific training and education, especially vocational training programs are missing.</p> <p>The Netherlands is internationally renowned for the efficient, responsible and sustainable production of poultry products. Its quality, safety, hygiene, efficiency and health policies and practices applied are regarded as the highest international standards. The Dutch sector (knowledge institutes, government agencies and private sector) therefore can significantly contribute to the sustainable development of the poultry sector in Sri Lanka.</p> <p>With the proposed project, the Embassy of the Kingdom of the Netherlands in Colombo aims to transfer Dutch knowledge and expertise and build the capacity of the poultry sector so it can become more sustainable and the sector can contribute to further economic development and become more future proof.</p>
Results	<p>The proposed project would consist of multiple phases, which should lead to the following results:</p> <p>1. Phase 1 Scoping mission</p> <p>A: A scoping mission which will provide a baseline for the development of the further interventions that contribute to a safer and more efficient and more sustainable poultry sector in Sri Lanka.</p> <p><i>Deliverables: scoping mission report including a monitoring and evaluation plan.</i></p> <p>B: Development of a sector overview relevant for the Dutch poultry sector</p> <p>2. Phase 2 Developing the training program:</p> <p>In the second phase a practical training program will be developed aimed at both trainers of trainers (public and private extension officers that offer agricultural extension and/or veterinary extension) as well as the smaller and medium sized poultry farms based on the earlier needs assessment during phase 1.</p> <p><i>Deliverables: Plan of approach including planning, partners to be involved, training programme, curriculum, training manuals etc.</i></p>



	<p>3. Phase 3 Providing training courses: In this phase, trainings will be executed with potential trainers of trainers (extension officers) and the 2 different farmer groups (broiler and layer farmers). The trainees have increased their knowledge and skills with regards to animal welfare, food safety, and environmental impacts of production systems in the poultry sector and are capable of implementing what they have learned in their professions at the end of the project.</p> <p><i>Deliverables: At the end of this project the aim is that at least 100 trainers (50 agricultural extension officers and 50 veterinary extension officers) and 100 trainees (50 broiler and 50 layer farmers) are trained.</i></p> <p>4. Phase 4: Development of a knowledge product (on feed use efficiency): The implementing organization is requested to develop a practical (digital) knowledge product about feed use efficiency. The implementing team is requested to do a baseline measurement at 5 farms that will serve as input for this knowledge product.</p> <p><i>Deliverables: a digital knowledge product on feed use efficiency.</i></p> <p>5. Phase 5 organisation of 4 different multi stakeholder workshops/seminars Besides the training courses, the implementing team is requested to organise 4 different multistakeholder workshops/seminars. The topics should be based on the input collected during the scoping phase.</p> <p><i>Deliverables: 4 different multi stakeholder events and 1 poultry round table with Dutch and Sri Lankan poultry stakeholders.</i> <i>Output: The aim is that at least 50 people are directly reached per event.</i></p> <p>6. Communication The implementing organization is requested to create 2 news items about 2 different activities (with photos) for communication purposes of the Embassy in Colombo and RVO.</p> <p><i>Deliverables: 2 news articles including photos.</i></p> <p>7. End report Final delivery will be in the form of an end report. The implementing team is requested to report at the end of the project on activities, indicators (see paragraph indicators) and results.</p> <p><i>Deliverables: End report.</i></p>
<p>Activities</p>	<p>To reach the results as described in the previous paragraph, the following activities are suggested. The tenderers are requested to propose a plan of approach to accomplish all envisioned results:</p> <p>1. Phase 1 Scoping mission</p>



	<p>A: Prevailing problems and challenges in terms of Responsible Business Conduct (RBC), efficiency, productivity, sustainability, food safety and climate resiliency will be identified and documented. Also the opportunities for value addition and marketing should be identified and documented. Information about food safety, country-specific data on food safety risk factors given the political, policy and infrastructure status will be gathered and analysed. Based on the gathered information the specific training needs will be identified.</p> <p>Also the most important stakeholders will be identified and cooperation with other organisations and or donors that are involved in developing the poultry sector in Sri Lanka will be sought. Cooperation with a Sri Lankan knowledge institution is preferred in order to pass on the developed knowledge and (preferably digital) teaching materials in a sustainable manner. It is important that the training materials are practical digital educational modules that can for instance be viewed via a smart phone. These must be seamlessly linked to the local conditions and in the right language.</p> <p>At the end of phase one a monitoring and evaluation (M&E) plan that helps to track and assess the results of the interventions (see paragraph monitoring and evaluation) throughout the life of the project should be developed and is part of the deliverables of the scoping phase. Besides reporting on the indicators, at the end of the project also the effectiveness and sustainability of the trainings should be evaluated.</p> <p>B: The sector overview has a maximum of 5 pages (A4) and contains recent facts and figures about the poultry sector in Sri Lanka. Proposed table of content: short description of the sector, turnover of the poultry sector in Sri Lanka, poultry trends, challenges & opportunities for interested Dutch companies, poultry sector associations, information on how the Netherlands Government (RVO and Embassy) can support Dutch business?, contact details. (The factsheet will be used for publication and other communication purposes of RVO and the Netherlands Embassy in Colombo (layout and design conform the Rijkshuisstijl). Target group of the poultry sector overview is the Dutch poultry sector and relevant Dutch value chain suppliers.</p> <p>2. Phase 2 Developing the training program: In the second phase a practical training program will be developed aimed at both trainers of trainers (public and private extension officers) as well as the smaller and medium sized poultry farms based on the earlier needs assessment during phase 1. The implementing team providing the training should define clear selection criteria to ensure that learning objectives and the right target groups are reached.</p>
--	--



	<p>The implementing team is requested to hand in a plan that describes how participants will be recruited (based on what selection criteria). If there is a focus on a particular region or from across the country? How gender and youth are taken into account while recruiting participants etc.</p> <p>The implementing team providing the training should define clear selection criteria to ensure that learning objectives are reached and the right target group is reached.</p> <p>The implementing team is requested to set up and organise an online training course for the participants (online learning including online contact with experts) and an offline practical week at the end of the program for the different groups. The implementing team is requested to work together with a local knowledge institute to make sure that the developed training and training materials can be used by them after this project has ended. At the end of the project the developed training materials should be made available (free of charge and rights) to be used by trained trainers.</p> <p>3. Phase 3 Providing training courses:</p> <p>In this phase, trainings will be executed with potential trainers of trainers (extension officers) and the 2 different farmer groups (broiler and layer farmers).</p> <p>Train the trainer: The extension officers will be trained in accordance with the train the trainer principle. Their primary task is to advise and support Sri Lankan farmers on sustainable poultry production practices. After the training the extension officers are able and confident to transfer the gained knowledge to farmers.</p> <p>Also the farmers will be trained in accordance with the train the trainer principle. After the training the farmers are able to transfer the knowledge to their employees.</p> <p>After the training the farmers are able and confident to train / support their employees with sustainable poultry production practices.</p> <p>At the end of the training all participants of the workshops will receive a certificate based on active participation.</p> <p>4. Phase 4: Development of a knowledge product (on feed use efficiency):</p> <p>The implementing organization is requested to develop a practical (digital) knowledge product about feed use efficiency. The implementing team is requested to do a baseline measurement at 5 farms that will serve as input for this knowledge product.</p> <p>At the end of the project the knowledge products should be made available (free of charge and rights) to be used by trained trainers.</p> <p>Deliverables: a knowledge product on feed use efficiency.</p>
--	--



	<p>5. Phase 5 organisation of 4 different multi stakeholder workshops/seminars</p> <p>A. Based on the input collected during the scoping phase, 4 different multistakeholder workshops/seminars will be organised. One of the topics is about changing consumer behaviour in the poultry sector. At the end of this event the poultry sector (layer) understands the changing consumer behaviour and customer needs (f.e. clean eggs, expiry dates, food safety) and is informed on how they could respond effectively to the changing needs.</p> <p>The other topic is about feed use efficiency. The knowledge product on feed use efficiency will be presented during this workshop/seminar.</p> <p>The other 2 topics of the workshops/seminars will be determined in close consultation with the Embassy in Colombo and the Agricultural Counsellor during the scoping phase. These workshops/seminars should raise awareness in the industry on the opportunities and challenges that the poultry sector in Sri Lanka is facing with regards to sustainability.</p> <p>B. Organisation of a digital Poultry Round Table with Dutch and Sri Lankan poultry sector participants. The round table session should encourage an interactive discussion on a relevant poultry related topic in which both the Dutch and Sri Lankan poultry sector can actively participate.</p> <p>6. Communication</p> <p>The implementing organization is requested to create 2 news items about the interventions (with photos (free of rights) for communication purposes of the Embassy in Colombo and RVO.</p> <p>7. End report</p> <p>Final delivery will be in the form of an end report. The implementing team is requested to report at the end of the project on activities, indicators (see paragraph indicators) and results. Besides, the implementing team is requested to reflect in the report on how the interventions have contributed to making the Poultry sector more sustainable and .</p>
Monitoring and Evaluation	<p>Besides reporting on the indicators at the end of the project also the effectiveness and sustainability of the trainings should be evaluated. Please find below the list of indicators that the implementing team should report on:</p> <ol style="list-style-type: none">1. Indicator - Number of SME entrepreneurs and employees trained.2. Indicator - Number of extension officers trained.3. Indicator - Number of trainers trained. <p><i>Trained:</i> the training provided should lead to substantial</p>



	<p>capacity building of the target group and provide clear opportunities for the participants to increase their economic activities.</p> <p>Measurement and reporting of indicator:</p> <ul style="list-style-type: none">○ Within the target groups, disaggregate between number of male, female and unknown participants. Within the total amount of people trained, count/estimate the number of youth (aged below 35).○ the number of trainers trained (local dissemination beyond the project is foreseen). These are disaggregated in the same way; count number of number of male, female and unknown participants. Within the total amount of people trained, count/estimate the number of youth (aged below 35).○ In order to measure the effects of the training provided (qualitative) questionnaires could be distributed amongst participants shortly after the training. This should give insight if trainees learned anything of value? Did the training increase their performance on-the-job? Did it contribute towards more sustainable business operations? Did it contribute toward generating the desired business results? simple 'yes' or 'no' won't suffice as an answer. <p>4. Indicator- Effectiveness of the training for trainees In order to measure the effects of the training provided (qualitative) questionnaires should be distributed amongst participants shortly after the trainings. This should give insight in how effective was the training in helping trainees gain relevant knowledge and skills and whether or not the trainees were able to apply what they learned to improve their performance at work?</p> <ul style="list-style-type: none">• What other benefits did the training program achieve?• How did it contribute towards more sustainable business operations?• How did the training contribute toward generating better business results for the farmers? <p>5. Indicator - sustainability of the training Meaning the extent to which the net benefits of the intervention (the training of trainers and development of training materials, knowledge products etc.) will continue or are likely to continue. The implementing team is requested to reflect on both actual sustainability (i.e. the continuation of net benefits created by the intervention that are already evident) and prospective sustainability (i.e. the net benefits for key stakeholders that are likely to continue into the future).</p>
--	--



	<p>6. Indicator - Number of courses/trainings developed/adopted for local dissemination.</p> <p>7. Indicator - Number of people reached directly Count the number of participants in the seminars/workshops as DIRECT people reached. Don't include people that join the event but are not the intended target group (for instance moderators, RVO colleagues, embassy staff). In groups larger than 30 people, an educated estimate can be made.</p> <p>8. Indicator - Number of people reached indirectly Estimate the number of people that will be informed about the outcomes of the different activities in other ways (f.e. sharing of reports by mail, dissemination by beneficiaries themselves) as INDIRECT people reached.</p> <p>9. Indicator - Number of strengthened organizations for a sustainable business climate? Meaning that the supported organization is better capable of performing their tasks and reaching their objectives for a sustainable business climate after the project has been completed. Count the number of individual organizations that have received support through this intervention. Use the project end report to reflect on the learning objectives per organization and how these have been achieved.</p>
<p>CSR Opportunities and Risks</p>	<p>The CSR opportunities and risks related to the development of the poultry sector should be taken into consideration while developing the interventions under this project. Some of the most important CSR opportunities and risks are described below and should be addressed during the project:</p> <p>Animal welfare remains an issue in livestock rearing. The level of animal welfare also depends on the farming practices applied. Issues may occur in (intensive) farming, such as: keeping animals close together, keeping them in larger groups, or confining them in cages. Crowding can cause stress, and restricts animal movement, which may result in over-heating in the Sri Lankan climate. Moreover, intensive husbandry can lead to disease outbreaks. Also, primary protein production is responsible for a significant proportion of the global greenhouse gas emissions. These can be minimized through the installation of clean and efficient technologies and good farming practices.</p> <p>Poultry farmers will be trained in the best farming practices. Good farming practices lead to less animals getting sick, less stress and general animal welfare improvement. Besides, the workshops/seminars that will be organised within the scope of this project should raise awareness in the industry on the opportunities and challenges that the poultry sector in Sri Lanka is facing with regards to sustainability and responsible business conduct.</p>



	<p>The main problems concerning the slaughter are: poor condition of arriving animals, stressful treatment methods, restriction of freedom of movement, hygiene, food safety, unskilled employees and poorly maintained equipment.</p>
--	--