



UNITED STATES INTERNATIONAL UNIVERSITY

20111211

Maina Muniafu

HILLSIDE GREEN GROWERS COMPANY: TO FARM OR NOT TO FARM

Introduction

Sitting in her office at the Hillside Green Growers premises off-Kindaruma Road in Nairobi's plush Kilimani area one cold July morning in 2011, Eunice Mwangera, the CEO perused a report that detailed the manner in which her company's products had been stood down from the shelves of a supermarket in Europe. Apparently some farmers had sprayed their crops with pesticide and supplied it to the company without the mandatory four day stand-down period to reduce pesticide residuals. This cost Hillside Green Growers dearly since the product had to be removed from supermarket shelves at an enormous cost to the company. The situation was exacerbated by addition losses to Hillside Green grocers from a large consignment that had been prepared for export. She leaned back with a sigh and folded her arms with her brow slightly furrowed as she sat there deep in thought. There was no doubt in her mind that it was time to take control of the product that the company was dealing with. Should she go ahead and commit company resources to purchasing a large piece of land and add farming to the company's activities or should she look to contract a farm to specifically grow their products? What would happen to those rural small scale farmers who were now almost part of the company's? All these thoughts went swirled in her mind as she got up to go and receive visitors who had paid a visit.

Company Background and organizational structure

Company Background

In a conversation with a horticultural exporter on the plane, while enroute to Dubai in the U.A.E in May 1998, Eunice got to learn of the demand for agricultural products in the Middle East. She got inspired by the exporters frankness and openness and decided there and then to switch from trading in computer components to agribusiness. This was timely because the computer merchandise business was now getting overcrowded and the emergence of computer clones had

Maina Muniafu, Associate Professor of environmental Science prepared this case with the assistance of Professor Barbara Jamieson of Edinburgh Business School, Heriot Watt University U.K. and Professor Leif M. Sjoblom of IMD Business School, Switzerland, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation. United States International University (USIU) acknowledges the support of Global Business School Network (GBSN) and financial support from Bill & Melinda Gates Foundation (BMGF) in the preparation of this case study.

Copyright © 2011 United States International University. You may copy, reproduce, publicly distribute, display and transmit any of these materials so long as it is for non-commercial purposes. All credit for such use must be given to United States International University. No derivative works should be made from the materials

caused computer prices to plummet in Kenya. . Those like her who were brand conscious were facing a hard time from “brandless” clones whose low price was very attractive to many consumers.

On this trip to Dubai, Eunice decided to try her hand in horticulture products. She visited several outlets for horticultural products making inquiries and seeking orders. It was a bit frustrating but a manager for imports in the fifth shop she tried had just been recruited to start a tropical products line. He found her extremely green in her knowledge of the business but nonetheless still gave her a chance. . He informed her that he needed mangoes and vegetables from Kenya immediately. He even suggested to her a few established exporters for her to visit in order to establish a price list. She began work immediately on phone by calling her contacts in Kenya as she was still in Dubai. Luck was on her side; within four days Eunice was able to put together a shipment of 1 tonne of mangoes to fulfill the order. On returning to Kenya, she registered the company by taking over operations of a company that was closing down. She found that there were a lot of challenges in the fresh vegetables and fruit business including the difficulty in meeting the set standards, absence of structures to support the agribusiness venture, the logistics of transport and lack of organized systems amongst farmers. Her business however became successful as she was able to five other dealer companies to her client list in addition to the first company.

In 2008, Hillside Green Growers had entered an exciting phase in its preparation for the European market through mentoring by the Center for the Promotion of Imports from developing markets (CBI). For two years thereafter, CBI audited and evaluated her company in terms of product quality, consistency and reliability. It provided training to improve export and marketing strategies, to deal successfully with European standards (whether marketing or logistically) and on how to limit risk for potential European partners. Under the supervision of CBI, Hillside Green Growers in 2011 had a display stand at the Fruit Logistica in Netherlands and this immediately opened out new markets for produce export. Hillside Green Growers was now exporting avocado to the Netherlands, France, Norway and Sweden with CBI assisting all the way by matching the company with possible buyers, providing assistance with distribution and making follow-ups throughout the entire export process. In 2010 the company was certified as Global G.A.P, Serversafe and BRC with all its export products being approved and certified by the Kenya Health Inspectorate Services (KEPHIS).

Organizational Structure

Hillside Green Growers was a family enterprise managed by Mrs. Eunice Mwongera and her husband, both were directors. In 2011, Mrs. Mwongera was the CEO supported by a general manager (GM) who headed three departments, namely, Technical (for field production), Pack House (processing and packaging) and General Administration (including accounts, marketing and human resource). The company had a staff of 25 permanent workers and utilized between 150 to 200 casual workers working in shifts during high season.

Background of the CEO

Eunice who held an MBA degree from the University of Nairobi was a former career civil servant who had worked as a finance officer in the Ministry of Agriculture. She had invested a lot in self-improvement in the field of agribusiness which enabled her to receive awarded of the prestigious USDA Norman E. Borlaug International Agricultural Science and Technology (Borlaug) Fellowship in 2009. The fellowship was part of a program that provided U.S.A based agribusiness and collaborative training to African women. She was paired with a mentor at the South University Agricultural Research and Extension Center in Louisiana for six weeks to learn best practices in agribusiness development and management. The experience from the fellowship enabled her to put in place numerous initiatives. Her dream was to implement structures and procedures that would help agribusiness SME's (especially women owned) to market their produce locally through open market days and to receive practical extension services. Eunice was a board member of the Fresh Produce Exporters Association of Kenya (FPEAK) where she represents SME's and by virtue of this, she also was on the board of the Kenya Private Sector alliance (KEPSA), the voice of the private sector in Kenya. She was in the middle of a seven year coaching program (that started in 2007) run by the CBI which gave her an opportunity to exhibit Hillside Green Growers annually at the prestigious Fruit Logistica held in the Netherlands. In 2009, Eunice was the only Kenyan invited by the World Bank to attend a meeting on global gender, poverty and agribusiness issues.

The Global Horticultural Market

Trade in fresh horticultural products has become increasingly global. As global spending power has increased, so has the demand for increased quality horticultural chains that take into account sustainability and fair trade issues. The increasing global populations and rates of urbanization has also led to a higher need for food and food quality some of which is met through techniques associated with horticulture such as greenhouse technologies and plant breeding/propagation. The opportunities in the industry come from the fact that trade is vertically integrated through contracts rather than control and ownership of the means of production. This trend has been encouraged by a liberalized international and national regulatory framework, associated with World

Trade Organization (WTO), International Monetary Fund (IMF) and the World Bank policies, and has been further facilitated by improvements in communication and packaging technologies. By 2010, trade in fresh fruits, vegetables and cut flower was estimated to be equivalent to 8 percent of global commodity trade or equivalent to that of crude petroleum.

In 2000s horticultural exports from the developing countries in Africa had become a major growth sector in international trade. The major developing African producers like Kenya, Egypt, Zimbabwe, Gambia, Ivory Coast and Zambia were leading in this trade. They exported speciality vegetables, ready-to-eat, pre-washed salads to the EU (Exhibit 2)

EU MARKET CONSUMPTION TRENDS

The main markets for African horticultural products were undergoing a process of cultural fragmentation and segmentation. Consumer tastes had shifted to give more emphasis on aspects

of quality and convenience than to price and quantity. There was increased demand for healthy food and foods from market ‘niches’ which often reflect ethnic variety and traditions. This precipitated a new emphasis on taste and aesthetics, leading to an increase in demand for healthy, ethically produced high quality food, presented as a convenient product, for which the customers were willing to pay a premium for the value added. Consumers demanded for accountability from both the farmers and retailers for food safety. **Legislation and standards for Horticultural Produce for Exports**

Global Standards

In 2010s there were general legislations in place the EU to guide all exports of fruits and vegetables (FFV). Broad areas that exporters needed to comply with include health control (with special attention to contamination by pesticide and microbes), plant health, marketing standards and general requirements such as declarations of food additives, food contact materials, food irradiation, novel foods, radioactivity, quick frozen foods, GMO’s, labeling and organic products (Exhibit 4). The marketing standards in particular were to ensure that the EU consumers received a particular minimum quality of products against a set comparison among the products. The standards were related to quality and labeling of products at the retail level. They were categorized into two types. Specific Marketing Standards (SMS), and a General Marketing Standard (GMS). SMS applied to about 10 products and required classification into quality classes and full labeling, while GMS applied to most other types of fresh fruit and vegetables, and required compliance with a minimum quality standard as well as origin labeling.

One of the commonly used standards for the European market is the Global G.A.P Integrated Farm Assurance (IFA) Standard (Exhibit 5). Its wide use stems from the fact that it covers agricultural production processes from the time before crops are planted (origin and propagation material control points) or when the animal enters the production process to non-processed product (no processing, manufacturing or slaughtering is covered, except for the first level in aquaculture). For traders of products (who are defined as any individual or body who displays, offers for sale, sells or markets, including distance selling, online or otherwise, produce in any way, either within the EU, for export outside the EU or for import into the EU), there are registration and acceptance procedures to be followed.

Another standard is the BRC Global Standards for pack houses. They are a suite of four industry-leading technical standards that specify requirements to be met by an organization to enable the production, packaging, storage and distribution of safe food and consumer products. Originally developed in response to the needs of UK members of the British Retail Consortium, the Standards have gained usage world-wide and are specified by growing numbers of retailers and branded manufacturers in the EU, North America and further afield. Certification to a Global Standard, which is achieved through audit by third party Certification Bodies, reassures retailers and branded manufacturers of the capability and competence of the supplier, and reduces the need for retailers and manufacturers to carry out their own audits, thereby reducing the administrative burden on both the supplier and the customer. Other notable standards include the Fair Trade Standards as well as custom tailored standards that are supermarket based.

The Kenyan Horticultural Industry Trends

Structure of the market

The horticultural market in the late 2000's consisted of a few large companies and several medium to large scale producers and exporters. The private sector was very strong with two major organizations, FPEAK (vegetables and fruits) and KFC (flowers). The large companies were the major players and in Floriculture, there were five players with vertical integrated system of production, transportation and marketing of flowers through chartered planes and their own marketing organizations. For vegetables, about 9 major exporters contributed to 85 % of all total exports. A trend here was the contracting of large farms with the medium to small scale farmers losing out from the imposition of more stringent measures. Fruit exports were still reliant on agents with the export being sea-based. Both fruits and vegetables relied on fixed export contracts in which the exporters knew the profit margins before shipping the product.

For Kenya, the rapid growth of horticultural trade globally was accompanied by the strengthening of marketing chains. It was estimated in 2009 that UK retailers controlled 70 percent of fresh horticultural imports into the UK from Kenya. The dominance of the large supermarket chain in the UK and EU resulted in the development of flexible contractual food supply networks, with powerful supermarkets imposing EU requirements to satisfy new consumer demands with increasing global sourcing policies. Two marketing chains were the wholesale and supermarket chains. The wholesale network on the one hand was based on international ties, often based on kinship, and dependent for its trading success on trust, flexibility and mutual agreement. The supermarket chain on the other hand relied on various types of contract and agreements. The supermarket chains have grown in strength due to the rapid growth of horticultural trade. In 2007 it was estimated that 92% of Kenyan horticultural products was exported to EU countries, in which UK accounted for 30%, Netherlands 29%, France 16%, Germany 10% with the remaining 7% going to other European countries. Kenya's other export markets included middle-East, South Africa and Japan. Kenya was the leading supplier of green beans to the EU, overtaking Egypt in 2004/2005. France was the main market for this, receiving 43 percent of the export, followed by UK with 36 percent. The UK was the main importer of Kenyan 'Asian vegetables' with okra being the most important produce followed by chilies.

Market Trends and Competition

One of the key trends in the Kenyan horticultural industry in the 1990s and early 2000 was the rapid growth in the horticultural exports. Exports increased in value from Ksh 6b in 1995 to over Ksh 80 billion in 2010. The range of products exported also increased as shown in Exhibit 3. Horticulture was Kenya's second largest earner of foreign exchange after tea, earning the country US\$ 300 million per year and was the fastest growing sector of the economy with a total employment of more than 50,000 employees. Structural and macroeconomic reforms, plus the introduction of a more liberal trading environment under WTO arrangements provided a major boost to Kenya's horticultural prospects.

Specifically, the rapid growth of the industry was attributed to four major factors. First, Kenya had equatorial climate and fertile soil which allowed for year round production; second, Kenya

had an educated workforce capable of meeting the challenges of new technologies and skills, third the preferential treatment under the Lome Convention which provided for concessionary access of Kenyan flowers, fresh vegetables and fruits to the European Union (EU) markets; and fourth, EU provided a stable and growing market particularly, the supermarket segment.

Kenya's horticultural exports were expected to rise to over 300,000 tons by 2010. Horticultural production and export in Kenya was dominated by flowers from large scale farms such as Homegrown, Finlay and Oserian Development Company but by 2010 fresh fruits and vegetables were competing well with flower exports. Most produce was from small farms using labour intensive methods with a plus that horticulture had the potential to significantly increase the incomes of the farmers and also offer employment opportunities. Other products for export included nuts as well as processed fruits and vegetables.

Standards in the Horticultural Market of Kenya

The Kenya horticultural industry indirectly benefited from the desire to enter the lucrative high end consumer European market by meeting stringent standards such as GlobalG.A.P. by 2011 there were about 230 export companies actively involved in production and exporting of horticulture produce from Kenya. GlobalG.A.P is the international primary production standard that is widely adopted in Kenya which has led to the development of the KenyaG.A.P. under the direction of FPEAK. It is now the first choice private primary production standard for producers supplying local markets such as the Nakumatt and Tusksys supermarket chains. The government helps to provide economic policies for the horticultural sector and should further support the agricultural sector in many different aspects including extension and infrastructure. However, a lot has been left to the private sector and in the horticultural sector; FPEAK has become a strong lobby group that also sources for funds including grants from the World Bank for training farmers. The SME's in particular still face many challenges of meeting standards, logistics of transport, lack of organized systems amongst farmers on whom they depend for produce, market availability, and an infrastructure that does not support modern farming. On a wider aspect, challenges for the industry include currency fluctuations, issues of water for production; price of inputs that raise production costs hence a more expensive product in comparison with competing countries, high taxation, airline costs and demand for green products.

Despite all these however, the industry was considered as a profitable with fresh fruits and vegetables fetching a reasonable income in the high end markets.

EU Standards

Challenges for horticultural exports to the EU

The challenges loomed large for small scale producers and came from a variety of internal and external factors.

Internal factors

Currency fluctuations

The lack of a stable currency in Kenya made the international transactions very difficult on the overall balance sheets. More often than not, the exchange rates were tilted against the local producers decreasing profit margins.

Poor Government support

The lack of basic infrastructure such as roads, power, water and amenities such as health made it difficult to increase product volumes. A key feature was that it contributed to higher poverty levels amongst the small scale farmers and hence a lot of income was diverted away from product improvement.

Restricted Arable Areas

Provision of water would open out the remaining 70 % of the country which has restricted rainfall regimes.

Production Costs

These were made higher by lack of subsidies for inputs, transportation costs especially air freight, high taxation by the government among other things.

External factors

Overall, the requirements of international regulations and the need for very large and regular consignments of produce in EU markets were the major challenges for small scale entrepreneurs.

Need for traceability

The need for traceability had accelerated the trend to concentrate export of Horticulture in the hands of highly capitalized producers. EU Importers preferred to receive supplies from known sources and to be able to check agricultural practices and handling standards on the farms. This favoured large commercial farms to the detriment of smallholder farmers.

Fair trade ethics

This had economic implications to small scale producers on issues of child labour and production of organic foods. However the support from supermarkets in the UK and other EU markets could prevent the apparent exploitation of African producers to ensure that more were incorporated fairly into international trade.

Proliferation of private standards and supermarket power

In 90s and 2000 there was rapid multi-nationalization and consolidation of the supermarket sector EU countries.

Every supermarket has its own standards over the EU legislation which directly determined the quality, quantity and specific health and safety requirement for the EU consumers. Even though the supermarkets provided trade opportunities for horticultural exporters, the Standards tended to increase the overhead costs to the smallholders.

Climatic change: food miles, carbon 'foot print' and life-cycle greenhouse gas (GHG)

There was a growing concern in the EU about the sustainability of agricultural and food systems and the unintended side effects that can be imposed on the environment and human health in the 90s and 2000. Evidence showed that ‘farm’ to ‘plate’ transport costs, or the ‘food miles’ was substantial. There was an increasing perception that food transported over long distances created environmental hazards. However, the shift of consumer preference from meat diet to vegetables was viewed as could contribute to reduction of GHG

Horticultural farming models in Kenya

There were different agricultural systems from which horticultural was obtained in Kenya. These included large company farms which were able to optimize production with high level inputs, and the contracted farms in which agricultural production was carried out according to a prior agreement between the buyer and the farmers. The farmers under contract farming agreed to produce a given product in a given manner while the buyer gave a commitment to purchasing the produce. In exchange, the company provided inputs such as credit, seed, fertilizer, pesticides and technical advice, which was charged against the purchase price. Under contract farming, there were a variety of arrangements with the major transaction costs being associated with the completion of a sale or purchase, the cost of finding a buyer, negotiating price, inspecting product and the risk of being cheated. Such costs increased by imperfect information and opportunistic behavior on the part of the farmers.

Hillside Green Growers relied on small scale farmers who in some cases were in groups of between 30 and 50. They presented bigger challenges than large to medium scale farmers. Firstly, they were scattered across a large area and made the transaction costs high. Their viability was also undermined by poor infrastructure; weak contract enforcement, limited markets for financial services and political interference in product and input markets.

This was the dilemma facing Eunice that July morning. She knew Hillside Green Growers had to expand but the small scale farmers not familiar with production methods in a way that enabled the product to consistently meet the stringent European standards. At the same time she had to weigh the economic implications of the need for training and inputs for the farmers. Would it be then better to get a large scale farm?

Exhibits

Exhibit 1: Hillside Green Growers Organizational Structure

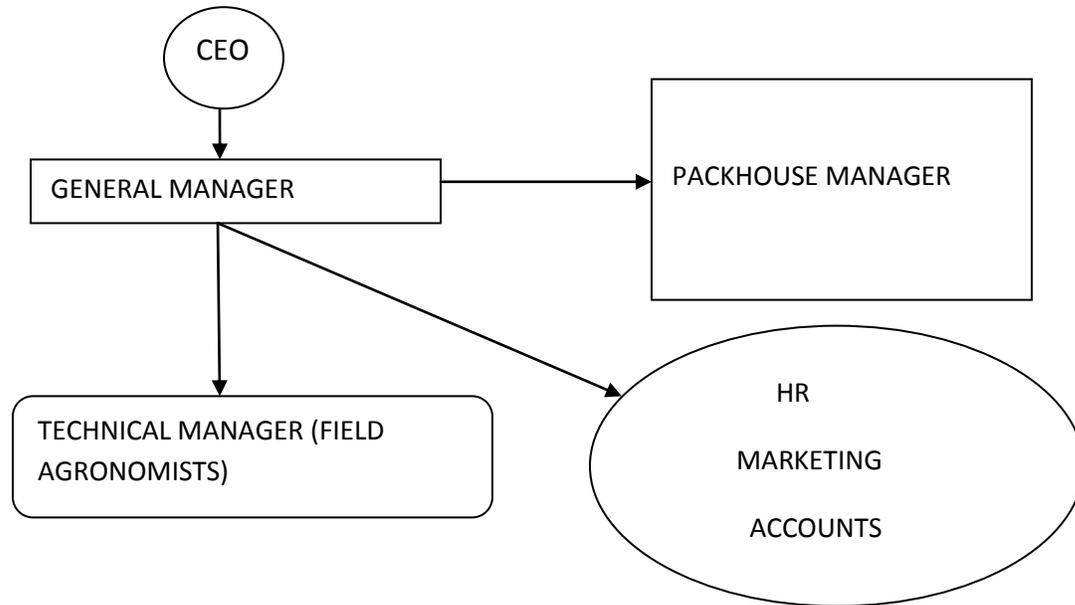


Exhibit 2. Average volume of export of vegetables and fruits to EU from selected African Countries (Tonnes 000's)

Country/Year	1998-1999	2000-2001	2002-2003	2004-2005	2006-2007	2008-2009
Egypt	108	116	123	132	135	137
Zimbabwe	90	88	85	82	80	78
Kenya	108	117	125	134	130	110
Gambia	100	113	115	117	121	123
Zambia	102	115	117	120	123	124

Source: Bruinsma (2008)

Exhibit 3: Final Horticultural Exports, Kenya. Jan – Dec 2010

Product	YEAR 2010		Percentage
	Qty (kgs)	Value (KES)	
Flowers	120,220,846	35,557,453,205	30 %
Fresh Veges	123,813,087	21,416,561,863	31 %
Nuts	11,827,980	1,997,516,145	3 %
Fresh Fruits	32,501,075	2,789,134,974	8 %
Proc. Veges	35,633,456	9,186,347,450	9 %
Proc. Fruits	79,029,278	6,762,910,916	20%
Total	403,025,721	77,709,924,553	100 %

Source: http://www.hcda.or.ke/tech/cat_pages.php?cat_ID=24

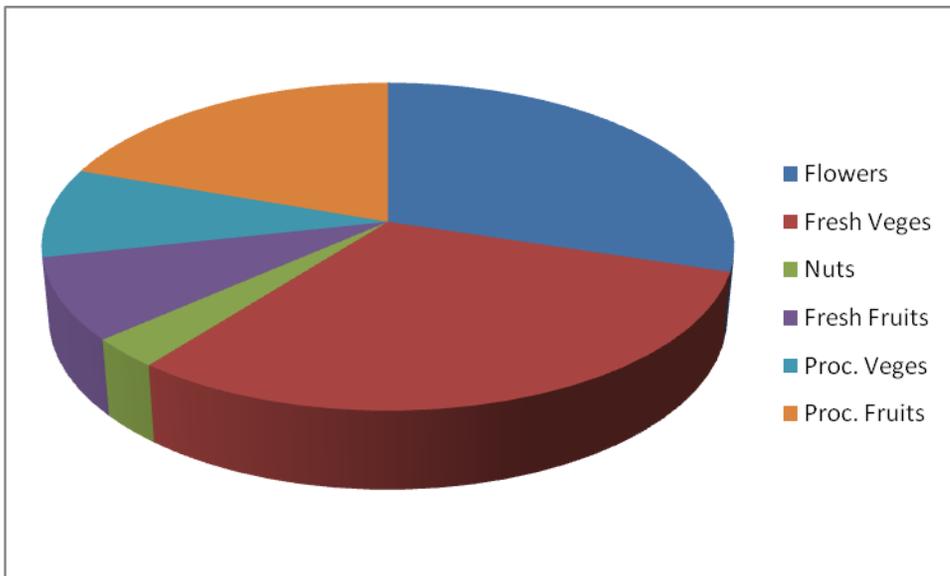


Exhibit 4: EU Standards (synopsis)

EU legislation: Marketing standards for fresh fruit and vegetables
Introduction
If you export fresh fruit and vegetables (FFV) to the EU you have to make sure that your products comply with the following kinds of market access requirements:
1. Health control (food law, hygiene, microbiological criteria, contaminants, pesticides);
2. Plant health (phytosanitary) control (harmful organisms);
3. Marketing standards (general or specific);
4. Other requirements (food additives, food contact materials, food irradiation, novel foods, radioactivity, quick frozen foods, GMO's, labeling and organic products).
This document provides information on the marketing standards for FFV. In the CBI database you can find documents providing information on the other topics.
Outline of the legislation
Regulation (EC) 1234/2007 in conjunction with Regulation (EC) 1580/2007 provide the marketing standards for all FFV (unprocessed).
What are 'marketing standards'?
Marketing standards are requirements that intend to guarantee EU consumers a particular minimum quality of the products they buy. Furthermore, they intend to enable comparison among products. As such, the EU marketing standards are mainly related to quality and labelling of products at the retail stage.
Scope
Regulation (EC) 1580/2007 provides for general and specific marketing standards for all FFV. FFV not covered by a specific marketing standard (' SMS ') have to comply with the general market standards (' GMS ') laid down in part A of Annex I to the Regulation. As regards the SMS, there are specific marketing standards for the following FFV:
1. Apples
2. Citrus fruit
3. Kiwifruit
4. Lettuces, curled leaved and broad-leaved endives
5. Peaches and nectarines
6. Pears
7. Strawberries
8. Sweet peppers
9. Table grapes
10. Tomatoes
The SMS include product-specific requirements for the minimum quality, classification ('Extra' class, Class I, Class II), sorting, uniformity, tolerances and labelling of the covered products. The requirements of each SMS are not provided in this document but can be found in detail in sections 1-10 of part B of Annex I to Regulation (EC) 1580/2007.

Exhibit 5a. GlobalGAP Standards

1. INTRODUCTION
a) The GLOBALG.A.P Integrated Farm Assurance (IFA) Standard is a pre-farm gate or on-farm standard that covers the certification of the whole agricultural production process of the product from before the plant is in the ground (origin and propagation material control points) or from when the animal enters the production process to non-processed product (no processing, manufacturing or slaughtering is covered, except for the first level in Aquaculture).
b) GLOBALG.A.P provides the standard and framework for independent, recognized 3rd party certification of farm production processes based on ISO/IEC Guide 65. (Certification of the production process – cropping, growing, rearing, or producing – of products ensures that only those that reach a certain level of compliance with established Good Agricultural Practice (G.A.P.) set out in the GLOBALG.A.P Normative Documents are certified.
c) The IFA Standard offers several benefits to producers:
(i) Reducing food safety risks in primary production by encouraging the development and adoption of national and regional farm assurance schemes and with a clear risk assessed HACCP based reference standard serving the consumer and food chain. It also serves as technical communication platform for continuous improvement and transparency through consultation across the entire food chain.
(ii) Reducing the cost of compliance by avoiding multiple product audits on mixed farming enterprises by a single “one-stop-shop”, avoiding excess regulators burden by pro-active adoption by industry and by achieving global harmonization leading to a more level playing field.
(iii) Increase in the integrity of farm assurance schemes worldwide by defining and enforcing a common level of auditor competence, verification status reporting and harmonizing interpretation of compliance criteria.
d) The IFA Control Points and Compliance Criteria document is separated into different modules, each one covering different areas or levels of activity on a production site. These sections are grouped into:
(i) “Scopes” – covering more generic production issues, classified more broadly. These are:
All Farm Base (AF),
Crops Base (CB),
Livestock Base (LB) and
Aquaculture Module (AB).
(ii) “Modules” (or “sub-scopes”) – covering more specific production details, classified per product type.

Exhibit 5b: The structure of the IFA Standard and the interaction with other GLOBALG.A.P Standards

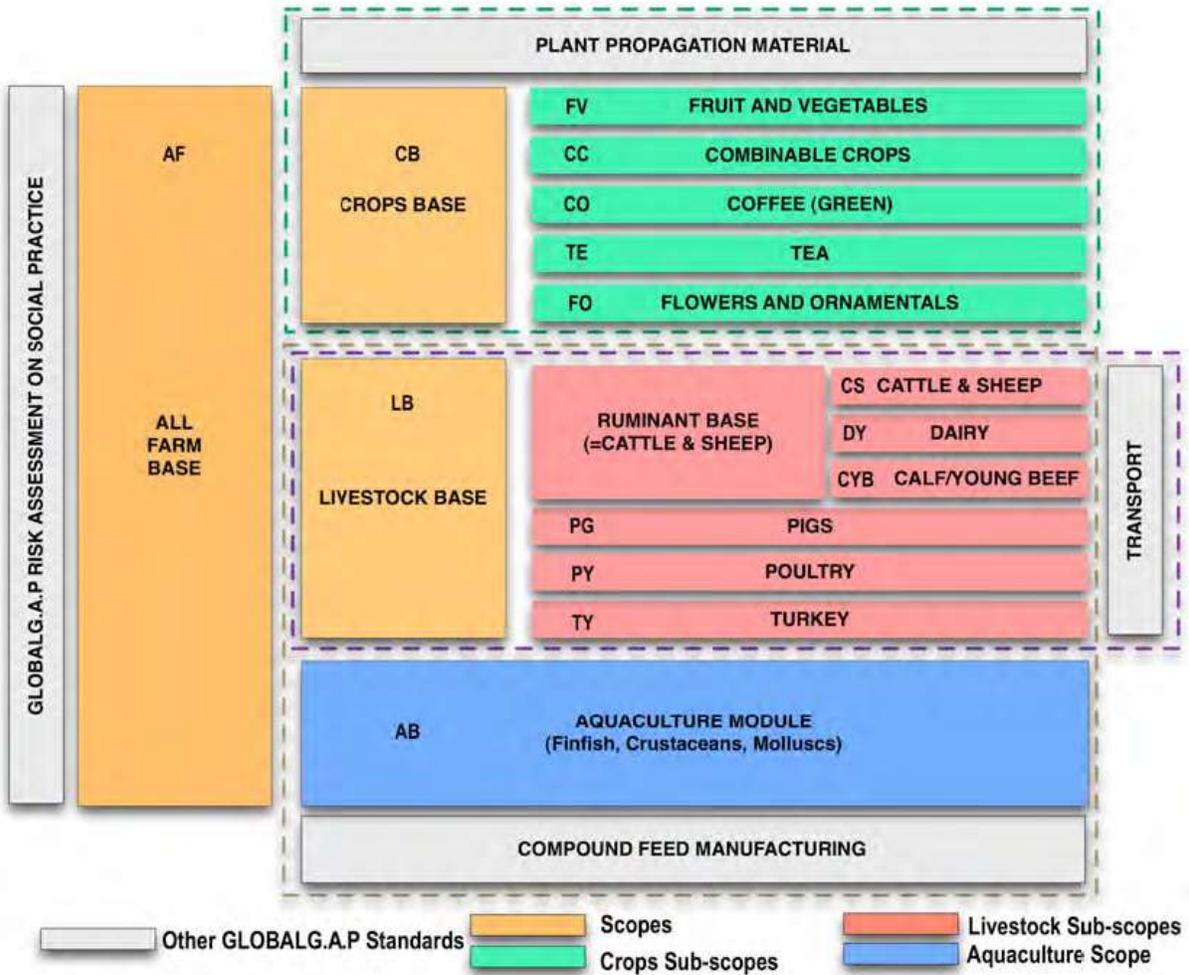


Exhibit 6: KenyaGAP

Kenya GAP

The Kenya Good Agricultural Practice - KENYA-GAP (formerly FPEAK Code of Practice) developed by Fresh Produce Exporters Association of Kenya (FPEAK), is for use by the Association's members in order to promote and ensure implementation of socially and environmentally sound production and marketing practices of fresh produce.

Requirements in the international markets for fresh produce (fruits, vegetables, flowers) appear to be raising the bar for new entrants while at the same time throwing new challenges in the path of existing growers. In recognition of the need to meet these standards of environmental management, product food safety, quality, traceability and occupational health & safety of workers, FPEAK launched the code of practice (that has so far changed its name into KENYA-GAP) in 1996 as a certification measure for producers and exporters to achieve. The code of practice covers the entire spectrum of production, food handling, transportation, packaging and waste management.

KENYA-GAP is intended to enhance the reputation of Kenya's exports by encouraging production and marketing practices that are socially, environmentally and agronomic ally responsible.

Certification against KENYA-GAP acknowledges that qualifying exporters are meeting internationally & Nationally recognized production practices and standards for fresh produce and provides the market buyers with a 'guarantee of confidence'. KENYA -GAP can be utilized by individual companies or farmers as a production and a marketing tool upon certification. Internal Auditing or pre-auditing among exporters is carried out by FPEAK while external certification is done by an internationally recognized certification body.

Implementation of KENYA-GAP provides the following benefits:

- Builds and maintains Kenya's reputation as a producer of quality products thereby assuring world market preference for Kenyan products;
 - Identifies and ensures producers of a rational way of production;
 - Ensures proper treatment of workers and the provisions for a safe work environment;
 - Enhances economic management and boosts profitability;
 - Enhances sustainable long term environmental conservation;
 - Enables exporting firms to meet specific import requirements and regulations;
 - Provides access to information on the latest production techniques and market requirements;
 - Ensures wholesome products of high quality that are produced under acceptable conditions at all stages.
-