

Terms of Reference for Good Manufacturing Practices Manual development and training of mill operators of the CARI-EA MF partners in Uganda, Kenya and Tanzania

1. Background information

Kilimo Trust (KT) is a not-for-profit organization working in agriculture for development across the East Africa Community member countries. KT has increasingly become the go to partner organization for market-led agricultural value chain development in the region. KT vision is to see “sustained and equitable wealth creation, food and nutrition security for smallholder farmers and other VC actors”. Our mission is to make agribusiness a transformative tool for wealth creation, food and nutrition security for over 500,000 smallholder farmers and other VC actors in the next five years beginning 2018. The core business of KT is to structure national and regional trade in agricultural products for enhanced wealth, food and nutrition security for smallholder farmers and other VC actors.

In partnership with the EAC Secretariat, Kilimo Trust is implementing a three-year project (2019 - 2022) commissioned by the United States Agency for International Development (USAID) through the Alliance for a Green Revolution in Africa (AGRA). The central aim of CARI-EA project is to enable locally produced rice in East Africa to competitively substitute the current over 300 million US\$ worth of rice imports to the East Africa Common Market. The overall goal of the project is to contribute to inclusive transformation of the rice sector in East Africa for sustainable increase in incomes of 220,000 women, men and young people employed in the value chain of locally produced rice in the East Africa Community. The Project has three specific objectives:

- a) Increase productivity, commercialization, profitability and resilience for enterprises of smallholder producers of rice.
- b) Strengthen and expand access and competitiveness in the national and regional markets for the locally produced rice.
- c) Strengthen local, national and regional enabling policy and institutional environment for optimal commercialization of the rice sector.

2. Justification for Mill Operators and Managers training:

Agri-processing is a very competitive industry, and the only way to be really competitive is to be very efficient in converting raw material to high quality products. Millers incur high investment costs in purchasing milling plants and the only way to recoup the large investment, is to run mills up to at least 70% of its capacity. It has been established that millers in EAC are running below the minimum threshold of 70% thereby incurring huge losses on their investments. Most CARI-EA partner mills are currently underutilized. Main reasons are insufficient quantity of paddy produced in the

catchment areas of the mill, limited working capital to off-take enough paddy and store it to ensure a year-round input and inadequate infrastructure and storage facilities. One of the objectives of CARI-EA project is to increase competitiveness of locally produced rice by delating with inefficiencies that arise at miller level through; i) poor quality milling equipment, ii) low technical capacity of mill operators and iii) poor manufacturing practices coupled with iv) inappropriate lay out/design of milling equipment for optimal utilization and efficiency. The project is working with millers, paddy aggregators and farmers to deal with inefficiencies along the supply chain of rice so that through interventions such as; (a) increased access to and utilization of structured inputs and outputs markets; (b) addressing capacity gaps among mill operators and other workers e.g. trainings on good manufacturing practices; and c) addressing management capacity gaps of mill owners and managers; to enable mills operate professionally and increase mill efficiency hence increased profitability.

3. Goal and Objectives of the assignment

The goal of this assignment is to develop a good manufacturing practices and mill business operations manual and conduct the training that will enable millers professionalize their businesses thus increase efficiency and profitability.

Specifically the consultant will

- a) Develop a practical manual covering modules on Good Manufacturing Practices and Processor Business Management suitable for SMEs engaged in the rice value chain in line with the gaps identified from the milling efficiency study.
- b) Develop a training plan for mill operators and managers
- c) Conduct training of mill operators and managers using the approved manual
- d) Develop mill operators and managers coaching plan

4. Deliverables

- i) Inception Report
- ii) Manual covering Good Manufacturing Practices and Processor Business Management modules
- iii) Plan and Budget for conducting training of mill operators and managers
- iv) Training report
- v) Mill operators and managers coaching plan

6. Estimated timeframe

- 30 days over a period of time; (starting date: 17th May 2021 & ending date: 16th July 2021)

Main activities	Time frame	Days
Inception report plus presentation	17 th May	Up to 0.5 days
Manual development	17 th May - 4 th Jun	Up to 12.5 days
Manual submission for review and approval by USAID	4 th Jun	
Preparations for and conducting the Training (Uganda and Kenya - 5 days; Tanzania- 5 days)	28 th Jun - 9 th Jul	Up to 10 days
Training report preparation	12 th - 15 th Jul	Up to 1.5 days
Coaching plan development		Up to 1.5 days
Travel days	27 th & 3 rd Jul (Ug & Ke) 4 th & 10 th Jul (Tz)	Up to 4 days
Final submission of all deliverables	16 th Jul	
Total		Up to 30 days

7. Qualifications

- The consultant (s) has a minimum of 10 years working experience in the rice milling industry in East Africa.
- The consultant (s) has technical experience and knowledge on management of professional rice mills and undertaking of similar assignments before
- Fluency in English - both written and spoken is required, knowledge and fluency in both written and spoken Kiswahili language **IS AN ADDED ADVANTAGE.**
- Excellent presentation and private sector engagement skills is required.

8. Mode of Application

Qualified Consultant (s) should submit the following;

- a) A Technical and Financial Proposal plus cover letter stating why you consider your self/Team suitable for the assignment,
- b) CV of the consultant (s) proposed for this assignment highlighting qualifications and experience in similar projects
- c) Work references - contact details (e-mail addresses) of referees (firms for whom you have produced similar assignments).

By 1700hrs on 30th April 2021 to:

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