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SUMMER FLOWER QUALITY ASSURANCE MANUAL

Kenya Horticulture Competitiveness Project (USAID-KHCP)

SEPTEMBER 2012



September 2012

This publication was produced for review by the United States Agency for International Development (USAID). It was prepared for Wilmar Flowers Ltd. by Streamlined Systems Ltd.

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BACKGROUND

The overall goal for USAID-KHCP is to increase competitiveness of the Kenyan Horticulture Industry through enhanced crop yields, quality and cost effective production and increased value addition in a coordinated value chain approach. Within the floriculture crop category, smallholder summer flowers are the focus. USAID-KHCP supports floriculture activities through partnership with the private sector. Wilmar Flowers Ltd. is a key partner through which the Project promotes new high value flower varieties, new market linkages, value addition, and capacity building of farmer groups in Good Agricultural Practices. The Summer Flower Quality Assurance Manual was researched and designed for Wilmar Flowers Ltd. by Mr. Phil New under contract with USAID-KHCP. Mr. New, Managing Director for Streamlined Systems Ltd, is an expert in flower production, packaging and marketing with almost two decades of experience in Kenya.

BRIEF COMPANY OVERVIEW

Wilmar Flowers Ltd was incorporated in 1995. The company is a summer flower exporter with production based on small scale growing. It contracts growing across various regions of Kenya where the climatic conditions aid all year round production to cover customer demands.

Production in 2011 was budgeted at 12 million stems sold with the expectancy of rising to 23 million over 2011/2012 season. This is due to further focus on soil sampling and nutrients addition as well as newer techniques on water harvesting. The stems are all collected and transported to 2 pack houses in Thika, where they are processed into straight line and mixed bunched Bouquets. Further procured flowers are ordered on a twice weekly basis and are used in conjunction with the grown stock to ensure customer orders are achieved.

Current Customers include:

- Sams Club (USA)
- Japan
- Dutch Auctions including VBA, Rijnsburg, Naaldwijk, Bleiswijk, Eelde
- Dubai – Allokrit

At current there are Straight line auction products bunched bouquets being sent once weekly.

All flowers are graded, processed, quality checked, packed and chilled on the Thika site for shipment to Nairobi JKIA by road and onwards by airfreight to the USA, Japan and Europe. Wilmar's management ensures that proper postharvest treatments are used to maintain shelf life of the product to all it's customers.

Continually, Wilmar aims to export fresh flowers from Kenya through implementation of good agricultural practice, ethics ,controls, policies and customer specifications.

Certifications:

Rain Forest Alliance

MISSION STATEMENT/QUALITY POLICY

As exporters of fresh cut summer flowers from Kenya, Wilmar Flowers Ltd is committed to ensuring the provision of quality and value products to our customers that meet their individual needs and expectations, whilst at the same time, operating a reasonable and profitable business.

To meet this commitment we maintain a system of controls over our raw material sources, processing, packing and handling of our products to ensure safety, legality, integrity, quality and conformity with our customers' standards. In addition, we are committed to:

- Minimizing the risk of any detrimental impact on the environmental that may result from our operations, whilst at the same time conserving the natural flora and fauna;
- Improving our efficiencies in the use of natural resources including soil, water, air and energy;
- Minimizing our use of agrochemicals and fertilizers through the implementation of soil testing.
- Providing regular and appropriate training and evaluating the performance of our staff throughout the company;

The implementation of all these practices and controls is fully supported by the Management of the company.

Wilfred Kamami
Managing Director

SCOPE & FIELD OF APPLICATION

This Summer Flowers Quality Assurance Manual aims to provide a comprehensive guide to the systems used throughout Wilmar's flower processing pack house.

The company aims to operate a continuous improvement philosophy, and by utilizing the systems / procedures in place, strives to produce products that meet at least the minimum specification requirements of our customers. The aim therefore is to ensure the production and supply of quality products thereby developing and maintaining continuous customer satisfaction.

The manual should also be used as a training tool. Individuals need to understand the operating systems / procedures relevant to their area of responsibility against the guidelines within the manual. The quality manual should be considered hand in hand with the Operations manual, which gives details of how specific operations are carried out on site.

The manual is a working document and therefore will be updated and reviewed as and when advanced or new systems come in to operation.

This manual is designed to give an overview of all company practices and procedures. Although developed and managed by Streamlined Systems Ltd, the responsibilities to comply with the systems and practices described here in, fall under the Management of Wilmar Flowers and the respective departments responsibilities.

It is the responsibility of all the departmental heads and managers to ensure that the information regarding the practises and processes are passed down the chain of communication and that all relevant personnel fully understand their job roles and where they fit in within the Quality Management system.

Any person wishing to write additional procedures or practices or modify any current procedures or practices must first liaise with the Finance/Admin Director who will add or append the proposed document accordingly as stipulated by the relevant procedures.

This manual will be reviewed at least once annually or as required, however should changes be deemed inappropriate it will not necessarily be amended.

Alice Muiruri
Finance/Admin Director

MANAGEMENT CONTROL AND RESPONSIBILITIES

Wilmar has a HR department which clearly defines a person's roles and responsibilities by way of clear job descriptions. Following is a summary of the key persons roles in ensuring the quality management system runs smoothly at all times.

Directors – Managing, Finance/Admin and Operations.

- Their key responsibilities shall be the provision of resources required to meet the requirements of the quality management system.

Postharvest Manager.

- The Postharvest manager's key roles is to establish/identify/interpret and evaluate effective/practical quality management systems or requirement that suits all ground operations and specifying rules and procedures throughout the production chain.
- The Postharvest manager's roles shall be to scrutinise and appraise the overall performance of the quality management system through audits and trend reporting. S/he is also in charge of coordinating outgrowers issues, NPD, Technical trialling.
- The roles shall amongst others include the Planning, maintaining and implementing all the designed day to day processing operations, complying with principals of Ethical and the quality management systems, safe guarding the safety, integrity and conformity through out the processing chain.

ABSENCE COVERAGE

In the event of a key member of staff being absent e.g. holiday, illness etc then a staff member directly below or above them will assume their responsibilities. This will be decided by the Departments Director. The absent member prior to their absence will have determined their being absent, where this is practical and organise for adequate coverage.

Occasionally, for a short absence e.g. 1 or 2 days, the department may run without a member of staff covering however where this occurs, junior personnel will report directly to the Director.

It is important that where 2 staff members cover for each other, they should not both be off at the same time (obviously due to holidays/illness this may not always be possible).

Kenya Gazetted National Holidays:

1. New year
2. Easter
3. labour Day
4. Madaraka Day
5. Moi Day
6. Kenyatta Day
7. Christmas Day
8. Boxing Day

In the event of prolonged illness, the management may decide to recruit or provide a lasting alternative.

I.0 QUALITY ASSURANCE MANUAL

This Quality Assurance manual has identified the process operations and steps within the business and how they interact and apply throughout the entire organisation. A clearly defined method of managing quality in each process operation has been identified and the sequence and interactions of the processes is shown in this quality manual.

In addition process flows have been drawn up for each respective product in any packing facility (**Ref: HACCP Manual**). The processes identified by the company as being key for the quality management systems are.

- **Management, resources and administration.**
This covers all management activities of planning and implementation. It also includes determination and provision of resources that are required to operate the system effectively and assure product conformity.
- **Products and service realisation operations.**
The first process of management and resource administration enables the second process of product realisation to run in an orderly manner. This process includes all the elements and the activities pertinent to the quality management system that take place during planning, purchasing, processing and delivery of products to the customer.
- **Measurement and Improvement.**
This process encompasses all aspects of monitoring whether the first two are working effectively by providing feedback on the performances of all the system processes for improvement purposes.

I.1.0 Documentation Control

Documentation is effectively controlled, with only current and approved documents in use. All documents requiring control are controlled in accordance to the QMS with the control procedures as stipulated in the operations manual

Wilmar Flowers recognises the need to maintain accurate and complete up to date procedures and records for carrying out the business. Any change to documentation that is critical to the management of product safety, legality and quality is recorded and approved by the Finance/Admin Director or her appointed equivalent within the company.

All documented quality control forms, Standard operating procedures (SOPs), work instructions and other QMS related documents are referenced through their headers and/or footers with the following information as elaborated in the operations manual:

- Reference number.
- Issue date.
- Supersedes issue no.

- Page no. (Optional)
- Issue No (if more than one),
- Name(s) of persons/dept, who generated/reviewed the recording form/document, checked and did the approval.
- Reason for change or amendment (optional).

All documents are reviewed and approved by the Finance/Admin Director or her appointed equivalent in the company. The Directors shall be responsible for review, approval and distribution of documents.

1.1.1 Obsolete Documentation

When rescinding documents, a copy of the old version is held on site for future referencing. This is held in the obsolete documents file.

1.1.2 Archiving and disposal

Working files are held for a minimum period indicated below prior to archiving:

- One month's data for daily records,
- Six month's data for weekly records,
- And twelve month's data for monthly records.

Where appropriate, disposal from the archives shall be done after a period of 3 years.

1.1.3 Accessibility of the Quality assurance Manual

Copies of the controlled Quality Assurance manual are held on site at the postharvest office and are accessible to all key personnel.

1.1.4 Organisation structure

Wilmar Flowers has a clearly defined and documented organisational structure showing job responsibilities and the reporting structure. The organogram has defined the Responsibilities of all its key employees, and has documented detailed job descriptions for the key staff. For all key positions, a deputy has been nominated.

All key persons within the organogram are aware of their roles and responsibilities by way of clearly documented and communicated job descriptions. The top management of Wilmar Flowers ensures that responsibilities and authorities are communicated throughout the company. It's the functional responsibility of the Human Resource departments to ensure organograms are produced and maintained.

Meanwhile the responsibility of administering the quality management systems on site is delegated to the Postharvest management team as part of their normal responsibilities. The site management may further delegate the authority to implement the quality management system by clarifying the site-specific management structures but still maintain overall responsibility.

The Postharvest Manager and persons acting on his/her behalf on site have the freedom and authority to:

- Initiating actions to prevent occurrence of non-conformity in the system.
- Identifying and recording product related quality problems.
- Ensure verification and implementation of QMS actions.
- Discontinue the supply of non-conforming items till the quality problem is sorted.

Other senior management of Wilmar Flowers have specific responsibilities and authorities as stated in the respective job descriptions.

The senior management team have appointed the postharvest manager as the company representative in all quality matters and in this capacity he/she has the responsibility and authority for ensuring that the quality management system processes have been properly established and implemented and that they are continually maintained.

1.1.5 Management Commitment

Wilmar Flowers senior management are fully committed to the development, implementation and improvement of the Quality Management system. To this end quality policies and objectives have been established and are maintained. There is a forum to identify and address any safety or legality issues at a strategic level.

The top management (Directors and departmental managers) demonstrate their commitment to the development, implementation and continual improvement to the quality management system by:

- Regular communication of the importance of satisfying all customers, legal and regulatory bodies (KEBS) requirements to the rest of the organisation.
- Establishment of policies.
- Setting of the quality objectives.
- Conducting management reviews.
- Providing all the necessary resources.

1.1.6 Quality Management Reviews

An annual review of the quality management system is conducted once a year and it is the responsibility of the Postharvest manager to convene the meeting. The decisions made and the actions agreed on are communicated to the appropriate staff.

Inputs to the review process include the evaluation of the following information:

- The results from all internal and external audits.
- Customer feedback, queries and complaints.
- Process performance and product conformity.
- Status of preventative and corrective action.
- Review of previous Management Review Minutes and action points.
- Changes that could affect the Quality Management System.
- Recommendations for improvement.

Outputs from the review are in the form of decisions, actions or proposals relating to improving the quality management system plus the related processes for customer satisfaction and addressing any resource needs for the achieving the above. The company determines what resources are needed for improvement through this mechanism of management reviews and the internal mechanisms of departmental management.

1.1.7 Internal audits

A documented process for internal audits with frequency dependant on the level of risk is in place and well documented in the internal audits procedure as stipulated within the operations manual. Auditors are selected in such a way that ensures objectivity and impartiality in the audit process.

The audit process is conducted as per the stipulated schedules for the purpose of determining whether the quality management system conforms to the planned arrangements. Auditors are competent and ensure that the results of the internal audits are brought to the attention of the personnel responsible for the activity audited.

In all cases where non-conformances are found, corrective actions and timescales for the implementation are agreed upon between the auditor and the auditees. Follow up audits include checking the non-conformances and reporting on the progress. Audit results form an essential part of management review.

The Postharvest Manager or his/her appointed representative shall keep a record of all audits for each respective processing facility.

1.1.8 New Industry Developments and Legislation updates

As exemplified in quality statement, Wilmar Flowers is committed to comply with internal and external legal legislation. Information gained from customers include specifications, legislation changes, research developments, Industry codes of practices or standards and technical advances, public opinion changes and new product/equipment/process availability from suppliers. The Ministry of Agriculture play a major role in enhancing up to date information of government intentions and other plans to all stakes holders. More information is obtained from bodies such as KEPHIS, Kenya Flower Council, Exhibitions and Trade Fairs organised across the globe.

The management has established processes of communicating new developments within the entire organisation. Such communications may be initiated by the management itself or through the postharvest manager. Means of such communications shall include among others. Customers advise, Print media (Newspapers) audio visual means (TVs), Notice boards, inductions to new employees, forums, departmental meetings etc. The general database within the internal mails systems serve similar purposes of communicating new developments throughout the entire organisation.

1.2 PRODUCT SAFETY

1.2.1 HACCP Principles

Wilmar's processing and packing operation will conduct a HACCP assessment. Principles and identified critical control points for controlling product safety and quality risks will be assessed. The scope of the HACCP analysis covers from the Pack house intake of flowers up to the point of dispatch from the pack house unless where stated otherwise. The system is fully supported by the management by means of resources supply to meet the demands of the entire HACCP system.

1.2.2 HACCP System

The HACCP system will be developed with consideration of the following factors:

- Hazard analysis, Establishment of critical limits, Systems to monitor Critical Control Points (CCPs), Corrective actions when CCP are not controlled, Validation and verification whether the HACCP system is working effectively, Clear risk assessment of the hazards, HACCP team composition, Annual review programme

The Hazard analysis in place contains the following: Raw material controls, Process flow plans, Critical control points, Product contents control, on line quality monitoring, Final product quality assessments, foreign body and vermin controls are included in the factories Prerequisite programme.

The system is subjected to a thorough validation and verification process prior to its adoption by means of system trials that are documented as part of the HACCP implementation. Full documentation pertaining to the operation of all the quality and Critical Control points are maintained throughout the system.

This documentation is in form of the Product flow charts, HACCP plans, Systems validation and related risk assessments based on the conventional HACCP decision tree.

An appointed HACCP Team comprising of multi-disciplinary members has been given the responsibility of running the system. Each region has its own team. The HACCP teams meet at least semi-annually to assess the strengths and weaknesses of the existing systems and identifying areas that require changes for improvement purposes. All the records of the meetings shall be maintained.

Records raised as per the HACCP plans for conformance; non-conformances and corrective actions are continuously raised and maintained for QMS purposes in accordance to the outlined procedures. Records kept include among others CCP monitoring records, deviations and associated corrective measures and any modifications to the HACCP system.

The process flows within the processing facility have been designed such that there is no possibility of product contamination or cross contamination from the surrounding environment.

1.2.3 HACCP Reviews

All HACCP plans for each product or process facility are developed and reviewed by a cross section of different personnel involved with pack house operations. Reviews are carried out on an annual basis and records of the reviews are held for each region. The HACCP team leaders as appointed by the management are responsible for organising for the review meetings and communicating outcomes of the same to all members of the team and the management as well.

I.3 SITE

I.3.1 Location

Wilmar Flowers pack house is located away from any source of contamination. Currently the company is operating with one flower processing facility.

I.3.2 Pack house

The pack house is designed and laid out with adequate area for storage and process operations to be carried out in a safe, hygienic and efficient manner. The layouts also take into account needs for safe human traffic while at work and whenever operating any machinery. The design and positioning of all machinery is done in a manner to ensure safe and hygienic operations. Equipment used on site is suitably designed and availed for the intended purpose so as to minimise the risk of product contamination. This includes the grading tables, strapping machine and guillotines etc.

All equipment is positioned to give access under, inside and around them for ease of cleaning and servicing. Start-up checks shall be done on a daily basis by management to ensure that the entire working environment is safe and can achieve the desired product quality and safety. Equipment are properly specified before commissioning, and are adequately maintained, serviced and operated to produce safe products.

The company ensures that the safety or legality of products is not jeopardised during maintenance or servicing operations. Outside Contractors involved in operations within the site must adhere to the company's hygiene standards.

Cleaning or replacing light fittings and glass is done in a manner to minimise the potential for product contamination. Extreme care must be taken during replacement of glass. Where possible, glass replacement is carried out outside processing hours.

The pack house building is made of sound construction materials with solid sealed floors that are easily cleaned and maintained in a clean condition. The pack house has adequate, well-maintained drainage systems and wastewater is not allowed to accumulate on the floor.

The pack house has adequate lighting and ventilation. Temperatures within the storage areas are monitored to ensure product quality is not compromised.

Potable water is adequately supplied to the operatives for drinking purposes and clearly marked for identification. Water meant for other purposes e.g. postharvest is river water.

I.3.3 Site Security

Wilmar Flowers provides 24 hours site security.

Visitors must report to the main office on site and must be accompanied whenever entering the pack house. It's important/advisable all visitors to abide with H/S rules during their time on site. All-important information stored on computers is saved on the main server, which are backed up daily.

I.4 HYGIENE AND FOREIGN BODY CONTROLS

I.4.1 Pack house

Wilmar Flowers processing site maintains at all times appropriate standards of hygiene and housekeeping. The company operates a “clean as you go” policy. Throughout the production process, designated personnel are on hand to facilitate this hygiene policy.

Cleaning programmes & schedules are in place and are maintained at all processing sites. Working areas are kept in a clean condition, to this end waste plant material is removed from working area during the operation to avoid pest and disease cross contamination. In addition areas used for washing waste bins and buckets are located separate from the main pack house. Green waste is separated from plastic and is transported and composted on the company farm. The operation is carried in a manner that ensures no risk of product contamination.

The company has established separate welfare changing facilities for employees to keep their personal clothing's and items.

I.4.2 Cleaning

Cold stores are kept in a clean and tidy condition always. A thorough cleaning and disinfection process is carried out. Other areas within the packing facilities are cleaned on regular basis. The site has designated persons in charge of all hygiene operations.

I.4.3 Delivered product

Packed products are dispatched in clean carton boxes. Within the pack house operations flowers are delivered into various sections in clean buckets. All delivery boxes are stored and maintained in clean conditions throughout the storage, packing and dispatch chain.

I.4.4 Production and packaging materials

Packaging on the processing site is stored in a designated dry storage area, which is separated from all raw materials and finished products. The packaging store:

- Is regularly kept clean and secure.
- Is pest proofed and protected from other sources of contamination,
- Packaging materials are held off the floor and away from walls, to facilitate cleaning and stock checking.
- All packaging is stored in a manner to facilitate easy movement of people within the storage area.
- There exists a stock control system, which ensures that all items are used in rotation, i.e. FIFO system.

At the packing facility all packaging materials are issued on a daily basis to designated personnel in specified quantities, such that together with any stock carried forward from the previous day there is sufficient to meet the requirements of the day's anticipated pack. Part used packaging shall be covered before returning to the storage area.

All buckets used to carry cut flowers are subjected to a systematic cleaning regime, which includes sanitization of the buckets. The hygiene level of the buckets is validated via visual means.

All water tanks (postharvest) on site is well covered and properly labelled stating the nature of the tank contents. Production materials and infrequently used items shall be stored safely and tidily. Any storage of redundant or unwanted items is kept to a minimum whenever possible.

1.4.5 Staff arrangements and facilities

Wilmar provides a canteen for its staff; in situations where staff brings in food, adequate storage areas are provided.

Hygiene rules are practised. The personal hygiene rules are discussed with all personnel during induction training on their first day of employment and displayed on all notice boards.

In addition the pack house operatives are given adequate personal hygiene training on regular basis. Where specific work wear (PPE) is required, changing facilities are provided for all personnel, whether staff, visitor or contractor, prior to entry to production or packing areas, and where appropriate, prior to entry to storage areas.

Smoking, eating and drinking is prohibited in Wilmar's processing and packing site. This is clarified to all operatives during induction. Cuts and grazes are immediately reported to the First aiders and any exposed skin wound is covered with a water proof plaster.

Clothing and footwear in use is appropriate for the operations undertaken.

The canteen facility has clear hygiene procedures and the canteen staffs are trained on personal and food hygiene.

1.5 TEMPERATURE CONTROL AND STORAGE

All raw materials and processed products are stored at temperatures and duration's recommended for respective products.

The facility management monitors and records temperatures for:

- All raw material cold stores
- Finished product despatched
- Cold stores.

Storage areas are maintained in clean and tidy conditions and an appropriate disinfectant is used where appropriate to reduce the levels of any potential pest, disease or microbial contamination. Cold storage facilities are routinely serviced at least once every year.

All products are stocked to ensure optimum freshness is maintained before they are transported or exported. The water used for postharvest storage purposes is river water.

I.6 POSTHARVEST TREATMENTS

Where required, harvested products are treated with specified or recommended postharvest treatments to minimise bacterial contamination and enhance postharvest life and the eventual vase life performance.

Where postharvest treatments are used there are valid justifications by means of documented treatment trials, lab tests, manufacturers' product data or recognised authoritative literature material. Alternatives to postharvest chemical treatments are continuously sought, tried, considered and evaluated and chemical treatments only used when there are no other technically acceptable alternatives.

All postharvest products used are registered by the registered registration bodies. The product control and the application is always done as per label instructions.

Individuals with the responsibility for postharvest chemical use and preparation receive regular training and can demonstrate sufficient level of technical competence. This training includes training on the safe use of chemical products.

Postharvest products are stored in clearly designated chemical stores whose accessibility is limited to authorised persons only. Disposal of any used postharvest product is done in accordance with the manufacturers' recommendations, legal legislation and in an environmental friendly manner.

I.7 PRODUCT QUALITY

I.7.1 Specifications

Stated standards for the cut stages and product quality of any product that is sent to the pack house are in place. Customers' specifications are available at the packing facility and are strictly adhered

Only products meeting customer specifications or the minimum product specifications are offered for sale. All packed products are inspected prior to dispatch to ensure they comply with all customer specifications.

I.7.2 Supplier Approval and goods intake

Wilmar Flowers takes full responsibility for ensuring that the product it processes whether under contract or verbal agreement meets the required specification and quality standards.

Any raw materials from other suppliers shall only be purchased from approved growers/suppliers.

Specifications for bought in raw materials used in the Packhouse are in place. Intake QC will check all incoming product against documented specifications before accepting them into the pack house from any of the approved growers/suppliers:

Any products deemed to be out of specification during intake checks are clearly labelled and held in segregated areas, to ensure that they are not inadvertently used together with other raw materials.

1.7.3 Stock Rotation

Wilmar Flowers takes full responsibility of products within its packing facility. The pack house maintains good stock rotation practises by the use of clear product labelling for all products as elaborated in stock management.

1.7.4 Spot buying

Spot buying is practised by Wilmar Flowers. This is controlled by the raw material team and overseen by the Finance/Admin and Production Directors.

2.0 CUSTOMER CONSIDERATIONS

2.1 CONSUMER LABELLING

Wilmar Flowers customer requirements stipulate what Consumer labelling is carried out for all flowers processed in the pack house and each labelled pack has a minimum of one label per unit. Efforts are made to ensure that the labels are accurate and that every unit (where applicable) has a label affixed on it. Any non-ornamental ingredient like flower foods are given appropriate safety information where applicable.

For human readable parts of the label, this is checked against the relevant specification and customer communicated details. Barcodes are verified visually and a print out of the barcode checked against the relevant specification.

2.2 TRANSPORT

2.2.1 Customers own transport

The customers own transport is not within the scope of Wilmar Flowers pack house since the company uses its own means of transport from the pack house to the airport.

2.2.2 Wilmar Flowers own transport

The pack house takes responsibility of ensuring the product reaches the customer in good condition by ensuring that positive release procedures for all flowers packed is undertaken before finished product is despatched to the JKIA and that all delivery trucks are insured. All trucks are insulated and comply to national requirements.

2.2.3 Delivery Records and Invoicing

Positive release and other related steps to be followed prior to dispatching any consignment of packed flowers has been outlined. This involves finished product QC checking of each unit before dispatch and written authorisation of delivery notes by the Pack house manager. The delivery note gives details of the products, the transport means, number of boxes, time of loading and the driver involved.

The vehicle is loaded in a covered area, protected from the weather and at temperatures that do not cause product deterioration.

2.2.4 Delivery conditions

The pack house aims to maintain the product within the customer stated temperatures and time range throughout the journey from the site to JKIA and then onto the markets. To verify that temperature control is maintained, product temperature is checked on receipt at JKIA.

On receipt at the JKIA, dispatch to the markets does not commence until an authorised person is on site. Products are transported in boxes, which are carefully packed to prevent damage during handling and while on transit. Loading is done in such a manner as to ensure that there is sufficient headspace on the truck to ensure product is not damaged while on transit and that there is adequate air circulation.

Products are only released from the cold store for transportation once it has reached the stated dispatch temperatures of between 2 – 5°C.

2.4 CUSTOMER QUERIES

2.4.1 Complaint policy

The Postharvest manager and the Finance/Admin Director are responsible for ensuring that procedures are carried out and all corrective action recorded.

2.4.2 Query/complaint procedures

Complaints are sent from the market by email to the pack house. Complaints receipts are acknowledged within 24 hours by electronic means and the corrective actions sent back to the relevant market/customer.

2.4.3 Complaints review

Complaints are reviewed on a regular basis during management review meetings and the annual Quality Management review meeting.

3.0 STRATEGIC ISSUES

3.1 HEALTH AND SAFETY

3.1.1 COSHH assessment

A risk assessment is undertaken annually for potentially hazardous substances and appropriate control measures put in place before they are used. A written copy of the assessment is available to all relevant staff that uses the products.

3.1.2 Health and safety policy and assessment

There is a written Health and Safety policy, which states management's attitude to health and safety matters and indicates how the business is organised to address the issue.

Specific risks that are assessed include the following:

- Roof working, working with machinery and staff hygiene among others.

3.1.3 First aid

The processing & packing site has trained first aiders to take charge in case of an emergency. The names of the first aiders in each area are posted on notice boards for operative's reference. The numbers of first aiders on site is always adequate to deal with the present number of operatives on site.

First aiders receive approved training and possess valid first aid certificates. There is a trained first aider available to staff at all times and adequate first aid boxes available. Accident and emergency procedures are displayed and understood by employees and records of accidents or injuries at work kept on site.

3.2 ENVIRONMENTAL POLICIES

The Company has an environmental policy and practises efficient resource management for both environmental and commercial reasons.

3.2.1 Recycling

Recycled and recyclable materials are used where possible, provided this does not increase pest and disease risk. Waste material e.g. plastic, cardboard and metal should be recycled wherever possible. The company has a recycling policy.

3.3 STAFF TRAINING AND EMPLOYMENT REQUIREMENTS

3.3.1 Staff Training and appraisals

The company has a clearly understood training policy within the Human Resources policies and procedures.

All staffs are given training as appropriate to carry out their tasks. Staff employed is physically and mentally capable of carrying out their allocated tasks. Formal training is given for staff operating dangerous or complex equipment. Training is carried out by external trainers where appropriate.

Job descriptions have been drawn up for key staff and reviews and appraisals carried out for this staff on regular basis.

Internal and external contractors are briefed on general safety in accordance with the occupational safety & health Act and company Health and Safety policy. Contractors are expected to follow the rules as long as they are within Wilmar Flowers premises.

3.3.2 Employment legislation

Wilmar Flowers has an appointed Human Resource manager who deals with all issues relating to human resource and where required obtains professional advice on issues regarding legislation.

All Kenyan legislation appertaining to Employment requirements is held on site. This includes

- The NSSF Act Cap 258,
- The Labour relations act, 2007.
- The Agricultural Act Cap 318,
- The Food, Drugs & chemical Substances Act cap 254,
- The minimum standards of housing -(1965)
- The Public Health act.

3.3.3 Employment documentation

Wilmar Flowers HR details all statutory requirements and good practise with regard to employment documentation. These regulations are based on the Kenyan legislation.