



TERMS OF REFERENCE

**Consultancy: Feasibility Study for the Establishment of a
Network of Regional Satellite Packhouses across Uganda**

**Strategic Bridge Facilities to the HortiFresh Centre of Excellence
(CoE) at Entebbe Airport Free Zones Area, Entebbe, Uganda**

June 2026

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1. Background and Context

Uganda is the second-largest producer of fresh fruits and vegetables (FFV) in sub-Saharan Africa, generating over 10.6 million metric tons annually (FAOSTAT 2023). The horticulture sector has grown at approximately 13% per annum and contributes significantly to agricultural export earnings. Despite this, only around 20% of total FFV production reaches overseas markets, primarily due to systemic post-harvest and compliance infrastructure deficits.

Packhouse infrastructure represents one of the most critical bottlenecks in Uganda's FFV export value chain. Of the 96 facilities registered with the National Plant Protection Organisation (NPPO), only 70 are active. None fully meet the phytosanitary, food safety, and cold chain standards required by the European Union (EU) under its Sanitary and Phytosanitary (SPS) framework. Compliant packhouse costs rank as the second-highest operational expenditure for exporters after production and transport.

HortiFresh Association Uganda Limited is the leading private-sector body representing Uganda's FFV exporters. In partnership with the European Union, CABI, the Government of Uganda, and other development partners, HortiFresh has been working to establish a Centre of Excellence (CoE) at the Entebbe International Airport Freezone — a transformational, PPP-based facility integrating sorting, grading, cold storage, testing, inspection, training, and certification services. A Feasibility Study commissioned by the EU (Vanguard Economics, 2025) confirmed the viability of the CoE. However, finalisation of the CoE is subject to outstanding regulatory, leasing, and financing milestones that push full operationalisation to late 2026 at the earliest.

The EU-funded SPS Uganda Programme, implemented by CABI, carries fixed procurement and disbursement timelines. To ensure HortiFresh captures the operational window provided under the CABI-led EU SPS Uganda project, and to serve immediate member demand across Uganda's diverse production geographies, HortiFresh proposes to establish a network of five Regional Satellite Packhouses as commercially operated, NPPO-compliant bridge facilities. These facilities will generate revenue for the Association, build operational capacity across regions, and collectively count toward the positive impact of the EU SPS Uganda project.

The five proposed satellite locations are:

- **Central Region — Kampala:** The primary commercial and logistics hub, serving export-oriented growers in the central production belt and providing proximity to Entebbe International Airport.
- **Western Region — Kabale:** Serving the highland horticulture zones of Kabale and Kisoro, known for high-value crops including Irish potatoes, passion fruit, and vegetables for both domestic and export markets.
- **Northern Region — Gulu:** Servicing the emerging and recovering horticulture production zones of northern Uganda, supporting smallholder aggregation and post-conflict agricultural commercialisation.
- **Eastern Region – Lowlands — Tororo:** Positioned to serve the lowland production corridors of eastern Uganda, capturing FFV flows from Tororo, Busia, and surrounding districts with strong cross-border trade dynamics.
- **Eastern Region – Highlands/Irrigation — Sironko:** Dedicated to aggregating produce from the Mount Elgon highland irrigation schemes and the hillside production zones of Sironko, Bulambuli, Mbale and Kapchorwa districts, where structured irrigation investment has expanded year-round supply capacity.

To underpin these decisions with rigorous technical and commercial evidence, CABI through EU SPS Uganda project and HortiFresh now seeks to commission an independent, comprehensive Feasibility Study for the network of Satellite Packhouses. These Terms of

Reference define the scope, methodology, deliverables, and qualification requirements for that study.

2. Objectives of the Feasibility Study

The overarching objective of the Feasibility Study is to provide HortiFresh and its partners with a rigorous, evidence-based assessment of the technical, financial, operational, market, regulatory, and environmental feasibility of establishing and operating a network of five Regional Satellite Packhouses across Uganda.

The specific objectives are:

- To identify, assess, and recommend optimal site locations for each of the five Satellite Packhouses — in Kampala (Central), Kabale (Western), Gulu (Northern), Tororo (Eastern – Lowlands), and Sironko (Eastern – Highlands/Irrigation) — based on defined criteria including accessibility, infrastructure, proximity to production zones and Entebbe Airport, and lease market conditions.
- To define the appropriate technical design, equipment specification, and fit-out requirements for each MAAIF/NPPO-compliant common-user FFV packhouse, with scalable cold chain capabilities appropriate to its regional production profile.
- To assess current and projected demand for packhouse services at each location among HortiFresh members, non-member exporters, and allied value chain actors.
- To develop a credible financial model for each facility and for the network as a whole, demonstrating investment requirements, revenue projections, operating cost structures, breakeven timelines, and return on investment scenarios.
- To identify and evaluate all relevant legal, regulatory, and compliance requirements — including MAAIF registration, NEMA environmental permits, occupational health and safety standards, and pathways to GlobalG.A.P. and BRCGS certification.
- To assess institutional and operational requirements including governance structure, staffing model, standard operating procedures (SOPs), and management information systems for each facility and for network-level coordination.
- To analyse key risks and propose a structured risk management and mitigation framework for the network.
- To assess the strategic alignment of each Satellite Packhouse with the Entebbe Centre of Excellence and define the operational transition pathway between the satellite network and the CoE.
- To evaluate financing options and propose a blended financing strategy drawing on EU/CABI project allocations, member contributions, and commercial sources.
- To assess the specific role and technical requirements of the Sironko facility in aggregating produce from the Mount Elgon irrigation schemes and hillside production zones for standardised export-readiness processing.

3. Scope of Work

The Consultant(s) shall carry out the following tasks, which are organised into thematic study components. All components are mandatory unless explicitly indicated as conditional. Where tasks apply to specific satellite locations, they shall be conducted separately for each of the five locations:

3.1 Situational Analysis and Value Chain Assessment

- Review and synthesise existing studies, reports, and data relevant to Uganda's FFV export value chain, packhouse infrastructure, SPS compliance landscape, and cold chain logistics at national and regional levels, including the Vanguard Economics CoE Feasibility Study (2025).
- Conduct a stakeholder mapping and rapid demand assessment for each region, involving CABI, HortiFresh members, non-member exporters, MAAIF/NPPO, EU Delegation, regional District Agricultural Officers, and other relevant actors to quantify current unmet demand for packhouse services at each proposed location.
- Assess the competitive landscape of existing packhouse facilities in each region and corridor, including their compliance status, service offerings, pricing structures, and capacity utilisation rates.
- Map key FFV production catchment zones supplying each regional export pipeline, with particular attention to: (a) the highland irrigation schemes and hillside production zones of Sironko, Bulambuli, and Mbale feeding the Sironko satellite; (b) cross-border trade dynamics at Tororo/Busia; (c) northern Uganda post-conflict agricultural commercialisation in the Gulu corridor; and (d) highland horticulture export potential at Kabale.
- Assess the logistics infrastructure connecting production zones to each satellite location and onward to Entebbe Airport, including road condition, cold chain logistics availability, and aggregation intermediaries.

3.2 Site Identification and Assessment (All Five Satellite Locations)

For each of the five satellite locations, the Consultant(s) shall:

- Develop a structured site selection matrix based on criteria including proximity to key road corridors and the airport, accessibility from major production zones, minimum floor area, three-phase power supply, water and drainage infrastructure, yard space for truck operations, lease market conditions, and environmental suitability.
- Identify and physically inspect a shortlist of no fewer than three candidate sites per location (minimum 15 sites across the network), including available industrial, warehouse, and commercial agricultural premises.
- Undertake a structural and services condition assessment of each shortlisted site to determine fit-out requirements and associated costs.
- Analyse prevailing commercial lease market conditions in each target area, including rental rates, lease terms, landlord incentives, and indicative escalation clauses.
- Provide a ranked recommendation of the preferred site per location with supporting justification and a comparative matrix of all assessed options.
- For the Sironko site specifically, assess proximity to active irrigation scheme command areas, produce aggregation points from hillside farming communities, and accessibility of the site to smallholder cooperative transport networks.

3.3 Technical Design and Equipment Specification

For each satellite facility, the Consultant(s) shall:

- Develop a conceptual technical design for the Satellite Packhouse layout incorporating: receiving and pre-inspection zone, sorting and grading lines, washing and treatment stations, pre-cooling chamber and cold storage room(s), packaging and labelling area, documentation and inspection coordination office, training room, and waste management and drainage systems.
- Specify all core equipment required for operations with cost estimates sourced from at least two independent suppliers. Equipment specifications shall be calibrated to the commodity mix and throughput volumes specific to each region (e.g., higher cold storage intensity for Kabale highland produce; irrigation scheme aggregation throughput requirements for Sironko).
- Define minimum MAAIF/NPPO compliance requirements for registration and identify progressive upgrade pathways to GlobalG.A.P., BRCS Food Safety, and FSSC 22000 certification.
- Assess utility requirements including power load, water consumption, effluent management, and waste disposal, and identify solutions for reliable supply — including solar power options particularly relevant for Kabale, Gulu, and Sironko locations.
- Develop indicative fit-out and capital expenditure schedules with phased investment options.
- Provide a comparative technical specification table across all five satellite facilities, identifying where common procurement or standardised design components can achieve economies of scale.

3.4 Market and Demand Assessment

- Quantify current and projected demand for packhouse services at each location across target user segments: HortiFresh member exporters, non-member exporters, smallholder cooperatives and aggregators, and NPPO/government inspection agencies.
- Assess willingness-to-pay and price sensitivity among target user groups at each location for each proposed service line.
- Develop demand scenarios (low, base, and high) for each facility and for the network as a whole, based on historical FFV export volumes, sector growth trends, and pipeline commitments from HortiFresh members.
- For Sironko specifically, develop a demand model reflecting seasonal supply patterns from irrigation schemes versus hillside rainfed production and the aggregation role of the facility in collecting, standardising, and forwarding produce to the Entebbe CoE and Kampala satellite.
- Benchmark proposed service pricing against comparable regional common-user packhouse facilities including CURAD and other East African reference points.

3.5 Financial Feasibility Analysis

- Develop a detailed Year 1–5 financial model for each satellite facility covering: capital expenditure (CAPEX) and phased investment requirements, operating expenditure (OPEX), revenue projections by service line under three demand scenarios, cash flow projections, breakeven analysis, and return on investment (ROI) and internal rate of return (IRR) calculations.
- Develop a consolidated network-level financial model aggregating the five satellite facilities, to demonstrate the overall investment case for HortiFresh and its financing partners.
- Identify and assess financing options including CABI-led EU SPS Uganda equipment allocations, HortiFresh member levy and equity contributions, commercial lease finance, concessional loans, and development finance institution (DFI) instruments.

- Propose a blended financing structure for the full network with indicative contribution amounts, eligibility criteria, and mobilisation timelines for each source.
- Assess the financial sustainability of each facility under stress scenarios including lower-than-expected utilisation rates, utility cost increases, and lease escalation.
- Develop a revenue reinvestment model showing how Satellite Packhouse network surpluses can contribute to HortiFresh's equity position and operational readiness costs for the Entebbe Centre of Excellence.

3.6 Legal, Regulatory, and Compliance Assessment

- Map all applicable legal, regulatory, and compliance frameworks governing packhouse operations in Uganda, applicable across all five regions, including MAAIF Plant Protection regulations, NEMA environmental licensing, Uganda National Bureau of Standards (UNBS) requirements, occupational health and safety legislation, and labour law.
- Identify any region-specific regulatory requirements, district-level permits, or local government authority approvals applicable to the Kabale, Gulu, Tororo, and Sironko locations.
- Assess the process, timeline, and cost for MAAIF/NPPO packhouse registration at each location and identify any structural or operational preconditions to registration approval.
- Review NEMA environmental impact assessment requirements and determine whether a full ESIA or Environmental Project Brief (EPB) is required for each preferred site.
- Assess lease agreement structures and recommend key contractual protections for HortiFresh including minimum lease tenure, renewal options, rent review mechanisms, and landlord obligations.
- Identify any import duty, tax incentive, or investment promotion frameworks applicable to the facilities and their equipment, including Uganda Investment Authority (UIA) and East African Community (EAC) instruments.

3.7 Institutional and Operational Framework

- Define the recommended organisational structure for management of each Satellite Packhouse, including roles, competency profiles, and reporting lines for a Facility Manager, Quality Control Officer, Logistics Coordinator, and support staff.
- Propose a network-level governance and coordination model defining how the five satellite facilities will be managed under a unified HortiFresh operational framework, including reporting lines to HortiFresh central management, inter-facility coordination protocols, and quality assurance oversight.
- Develop a staffing and human resources plan for each facility, including recruitment timelines, salary benchmarks, and training requirements, with attention to local labour market conditions in each region.
- Outline the core operational SOPs required for: produce receiving and inspection, sorting, grading and washing, cold storage management, consignment documentation and dispatch, NPPO inspection coordination, customer scheduling and billing, and inter-facility coordination for produce forwarding to Kampala or Entebbe.
- Recommend a management information and booking system (digital or hybrid) suited to the scale and complexity of multi-site operations, with the Sironko facility designed specifically to handle smallholder aggregation scheduling from irrigation scheme cooperatives.
- Define quality management and traceability systems required to meet export market standards and NPPO reporting requirements across all five facilities.

3.8 Risk Assessment and Mitigation

- Identify all material risks across technical, financial, operational, market, regulatory, environmental, and governance dimensions — both facility-level and network-level.
- Assess likelihood and impact for each risk and assign risk ratings using a standard risk matrix.
- Propose specific, actionable mitigation measures for each identified risk with responsible parties and monitoring indicators.
- Include scenario analyses addressing: (a) the risk of individual satellite facilities being rendered underutilised if the Entebbe CoE becomes operational earlier than anticipated; (b) logistics disruption risks specific to northern (Gulu) and eastern (Sironko, Tororo) corridors; (c) aggregation supply variability at the Sironko irrigation scheme node.

3.9 Strategic Alignment with the Entebbe Centre of Excellence

- Map the operational, financial, and institutional linkages between each Satellite Packhouse and the Entebbe Centre of Excellence, and the functional linkages between the five satellites as a regional pre-processing network.
- Define the role of the Kampala satellite as the primary hub satellite with the most direct logistical connection to the Entebbe CoE, and the roles of the regional satellites as feeder facilities channeling standardised produce into the Kampala-Entebbe export corridor.
- Define a structured transition plan outlining how SOPs, staff capacity, management systems, and revenue streams developed at each satellite will transfer to or integrate with the CoE.
- Assess whether and how each Satellite Packhouse will qualify as a deliverable under the EU SPS Uganda logical framework (Logframe) indicator Output 2.4.1, and what documentation will be required to evidence this.

3.10 Implementation Roadmap

- Develop a detailed, time-phased implementation roadmap for the full satellite network from contract signing through to full commercial operations at all five facilities, covering: site confirmation and lease execution, facility fit-out and equipment procurement and installation, regulatory approvals and certifications, staff recruitment and training, soft launch and operational trials, and full commercial launch.
- Propose a sequenced rollout strategy that prioritises facilities by readiness, demand urgency, and strategic importance — identifying which satellite(s) should be operationalised first and the rationale for sequencing.
- Identify critical path activities, dependencies, and minimum preconditions for each facility and for the network as a whole.
- Propose key performance indicators (KPIs) and a monitoring and evaluation framework for the first 12 months of operations at each facility.

4. Methodology

The Consultant(s) shall apply a rigorous, mixed-methods approach combining primary data collection, secondary research, and quantitative financial modelling. The methodology shall include, but not be limited to, the following:

- Review and critical analysis of existing literature, studies, and data including sector reports, the Vanguard Economics CoE Feasibility Study (2025), FAOSTAT production data, MAAIF/PPPO packhouse registry, CABI/EU project documentation, regional irrigation scheme documentation, and HortiFresh internal records.

- Key informant interviews (KIIs) with a representative sample of HortiFresh member exporters, non-member exporters, MAAIF, NPPO, CABI, EU Delegation, Uganda Free Zones Authority, Uganda Investment Authority, logistics and cold chain providers, existing packhouse operators, and regional District Agricultural Officers across all five target locations.
- Focus group discussions (FGDs) with smallholder farmer cooperatives and aggregators supplying the export pipeline at each location, with dedicated FGDs with irrigation scheme cooperative leaders and hillside farmer groups in Sironko to assess supply-side volumes and packhouse service demand.
- Physical site inspections and structural assessments of no fewer than three shortlisted candidate sites per location (minimum 15 sites across the network) with documented photographic and technical evidence.
- Equipment supplier consultations and quotation collection from a minimum of two independent suppliers for all major equipment categories, with comparative analysis across the five facility configurations.
- Quantitative financial modelling with full sensitivity and scenario analysis, using structured spreadsheet models for each facility and a consolidated network model, to be provided as annexes to the final report.
- Stakeholder validation workshop(s) at draft report stage to test findings and recommendations with HortiFresh management, members, and key partners.

The Consultant(s) shall submit a detailed inception methodology note for HortiFresh and CABI/COLEAD review and approval before fieldwork commences.

5. Deliverables

The following deliverables are required under this assignment:

Deliverable 1: Inception Report

Within 10 working days of contract signature, the Consultant(s) shall submit an Inception Report of no more than 20 pages covering: refined understanding of the multi-site assignment scope, proposed methodology and data collection tools, stakeholder engagement plan for all five regions, revised work plan and timeline, and any assumptions or constraints identified at inception stage. CABI in collaboration with HortiFresh will review and approve the Inception Report within 5 working days.

Deliverable 2: Interim Progress Report

At the midpoint of the assignment, the Consultant(s) shall submit an Interim Progress Report summarising: preliminary findings from situational analysis and stakeholder consultations for each region, shortlisted candidate sites with initial comparative assessments, draft demand analysis and early financial model parameters for each location, and key emerging issues or risks for HortiFresh review. This deliverable provides a formal checkpoint before the final analytical phase.

Deliverable 3: Draft Feasibility Study Report

The Consultant(s) shall submit a comprehensive Draft Feasibility Study Report covering all components of the scope of work set out in Section 3 across all five satellite locations. The report shall be written in clear, professional English and shall not exceed 150 pages excluding annexes, with dedicated sections for each satellite location as well as cross-cutting network analysis. HortiFresh and nominated reviewers will provide consolidated written comments within 10 working days of receipt.

Deliverable 4: Final Feasibility Study Report

The Consultant(s) shall submit a Final Feasibility Study Report incorporating all HortiFresh comments and responses on the Draft. The final report shall include the following mandatory sections and annexes:

Deliverable 5: Stakeholder Presentation

The Consultant(s) shall prepare and deliver a structured presentation of the final findings and recommendations to CABI, HortiFresh management, and nominated partners (including EU Delegation representatives amongst others as required). The presentation shall be a maximum of 40 slides covering all five satellite locations and the network investment case, and shall be submitted as a standalone document alongside the final report.

All deliverables shall be submitted in Microsoft Word (.docx) and PDF format. Financial models shall be submitted in Microsoft Excel (.xlsx). All documents shall be submitted electronically via email to the CABI Procurement primary contact.

6. Timeline and Duration

The total assignment duration shall not exceed 60 working days from the date of contract signature, reflecting the expanded multi-site scope. The indicative timeline is as follows:

- **Days 1–10:** Inception phase — document review, inception report preparation and submission
- **Days 1–30:** Primary data collection — KIIs and FGDs across all five regions, site inspections (minimum 15 sites), equipment consultations
- **Days 28–32:** Interim report preparation and submission; CABI in collaboration with HortiFresh review
- **Days 33–52:** Analytical phase — financial modelling (five individual models plus consolidated network model), technical design specifications, draft report preparation
- **Days 53–54:** Draft report submission; CABI, HortiFresh and stakeholder review period
- **Days 55–58:** Incorporation of comments; final report preparation
- **Days 59–60:** Final report and stakeholder presentation submission

CABI reserves the right to adjust the timeline in consultation with the Consultant(s) provided that the total assignment duration does not exceed 75 working days. The Consultant(s) shall immediately notify CABI of any anticipated delays.

7. Required Expertise and Qualifications

CABI is seeking a suitably qualified and experienced individual Consultant or Consulting Team with demonstrated expertise across the technical, financial, regulatory, and agribusiness dimensions of this assignment. Given the multi-regional scope, the team must have demonstrated capacity to manage parallel workstreams across geographically dispersed field locations.

7.1 Team Leader / Lead Consultant

- Postgraduate degree (MSc or PhD) in Agribusiness, Agricultural Economics, Food Technology, Post-Harvest Technology, or a closely related discipline.
- Minimum 10 years of professional experience in agribusiness feasibility studies, agricultural value chain development, or agri-infrastructure investment advisory.

- Demonstrated experience of at least three prior feasibility studies or investment appraisals for packhouse, cold storage, or post-harvest processing facilities in Sub-Saharan Africa, with verifiable references.
- Proven track record of working with international development partners (EU, World Bank, USAID, FAO, or equivalent) on agricultural development programmes.
- Experience managing multi-site or multi-regional feasibility assignments is strongly preferred.
- Strong report writing and stakeholder communication skills in English.

7.2 Technical / Post-Harvest Specialist

- Bachelor's degree or higher in Food Science, Post-Harvest Technology, Agricultural Engineering, or a related field.
- Minimum 7 years of hands-on experience in packhouse design, fit-out, equipment specification, or cold chain systems for FFV products.
- Familiarity with MAAIF/NPPO registration requirements, GlobalG.A.P., BRCGS Food Safety, and FSSC 22000 standards.
- Direct experience of packhouse operations in Uganda or East Africa is strongly preferred.
- Experience with smallholder aggregation centre design or irrigation scheme-linked post-harvest facilities is an asset.

7.3 Financial Analyst / Economist

- Degree or postgraduate qualification in Finance, Economics, or Accounting.
- Minimum 7 years of experience in financial modelling, investment appraisal, and business plan development for agribusiness or agri-infrastructure projects.
- Demonstrated ability to develop complex, dynamic financial models in Excel incorporating CAPEX, OPEX, revenue forecasting, sensitivity analysis, and blended financing structures — including experience building consolidated multi-facility network models.
- Experience with development finance instruments, donor-funded procurement frameworks, and blended finance structures is highly desirable.

7.4 Legal and Regulatory Specialist (may be sub-contracted)

- Legal qualification with active practice or consultancy experience in Ugandan commercial, agricultural, and environmental law.
- Familiarity with MAAIF regulations, NEMA licensing, UFZA frameworks, UIA incentive regimes, and relevant EAC trade instruments.
- Experience advising agribusiness investors or associations on lease structures, compliance licensing, and regulatory risk management across multiple Ugandan regions.

7.5 Team Requirements

- The Consulting Team as a whole must demonstrate prior experience of working together or in structured collaboration on comparable multi-site assignments.
- At least one team member must have direct, verifiable experience of working in the Uganda or East African FFV export sector.
- The Team Leader must be based in or able to commit to regular physical presence in Uganda for the duration of the assignment.
- The team must have the capacity to conduct simultaneous or closely sequenced field missions across Central, Western, Northern, and Eastern Uganda.

- All team members must be free of conflicts of interest with HortiFresh, its members, CABI, or other SPS Uganda implementing partners. A conflict-of-interest declaration must be submitted with the technical proposal.

8. Submission Requirements

Interested Consultants or Consulting Firms are invited to submit a proposal comprising the following components:

8.1 Technical Proposal

- Cover letter confirming interest, understanding of the assignment, and compliance with eligibility requirements.
- Technical approach and methodology note (maximum 20 pages) describing how the Consultant(s) propose to address each component of the scope of work across all five satellite locations, including proposed data collection tools and stakeholder engagement strategy.
- Proposed work plan with timeline and team deployment schedule, clearly indicating planned field missions to each region.
- Team composition with CVs (maximum 4 pages per team member) for all proposed personnel clearly demonstrating qualifications and relevant experience as specified in Section 7.
- Minimum three client references for comparable assignments completed within the last 7 years, including contact details for verification.
- At least two samples of prior feasibility study or investment appraisal reports of comparable scope.
- A signed conflict of interest declaration for all proposed team members.

8.2 Financial Proposal

- Detailed budget breakdown by deliverable and by team member day rate, expressed in Uganda Shillings (UGX) and/or United States Dollars (USD).
- Statement of daily fee rates and level of effort (LOE) for all personnel.
- Breakdown of all anticipated reimbursable costs including travel to all five regions, per diem, and communication costs.
- Total proposed contract value (inclusive of all costs and applicable taxes). Note, 15% withholding tax shall apply as per the Kenya tax laws.

8.3 Submission Instructions

All Interested consultants should upload their technical and financial proposals to the CABI contractors work suit platform using the link below

- For existing contractors who are yet to update their profiles <https://cabi.worksuite.com/invite/58edd5c5e4e14b44b49c4933f786d18b/>.
- For new contractors who should first create an account into the system and update their profiles. <https://cabi.worksuite.com/invite/d48e3ba552a6484eb3d2759f4aec5b38/>.
- For any queries/clarification/challenges in uploading the proposal, please write to procurement-africa@cabi.org;
- The deadline for submission is **5:00 PM, 15th July, 2026 (East Africa Time)**.
- Late submissions will not be considered. CABI reserves the right to request clarifications or additional information from shortlisted applicants.

- CABI is not obligated to accept the lowest-cost proposal and reserves the right to reject all proposals without stating a reason.

9. Evaluation Criteria

Proposals will be evaluated using a quality-and-cost-based selection method. Technical proposals will be scored first; only technically qualified proposals will have their financial proposals opened and evaluated. The evaluation framework is as follows:

9a. Technical Evaluation (70% of total score):

- Demonstrated understanding of the multi-site assignment scope and quality of proposed methodology — 25 points
- Qualifications and relevant experience of the Team Leader — 20 points
- Qualifications and relevant experience of other key team members — 15 points
- Quality and relevance of prior feasibility study samples — 10 points

9b. Financial Evaluation (30% of total score):

- Value for money, cost reasonableness, and completeness of budget — 30 points

CABI reserves the right to negotiate with the highest-ranked technically qualified proposer.

10. Contractual Arrangements and Payment Schedule

The selected Consultant(s) will be engaged under a lump-sum service contract governed by CABI consultancy rules and procedures. The following payment schedule applies:

- 30% of contract value upon submission and approval of the Inception Report
- 30% of contract value upon submission and approval of the Interim Progress Report
- 30% of contract value upon submission and approval of the Final Feasibility Study Report
- 10% of contract value upon delivery and acceptance of the stakeholder presentation

Payment approvals are contingent upon CABI's written acceptance of each deliverable. CABI reserves the right to withhold payment or require revisions if deliverables do not meet the standards specified in these Terms of Reference.

All intellectual property, data, analysis, models, and reports produced under this assignment shall be the exclusive property of HortiFresh Association Uganda Limited. The Consultant(s) shall not publish, disclose, or share any findings or documents without the prior written consent of HortiFresh.

11. Ethical Standards and Conflict of Interest

The Consultant(s) are expected to uphold the highest professional and ethical standards throughout this assignment. Specifically:

- All data collected from stakeholders must be treated with strict confidentiality. Identifiable information from interviews or FGDs shall not be attributed to individuals in any deliverable without explicit consent.
- The Consultant(s) must declare any real or perceived conflicts of interest at the time of proposal submission and immediately upon becoming aware of any conflict arising

during the assignment. Failure to disclose a material conflict of interest will result in immediate contract termination.

- The Consultant(s) must not accept gifts, hospitality, or inducements from any party with a direct interest in the outcome of this study.
- Primary data and all field notes shall be retained and made available to HortiFresh upon request.

12. Clarifications and Enquiries

Prospective applicants may submit written clarification questions to CABI Procurement office email procurement-africa@cabi.org

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