

WFLO's Technical Training Assistance Program (TTA)

WFLO technical specialists will participate in the development, launch and evaluation of a **“Technical Training Assistance”** program, whereby a model for selecting eligible processing facilities is developed, facilities are selected on the basis of a written criteria, benchmarked for performance with regard to quality, safety and efficiency programs, and then assisted by international experts with the intent of enhancing performance in the aforementioned areas for greater profitability and stability. WFLO's international experts will establish the written criteria for selecting facilities, and then assist in identifying the facilities for participation in the program. Once selected, the specialists will work closely with plant management and employees to establish programs and procedures to enhance quality, safety and efficiency initiatives, with the purpose of demonstrating increases in each target area, and providing a model for enhanced capacity and profitability, thereby demonstrating that through adopting sound cold chain technologies and practices that the company can become a model facility and a leader in the development of an integrated cold chain network of companies in the marketplace. WFLO staff will produce a template for this activity, which can be used in other international markets. Furthermore, WFLO specialists will conduct an evaluation of program results, in the target facility, to document incremental changes in quality, safety, efficiency and ultimately profitability, providing useful information to US or International companies interested in joint-venture or investment opportunities as part of efforts to enhance business-to-business ventures.

This activity would include a four-step process for implementation and evaluation, including the following steps:

- **STEP ONE: APPLICATIONS & FACILITY REVIEWS.** Including the acceptance of written applications for participation and an on-site review, by local partners and/or US-based specialists, to determine that the facility is indeed a worthy candidate for the program.
- **STEP TWO: FACILITY SELECTION.** Following a careful review of the applications and using input from the local partners and WFLO staff, a facility will be selected for this activity. It is imperative that the top management of the facility actively participate in this process, and fully agree to support the program efforts,

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including financial support if appropriate. Performance goals and desired improvements will be discussed and determined.

- **STEP THREE: BENCHMARKING AND TECHNICAL TRAINING ASSISTANCE.** During this phase of the project, the review team will collect baseline data for use as a benchmark for future evaluation of success. Baseline data could include, but is not limited to, **QUALITY DATA** (packaging integrity, finished product quality, palatability and other aspects of quality management); **SAFETY DATA** (bacterial plate counts of product & facilities, temperature measures of products and process, shelf life of current products); and **EFFICIENCY DATA** (time and motion studies, product flow plans, employee traffic patterns). During this phase, a technical team assembled by WFLO will work in the selected facility to facilitate change and develop programs to enhance quality, safety and efficiency.
- **STEP FOUR: AUDIT, EVALUATION AND PERFORMANCE RESULTS.** Following the technical Assistance Training phase, WFLO specialists will return to the target facility and conduct a comprehensive review of quality, safety, efficiency and profitability programs, to determine the impact of the activity and revise the model where necessary.

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TTA FACILITY SELECTION CRITERIA

Facilities wishing to participate in the WFLO Technical Training Assistance program must meet the following requirements:

1. In order to apply for the TTA program, the facility must produce red meat, poultry and/or seafood products as a primary source of revenue. Alternative products are allowed, provided they represent less than 25 percent (25%) of the business sales volume.
2. In order to be eligible to apply for the TTA program, the facility must be operating at least at 70 percent (70%) of normal capacity during the time of the facility review and during the time of the TTA activity. Facilities should be operational at least 4 days per week during the evaluation and training period, and should not operate on a seasonal or sporadic basis.
3. Company management must be willing and able to incorporate suggestions and recommendations from TTA experts into daily working practices. Company must have the financial, physical and practical means to incorporate suggestions and recommendations, provided those recommendations are of a "no-cost" or "low-cost" nature. Company management must make a "good faith" effort to embrace and utilize the advice and recommendations from the TTA specialist.
4. Company management must recognize the need for operational changes in working environments, and have the desire to make the necessary changes in their operations such that the cooperative efforts between the TTA specialists and plant management will result in high-impact program results.
5. Company must be willing to release any production or quality assurance records to TTA specialists in advance of program participation. All records and data will be used for comparison purposes only, and will remain a confidential part of the program (not to be shared with outside sources or competitors).
6. Company must be willing to allow pre-program performance measures to be collected, including time, temperature and microbiological baseline samples. Baseline performance measures will be used for comparison purposes only, and will remain a confidential part of the program (not to be shared with outside sources or competitors).

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7. Company must be willing to allow post-program performance measures to be collected, including time, temperature and microbiological baseline samples. Post-program performance measures will be used for comparison purposes only, and will remain a confidential part of the program (not to be shared with outside sources or competitors).
8. Company must devote adequate time, resources and personnel to the project, and provide TTA specialists with adequate assistance and support during the project.
9. Company must be willing to share "success stories" with TTA specialists, understanding that appropriate components of the "success stories" will be shared with the local industry to demonstrate the potential impact of the program.
10. Company must allow for photography and video footage to be collected during all phases of the program, including before, during and after the TTA program.

Timeline for TTA Program

The TTA program will be conducted in 2005, along the following timeline:

ACTIVITY OR EVENT	DATE	NOTES
Solicitation for Applications	March to June 2005	Minimum of 3 applicants per region
Applications due to WFLO	June 21, 2005	
Review of Applications	June 21 to 30, 2005	
Selection of Facility	June 30, 2005	WFLO will select a 1 facility in the region, based on the strength of the application and input from local partners.
Technical Training Assistance	2006	WFLO TTA specialists will work with selected facility to improve performance
Evaluation of TTA Program	2006	WFLO TTA specialists will return to the participating facility to evaluate program impact, collect post-program samples and make further recommendations.

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TTA Application Form

The following application and questionnaire is designed to help you better understand the expectations of the WFLO Technical Training Assistance (TTA) program and allow program administrators sufficient information to determine the most suitable individuals and companies who would benefit from this unique and potentially profitable opportunity. Please be assured that all information gathered herein will be held in strict confidence by WFLO, only be used for selection purposes, and appropriately discarded thereafter.

APPLICANT'S NAME:	Mr. Fernandes Domingos
APPLICANT'S TITLE:	Executive Director
COMPANY NAME:	União Geral das Cooperativas
COMPANY ADDRESS:	Av. Agostinho Neto, nº 714, MAPUTO, Mozambique
TELEPHONE:	+258-1-430 229
FAX:	+258-1-430 459
E-MAIL ADDRESS	ugcapm@tvcabo.co.mz
COMPANY WEB SITE:	www.ugc.co.mz

The first two questions are designed to determine where your firm fits into the local cold chain and what problems you are already aware of that may need technical assistance.

1. Please briefly describe the nature of your companies' business as this relates to the local production, importation, transportation, handling, storage, manufacturing, reprocessing, sales, and marketing of refrigerated/perishable foods.

In the slaughterhouse we produce or better we kill chickens and pack. After packing the chicken are placed in a blast freezer for 06 hours and then removed and placed in freezer until selling. The chickens are sold frozen (whole). We do not sell in portions. For transportation we have 02 lorries with cold cisterns to take the chicken from slaughterhouse to our point of selling.

2. Specify what areas within your company could most benefit from cold chain improvement/technical assistance from WFLO. Examples might be how to prevent product deterioration due to fluctuations in temperature in cold storage facilities or how to prevent losses in local trucking transportation or meat processing plants. Please be as specific as possible. (This information will help WFLO select appropriate trainers.)

We would like to have help in rehabilitation of our blaster freezer and freezer rooms. We do have an electricity generator for in case of power failure, but it does not work properly. We do have a lorry to transport frozen chickens but its cold cistern doesn't work well.

WFLO Technical Training Assistance Program

The following questions relate to your companies willingness to enter into an informal partnership with WFLO for on-going technical support and assistance starting with the TTA program.

3. If your company were selected to participate in the WFLO TTA program for cold chain improvement, would you have the full support of your organization (including your Chief Operating Officer) to devote the necessary time and staff resources to assure that this program was a success?

(Check one answer) Yes No Uncertain

4. Provided recommended changes evolving from the TTA program were feasible within your local context and affordable, would your company support enacting the recommended changes to improve your cold chain on an on-going basis and be willing to participate in a post-program on-site cold chain audit by a returning WFLO TTA program specialists?

(Check one answer) Yes No Uncertain

5. Would your company be willing to join and support the local cold chain association with links to international organization with similar technical assistance goals related to improvement of the cold chain?

(Check one answer) Yes No Uncertain

IMPORTANT: *Please have this application signed and approved by your Chief Executive Officer.*

Chief Executive Officer Name:

Fernandes Domingos

Chief Executive Officer Acknowledgment and Approval of Application (Signature):

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Chief Executive Officer Name:

FERNANDES DOMINGOS

Chief Executive Officer Acknowledgment and Approval of Application (Signature):

FERNANDES DOMINGOS

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