

**Farmer to Farmer**

**Volunteer Assignment Scope of Work**

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| **Summary Information** | | |
| **Assignment Code** | | **UG208** |
| Country | Uganda | |
| Country Project | Agribusiness Country Project | |
| Host Organization | Alumalum Rural Investments Ltd | |
| Assignment Title | Assessment of Alumalum for HACCP certification for Sesame oil, Moringa oil and Sunflower oil production | |
| Assignment preferred dates | March – April, 2019 | |
| Objectives of the assignment | To assess and design a road map to HACCP certification for Alumalum rural investments company Ltd. | |
| Desired volunteer skill/expertise | * A food processing technologist/ specialist with hands on experience in HACCP certification. * Certified HACCP auditor for food processing companies. * Experience working in a developing country processing facility is preferred | |
| Type of Volunteer Assistance | Organizational Development (O) | |
| Type of Value Chain Activity | Information and Input support services (S) | |
| PERSUAP Classification | Type III | |

1. **BACKGROUND**

CRS Farmer -to-Farmer program (F2F) is a USAID funded program that will be implemented for five years (2019- 2023) with a primary goal of reducing hunger, malnutrition, and poverty across six countries: Benin, East Timor, Ethiopia, Nepal, Rwanda and Uganda. The program aims at achieving this goal through advancing inclusive and sustainable agriculture led growth aimed at generating sustainable, broad-based economic growth in the agricultural sector. The program’s secondary goal is to increase US public understanding of international development issues and programs and share the knowledge back in the US. To achieve its goals, F2F program provides volunteer technical assistance to farmers and farmer groups (associations and cooperatives), private agribusinesses, agriculture education institutions in developing countries like Uganda to address host identified technical needs in selected agricultural value chains. F2F volunteers are pooled from abroad range of US agricultural expertise, from private farmers with varied experience, University professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists, agronomists who support local host organisations F2F program introduces innovation and develops local organisations capacity for more productive, profitable, sustainable and equitable agricultural systems while providing an opportunity for people- to-people interactions within the agricultural sector. In Uganda F2F program will focus its technical interventions in the livestock and agribusiness value chains.

Alumalum Rural Investments is a private company located in Amuru district, Northern Uganda (with in Acholi sub region). The company owns a processing facility currently with two oil extraction equipment that is solar operated for processing sesame oil, moringa oil, and sunflower oil, with a recent pilot of producing fermented cocoa beans. Sesame and moringa oils are produced for two major export markets - LUSH a hand-made cosmetics company located in UK and Canada, and Caribbean Natural products a cosmetics company based in New Jersey. Currently the products are not certified but the company is in the process of obtaining organic and HACCP certifications. Raw materials to feed the processing plant are obtained from two categories of farmers; 1) Alumalum partners with 250 farmers who are engaged in supervised agro-forestry systems that have been developed by the company. The aim is for the farmers organically certified to provide raw materials that can be used in turn to process organically certified sesame and moringa oil. The 2nd category of farmers are those that provide their sesame and moringa produced under conventional methods – this is used to produce oils that are not branded “organic”. Besides providing guaranteed market to farmers, the company provides additional services towards its partner farmers to engage in agroforestry systems aimed at restoring forest cover and reduce carbon emissions from agricultural activities. Alumalum has introduced three agro-forestry systems: sesame/fruit trees and hard wood species intercropped, Moringa intercropped with preferred food crops and a periphery of hard wood species, and a pilot of cocoa, bananas and hard wood species. Farmers are encouraged to engage in perennial farming through selecting any of the three systems which allows then to harvest crops on a greater part of the year while reducing labour costs. As part of social corporate responsibility –the company processes sunflower oil for community members at no cost with farmers providing sunflower seed.

1. **ISSUE DESCRIPTION**

Oil seed crops: sesame, ground nuts, soya beans and sunflower have been grown for decades in Northern and Eastern Uganda. Predominantly, these were considered food crops grown at a subsistence scale, however this has changed over the years with oil seed production occurring at commercial scale. Small holder farmers still play a crucial role in the production of oil seed crops in Uganda, given that they contribute about 75% to agriculture production. Exports from vegetable oils are projected to increase from US$ 102million registered in 2014 to US$ 281milluion by 2020[[1]](#footnote-1). With such projected growth, the government through the ministry of agriculture (MAAIF) has included oil seed crops among the strategic crops for investment for the period 2016 – 2020 in its Agriculture Sector Strategic Plan (ASSP 2016 -2020). The purpose is to increase production and productivity of oil seeds aimed at increasing household food and nutrition security and incomes through strategic interventions. Sesame is increasingly becoming a high value crop with potential to contribute to Uganda’s export earnings. Uganda’s global sesame exports saw the country earn USD 28.4 million representing only 11% of the global demand (USD 2.6 billion). 9,000MT of sesame was produced in 2014 for two seasons valued at USD 5.5million. A research study by ICRISAT indicates that of the 77% sesame that reaches the market, 42% is exported. All sesame exports from Uganda are as raw seed rather than oil and other processed products. The three major export markets are Europe (Austria, Denmark, Germany and Switzerland), the Middle East (Turkey, Egypt and United Arab Emirates) and the Far East (Singapore, Japan and China)[[2]](#footnote-2). Uganda mostly exports sesame to the far East – china and Arab Emirates with less stringent requirements for certification. However due to its export in raw form, Uganda fetches far less from sesame sale which in turns affects farm gate prices and low incomes for small holder farmers.

Uganda’s National Development Plan (NDP) II for the period 2016- 2020 aims at the country attaining middle income status by year 2020, this however can only be realized through strengthening the country’s competitiveness for sustainable wealth creation, employment and inclusive growth by pursuing a private sector led, export oriented market approach. The plan therefore highlights increasing sustainable production, productivity, and value addition as key growth priorities among its four objectives. The country still experiences value addition related challenges largely due to lack of appropriate infrastructure – in terms of processing facilities that meet food safety standards, expensive machinery lack of skilled personnel for machine and product process refinement, poor product packaging, limited food laboratories to conduct product quality checks, most agro-processed products don’t have quality assurance marks.

The agro-processing industry is also largely dominated by small and medium entrepreneurs (SMEs) who lack finances to invest in expensive machinery and qualified personnel, ensuring adherence to quality standards. Alumalum Rural investments is one of the few agro-processing in companies Uganda engaged in processing of sesame and moringa oil for export, however to satisfy market export requirements, the products must be organic, and HACCP certified by organizations with international accreditation. The company is also having prospects of widening its market base beyond LUSH and Caribbean Natural products to include markets in North America specifically for Sesame oil for which the buyers are specific about food grade certification. Alumalum Rural Investments company is therefore aiming at acquiring both organic and HACCP certifications to maintain existing markets as well as penetrate new export market opportunities. In addition to the sesame oil, its critical that sunflower oil and moringa oil production is carried out in a manner that does not compromise the safety and health of the final consumers, making HACCP certification a universal investment that will cut across all products produced by Alumalum hence the necessity to streamline product traceability, and adherence to standards. The volunteer technical assistance will therefore focus on assessing Alumalum production processes, systems and documentation plus any other requirements for HACCP certification. Based on this assessment, the volunteer will develop a strategy/road map to HACCP certification, giving missing linkages and recommendations to fill the linkages to guide Alumalum’s next steps. This assessment will also inform subsequent volunteer technical assistance to support Alumalum in attaining the desired certification.

1. **OBJECTIVES OF THE ASSIGNMENT**

The main objective of this volunteer assignment is to draw a road map for HACCP certification of Alumalum Rural Investments Company. This road map is aimed at assessing the company’s status for HACCP certification and inform specific requirements that need to be accomplished to meet the requirements for HACCP certification.

Specific assignment objectives will include:

1. A review and critique of the entire production process flow for moringa, sesame, and sunflower oil production from raw materials to the final product in line with HACCP requirements.
2. Review of structural layout and equipment operations: maintenance, cleaning and production schedules in line with HACCP requirements.
3. Review final product quality checks for conformity to standards, storage, packaging, labelling and transportation for export.
4. A review of waste management protocols in line with HACCP requirements.
5. Review available documentations both HR policies, relating to staff technical competencies, capacity building and routine trainings in quality management, equipment trouble shooting and maintenance; and documentation relating to product processing.
6. Perform any other relevant and critical review (s) not mentioned here but are required for HACCP certification.
7. Offer any training to Alumalum towards HACCP certification if possible
8. Based on the assessments and reviews – develop a strategy with recommendations to inform Alumalum of next steps to follow to improve its processes, systems, and documentation for HACCP certification.
9. **HOST CONTRIBUTION**

Alumalum operations manager will work closely with the volunteer during the entire process of assessments and reviews and will avail all necessary documentation to facilitate the review exercise. Where the volunteer needs to interact with some of the facility staff who are illiterate, and partner farmers, Alumalum will provide translation services.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT DELIVERABLES**

By the end of the volunteer assignment, Alumalum will have a clear strategy on how to embark on fulfilling the requirements for HACCP certification. The strategy will clearly state existing gaps, need improvement in all its processes, systems and documentation and how to fill the gaps and improve areas of weakness. Through this assignment, the volunteer will be able to recommend follow up technical areas that F2F program can provide support towards HACCP certification compliance.

The anticipated assignment deliverables will include**:**

* Volunteer trip report before departure to US
* A road map in form of a report for Alumalum to be followed to attain HACCP certification. A clear strategy report detailing product process, necessary documentation, recommendations with action plan, and the resources needed for investment by Alumalum to be HACCP compliant
* Trainings conducted, and people trained
* Debriefing with USAID and in country group presentations after assignment

1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY (DRAFT)**

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| Day | Activity |
| Day 1 | Travel from home to US international airport |
| Day 2 | Arrival at Uganda Entebbe Airport, the volunteer will be picked by Fairway hotel shuttle to Kampala and check in at Hotel. |
| Day 3 | At 9.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter go to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Any materials for printing will be prepared at CRS offices. |
| Day 4 | In the morning, travel to host location in Gulu. |
| Day 5 | CRS F2F team introduces the volunteer to Alumalum management team. Together with CRS, the volunteer, and management, the volunteer will review and finalise the work-plan. The action plan should include group presentations to be done after the assignment.  Afterwards, the volunteer will be briefly oriented through Alumalum operations at field and processing facility levels. |
| Day 6-14 | Review/assess Alumalum processes, systems and documentation as per the requirement for HACCP certification. |
| Day 15 -16 | Develop a clear strategy/road map with recommendations, detailed action plan based on the assessment and discuss the recommendations and road map with Alumalum management team. |
| Day 17 | Travel from Gulu to Kampala |
| Day 18 | Debriefing at CRS office with USAID Mission and CRS staff.  Volunteer will finalize his/her reporting at CRS office and fill out all necessary M&E forms and finalise with any in-country field related expenditures |
| Day 19 | Depart for USA |
| TBD | Outreach event in the US |
| |  | | --- | | **Note**: ***This is a draft schedule that will be finalized based on volunteer actual dates of availability, Sundays are typical rest days and working on Saturday is, per the host’s request*** | | |

1. **ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**

The volunteer will stay at Fairway hotel [www.fairwayhotel.co.ug](http://www.fairwayhotel.co.ug) on arrival. While in the field, the volunteer will stay at Dove’s Nest Hotel which is slightly on the outskirts about 3km from Gulu town. The hotel has basic amenities- running water, electricity and intermitted internet acces. The volunteer will be provided with a modem from the CRS field office for internet access while in the field and a mobile phone to facilitate in country communications.

CRS will pay for hotel accommodation and provide volunteer with per diems to cater for meals and other incidentals. The volunteer may get an advance which has to be cleared before departing Uganda. For more information, please refer to country information that will be provided

1. **RECOMMENDED ASSIGNMENT PREPARATIONS**
2. **Before leaving U.S.:**

* Understanding of the sesame and moringa value chains – especially processing systems in developing countries like Uganda
* HACCP certification requirements for Sesame oil and available Uganda standards to guide processors

**ii) In-country activities/tasks**

* Review assignment objectives and assignment deliverables – seek clarifications with the CRS and Host teams before assignment commencement.
* The volunteer should prepare materials for hand out which can be printed at CRS office in Kampala before commencement of the assignment. Flip charts, markers, masking tapes can be obtained at CRS offices.
* CRS strongly recommends that the volunteer become familiar with the F2F Uganda agribusiness country project and other information in the volunteer briefing pack before arrival to Uganda

1. **KEY CONTACTS**

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| **Host Organization:** | |
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1. ASSP, April 2016 [↑](#footnote-ref-1)
2. Munyua., B & Okwadi, J. (2013) [↑](#footnote-ref-2)