



# **Organizational Capacity Assessment (OCA) of Food Safety Coalition Uganda (FoSCU) Membership**

---

## **REPORT**

---

**February, 2024**

## Table of Contents

<b>List of Figures</b> .....	v
<b>List of Tables</b> .....	vi
<b>List of Abbreviations/Acronyms</b> .....	vii
<b>Executive Summary</b> .....	viii
<b>1.0 INTRODUCTION</b> .....	1
1.1 Overview of Food Safety Coalition Uganda (FoSCU) .....	1
1.2 The Organizational Capacity Assessment (OCA) .....	2
1.2.1 Objectives .....	2
1.2.1 Scope .....	2
<b>2.0 METHODOLOGY</b> .....	3
2.1 Study Design .....	3
2.2 Study Population .....	3
2.3 Data Collection .....	3
2.3.1 Document and Literature Review .....	4
2.3.2 Key Informant Interviews (KIIs) .....	4
2.3.3 Observations .....	4
2.3.4 Organizational Capacity Assessment Tool (OCAT) .....	4
2.5 Ethical Considerations .....	5
<b>3.0 FINDINGS</b> .....	6
3.1 Introduction .....	6
3.3 Demographics .....	7
3.4 Good Governance and Management Practices .....	10
3.5 Programme Focus Areas .....	11
3.6 Technical Capacity and Suitability to FoSCU's Work .....	12
3.7 Official Online Presence .....	14
3.8 Management's Awareness of FoSCU's Work .....	15
3.9 Capacity and Willingness to Host FoSCU Secretariat .....	16

3.10 Summarized Overall OCA Scores of FoSCU Members in All Areas of Assessment .....	17
3.11 Key Observations .....	19
3.12 Challenges Faced by FoSCU Members in the Pilot Phase .....	20
<b>4.0 DISCUSSION AND CONCLUSIONS</b> .....	<b>21</b>
4.1 Good Governance and Management Practices .....	21
4.2 Program Focus Areas .....	21
4.7 Overall Results of the OCA .....	23
4.9 Conclusion .....	23
<b>5.0 RECOMMENDATIONS</b> .....	<b>25</b>
5.1 Legal Personality .....	25
5.3 Member Representatives .....	25
5.4 FoSCU Reputation .....	25
5.5 Intra-Collaboration and Harmony .....	26
5.6 Member Deployment .....	26
5.7 Networking .....	26
5.8 Capacity Building .....	27
5.9 Harmonized Communication .....	27
5.10 Implement the Proposed Action Plan .....	27
<b>REFERENCES</b> .....	<b>30</b>
<b>ANNEXES</b> .....	<b>31</b>
Annex I: Key Informant Interview Guide for OCA of Food Safety Coalition Uganda (FoSCU) Members .....	31
Annex II: Documentary Review Checklist .....	39
Annex III: Observation Checklist .....	40
Annex IV: List of FoSCU Member Organizations Who Participated in the OCA .....	41
Annex V: Sex of the Respondents .....	44

Annex VI: List of FoSCU Members and their Current Technical Working Groups.....	45
Annex VII: New Proposed TWGs.....	47
Annex VIII: Good Governance and Management Practices .....	48
Annex IX: Official Online Presence of FoSCU Members .....	49
Annex X: Level of Knowledge/Awareness of FoSCU's Work .....	53
Annex XI: Capacity and Willingness to Host FoSCU Secretariat .....	56
Annex XII: Program Focus Areas .....	57
Annex XIII: Summarized List of Key Informants Interviewed and Positions Held .....	60
Annex XIV: Overall Summarized Results of the OCA.....	61
Annex XV: Technical Capacity and Suitability.....	62
Annex XVI: Some of the Field Photos .....	66

## List of Figures

Figure 1: Overall Response of the FoSCU Members who Participated in the OCA .....	6
Figure 2: Sex of the Respondents .....	8
Figure 3: Education Level of the KIs .....	8
Figure 4: Management Levels of KIs .....	9
Figure 5: Mode of Interviews and the Respective Respondents .....	10
Figure 6: Good Governance and Management Practices of FoSCU Members .....	10
Figure 7: Summarized Capacity Scores on Good Governance and Management .....	11
Figure 8: Program Focus Areas .....	12
Figure 9: Summarized Capacity Scores on Programme Focus Areas .....	12
Figure 10: Technical Capacity and Suitability to FoSCU's Work .....	13
Figure 11: Summarized Capacity Scores on Technical Capacity and Suitability .....	13
Figure 12: Official Online Presence .....	14
Figure 13: Summarized Capacity Scores on Official Online Presence .....	15
Figure 14: Level of Management's Awareness of FoSCU's Work .....	15
Figure 15: Summarized Capacity Scores of Management's Awareness of FoSCU's Work .....	16
Figure 16: Capacity and Willingness to Host FoSCU Secretariat .....	17
Figure 17: Summarized Capacity Scores on Capacity and Willingness to Host FoSCU Secretariat .....	17
Figure 18: Overall Summarized Results of the OCA .....	18
Figure 19: Overall Summarized Results of the OCA .....	18

## List of Tables

Table 1: OCA Assessment Tool Scores and Corresponding Capacity Levels.....	5
Table 2: Summary of the Respondents' Demographics.....	7
Table 3: Overall OCA Scores and Capacity Ratings.....	19
Table 4: Summarized Action Plan Following the OCA Results .....	27

## List of Abbreviations/Acronyms

AFIRD	-	Agency for Integrated Rural Development
AUPWAE	-	Association of Uganda Professional Women in Agriculture and Environment
CEO	-	Chief Executive Office
D/ED	-	Deputy Executive Director
ED	-	Executive Director
FoSCU	-	Food Safety Coalition Uganda
FRA	-	Food Rights Alliance
HORTEXA	-	Horticultural Exporters Association of Uganda
KIIs	-	Key Informant Interviews
KIs	-	Key Informant(s)
KRC	-	Kabarole Research and Resource Centre
LGAs	-	Local Government Authorities
MAAIF	-	Ministry of Agriculture, Animal Industry and Fisheries
MUK-DFTN	-	Makerere University, Department of Food Technology and Nutrition
NGO	-	Non-Governmental Organization
OCA	-	Organizational Capacity Assessment
OCAT	-	Organizational Capacity Assessment Tool
RUDMEC	-	Rural Development Media Communications
TORs	-	Terms of Reference
TWG	-	Technical Working Group
UAA	-	Uganda Agribusiness Alliance
UNACOH	-	Uganda National Association of Community and Occupational Health
UNADA	-	Uganda National Agro-Input Dealers Association
UNFFE	-	Uganda National Farmers Federation
URSB	-	Uganda Registration Services Bureau

## Executive Summary

The Organizational Capacity Assessment (OCA) for Food Safety Coalition Uganda (FoSCU) was carried out from 12<sup>th</sup> to 25<sup>th</sup> January, 2024 among 17 (out of 22) members. Key aspects of: good governance and management practices, program focus areas, technical capacity and suitability to FoSCU's work; official online presence of FoSCU members; management's level of awareness of FoSCU's work; and capacity and willingness to host FoSCU Secretariat were examined by this assessment.

Data on the aforementioned OCA was gathered through Key Informant Interviews, document review, and observation. Key findings from the assessment revealed that there exist capacity gaps among the member organizations in relation FoSCU's work.

### The OCA Tool (OCAT) and Assessment Criteria

The Consultant adopted and modified the OCA Tool (OCAT) of EGPAF (2012) which had 5 levels or categories with their respective scores where a score of 1-2 indicated no or minimal capacity; a score of 3-4 indicated emerging capacity; a score of 5-6 indicated minimal acceptable level of capacity; a score of 7-8 indicated a good level of capacity; and a score of 9-10 indicated an excellent level of capacity. The OCAT assessed 6 areas which had their respective indicators. The six areas were: Good governance and management practices, (25 Points); program focus areas (10 Points); technical capacity and suitability to FoSCU's work (20 Points); official online presence of FoSCU members (10 Points); level of awareness of FoSCU's work (10 Points); and capacity and willingness to host FoSCU Secretariat (25 Points).

### Summary of Key Findings

Results from the 17 organizations that participated in the OCA revealed that there exist capacity gaps among the member organizations across all the areas assessed as summarized below:

### Respondents' Demographic Characteristics

Overall, 77% (n = 17) of FoSCU member organizations participated in the OCA exercise out of the total membership of 22 and only 23% (n = 5) did not participate in the OCA.

A total of 17 KIs were interviewed where the males were 76% (n = 13), while their female counterparts constituted 24% (n = 4).

Regarding educational attainment, a big majority of 65% (n = 11) of the KIs had at least a master's degree, 18% (n = 3) had a bachelor's degree, 12% (n = 2) had a diploma, while only 6% (n = 1) had the highest level of academic qualification of a PhD.



Regarding levels of management, 71% (n = 12) of the KIs were in the category of top executives of their respective organizations, while 29% (n = 5) belonged to the category of senior level managers.

Regarding the mode of interviews, 47% (n = 8) of the KIs were interviewed physically at their office premises; 35% (n = 6) were interviewed online via teleconferencing, while 18% (n = 3) were interviewed at UNACOH offices at their request.

### **Good Governance and Management Practices**

18% (n = 3) of the organizations (MUK-DFTN, KRC and UNACOH) attained an excellent level of capacity with an average score of 95%; 47% (n = 8) attained a good level capacity; 12% (n = 2) attained a minimal acceptable level of capacity with an average score of 84%; and 24% (n = 4) attained an emerging capacity status. The average score of FoSCU members on this aspect was 74% implying a good level of capacity.

### **Program Focus Areas**

23% (n = 4) of the organizations (UNACOH, RUCID, AFIRD and MUK-DFTN) attained a score of excellent capacity with an average score of 97.5%; 53% (n = 9) attained a rating score of good level of capacity with an average score of 76%; 18% (n = 3) attained a minimal acceptable level of capacity with an average score of 57%; while 6% (n = 1) attained a no or minimum level of capacity. The average score on this area of assessment was 74% which implies a good level of capacity of members

### **Technical Capacity and Suitability to FoSCU's Work**

18% (n = 3) of FoSCU member organizations (MUK-DFTN, UNACO and KRC) attained an excellent level of capacity; 53% (n = 9) attained a level of good level of capacity; 18% (n = 3) attained a minimal acceptable level of capacity with an average score of 55%; 6% (n = 1) attained an emerging capacity status while 6% (n = 1) attained a no or minimal level of capacity. The average score was 69% which implies a minimal acceptable level of capacity.

### **Official Online Presence of FoSCU Members**

47% (n = 8) of the total organizations (RIKOLTO, UNFFE, MUK-DFTN, FRA KRC, UNACOH, CONSENT and AFIRD) had excellent level of capacity with an average score of 95%. The overall average score was 62% which indicates a minimal acceptable level of capacity.

### **Management's Level of Awareness of FoSCU's Work**

41% (n = 7) of FoSCU member organizations attained excellent level of capacity where 3 organizations (CONSENT, UAA, and UNACOH) scored a maximum of 10 while 4 organizations (FRA, MUK-DFTN, RIKOLTO and KRC) scored a minimum of 9. The average score on this aspect was 74% which implies good level of capacity.

## **Capacity and Willingness to Host FoSCU Secretariat**

6% (n=1) of FoSCU member organizations (AFIRD) attained excellent capacity in relation to capacity and willingness to host FoSCU secretariat with a score of 92%; 41% (n = 7) attained a good level capacity; 18% (n = 3) attained a minimal acceptable level of capacity; 29% (n = 5) attained an emerging capacity; while 6% (n = 1) attained a no or minimal capacity. The average score of all organizations in this area of assessment was 65% which indicates a minimal acceptable level of capacity.

## **Overall Scores of FoSCU Members in the OCA**

Only 12% of the organizations (MUK-DFTN and UNACOH) attained an excellent capacity status; 53% (n = 9) [KRC, AFRIRD, FRA, UNFFE, CONSENT, RIKOLTO, RUCID, UAA & CropLife Uganda] attained a good level of capacity status with an average score of 81%; 12% (n = 2) attained excellent capacity (MUK-DFTN and UNACOH); 12% (n =2) of the organizations (AUPWAE and Bask Organics) attained a minimal acceptable level of capacity with an average score of 56%; 17% (n = 3) of the organizations (Sukuma Uganda Ltd, HORTEXA and RUDMEC) attained an emerging capacity status while only one organization (Dimensional Pictures Ltd) attained the status of no or minimal capacity. The average score of all the 17 organizations across all the six areas of assessment is 70% which implies a good level of capacity among FoSCU members.

## **Challenges**

Although the challenges were generally not many, some of the cited challenges included: poor communication from FoSCU secretariat, inadequate human resource and technical capacity constraints among others.

## **Limitations**

Bias of relying on self-reported information since the OCA used a facilitated self-assessment approach, using teleconferencing interview method in some instances and not interviewing the top-most executives with decision-making powers.

## **Recommendations**

In order to achieve the coalition's strategic objectives, FoSCU should: attain a legal registration status in Uganda; establish a neutral secretariat; re-align its members to their areas of technical capacity in their respective TWGs ensuring that each organization belongs to only one TWG; map out more actors; improve the technical capacities of its member organizations; ensure that organizations are represented by top executives or decision makers; ensure that there is harmonized communication between FoSCU and heads of member organizations; and deal with established organizations that have verifiable physical offices.

# 1.0 INTRODUCTION

## 1.1 Overview of Food Safety Coalition Uganda (FoSCU)

FoSCU is a platform of local stakeholders promoting sustainable access to safe food in Uganda. FoSCU is governed through governance charter which establishes the General Assembly, Steering Committee, Technical Working Groups, and Secretariat. The working groups are constituted along four thematic areas of a) research, documentation and innovation, b) communication and awareness creation, c) capacity building and technical assistance, and d) governance, compliance & normative work (FoSCU, 2023a).

The 22 current members of FoSCU have embraced this joint working direction, due to the foreseen benefits, that include but not limited:

- An avenue to actively cultivate shared learning, resource mobilisation, and convening around the issue of sustainable agri-food systems.
- An ecosystem of influence resulting from diversity, capabilities, and inter-connection of different members. This ensures that coalition members add up to more than their parts, permitting simultaneous push for change in the regulation of food safety using different methods, platforms, financial resources, talents, and knowledge.
- Increased likelihood of closing the salience and political deficits around food safety in Uganda, leveraging on the already existing context-specific evidence that has greatly narrowed the information gap.
- An opportunity to catalyze and facilitate review of policies, regulations and standards frameworks for effective pesticide management whilst transitioning towards more sustainable agri-food systems.

Between April 2023 and March 2024, FoSCU is implementing a pilot project with an overall goal to strengthen efforts towards realization of food safety through consumer education and promotion of integrated pest management in line with agroecological principles. In this endeavor, success has been achieved and lessons learnt. Among the key lessons, is the need to re-assess the programming priorities of FoSCU's members, leadership's understanding of the Coalition's work, and commitment to jointly work with other local stakeholders, through the neutral platform offered by FoSCU.

Henceforth, FoSCU commissioned an Organizational Capacity Assessment (OCA) to be undertaken among its members, with objectives and scope.

## **1.2 The Organizational Capacity Assessment (OCA)**

### **1.2.1 Objectives**

The main objective was to understand FoSCU membership functioning and capabilities in line with the strategic direction of the Coalition, to which they subscribe. The specific objectives were to assess:

- a) Good governance and management practices.
- b) Programming focus/priority areas in relation to FoSCU's work.
- c) Technical capacity and suitability to FoSCU's Work.
- d) Official online presence.
- e) Management's awareness of FoSCU's work.
- f) Capacity and willingness to host FoSCU Secretariat.

### **1.2.1 Scope**

Data gathering was conducted from 12<sup>th</sup> to 25<sup>th</sup> January, 2024 through face-to-face engagements with FoSCU members in the districts of Kampala, Wakiso, and Mityana, while remote/virtual engagements were conducted with members based in Fortportal and Mbale districts.

## 2.0 METHODOLOGY

### 2.1 Study Design

A cross-sectional research design was used. Under this design, a qualitative approach was majorly deployed, which enabled gathering of in-depth data and arrive at a more holistic understanding of the FoSCU member organizations - a vital tenet to inform FoSCU leadership's decision-making and/or policy recommendations.

In relation to this assignment, the qualitative approach provided the following benefits/advantages;

- A holistic view of the dynamics of the member organizations in relation to FoSCU's vision and strategic objectives. This is because this method allows a deeper exploration of experiences and perspectives from the key stakeholders or offers a chance to capture rich details and nuances.
- Understanding the cultural, social and organizational factors that might influence the outcomes of the study.
- Giving them a platform to share their experiences, concerns, and suggestions which also helped in promoting a sense of ownership. In addition, it promoted participants' empowerment especially in voicing their opinions and contributing to the success of the assignment.
- Allowed flexibility in data collection methods, adapting to the evolving needs and ensuring that no valuable insights were overlooked.
- Fostered a human-centered approach as it emphasized the human aspect in the assignment and meeting the respondents physically at their respective organizations.

### 2.2 Study Population

Individuals holding management/decision making positions in the member organizations represented in FoSCU were the targeted group of study. Participants were selected purposively in order to effectively inform the study, based on the variables/components that the study aimed to assess. A sample size of 22 respondents matching the current membership was considered (See Annex IV).

### 2.3 Data Collection

A clear and well-documented data collection protocol was followed - outlining the research objectives, the data to be collected, the methods of data collection. Both secondary and primary qualitative data was collected through documentary reviews, key informant interviews and observations as explained below:

### **2.3.1 Document and Literature Review**

This method assessed the availability of key strategic and operational documents of the member organizations. A document review checklist was used in this endeavor.

In addition, a systematic review of relevant literature was also conducted to understand the current state of knowledge landscape and the context, existing methodologies, and gaps in research in relation to food safety. The sources of literature reviewed included; scholarly journal articles, text books, newspapers, FoSCU strategies, reports, communication materials and relevant data.

### **2.3.2 Key Informant Interviews (KIs)**

Using Key Informant Interview Guide (Annex I), KIs were conducted among mostly top leadership of organizations represented in the coalition in order to assess management's understanding of their organization's involvement in FoSCU for the last 9 months, knowledge of FoSCU's work, and how effectively their organization can better partake in the coalition's interventions. The KIs were carried out face-to-face, mostly and a few virtually through teleconferencing, ensuring a safe and inclusive environment for respondents to share their experiences.

### **2.3.3 Observations**

Site visits to the physical premises of 9 (out of 17) organizations were made in order to observe physical address, location, office space, staff capacity among others. This enabled observation of real-time ongoing, interactions, workflows, challenges and have physical interface with respondents while getting first-hand information from their premises.

### **2.3.4 Organizational Capacity Assessment Tool (OCAT)**

The OCA Tool (OCAT) of EGPAF (2012)<sup>1</sup> was adopted and modified by the Consultant to suit FoSCU's context. The FoSCU OCAT was specifically tailored to measure the overall capacity of FoSCU member organizations in six capacity areas with specific indicators:

- i) Good governance and management practices (25 Points),
- ii) Programming focus areas (10 points),
- iii) Technical capacity and suitability to FoSCU's four thematic areas (20 points).
- iv) Official online presence (10 points).
- v) Management's level of awareness of FoSCU's work (10 points),
- vi) Capacity to host FoSCU's secretariat (25 points) and,

The indicators and associated scores were clearly defined in order to eliminate bias and increase reliability of the results. A semi-quantitative OCA tool was used, indicators scored on a scale, and scores triangulated with other sources including observation, secondary data and any other relevant information. The OCAT had scores which ranged from 1 to 10, corresponding

---

<sup>1</sup> The Organizational Capacity and Viability Assessment Tool (OCVAT) as adapted by the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) February 2012

to the 5 capacity levels of no or minimal capacity (1-2), emerging capacity (3-4), minimal acceptable level of capacity (5-6), good level of capacity (7-8) and excellent level of capacity (9-10) as presented in Table 1.

**Table 1: OCA Assessment Tool Scores and Corresponding Capacity Levels**

Category	No or minimal capacity		Emerging Capacity		Minimal acceptable level of capacity		Good level of capacity		Excellent level of capacity	
Score	1	2	3	4	5	6	7	8	9	10

**Source:** Adapted from EGPAF (2012) and modified by the Consultant

It is important to note that the score considered for capacity ranking is the overall total score in a given indicator indexed on a scale of 100.

## 2.4 Data Analysis

Qualitative data collected from KIIs, observations and also secondary data from document review was analyzed using thematic and content analysis methods in order to identify key themes. Data was also presented in a logical manner, interpreted and discussed accordingly.

## 2.5 Ethical Considerations

During the course of this assignment, the following ethical considerations were applied; Privacy and Confidentiality, Informed Consent, Respect for Participants and Scientific integrity.

## 3.0 FINDINGS

### 3.1 Introduction

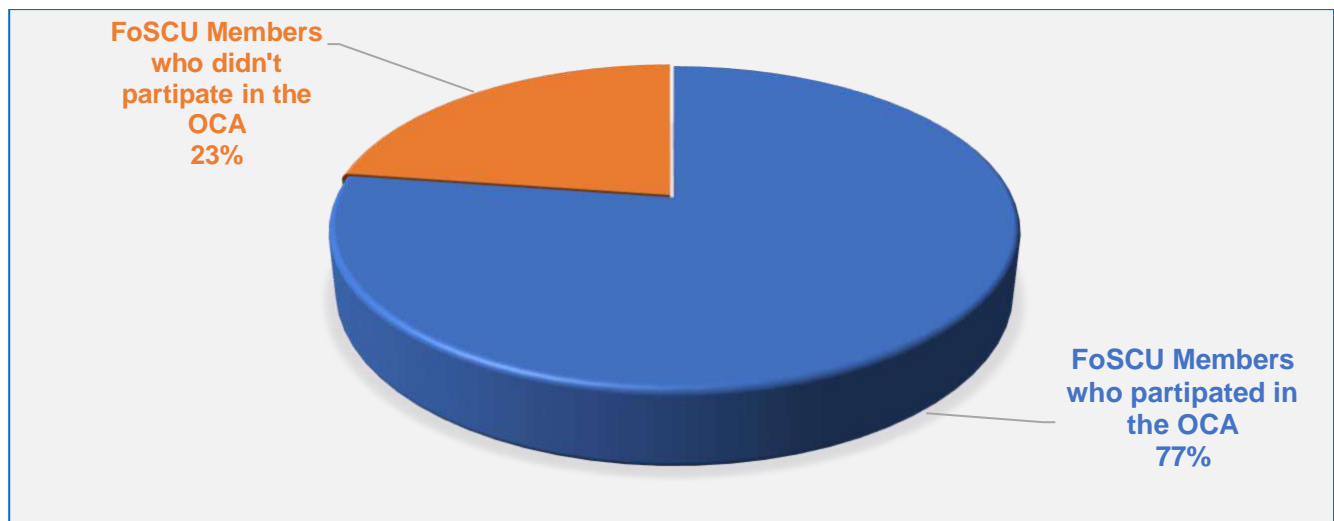
This chapter presents results from the FoSCU OCA, chronologically as per the study objectives. Hence the following sub-sections, based on variables of interest are presented:

- Summary of respondents' demographics.
- Good governance and management practices.
- Programming focus/priority areas.
- Technical capacity and suitability to FoSCU's Work.
- Official online presence.
- Management's awareness of FoSCU's work.
- Capacity to host a FoSCU Secretariat.

### 3.2 Response Rate

77% (n = 17) of FoSCU members participated in the OCA exercise out of the total membership of 22 and only 23% (n = 5) did not participate in the OCA as presented in Figure 1.

**Figure 1: Overall Response of the FoSCU Members who Participated in the OCA**



**Source:** Consultant's Observations, January 2024

The above response rate as presented in Figure 1 is a representative of the population of interest and therefore valid conclusions can be drawn as it is above the expected survey response rate of 60% as advised by Fincham (2008) in the American Journal of Pharmaceutical Education <sup>2</sup>. For further information regarding FoSCU members who participated in the OCA exercise, please refer to Annex IV.

<sup>2</sup> Jack. E Fincham (2008). Response Rates and Responsiveness for Surveys, Standards, and the Journal <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2384218/>



### 3.3 Demographics

A summary of the key characteristics of the KIs regarding organization, sex, level of education, position in the organization and mode of interview is presented in Table 2.

**Table 2: Summary of the Respondents' Demographics**

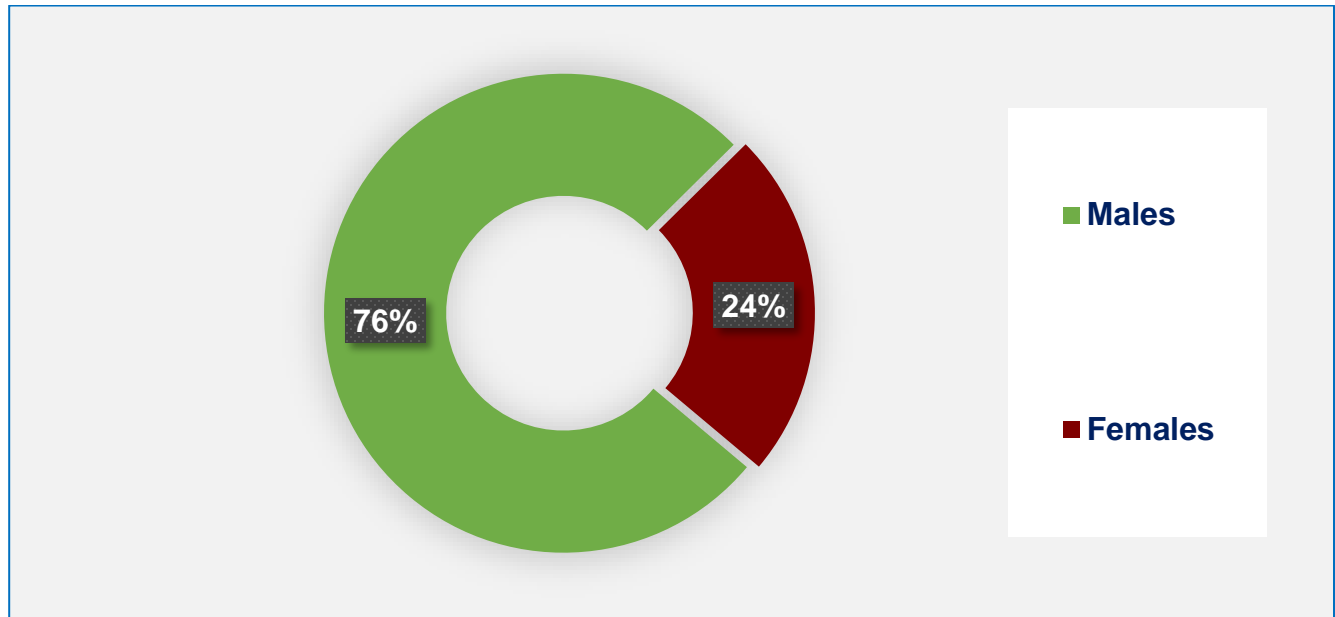
S/N	Organization	Sex		Education	Position	Mode of Interview
		Male	Female	Level		
1.	AFIRD	1	0	Masters	Deputy ED	Physical
2.	CONSENT	1	0	Bachelors	ED	Physical
3.	FRA	0	1	Masters	Programs Manager	Physical
4.	MUK-DFTN	1	0	PhD	HOD	Online
5.	HORTEXA	0	1	Bachelors	National Coordinator/CEO	Physical at UNACOH
6.	CropLife Uganda	0	1	Masters	Executive Secretary	Physical
7.	Dimensional Pictures Ltd	1	0	Bachelors	ED	Online
8.	UAA	1	0	Masters	CO-CEO	Physical
9.	Bask Organics	1	0	Diploma	ED	Physical
10.	Sukuma Uganda Ltd	1	0	Masters	ED	Physical at UNACOH
11.	RUDMEC	1	0	Masters	Director	Physical at UNACOH
12.	AUPWAE	0	1	Masters	Secretary General (Board)	Online
13.	UNFFE	1	0	Masters	Deputy ED	Physical
14.	RUCID	1	0	Diploma	Principal	Physical
15.	RIKOLTO	1	0	Masters	Programs Manager	Online
16.	UNACOH	1	0	Masters	Out-Going ED	Online
17.	KRC	1	0	Masters	Programs Manager	Online
	<b>TOTAL</b>	<b>13 (76%)</b>	<b>4 (24%)</b>			

**Source:** *KIs, January 2024*

#### 3.3.1 Sex

Of the total KIs, 76% (n = 13) were males, while their female counterparts constituted 24% (n = 4) as represented in Figure 2 and Annex IV and V.

**Figure 2: Sex of the Respondents**

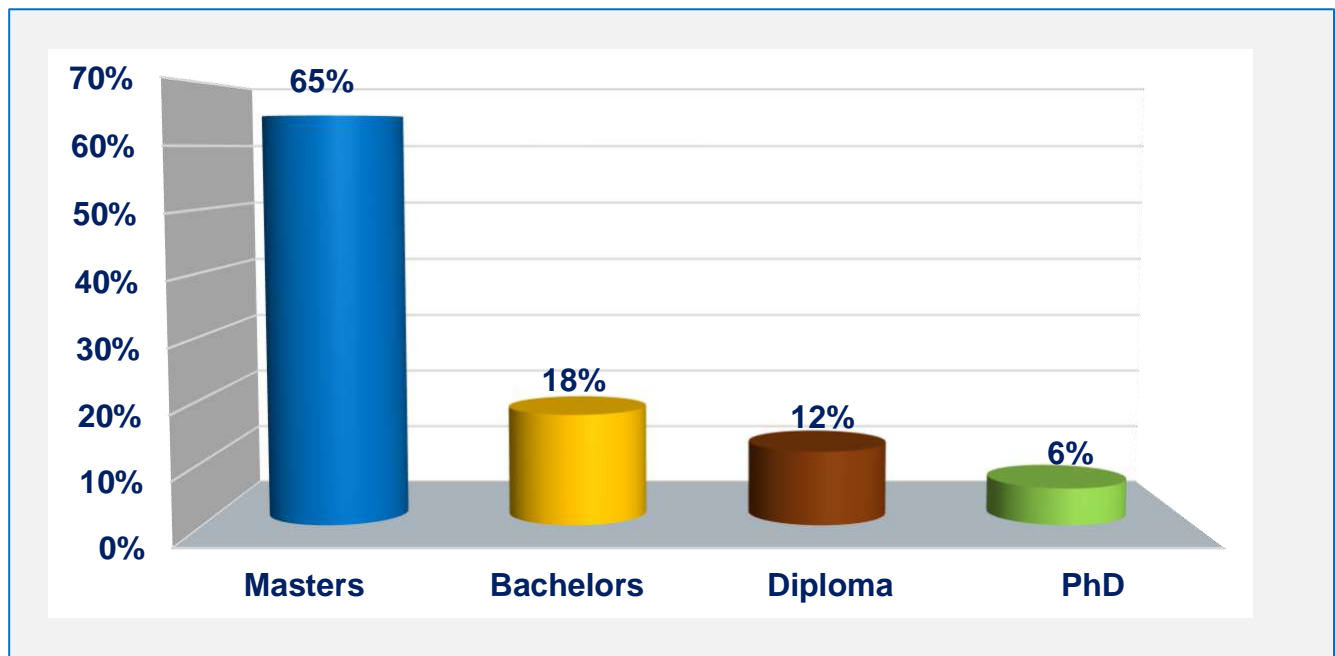


**Source:** *KIIs and Observations, January 2024*

### 3.3.2 Education Level

The OCA established that the education levels varied across the KIIs with different qualifications and or level of attainment. A big majority of 65% (n = 11) of the KIIs had at least a master’s degree, 18% (n = 3) had a bachelor’s degree, 12% (n = 2) had a diploma, while only 6% (n = 1) had the highest level of academic qualification of a PhD as reflected in Figure 3.

**Figure 3: Education Level of the KIIs**

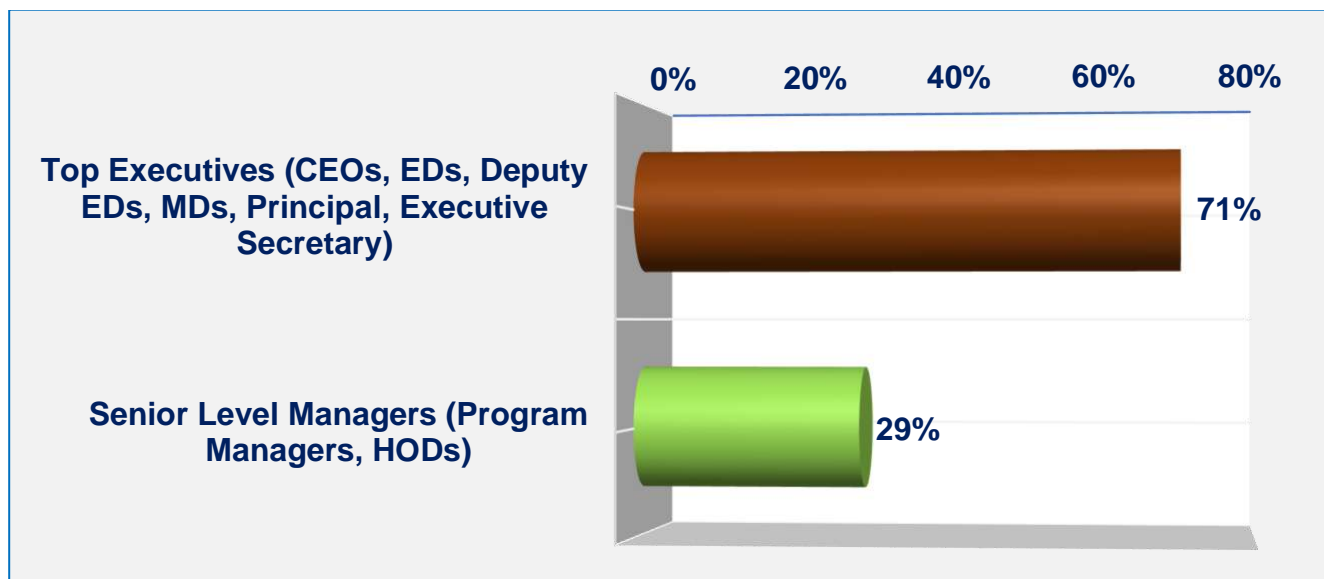


**Source:** *KIIs, January 2024*

### 3.3.3 Management Level

The KIs were categorized into two different management levels depending on their decision-making powers. The top organizational leaders who had decision-making powers in their respective organizations included the CEOs, EDs, Deputy EDs, MDs, the Principal and the Executive Secretary. Another level of management was the senior level managers who have some decision-making powers in their organizations and these included the Senior Managers, Program Managers, and Heads of Departments as presented in Figure 4.

**Figure 4: Management Levels of KIs**



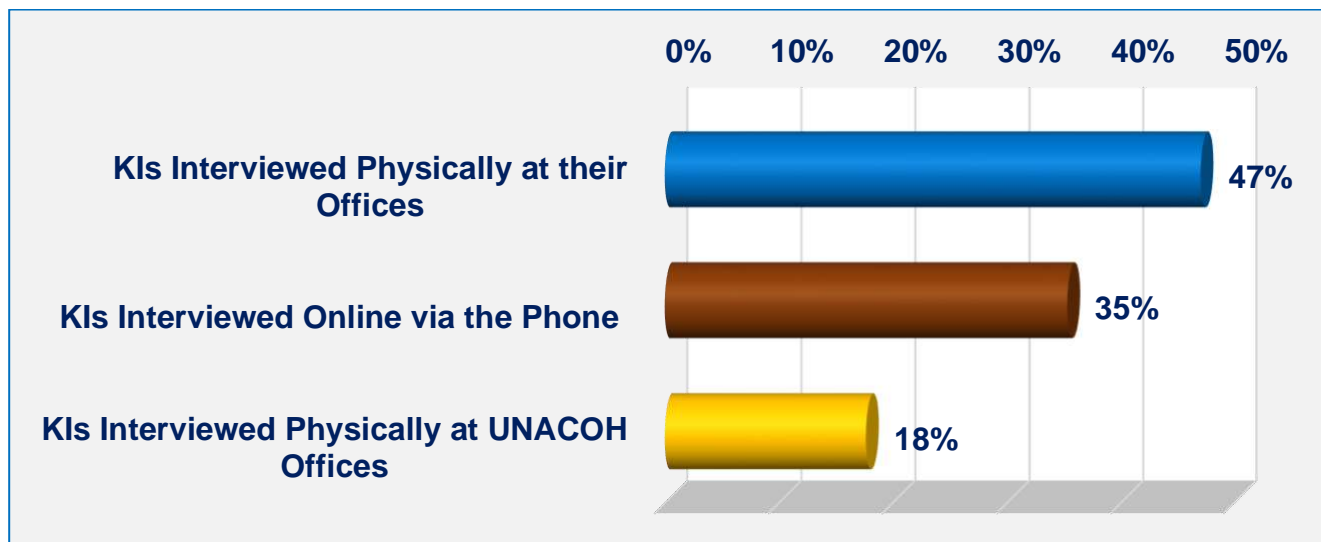
**Source:** *KIs, January 2024*

Results in Figure 4 revealed that 71% (n = 12) of the KIs were in the category of top executives of their respective organizations, while 29% (n = 5) belonged to the category of senior level managers which implies that the insights of the top executives and senior level managers with vast knowledge, experience, and strategic perspectives about their organizations were captured which enhances the results of the OCA.

### 3.3.4 Mode of Interviews and the Respective Respondents

47% (n = 8) of the KIs were interviewed physically at their office premises; 35% (n = 6) were interviewed online via teleconferencing, while 18% (n = 3) were interviewed at UNACOH offices at their request. The results of this finding are presented in Figure 5.

**Figure 5: Mode of Interviews and the Respective Respondents**



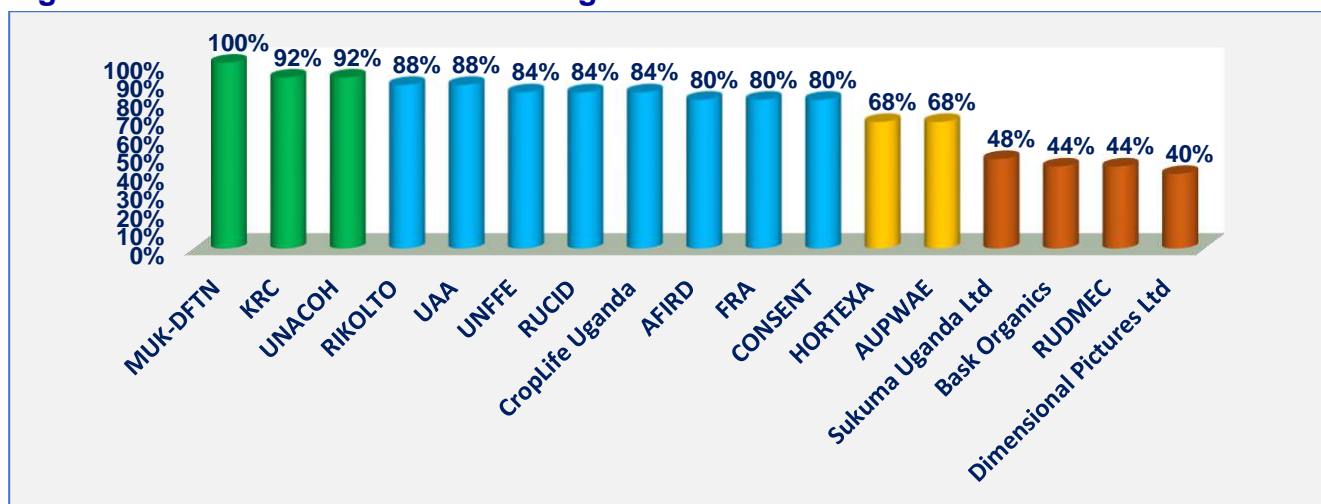
**Source:** Consultant’s Observations and KIIs, January 2024

The above results imply that a big majority of the respondents were KIs who were much knowledgeable about their respective organizations which enhances the authenticity and validity of the OCA results.

### 3.4 Good Governance and Management Practices

Objective one of the OCA aimed at understanding the availability of good governance and management practices of the members. This section focused on 11 areas which included: the legal registration status of the organization, vision, mission and objectives, availability of an active management board, compliance with statutory requirements of URA and NSSF, availability of audited books of accounts for the last three years, availability of human resource, financial and risk management, procurement, quality assurance, information management and ICT, and gender and safeguarding policies as presented in Figures 6 and 7 and Annex VIII.

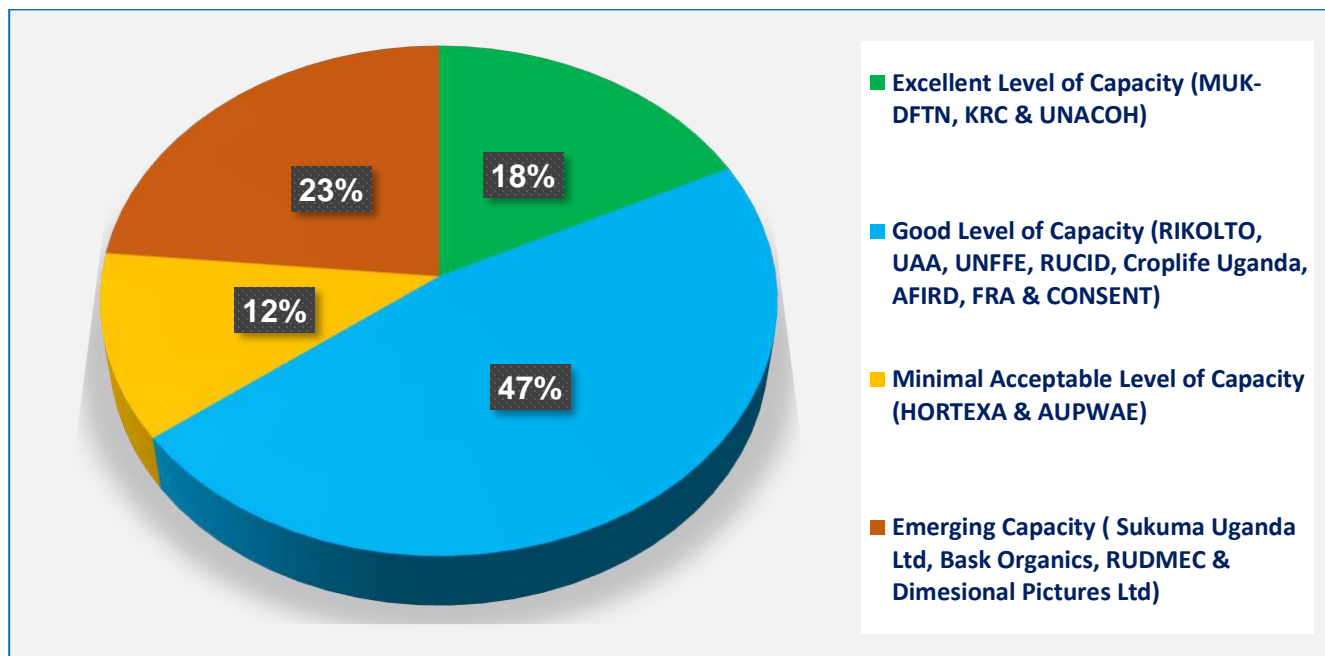
**Figure 6: Good Governance and Management Practices of FoSCU Members**



**Source:** KIIs, Observations, Documentary Reviews, January 2024

The results in Figure 6 reveal that 18% (n = 3) of the organizations (MUK-DFTN, KRC and UNACOH) attained an excellent level of capacity with an average score of 95%; 47% (n = 8) attained a good level capacity; 12% (n = 2) attained a minimal acceptable level of capacity with an average score of 84%; and 24% (n = 4) attained an emerging capacity status. The average score of FoSCU members on this aspect was 74% which implies good level of capacity. The summarized capacity scores are presented in Figure 7.

**Figure 7: Summarized Capacity Scores on Good Governance and Management**



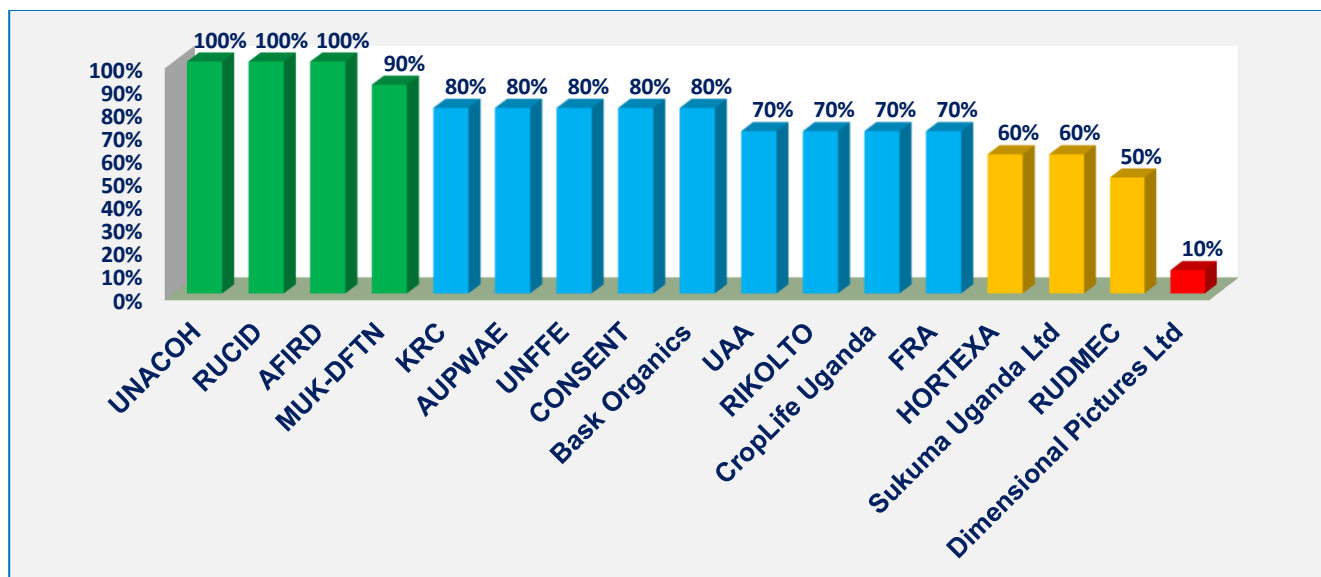
**Source:** KIIs, Observations, Documentary Reviews, January 2024

### 3.5 Programme Focus Areas

Objective two of the OCA was establish the priority and program focus areas of FoSCU members as this would help in ascertaining whether FoSCU plans and those of its members were in tandem. The OCA assessed 4 areas of: member organization' area of specialization in relation to FoSCU's work, availability of a mid-term or long-term strategic plan, program areas of focus in the next 3-5 years in relation to food safety and resources allocated to food safety.

Results in Figure 8 reveal that 23% (n = 4) of the organizations (UNACOH, RUCID, AFIRD and MUK-DFTN) attained a score of excellent capacity with an average score of 97.5%; 53% (n = 9) attained a rating score of good level of capacity with an average score of 76%; 18% (n = 3) attained a minimal acceptable level of capacity with an average score of 57%; while 6% (n = 1) attained a no or minimum level of capacity. The average score on this area of assessment was 74% which implies a good level of capacity of members on this dimension as presented in Figure 8 and 9 and Annex XII.

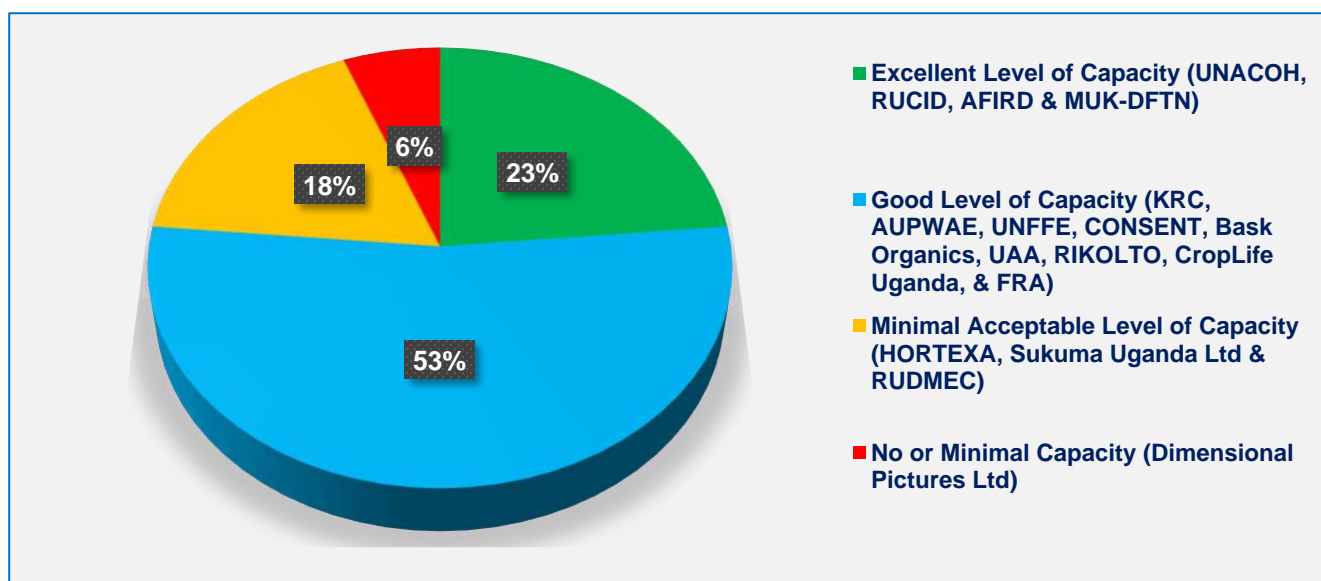
**Figure 8: Program Focus Areas**



**Source:** KIIs, Observations, Documentary Reviews, January 2024

The summarized capacity scores are presented in Figure in Figure 9.

**Figure 9: Summarized Capacity Scores on Programme Focus Areas**



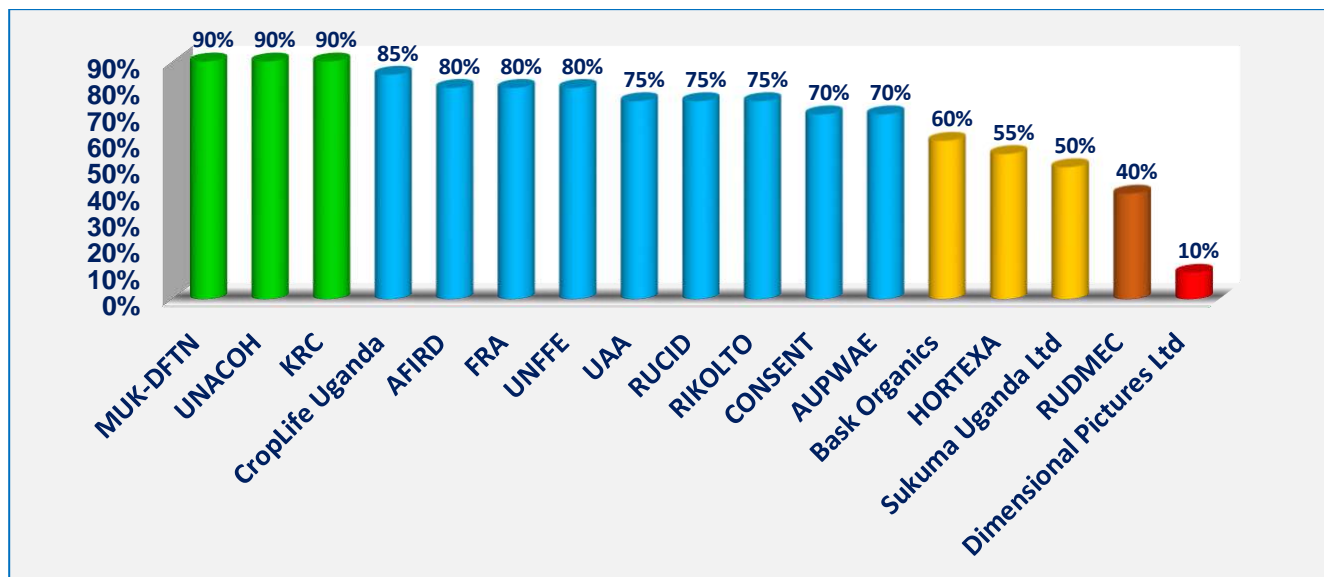
**Source:** KIIs, Observations, Documentary Reviews, January 2024

### 3.6 Technical Capacity and Suitability to FoSCU’s Work

Objective three of the OCA was to assess the member’s technical capacity and suitability to FoSCU’s four thematic areas. There were seven indicators of assessment under this area which included; organization’s area of specialization and technical expertise of the nominated staff to FoSCU, organization’s suitability in the current thematic area and TWG, relevance of food safety to the organization’s work, availability of capacity building initiatives to empower staff in addressing food safety challenges, availability of risk management strategies within the

organization to mitigate food safety threats in Uganda, and availability of M&E system to measure and track the effectiveness of Food Safety programs as presented in Annex XV.

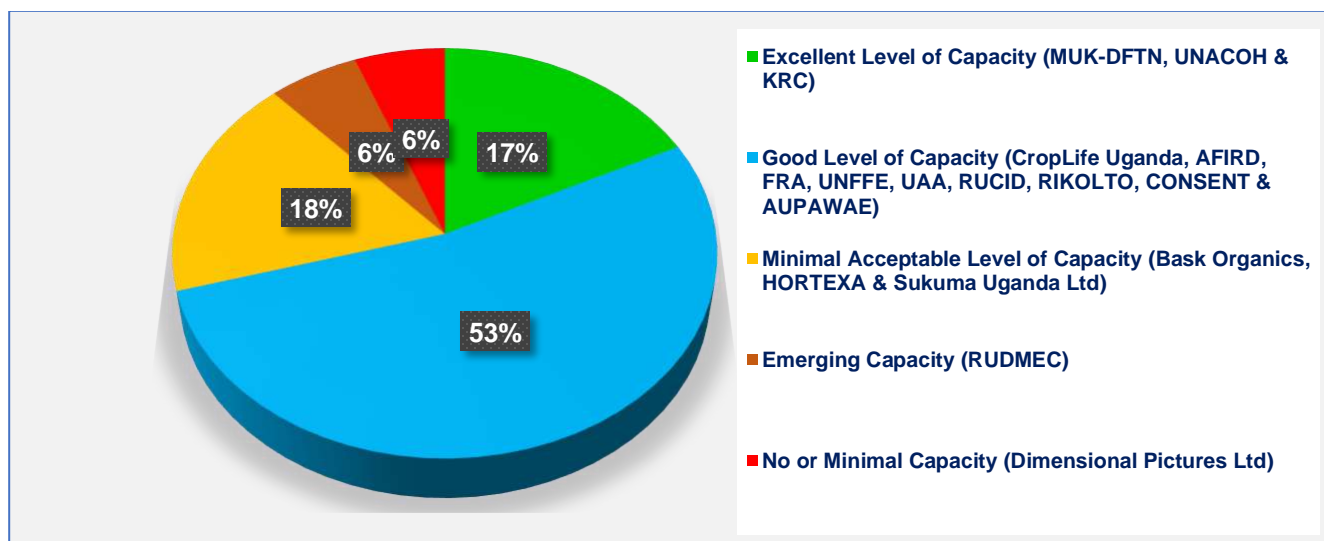
**Figure 10: Technical Capacity and Suitability to FoSCU’s Work**



**Source:** *KIIs, Observations, Documentary Reviews, January 2024*

Results in Figure 10 indicate that 18% (n = 3) of FoSCU member organizations (MUK-DFTN, UNACO and KRC) attained a score of 90% which implies an excellent level of capacity; 53% (n = 9) attained a level of good level of capacity; 18% (n = 3) attained a minimal acceptable level of capacity with an average score of 55%; 6% (n = 1) attained an emerging capacity status while 6% (n = 1) attained a no or minimal level of capacity. The average score was 69% which implies a minimal acceptable level of capacity on this area of assessment. The summarized capacity scores on this indicator are presented in Figure 11.

**Figure 11: Summarized Capacity Scores on Technical Capacity and Suitability**



**Source:** *KIIs, Observations, Documentary Reviews, January 2024*

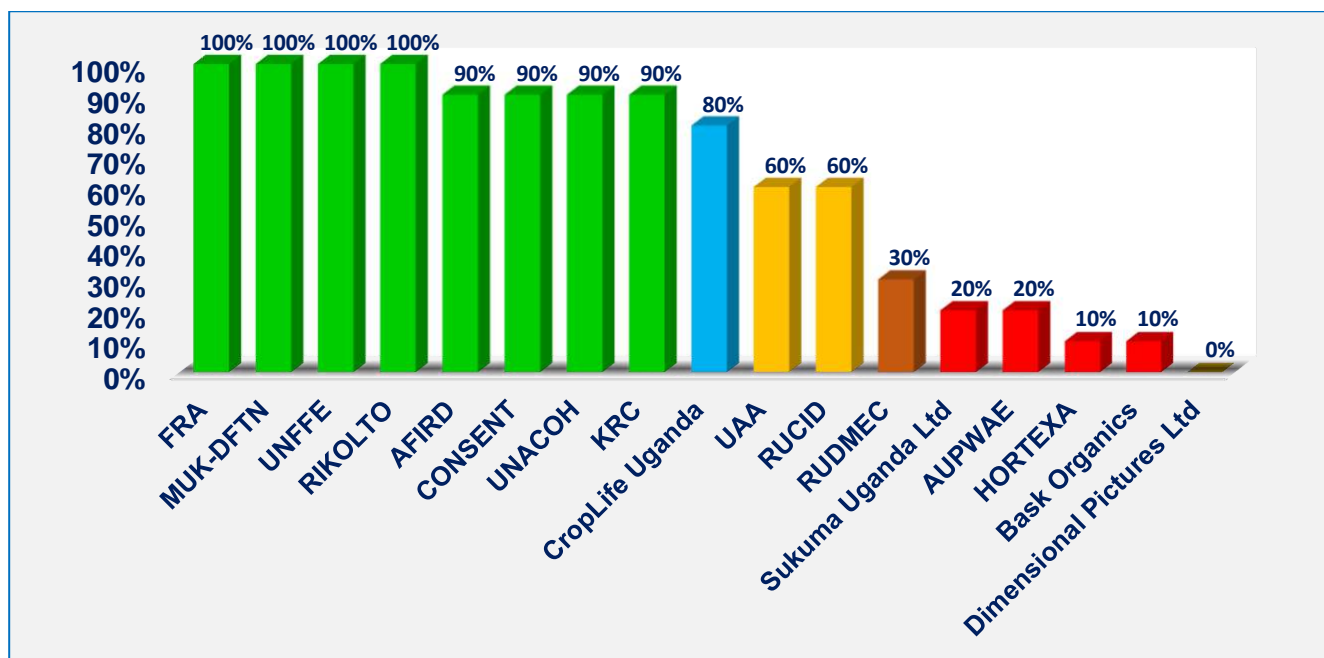


### 3.7 Official Online Presence

Objective four of the OCA was to assess FoSCU members official online presence as this fosters open and timely communication, transparency and accountability to different stakeholders. This assessment focused on physically establishing and verifying whether an organization had an active, well-functioning and updated website, and active social media channels including Facebook, X, LinkedIn, Instagram and having an active YouTube channel.

Results in Figure 12 indicate that 24% (n = 4) of the total organizations (RIKOLTO, UNFFE, MUK-DFTN and FRA) had excellent level of capacity with a maximum score of 10 each while 24% (n = 4) of the member organizations (KRC, UNACOH, CONSENT AFIRD) had excellent level of capacity with a score of 9 each. In addition, 6% (n = 1) of the organizations (CropLife Uganda) had a good level of capacity with a score of 8, while RUCID and UAA also had a minimal acceptable level of capacity with a score of 6 each which translates to 12%. RUDMEC had emerging capacity with a score of 3, AUPWAE and Sukuma Uganda Ltd had no or minimal capacity with a score of 2 each, while HORTEXA and Bask Organics had a no or minimal capacity with a score of 1 each while Dimensional Pictures Ltd was last with a zero score as it did not have any official online presence. The average score on this aspect was 62% which indicates a minimal acceptable level of capacity. The results are presented in Figure 12 and Annex IX.

**Figure 12: Official Online Presence**

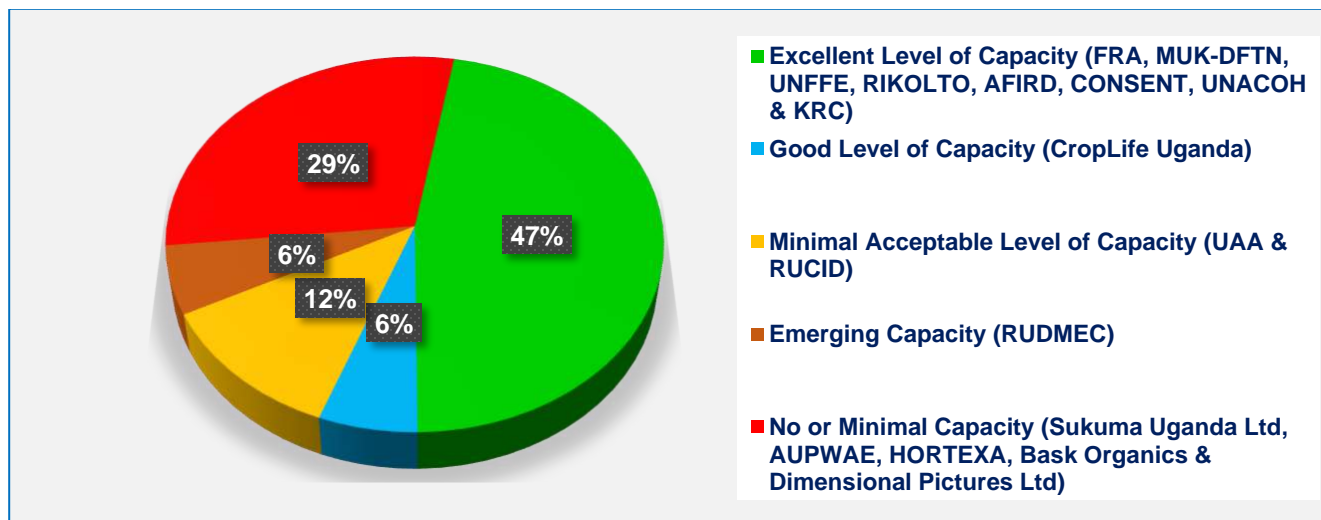


**Source:** KIIs, Observations, Documentary Reviews, January 2024

The results in Figure 12 imply that FoSCU should encourage her members to intensify their efforts to revitalize their online presence as this helps a great deal in championing advocacy initiatives related to food safety in Uganda and globally. The summarized capacity scores on official online presence are presented in Figure 13.



**Figure 13: Summarized Capacity Scores on Official Online Presence**

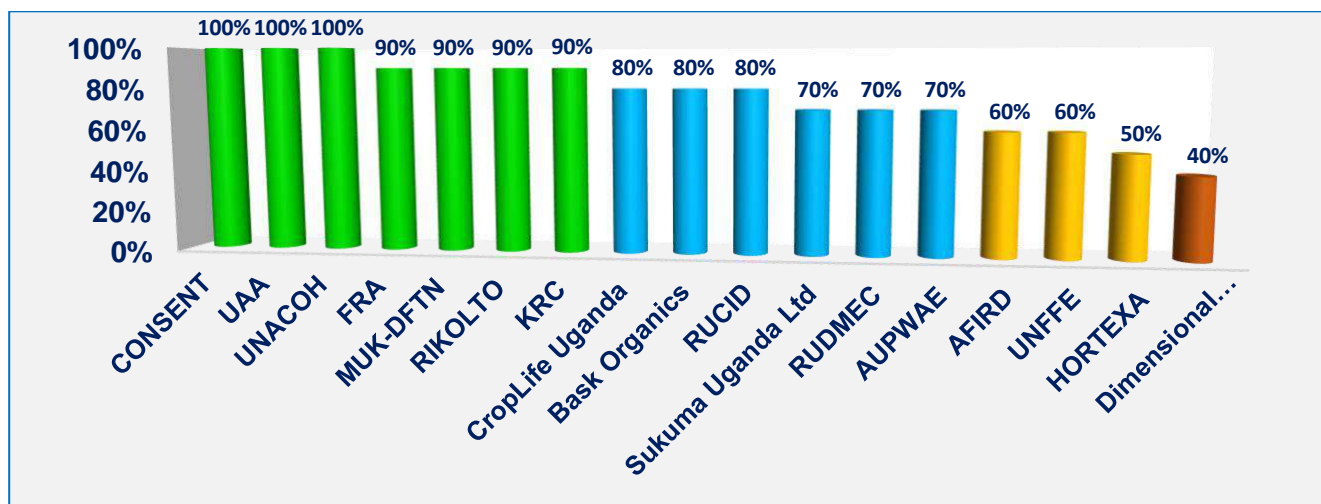


Source: KIIs, Observations, Documentary Reviews, January 2024

### 3.8 Management’s Awareness of FoSCU’s Work

Objective five of the OCA was to ascertain the level of the FoSCU member’s level of awareness of FoSCU’s work as this helps in knowing whether the members understand what FoSCU is focusing on in the area of food safety based on 5 indicators. Respondents were asked to share what they knew about FoSCU, whether they had had a chance to visit FoSCU’s website or X page and how often, how their organizations stay informed about the latest developments and best practices in food safety, how they were engaging with the local community to promote food safety awareness and education in Uganda, and whether they were aware of where their respective Organizations were represented in the 4 thematic areas of FoSCU. The summarized results of this finding are presented in Figure 14 and the details are presented in Annex X.

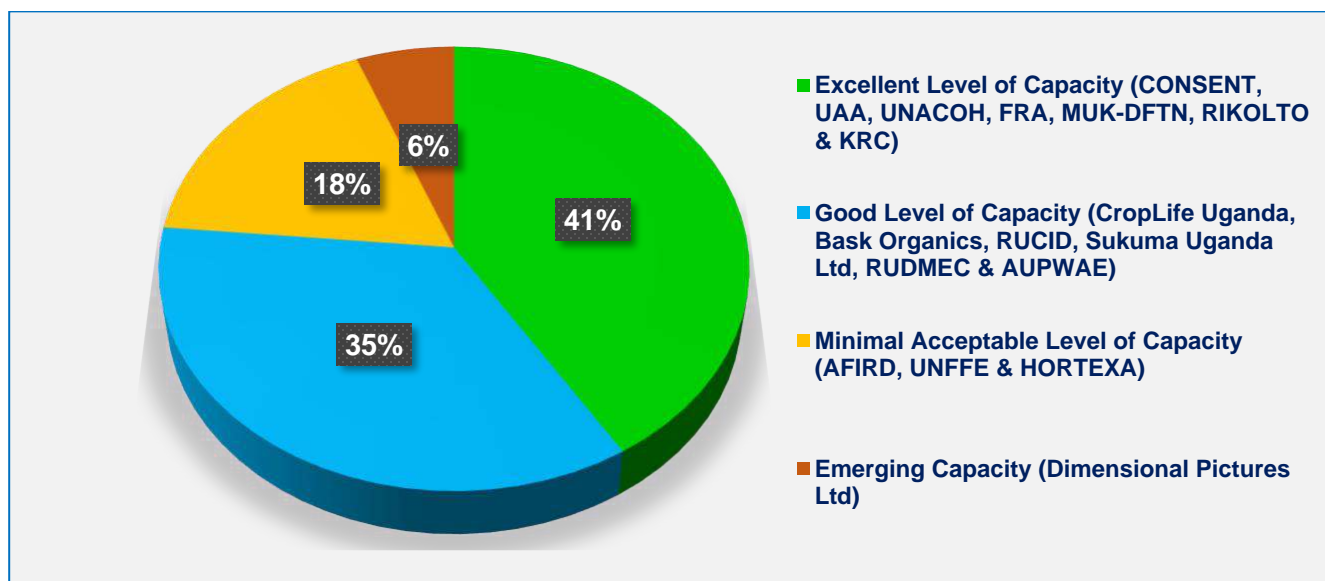
**Figure 14: Level of Management’s Awareness of FoSCU's Work**



Source: KIIs, Observations, January 2024

Results in Figure 15 indicate that 41% (n = 7) of FoSCU member organizations attained excellent level of capacity where 3 organizations (CONSENT, UAA, and UNACOH) scored a maximum of 10 while 4 organizations (FRA, MUK-DFTN, RIKOLTO and KRC) scored a minimum of 9. The last organization had an emerging capacity at 40%. The average score of the organizations on this aspect was 74% which implies that on average, FoSCU member organizations had good level of capacity on this indicator. This means that FoSCU should put in more efforts in creating awareness of what it does among her members and aim at attaining excellent capacity. The summarized capacity scores for management's awareness of FoSCU's work are presented in Figure 15.

**Figure 15: Summarized Capacity Scores of Management's Awareness of FoSCU's Work**



**Source:** KIIs, Observations, January 2024

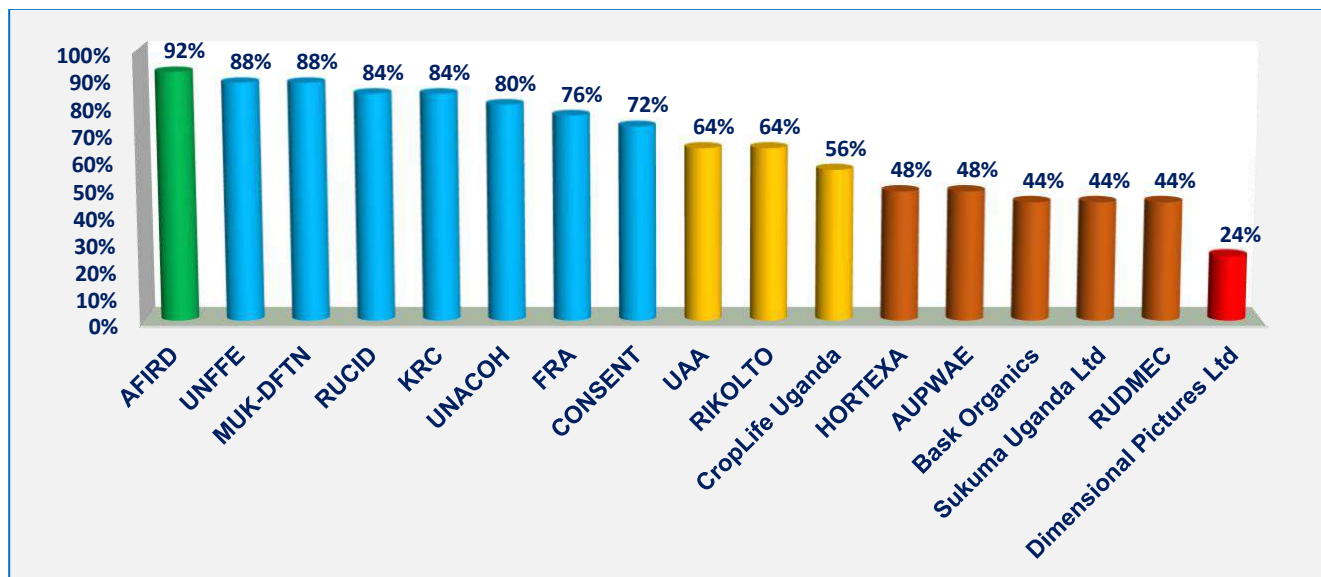
### 3.9 Capacity and Willingness to Host FoSCU Secretariat

Objective six of the OCA was to assess the capacity members to host FoSCU secretariat in case they were asked to do so. On this aspect, the OCA focused on 11 indicators including: availability of conference or hall facilities, reliable internet connectivity, enough computers, years of existence, presence and accessibility of physical offices, ownership of the office premises, number of permanent staff, number of cars or motorcycles, main source of income, key strategic partnerships and collaborations and capacity and willingness to host FoSCU Secretariat.

Results in Figure 16 reveal that 6% (n =1) of FoSCU member organizations (AFIRD) attained excellent capacity in relation to capacity and willingness to host FoSCU secretariat with a score of 92%; 41% (n = 7) attained a good level capacity; 18% (n = 3) attained a minimal acceptable level of capacity; 29% (n = 5) attained an emerging capacity; while 6% (n = 1) attained a no or minimal capacity. It is important to note that none of the organization attained the maximum score of 100%. The average score of all organizations in this area of assessment was 65% which indicates a minimal acceptable level of capacity of FoSCU members to host the

secretariat. The results of this finding are presented in Figure 16 and 17 and Annex XI.

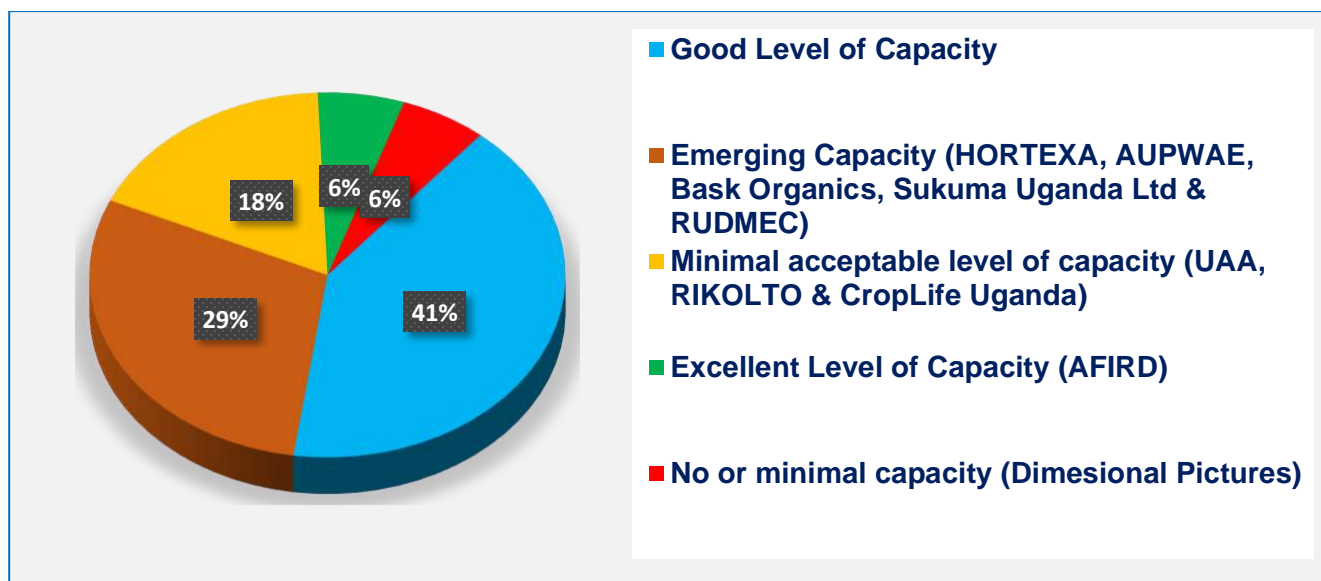
**Figure 16: Capacity and Willingness to Host FoSCU Secretariat**



**Source:** KIIs, Observations, Documentary Reviews, January 2024

The summarized capacity scores for capacity and willingness to host FoSCU Secretariat are presented in Figure 17.

**Figure 17: Summarized Capacity Scores on Capacity and Willingness to Host FoSCU Secretariat**



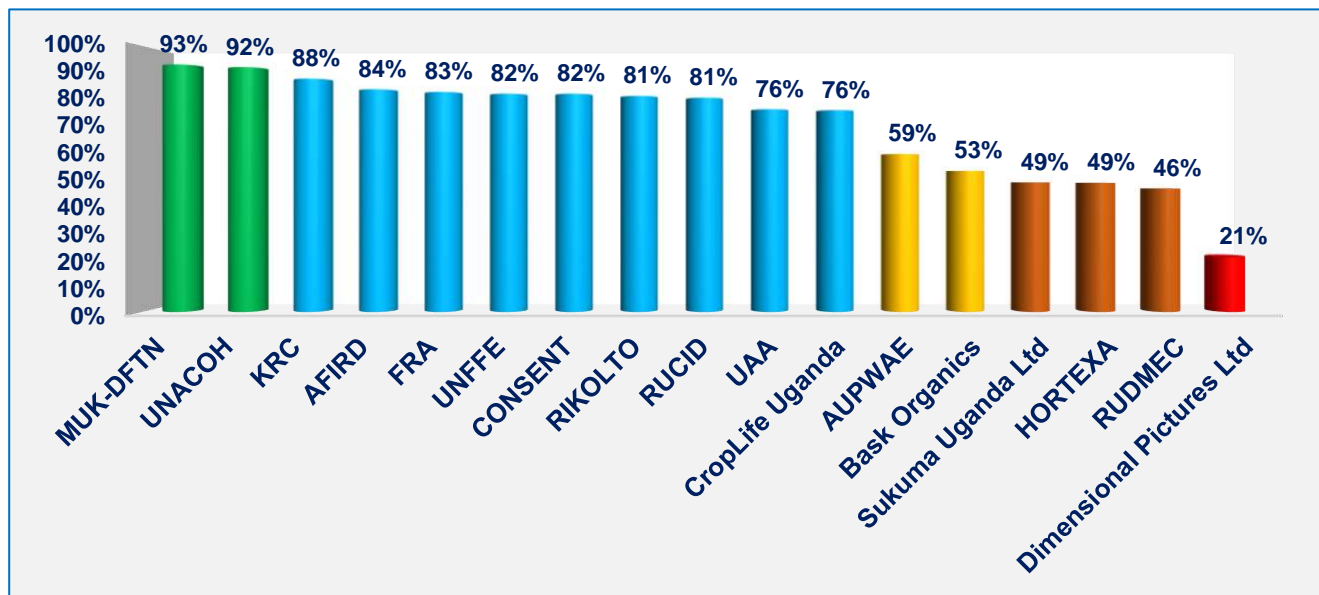
**Source:** KIIs, Observations, Documentary Reviews, January 2024

### 3.10 Summarized Overall OCA Scores of FoSCU Members in All Areas of Assessment

Results in Figure 18 indicated that majority of 53% (n = 9) of the organizations (KRC, AFIRD, FRA, UNFFE, CONSENT, RIKOLTO, RUCID, UAA & CropLife Uganda) attained a good level

of capacity status with an average score of 81%; 12% (n = 2) attained excellent capacity (MUK-DFTN and UNACOH); 12% (n =2) of the organizations (AUPWAE and Bask Organics) attained a minimal acceptable level of capacity with an average score of 56%; 17% (n = 3) of the organizations (Sukuma Uganda Ltd, HORTEXA and RUDMEC) attained an emerging capacity status while only one organization (Dimensional Pictures Ltd) attained the status of no or minimal capacity as presented in Figure 18 and Annex XIV.

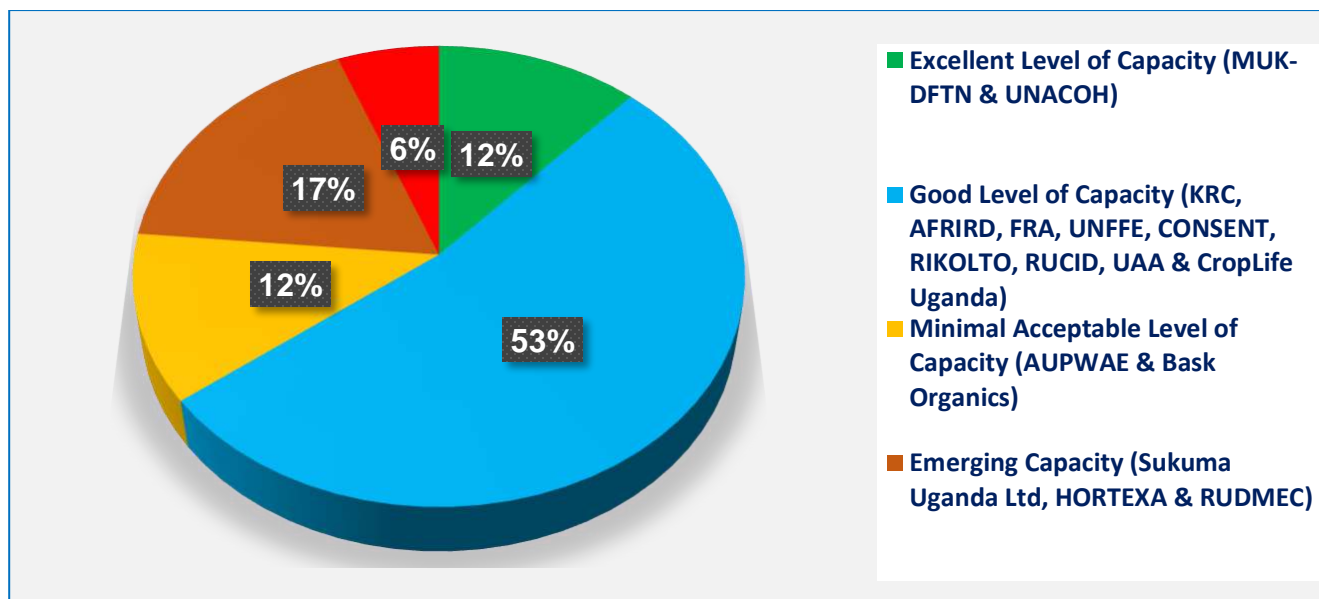
**Figure 18: Overall Summarized Results of the OCA**



**Source:** KIIs, Observations, Documentary Reviews, January 2024

The overall summarized results of the OCA are presented in Figure 19.

**Figure 19: Overall Summarized Results of the OCA**



**Source:** KIIs, Observations, Documentary Reviews, January, 2024

The average score of all the 17 organizations across all the six areas of assessment is 70% which implies a good level of capacity among FoSCU members. This means that FoSCU should put in more efforts to close the capacity gaps identified among its members in order to effectively deliver on its mandate of jointly working towards realization of sustainable access to safe food through engagement in research, awareness creation, knowledge transfer and policy dialogue in Uganda. The overall OCA results are further presented in Table 3.

**Table 3: Overall OCA Scores and Capacity Ratings**

S/N	Name of Organization	Overall, OCA Score	Capacity Rating
1.	MUK-DFTN	93%	Excellent Capacity
2.	UNACOH	92%	Excellent Capacity
3.	KRC	88%	Good Level of Capacity
4.	AFIRD	84%	Good Level of Capacity
5.	FRA	83%	Good Level of Capacity
6.	CONSENT	82%	Good Level of Capacity
7.	UNFFE	82%	Good Level of Capacity
8.	RIKOLTO	81%	Good Level of Capacity
9.	RUCID	81%	Good Level of Capacity
10.	UAA	76%	Good Level of Capacity
11.	CropLife Uganda	76%	Good Level of Capacity
12.	AUPWAE	59%	Minimal Acceptable Level of Capacity
13.	Bask Organics	53%	Minimal Acceptable Level of Capacity
14.	Sukuma Uganda Ltd	49%	Emerging Capacity
15.	HORTEXA	49%	Emerging Capacity
16.	RUDMEC	46%	Emerging Capacity
17.	Dimensional Pictures Ltd	21%	No or Minimal Capacity

**Source:** *KIIs, Observations, Documentary Reviews, January 2024*

### 3.11 Key Observations

#### 3.11.1 Some Nominees Do Not Update their Top Executives

Some representatives do not update their superiors or heads of organizations about FoSCU's activities. This does not only curtail the heads of organizations from getting information, but also creates a big gap between these organizations and FoSCU which eventually affects FoSCU's work.

#### 3.11.2 Most FoSCU Members are Concentrated in Kampala

Most of the member organizations are located within Kampala District and hence alienating other areas which are far away from Kampala. This creates a risk of FoSCU being seen as a Kampala coalition.

### ***3.11.3 Unclear Physical Offices of Some Organizations***

Some member organizations tactfully avoided being visited at their office premises. This gave an impression that they might actually not be having physical offices which poses a reputational risk to FoSCU.

## **3.12 Challenges Faced by FoSCU Members in the Pilot Phase**

The OCA also engaged the respondents in order to identify the challenges that the members had faced in the pilot phase and how these challenges could be dealt with. The findings revealed that, generally, the respondents did not face big challenges. However, a few of the challenges faced include: poor communication from FoSCU Secretariat which at times comes in at short notice, inadequate human resource or staff at the secretariat to effectively serve the members some technical capacity constraints among the nominees from different organizations among others.



## 4.0 DISCUSSION AND CONCLUSIONS

### 4.1 Good Governance and Management Practices

18% (n = 3) of the organizations (MUK-DFTN, KRC and UNACOH) attained an excellent level of capacity with an average score of 95%; 47% (n = 8) attained a good level capacity; 12% (n = 2) attained a minimal acceptable level of capacity with an average score of 84%; and 24% (n = 4) attained an emerging capacity status. The average score of FoSCU members on this aspect was 74% implying a good level of capacity.

This section focused on 11 areas which included: the legal registration status of the organization, vision, mission and objectives, availability of an active management board, compliance with statutory requirements of URA and NSSF, availability of audited books of accounts for the last three years, availability of human resource policies, financial and risk management, procurement, quality assurance, information management and ICT, and gender and safeguarding policies

This means that majority of FoSCU members have tried to legalize their organizations, they have well-articulated vision and objectives, have active management boards, comply with statutory obligations, have audited books of accounts and have good management policies including human resource, financial, procurement, quality assurance, ICT and gender and safeguarding policies among others. A good level of capacity obtained by the organizations on this aspect also indicate that FoSCU has members whose organizations have better governance and management structures and policies.

It is equally important to note that 24% (n = 4) of the organizations attained an emerging capacity level implying that indeed, there are capacity gaps within FoSCU members which should be attended to and aim at achieving a good level of capacity and above.

### 4.2 Program Focus Areas

23% (n = 4) of the organizations (UNACOH, RUCID, AFIRD and MUK-DFTN) attained a score of excellent capacity with an average score of 97.5%; 53% (n = 9) attained a rating score of good level of capacity with an average score of 76%; 18% (n = 3) attained a minimal acceptable level of capacity with an average score of 57%; while 6% (n = 1) attained a no or minimum level of capacity. The average score on this area of assessment was 74% which implies a good level of capacity of members on this dimension. Overall, 23% (n = 4) of the organizations score attained a minimal acceptable level of capacity and below which implies that some organizations are not so aligned to FoSCU's work which has potential to affect the coalition's operations. FoSCU should partner with organizations whose work aligns with the coalition's work in order to achieve the strategic objectives of the coalition.

### **4.3 Technical Capacity and Suitability to FoSCU's Work**

18% (n = 3) of FoSCU member organizations (MUK-DFTN, UNACO and KRC) attained an excellent level of capacity while 53% (n = 9) attained a level of good level of capacity implying that 71% (n = 12) attained a good level of capacity and above, while 29% (n = 5) attained a minimal acceptable level of capacity and below and the average score was 69% which indicates that organizations on average attained a minimal acceptable level of capacity. This implies that a substantial number of organizations lacked the technical capacity and suitability to FoSCU's work. This means that FoSCU should aim at cutting ties with such organizations that do not have the technical capacity required to push FoSCU's agenda forward.

### **4.4 Official Online Presence**

47% (n = 8) of the organizations (RIKOLTO, UNFFE, MUK-DFTN, FRA, KRC, UNACOH, CONSENT and AFIRD) had excellent level of capacity, 6% (n = 1) of the organizations (CropLife Uganda) had a good level of capacity; while 47% (n = 8) attained a minimal acceptable level of capacity and below. The average score on this aspect was 62% which indicates a minimal acceptable level of capacity implying that most of the organizations did not have active official online channels where they disseminate information and communicate with other stakeholders. This means FoSCU should encourage her members to intensify their efforts to revitalize their online presence as this helps a great deal in championing advocacy initiatives related to food safety.

### **4.5 Management's Awareness of FoSCU's Work**

41% (n = 7) of FoSCU member organizations (CONSENT, UAA, UNACOH, FRA, MUK-DFTN, RIKOLTO and KRC) attained excellent level of capacity while 35% (n = 6) attained good level of capacity and the average score was 74% implying a good level of capacity on this indicator among FoSCU members. This means that 76% (n = 13) attained a good level capacity and above while 24% (n = 4) attained a minimal accepted level of capacity and below. This is supported by the fact that some of the top executives of some organizations like AFIRD were not aware of what FoSCU is doing despite having a nominee on FoSCU. This means that some representatives do not give feedback to their superiors about that is transpiring in FoSCU. This indicates that FoSCU should put in more efforts in creating awareness of what it does among her members and aim at attaining excellent capacity and close the communication gap between FoSCU and its members.

### **4.6 Capacity and Willingness to Host FoSCU Secretariat**

6% (n = 1) of FoSCU member organizations (AFIRD) attained excellent capacity in relation to capacity and willingness to host FoSCU secretariat with a score of 92%; 41% (n = 7) attained a good level capacity; 18% (n = 3) attained a minimal acceptable level of capacity; 29% (n = 5) attained an emerging capacity; while 6% (n = 1) attained a no or minimal capacity. It is important to note that none of the organization attained the maximum score of 100%. The average score of all organizations in this area of assessment was 65% which indicates a minimal acceptable



level of capacity of FoSCU members to host the secretariat. This means that more than half of the members (53%, n = 9) do not have capacity to host FoSCU secretariat due to various capacity constraints which FoSCU should aim at addressing.

#### **4.7 Overall Results of the OCA**

The overall results of the OCA revealed that only 12% (n = 2%) of the organizations (MUK-DFTN and UNACOH) attained an excellent capacity status with scores of 93% and 92% respectively. These results further attest to the fact that MUK-DFTN, being a public entity and a special concentration on food safety with highly technical and experienced human resource in research has built enough capacity to address food safety challenges in Uganda and therefore FoSCU should aim at utilizing these resources to push the agenda of food safety ahead. On the other hand, UNACOH coming second in the OCA could be explained by the fact that it has been in existence for 33 years working in the area of occupational health and food safety. It is also explained by the fact that UNACOH is the current host of FoSCU and therefore has built enough capacity in addressing issues that fall in FoSCU's food safety agenda.

It is equally important to note that 53% (n = 9) attained a good level of capacity implying that 65% (n = 11) attained a good level of capacity and above. An average score of 70% also indicates that most organizations had good level of capacity in relation to FoSCU's work. However, it is also worthy to note that 35% (n = 6) of the organizations also attained a minimal acceptable level of capacity and below which implies that FoSCU members still have some capacity gaps that need to be filled in order for the to operate optimally. This means that FoSCU should put in more efforts to close the capacity gaps identified among its members in order to effectively deliver on its mandate of jointly working towards realization of sustainable access to safe food through engagement in research, awareness creation, knowledge transfer and policy dialogue in Uganda.

#### **4.8 Limitations**

As a rapid assessment, this OCA is not an exhaustive review of all performance indicators of FoSCU members as it has some limitations which include: the bias of relying on self-reported information since the OCA adopted a facilitated self-assessment approach, using of teleconferencing interview method as this limited the consultant to physically observe some aspects of the assessment, and also not getting the top executives of the organizations in some instances which somehow limited getting conclusive answers from the respondents.

#### **4.9 Conclusion**

As observed from the results, generally, majority of the organizations have capacity gaps in different areas. While most organizations scored highly with excellent capacity and good level of capacity in management's level of awareness of FoSCU's work, it is important to note that the areas that need improvement vary from organization to organization. The OCA exercise has been fruitful in achieving its objectives in that it has provided vital information and key insights to FoSCU members regarding areas that need improvement within their respective

organizations and also highlighted their strengths so that they can leverage on them for better performance. FoSCU being a very relevant coalition in addressing food safety challenges in Uganda, should take deliberate and strategic steps of implementing the proposed action plan as this will go a long way in aligning the coalition to its strategic goals and objectives.

## 5.0 RECOMMENDATIONS

Based on the key findings and their discussion, this study advances the following evidence-based policy recommendations, to FoSCU leadership and membership, to facilitate the Coalition's growth and realization of its vision, mission, and strategic objectives.

### 5.1 Legal Personality

FoSCU's lack of legal personality negatively affects its resource mobilization, formal partnerships, reputation, operations, and programming among others. Since FoSCU is not a profit-making organization, this study recommends fast-tracking the process of registering with the Uganda Registration Services Bureau (URSB) as a Company Limited by Guarantee and later on register as a Non-Governmental Organization (NGO), if members and leadership see it fit.

### 5.2 Neutral Secretariat

Based on this study's assessment of members' capacity to host the Coalition's Secretariat as well as the importance of neutrality of a Secretariat of such a joint venture, this study recommends establishment of a Secretariat that is neutral and independent of the space and day to day operations of any of its members. The current state of being hosted under UNACOH should be wound up, as the pilot project closes. This direction will build member confidence in the initiative and trigger them to participate in FoSCU's short, mid and long-term programming without any bias or hindrances that might potentially crop up out of organizational politics among member organizations.

### 5.3 Member Representatives

In order to reduce on bureaucracy in decision-making between FoSCU and its members, the study recommends that FoSCU should re-engage the member organizations to nominate the top or mid-level managers who have decision-making powers in their respective organizations to FoSCU. This shall eliminate the risks of information gaps and make decision-making processes faster. This recommendation is also in tandem with FoSCU's Governance Charter 2023<sup>3</sup> which states that, "*FOSCU Members shall nominate or send senior managers for ease of decision-making and reduction of bureaucracy*".

### 5.4 FoSCU Reputation

As a young entity, FoSCU must build a strong foundation and protect its reputation, through all its organs. As a start-point, the Coalition must only be constituted by credible and reputable members. Due diligence must be undertaken on every member, prior to formalizing their member. As a basic minimum, every member **must have** a known physical address and ongoing work, relevant to at least one strategic objective of FoSCU. This study strongly

---

<sup>3</sup> FoSCU Governance Charter adopted during the first AGM held on 25<sup>th</sup> May, 2023, page 8.

recommends FoSCU's Steering Committee and General Assembly to reconsider the membership status of members who deliberately dodged/denied verification of their physical address by this study. For example, UNADA's physical address could not be verified by the Consulting team which bounced because the person in charge switched off her phones, even when she was informed prior to the interview and the interview time confirmed. Also, efforts to reach EIC Materials were futile as the contact person was in Bugiri and kept on postponing. Other Organizations within Kampala whose physical addresses could not be verified include; RUDMEC, HORTEXA, AUPWAE, Sukuma Uganda Ltd, and Dimensional Pictures Ltd.

## **5.5 Intra-Collaboration and Harmony**

Internally, the existing organs of the Coalition (General Assembly, Steering Committee, Secretariat and TWGs) must collaborate and harmonize their work, as is the idea behind establishment of FoSCU. The Steering Committee must spearhead this approach and facilitate adherence to it. Central to this is FoSCU developing and implementing relevant plans, guidelines and policies such as Capacity Building, Human Resource, Financial Management, Audit and Risk, Communication, Procurement, Research and Dissemination, and Safe Guarding Policy among others.

## **5.6 Member Deployment**

In order for members to effectively deliver on their mandate regarding FoSCU's work, this OCA recommends re-alignment of the coalition members to areas where they are most technically competent. In this endeavor, each member should be assigned to a working group, that best fits their competence and priorities of their mother organization. As practicable as possible, no member should belong to more than one TWG. However, TWG membership should be rotated as often as the Steering Committee sees fit to enable members with different technical competencies to serve the Coalition in different roles at given times. Each TWG should have clearly agreed and signed TORs, monitored and evaluated by the Steering Committee. Based on the OCA results, new TWGs have been proposed as presented in Annex VII.

## **5.7 Networking**

The Consultant recommends that other strategic actors in the field of food safety should be mapped especially in other areas and regions other than Kampala. This shall help the coalition to have a national character in terms of regional and geographical presence and outreach since food safety is a concern of everyone.

In this case, the study recommends that FoSCU should as well partner and work with Local Government Authorities (LGAs) and even foster efforts to have these LGAs pass ordinances on food safety.

Other potential partners or organizations in the area of food safety include: Hortifresh Association Uganda, Techno Serve and Food Safety Associates Ltd among others.

## 5.8 Capacity Building

The study recommends that FoSCU should as well conduct periodic technical capacity building sessions of all its members and specifically in their TWGs. This shall enhance the members' capabilities to effectively deliver on their respective mandate and help FoSCU to meet its expectations through the TWGs and achieve its objectives.

## 5.9 Harmonized Communication

The Consultant recommends that in cases where the organization is not represented by the top most official or decision maker, FoSCU should always give the top executives a copy of all the official communication being sent to the representatives so that they are kept in the know of what is happening at FoSCU and close the information gap between FoSCU and its member organizations.

## 5.10 Implement the Proposed Action Plan

Based on the OCA scores of the FoSCU member organizations, the Consultant recommends that FoSCU should implement the following proposed action plan in Table 4 in order to improve the effectiveness of its members and help the coalition to achieve its strategic goals and objectives. This action plan shall also help FoSCU to outline and prioritize the key areas of concern for the member organizations to carry out policy-related work, as well as outlining strategies to meet those needs. It is the Consultant's considered view that this action plan shall go a long way in helping FoSCU to improve its effectiveness and enhance its ability to create a long-lasting impact in the area of food safety in Uganda.

**Table 4: Summarized Action Plan Following the OCA Results**

S/N	Challenge	Posed Risk	Recommendation	Proposed Outcomes
1.	Lack of Legal Personality of FoSCU.	Being regarded as a loose coalition.	Register as a Private Company Limited by Guarantee with immediate effect, and later on as NGO.	Obtaining a legal personality status where FoSCU can engage in many activities without limitations.
2.	FoSCU Secretariat being hosted by a member organization.	Organizational politics might hinder smooth operations of the coalition.	Create an independent FoSCU Secretariat with its own office premises as opposed to being hosted by a member organization.	Smooth operations of the secretariat with minimal entanglements in organizational politics.
3.	Members without verifiable physical	Ghost membership (FoSCU's	Terminate membership to guard FoSCU's reputation (for organizations	A reputable Coalition, with credible ambassadors/membership base.

	address, work and website	reputation is put on the line)	whose online presence is wanting, a grace period should be given, beyond which, decisive measures be taken).	
4.	Overlap of Members in more than one TWG.	Creates inefficiency and ineffectiveness among the members.	FoSCU should strictly ensure that no member belongs to more than one TWG.	Enhanced efficiency, hence better results.
5.	Few member organizations who are more so mostly based in Kampala.	Being regarded as a Kampala coalition.	Mapping out other more strategic actors in other areas and bring them on board to reflect a national character geographically.	Increased visibility of FoSCU with a national character geographically and more impact in the area of food safety.
6.	Limited Technical Capacity of Members in their TWGs.	Failure to deliver results in their respective TWGs.	Conduct Quarterly Technical Capacity Building Workshops for FoSCU Members.	Improved technical capacity of members leads to better performance.
7.	Member Organizations nominees not being part of top or senior level management.	Delayed decision-making processes, communication gaps between FoSCU and the member organizations and limited buy-in from organizations	Re-engage member organizations to nominate top-level or senior level management with immediate effect.	Faster decision-making processes and increased buy-in from member organizations.
8.	Organizations not	Senior management	In cases where Organizations are not	Improved communication open which

	represented by top or senior level managers missing out on important communication	not updated about FoSCU's work by their respective nominees.	represented by top-level or senior management, FoSCU should always copy them in in all official communication regarding FoSCU's work.	fosters transparency and accountability and elimination of information and communication gaps.
--	--	--	---	--

**Source:** *Consultant*

### **5.11 Acknowledgments**

In a special way, the Consultant would like to thank FoSCU Secretariat team who initiated and supported the consulting team in this OCA exercise from the start until its eventual successful completion.

Lastly, the Consultant extends gratitude to all the FoSCU members that participated in this OCA exercise particularly for their time, flexibility and knowledge exchange during the OCA.

## REFERENCES

EGPAF, (2012). The Organizational Capacity and Viability Assessment Tool (OCVAT)

FoSCU, (2023a). Draft Strategic Plan 2024/2025 – 2028/2029

FoSCU, (2023b). FoSCU Governance Charter, *Adopted on 25<sup>th</sup> May, 2025*

Jack. E Fincham, (2008). Response Rates and Responsiveness for Surveys, Standards, and the Journal <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2384218/>

Mwiya. M, (2009). Organizational Capacity Assessment” An introduction to a Tool. *Kepa’s Working Papers No. 26*

[www.foscu.org](http://www.foscu.org)



# ANNEXES

## Annex I: Key Informant Interview Guide for OCA of Food Safety Coalition Uganda (FoSCU) Members

### Consent Form

**Good Morning/Afternoon Sir/Madam/Dr./Prof,**

My name is Dr. Bafaki Yonah, I am here in the capacity of a Consultant on behalf of Food Safety Coalition Uganda (FoSCU), a platform of local stakeholders jointly working to promote food safety in Uganda, guided by a motto/slogan of '*safe food for all by all*'.

FoSCU is currently conducting a rapid Organizational Capacity Assessment (OCA) among its members. The findings from this exercise will objectively inform FoSCU on how to better engage and deploy its members in planning and implementation of its work, based on their capabilities and strategic directions.

You have been purposively selected to participate in this study, on behalf of your organization (...name....) which is among the current 22 members of FoSCU. I kindly request for about 30 minutes of your time to discuss and go through a few questions, regarding the work of your organization.

Your participation in this study is voluntary. The information obtained from you is purely for the purpose of this study and will be treated with utmost confidentiality.

Do you agree to participate in this study?

Yes

No

## SECTION A: BIODATA

1. Date of Interview: .....
2. Interviewer's Name: .....
3. Interviewee's Name: .....
4. Sex: .....
5. Position: .....  
.....
6. Educational Qualifications: .....  
.....  
.....
7. Area(s) of Specialization: .....  
.....  
.....
8. Technical Competences: .....  
.....  
.....
9. Years of Service  
at your current organization: .....
10. Email Address: .....
11. Telephone Contacts: .....

## SECTION B: ORGANIZATIONAL PROFILE

S/N	ORGANIZATIONAL PROFILE	DETAILS	STATUS / COMMENT
1.	Name of Organization		
2.	Area of Specialization and Years of Existence		

3.	Registration Status (Public, Private, NGO, etc)		
4.	Certificate of Registration		
5.	Year of Registration		
6.	Office Location and Address Is the office rented or owned by the Organization?		
7.	Contact Person and Position including Email and Phone Number	Name:	
		Position:	
		Email:	
		Phone:	
8.	Vision of the Organization		
9.	Mission		
10.	Goal and Objectives of the Organization		
11.	Total Number of Permanent Paid Staff		
12.	Total Number of Volunteers		
13.	Number of Cars Owned by the Organization		
14.	Name of Staff Representing your Organization in FoSCU, Position, Qualifications, Years of Experience, Area of Specialization and Technical Competence; Email, Phone	Name:	
		Sex:	
		Position:	
		Educational Qualifications:	
		Area of Specialization:	

		Technical Competence:	
		Years of Experience:	
		Email:	
		Phone:	

## SECTION C: SPECIFIC QUESTIONS

### C1. MEMBERS' PROGRAMMING FOCUS/PRIORITY AREAS

1. Does your organization have a strategic plan in place?

YES: ..... NO: .....

2. If YES, what are your organization's programming focus or priority areas in the next: 2-3 years (mid-term) in relation to food safety in Uganda?

.....  
 .....

5 years and above (long-term):

.....  
 .....

3. To what extent is food safety relevant to your work?

.....  
 .....

4. Can you kindly provide an overview of the resources allocated to the food safety program within your organization?

.....  
 .....

5. How is your organization structured to address food safety issues within the coalition?

.....  
 .....

### C2. MANAGEMENT'S LEVEL OF AWARENESS OF FoSCU's WORK

1. Could you kindly share with me what you know about FoSCU?

.....  
.....  
.....

2. Have you had a chance to visit FoSCU's website or twitter page?

YES: .....NO:.....

If Yes, How Often?

.....

3. How does your organization stay informed about the latest developments and best practices in food safety?

.....  
.....

4. How does your organization engage with local community to promote food safety awareness and education in Uganda?

.....  
.....

5. FoSCU's work on food safety is organized around 4 thematic areas i.e. research, awareness creation, capacity building, governance/advocacy. Of these, are you aware of where your organization is represented? YES: ..... NO: .....

If YES, in which one are you represented?

.....

### **C3. TECHNICAL CAPACITY AND SUITABILITY TO FoSCU's WORK**

1. Of the 4 thematic areas of FoSCU, which one best suits your organization and why?

.....  
.....  
.....

2. Do you have a technically competent staff member who would ably represent you in FoSCU (specifically on the thematic area you chose above)? YES: ..... NO: ..... If YES, what is their name, educational qualifications and experience?

.....  
.....  
.....

3. What training and capacity building initiatives are in place to empower your organization in addressing food safety challenges in Uganda?

.....  
.....

4. How does your organization measure and track the effectiveness of its food safety programs and interventions?

.....  
.....

5. Can you please share insights into the risk management strategies employed by your organization to mitigate food safety threats in Uganda?

.....  
.....

6. What key partnerships or collaborations does your organization have in place to enhance food safety efforts in Uganda?

.....  
.....  
.....

**C4. CAPACITY TO HOST FoSCU's SECRETARIAT**

1. Does your organization have legal capacity to enter into an agreement with FoSCU?

YES: ..... NO: .....

If YES, please elaborate:

.....

2. Do you have conference or workshop hall facilities?

YES: ..... NO: .....

If yes, what is the seating capacity of your hall?.....

3. Do you have reliable internet connectivity at your office premises?

YES: ..... NO: .....

If yes, what kind of internet do you have?

.....

4. Do you have well-established management systems in place?

YES: ..... NO: .....

If yes, please explain (policies and manuals - ICT system, Human Resource, financial management, risk management, internal and external audit, quality assurance, procurement, partnership agreements, management minutes, Board, etc):

.....  
.....

5. Does your organization have audited books of accounts and management accounts for the last 3 years? YES: ..... NO: .....

If NO, please explain why?

.....  
.....

6. Is your organization legally compliant with:

URA: YES: ..... NO: .....

NSSF: YES: ..... NO: .....

If NO, explain why:.....

7. Do you have enough computers at your office? YES: ..... NO: .....

If yes, is every staff allocated a computer?

.....

8. What is your organization's main source of income?

.....  
.....

9. What is your long-term sustainability plan as an organization?

.....  
.....

10. What plans or strategies does your organization have in place for continuous improvement in food safety practices in Uganda?

.....  
.....

11. Do think your organization has capacity and is willing to host the coalition if requested to do so? If yes, justify.

.....  
.....  
.....

**C5. OFFICIAL ONLINE PRESENCE**

1. Does your organization have a well-functioning and updated website?

YES: ..... NO: .....

2. Does your organization have official active social media channels/pages or accounts?

S/N	Social Media Channel/Page	Yes	No
1.	Facebook		
2.	X (Formerly Twitter)		
3.	LinkedIn		
4.	Instagram		
5.	YouTube		
6.	Others (Please Specify)		

3. What communication channels and strategies does your organization use to disseminate food safety information to other stakeholders?

.....  
 .....

**C.6 CHALLENGES FACED**

What challenges have you faced in dealing with FoSCU in its pilot phase?

.....

**C7. RECOMMENDATIONS FOR IMPROVEMENT**

As a Coalition of different local stakeholders, how should FoSCU improve its operations and programming in order to achieve sustainable access to safe food in Uganda?

.....  
 .....



## Annex II: Documentary Review Checklist

CATEGORY	S/NO.	CHECK LIST ITEMS	STATUS
1. Global frameworks and strategies	1.1	Global frameworks on Food Safety/sustainable agriculture/agroecology	
	1.2	Global Standards on Food Safety	
	1.3	UN reports on food safety and agri-food systems	
	1.4	African Union reports on food safety and agri-food systems	
	1.5	Global Strategies on food safety	
2. National policies, Frameworks and report	2.1	National Development Plan III	
	2.2	The vision 2040	
	2.3	Health Sector Development Plan	
	2.4	National food safety policy and legislation framework	
	2.5	National food safety institutional framework	
	2.6	Latest (at most 7 years old) national reports relevant to food safety	
3. Context-specific scientific publications	3.1	CSOs research and reports	
	3.2	Academic research and reports	
4. Organizational Policies	4.1	Human Resource Policy	
	4.2	Financial, Audit and Risk Policies and Manuals	
	4.3	Legal Certifications	
	4.4	Environmental Policy	
	4.5	Procurement Policy	
	4.6	Partnership Agreements	

### Annex III: Observation Checklist

S/N	CHECKLIST ITEMS	STATUS
1.	Physical Address of the Organization	
2.	Location of Office Premises, Accessibility, etc	
3.	Office Space and Capacity	
4.	Conference Facilities	
5.	Internet Connectivity	
6.	Staff Capacity	
7.	Sanitary Facilities (Toilets/Latrines, Water, etc	
8.	Transport Facilities like Vehicles, Motorcycles	

## Annex IV: List of FoSCU Member Organizations Who Participated in the OCA

S/N	ORGANIZATION & CATEGORY	OFFICIALS MET & OR INTERVIEWED	DESIGNATION	OFFICE PHYSICAL LOCATION	DATE, TIME & MODE OF INTERVIEW	CONTACTS
1.	Agency for Integrated Rural Development (AFIRD)	1. Musimenta Julius	Deputy, CEO	Nkoowe, Wakiso, along Hoima Road P.O BOX 27193 Kampala, Uganda	12.01.2024, 10:00hrs (Physical)	+256 772 647135 +256 789 674544 <a href="mailto:jjmusimenta@yahoo.com">jjmusimenta@yahoo.com</a> <a href="mailto:musimenta@afirduganda.org">musimenta@afirduganda.org</a> <a href="mailto:info@afirduganda.org">info@afirduganda.org</a> <a href="mailto:center@afirduganda.org">center@afirduganda.org</a> <a href="http://www.afirduganda.org">www.afirduganda.org</a>
		1. Namaganda Jackline	Media & RMO			
2.	CONSENT (Global Consumer Center)	1. Henry Kimera Richard	Executive Director	Masooli, Kasangati Town Council, Off Kampala-Kasangati-Gyaza Road, P.O BOX 1433, Kampala, Uganda	12.01.2024, 12:00hrs (Physical)	+256 772 502441 <a href="mailto:info@consentug.org">info@consentug.org</a>
		2. Cate Nasirumbi	Finance and Administration			
		3. Ronnet Ayebare	Media & Advocacy Officer Research			
3.	Food Rights Alliance (FRA)	Clare Atukunda	Manager, Programs	Plot 82, Muteesa 1 Road, Namirembe P.O BOX 5796, Kampala, Uganda	12.01.2024, 14:00hrs (Physical)	+256 759 495968 <a href="mailto:fra@frauganda.org">fra@frauganda.org</a>
4.	Makerere University, Food Science and Technology	Prof. Kaaya Archelio	Professor	Makerere University	15.01.1024, 9:00hrs Online (Phone)	+256 772 440046 <a href="mailto:kaaya.archileo48@gmail.com">kaaya.archileo48@gmail.com</a>
5.	Horticultural Exporters Association of Uganda (HORTEXA)	Nakitto Florence	CEO	Makindye Mubarak Kayemba Road, Plot 1073, Kampala. (Physical Offices not verified)	15.01.2024, 12:30hrs (Physical – At UNACOH Offices)	+256 782 548477 +256 705 199563 <a href="mailto:victorgrace201@gmail.com">victorgrace201@gmail.com</a> <a href="mailto:hortexa53@gmail.com">hortexa53@gmail.com</a>
6.	CropLife Uganda	Atto Betty	Executive Secretary	Plot 1, Old Kampala Road, Chicken	15.01.2024, 14:00hrs (Physical)	+256 772 348982 +256 701 087796 +256 414 376643

				House, 2 <sup>nd</sup> Floor, Room 17 P.O BOX 36952, Kampala, Uganda		<a href="mailto:info@croplifeug.org">info@croplifeug.org</a> <a href="mailto:abetie2002@yahoo.com">abetie2002@yahoo.com</a>
7.	Dimensional Pictures Ltd	Joel Ssekana	Director	Working from Home, Nansana <b>(Physical Offices not verified)</b>	15.01.2024, 16:00hrs Online (Phone)	+256 705 163266 +256 785 902606
8.	Uganda Agribusiness Alliance (UAA)	Steve Hodges	CO-CEO (Sustainable Agribusiness Development)	Victoria House, Plot 1518, Kira Road, Kampala, Uganda	16.01.2024, 10:00hrs (Physical)	+256 773 546584 +256 753 461348 <a href="mailto:stevehodges2011@gmail.com">stevehodges2011@gmail.com</a> <a href="mailto:ajunatadeo@gmail.com">ajunatadeo@gmail.com</a>
		Ajuna Tadeo	Platforms Development Officer			
9.	Bask Organics	Bisaso Nathan Moses	Managing Director	Container Village, Nakivubo Place, KJ Plaza, Shop No. KB14, P.O BOX 21161, Kampala, Ug.	16.01.2024, 12:00 hrs (Physical)	+256 774 069740 +256 700 175034 <a href="mailto:baskorganics@gmail.com">baskorganics@gmail.com</a>
10.	Sukuma Uganda Ltd	Wesiga Jimmy	Director	<b>(Physical Offices not verified)</b>	16.01.2024, 13:30hrs (Physical – At UNACOH Offices)	+256 702 956320
			P. Assistant			
11.	Rural Development Media Communications (RUDMEC)	Kizito Hamidu	Director	Plot 29/30, Nkurumah Road, Uganda Cooperative Alliance Building, P.O BOX 1727, Kampala, Uganda <b>(Physical Offices not verified)</b>	16.01.2024, 15:00hrs (Physical – At UNACOH Offices)	+256 752 656881 <a href="mailto:hamidukizito1@gmail.com">hamidukizito1@gmail.com</a>
12.	Association of Uganda Professional Women in Agriculture and Environment (AUPWAE)	Anna Odur		Namirembe Guest House <b>(Physical Offices not verified)</b>	17.01.2024, 9:00hrs Online (Phone)	+256 702 847749 <a href="mailto:annaodur@aim.com">annaodur@aim.com</a>

13.	Uganda National Farmers Federation (UNFFE)	1. Perez Kawumi	Deputy CEO, Director Training & Agri. Advisory Services	Plot 27, Nakasero Road, P.O BOX 6213, Kampala, Uganda	17.01.2024, 11:00hrs (Physical)	+256 414 230705 +256 312 103345 +256 772 625465 +256 701 625465 <a href="mailto:p_kawumi@yahoo.com">p_kawumi@yahoo.com</a> <a href="mailto:pkawumi@unffe.org.ug">pkawumi@unffe.org.ug</a> <a href="mailto:info@unffe.org">info@unffe.org</a> <a href="http://www.unffe.org.ug">www.unffe.org.ug</a>
		2. Prudence Ayebare	Manager, Advocacy Officer			
		3. Shamim Murunga				
14.	Rural Community in Development (RUCID) Organic Agriculture Training College	Ssebaduka Elisha Bireke	Principal	Lubanja, Namutamba Road, Mityana District, P.O BOX 123, Mityana, Uganda	17.01.2024, 14:00hrs (Physical)	+256 772 479668 <a href="mailto:bireke2001@yahoo.com">bireke2001@yahoo.com</a> <a href="http://www.rucid.org.ug">www.rucid.org.ug</a>
			Registrar			
			Manager			
15.	RIKOLTO	Businda Peter	Program Manager	Headquartered in Kampala, Naguru Interviewee based at Mbale Offices <b>(Physical Offices not Visited)</b>	19.01.2024, 9:00hrs Online (Phone)	+256 752 011735
16.	Uganda National Association of Community and Occupational Health (UNACOH)	1. Eva Magambo	New ED	Plot 37/41, YMCA Building, Buganda Road, Wandegaya, Kampala, Uganda	19.01.2024, 11:00hrs (Physical) 22.01.2024, 15:00hrs Online (Phone)	+256 772 451641 +256 414 252068 <a href="mailto:unacoh@unacoh.org">unacoh@unacoh.org</a>
		2. Dr. Deogratiious Sekimpi	Out-Going ED			
17.	Kabarole Research and Resource Center (KRC)	Benard Bwambale	Food Systems and Nutrition Program Manager	Boma, Fort portal <b>(Physical Offices not Visited)</b>	25.01.2024, 13:00hrs Online (Phone)	+256 787 739419 <a href="mailto:carlosbenard12@gmail.com">carlosbenard12@gmail.com</a>

## Annex V: Sex of the Respondents

S/N	NAME OF ORGANIZATION	MALES	FEMALES	TOTAL
1	Agency for Integrated Rural Development (AFIRD)	1 (KI)	1	2
2	CONSENT (Global Consumer Center)	1	3 (1KI)	4
3	Food Rights Alliance (FRA)	0	1	1
4	Makerere University, Food Science and Technology	1	0	1
5	HORTEXA	0	1	1
6	CropLife Uganda	0	1	1
7	Dimensional Pictures Ltd	1	0	1
8	Uganda Agribusiness Alliance (UAA)	2 (1KI)	0	2
9	Bask Organics	1	0	1
10	Sukuma Uganda Ltd	1 (KI)	1	2
11	Rural Development Media Communications (RUDMEC)	1	0	1
12	Association of Uganda Professional Women in Agriculture and Environment (AUPWAE)	0	1	1
13	Uganda National Farmers Federation (UNFFE)	1 (KI)	2	3
14	Rural Community in Development (RUCID) Organic Agriculture Training College	3 (1KI)	0	3
15	RIKOLTO	1	0	1
16	Uganda National Association of Community and Occupational Health (UNACOH)	1 (KI)	1 (KI)	2
17	Kabarole Research and Resource Center (KRC)	1	0	1
	<b>TOTAL</b>	<b>16</b>	<b>12</b>	<b>28</b>

**KEY:**

KI – Key Informant

## Annex VI: List of FoSCU Members and their Current Technical Working Groups

S/N	FoSCU MEMBERS AND THEIR TECHNICAL WORKING GROUPS
<b>TWG1</b>	<b>DOCUMENTATION, RESEARCH AND DEVELOPMENT</b>
1.	Makerere University, School of Public Health
2.	Makerere University, School of Food and Nutrition
3.	Uganda National Association of Community and Occupational Health (UNACOH)
4.	SUKUMA Ltd
5.	Kabarole Research and Resource Centre (KRC)
6.	RUCID Organic college
7.	KULIKA Uganda
<b>TWG 2</b>	<b>INFORMATION EXCHANGE AND AWARENESS CREATION</b>
1.	IEC Materials Consult Ltd
2.	Rural Development Media Communications (RUDMEC)
3.	Agency for Integrated Rural Development (AFIRD)
4.	Association of Uganda Professional Women in Agriculture and Environment (AUPWAE)
5.	Uganda National Farmers Federation (UNFFE)
6.	Consumer Global Centre (CONSENT)
7.	Uganda National Agro-input Dealers Association (UNADA)
8.	Dimensional Pictures
9.	Kabarole Research and Resource Centre (KRC)
<b>TWG 3</b>	<b>TECHNICAL ASSISTANCE AND CAPACITY BUILDING</b>
1.	KULIKA Uganda
2.	Agency for Integrated Rural Development (AFIRD)
3.	RIKOLTO
4.	RUCID Organic college
5.	Uganda National Agro-input Dealers Association (UNADA)
6.	Uganda National Farmers Federation (UNFFE)

7.	Bask Organics
8.	Makerere University, School of Food and Nutrition
<b>TWG 4</b>	<b>GOVERNANCE AND NORMATIVE WORK</b>
1.	HORTEXA
2.	Food Rights Alliance (FRA)
3.	Uganda Agribusiness Alliance (UAA)
4.	Uganda National Association of Community and Occupational Health (UNACOH)
5.	Association of Uganda Professional Women in Agriculture and Environment (AUPWAE)
6.	CropLife Uganda
7.	Ministry of Agriculture Animal Industry and Fisheries (MAAIF)

**Source:** FoSCU Data, 2024



## Annex VII: New Proposed TWGs

<b>TWG1</b>	<b>DOCUMENTATION, RESEARCH AND DEVELOPMENT</b>
1.	Makerere University, School of Food and Nutrition
2.	RUCID Organic College
3.	Uganda National Association of Community and Occupational Health (UNACOH)
4.	SUKUMA Uganda Ltd
5.	Makerere University, School of Public Health
<b>TWG 2</b>	<b>INFORMATION EXCHANGE AND AWARENESS CREATION</b>
1.	Kabarole Research and Resource Centre (KRC)
2.	Consumer Global Centre (CONSENT)
3.	Rural Development Media Communications (RUDMEC)
4.	Dimensional Pictures
5.	IEC Materials Consult Ltd
<b>TWG 3</b>	<b>TECHNICAL ASSISTANCE AND CAPACITY BUILDING</b>
1.	Uganda National Farmers Federation (UNFFE)
2.	RIKOLTO
3.	Agency for Integrated Rural Development (AFIRD)
4.	CropLife Uganda
5.	Bask Organics
6.	KULIKA Uganda
7.	Uganda National Agro-input Dealers Association (UNADA)
<b>TWG 4</b>	<b>GOVERNANCE AND NORMATIVE WORK</b>
1.	Food Rights Alliance (FRA)
2.	Uganda Agribusiness Alliance (UAA)
3.	Association of Uganda Professional Women in Agriculture and Environment (AUPWAE)
4.	HORTEXA
5.	Ministry of Agriculture Animal Industry and Fisheries (MAAIF)

**Source:** Consultant, as guided by the OCA results.

## Annex VIII: Good Governance and Management Practices

INDICATOR: GOOD GOVERNANCE AND MANAGEMENT PRACTICES (25 POINTS)																
S/N	NAME OF ORGANIZATION	Legal Registration Status	Vision, Mission & Objectives	Availability of an active Management Board	Compliance with URA & NSSF requirements	Availability of Audited Books of Accounts for the last 3 Years	Availability of Human Resource Policy	Availability of Financial & Risk Management Policy	Availability of a Procurement Policy	Availability of Quality Assurance Policy	Availability of Information management and ICT Policy	Availability of Gender and Safeguarding Policies	Overall Score	Overall % Score	Capacity Rating	Comments
1	MUK-DFTN	5	2	2	2	2	2	2	2	2	2	2	25	100%	Excellent Level of Capacity	MUK-DFTN is a public institution, has been in existence for over 100 years, has its own premises, and is located within Kampala CBD.
2	KRC	5	2	2	2	2	2	2	2	1	2	1	23	92%	Excellent Level of Capacity	KRC is legally registered as an NGO; has been in existence for 28 years; and has its own office premises located in Fortportal (and 1 rented office), 296kms from Kampala CBD.
3	UNACOH	5	2	2	2	2	2	2	2	2	1	1	21	84%	Excellent Level of Capacity	UNACOH is legally registered as an NGO; has been in existence for 33 years; located within Kampala CBD, current host of FoSGU; and currently constructing own office premises.
4	RIKOLTO	5	2	2	2	2	2	2	2	1	1	1	22	88%	Good Level of Capacity	RIKOLTO is legally registered as an NGO; has rented offices in Kampala and Mbale, offices located about 12kms from Kampala CBD.
5	UAA	5	2	2	2	2	2	2	2	1	1	1	22	88%	Good Level of Capacity	UAA is legally registered as an NGO; has been in existence for 10 years; and is located 8kms from Kampala CBD.
6	UNFFE	5	2	2	2	2	2	2	2	2	0	0	21	84%	Good Level of Capacity	UNFFE is legally registered as an NGO; has its own spacious offices; and located within Kampala CBD.
7	RUCID	5	2	2	2	2	2	2	2	2	0	0	21	84%	Good Level of Capacity	RUCID is legally registered as an NGO; has been in existence for 30 years; has its own office premises, located 76kms from Kampala CBD.
8	CropLife Uganda	5	2	2	2	2	2	2	2	2	0	0	21	84%	Good Level of Capacity	
9	AFIRD	5	2	2	2	2	2	2	2	0	0	1	20	80%	Good Level of Capacity	AFIRD is legally registered as an NGO; has been in existence for 27 years; and has its own office premises located 23kms from Kampala CBD.
10	FRA	5	2	2	2	2	2	2	2	1	0	0	20	80%	Good Level of Capacity	FRA is legally registered as an NGO/CSO; has been in existence for 25 years; located in Namirembe, 5kms from Kampala CBD.
11	CONSENT	5	2	2	2	1	2	2	2	0	2	0	20	80%	Good Level of Capacity	CONSENT is a legally registered Social Enterprise; has been in existence for 22 years; located in Masooli, 14kms from Kampala CBD.
12	HORTEXA	5	2	2	1	1	1	2	2	1	0	0	17	68%	Minimal acceptable level of capacity	HORTEXA is legally registered as an NGO; has been in existence for 34 years; and is located within Kampala CBD.
13	AUPWAE	5	2	2	1	0	2	2	2	1	0	0	17	68%	Minimal acceptable level of capacity	
14	Sukuma Uganda Ltd	5	1	2	1	0	1	2	0	0	0	0	12	48%	Emerging capacity	Sukuma Uganda Ltd is a legally registered Private Limited Company; has been in existence for 15 years;
15	Bask Organics	5	1	2	1	0	0	2	0	0	0	0	11	44%	Emerging capacity	Bask Organics is legally registered as a Sole Proprietorship; has been in existence for 9 years; rents its office premises/shop in Container Village located within Kampala CBD.
16	RUDMEC	5	1	0	1	0	1	2	0	1	0	0	11	44%	Emerging capacity	RUDMEC is legally registered as an NGO; has been in existence for 23 years;
17	Dimensional Pictures Ltd	5	1	0	1	0	1	2	0	0	0	0	10	40%	Emerging Capacity	Dimensional Pictures Ltd is legally registered as a Private Limited Company; has been in existence for 10 years; has no physical office premises and the proprietor works from home in Nansana
TOTAL													1256%	74%	Good Level of Capacity	
<b>KEY FOR THE SCORES (TOTAL SCORE TO BE COMPUTED OUT OF 25 POINTS)</b>																
5	Maximum Score for full Legal Registration Status; 3 points for partial registration; 1 point for not updated registration; and zero points for non-registered organizations															
2	Maximum score for Organizations whose Vision, Mission & Objectives are well articulated; 1 points for those not well articulated; and zero points for those without															
2	Maximum score for an active Management Board that meets regularly; 1 for non-active board; & 0 for no board															
2	Maximum score for fully legally complying with URA and NSSF requirements; 1 for partial compliance; and 0 for non-compliance															
2	Maximum score for the availability of audited books of accounts for the last 3 years; 1 for atleast 1 or 2 years; and 0 for no audited books of accounts															
2	Maximum score for the availability of an human resource policy; 1 for dormant human resource policy; and 0 for no human resource policy															
2	Maximum score for the availability of an active financial management policy; 1 for dormant financial management policy; and 0 for no financial management policy															
2	Maximum score for the availability of an active procurement policy; 1 for dormant procurement policy; and 0 for no procurement policy															
2	Maximum score for the availability of an active quality assurance policy; 1 for a dormant quality assurance policy; and 0 for no quality assurance policy															
2	Maximum score for the availability of an active information management and ICT policy; 1 for a dormant policy and 0 for no information management and ICT policy															
2	Maximum score for the availability of both gender and safeguarding policies; 1 for the availability of either one; and 0 for none of the policies															
<b>KEY FOR CAPACITY SCORES</b>																
1 2	No or minimal capacity															
3 4	Emerging Capacity															
5 6	Minimal acceptable level of capacity															
7 8	Good level of capacity															
9 10	Excellent level of capacity															

## Annex IX: Official Online Presence of FoSCU Members

S/N	Name of Organization	Presence of a well-functioning & updated website	Active Facebook Account/ Page	Active X Account (Formerly Twitter)	Active LinkedIn Account	Active Instagram Account	Active YouTube Channel	Overall Total Score	Overall % Score	Capacity Rating	Indicator Description and Comments
1	AFIRD	5	1	1	0	1	1	9	90%	Excellent Level of Capacity	AFIRD has active official online presence on most of the major online channels including a website and most of the other major social media channels apart from LinkedIn.
2	CONSENT	5	1	1	1	1	0	9	90%	Good Level of Capacity	CONSENT has active official online presence on most of the major online channels including a website and most of the other major social media channels apart from YouTube which is not active but being worked on.
3	FRA	5	1	1	1	1	1	10	100%	Excellent Level of Capacity	FRA has active official online presence on all the major online channels including a website and all other major social media channels.
4	MUK-DFTN	5	1	1	1	1	1	10	100%	Excellent Level of Capacity	MUK-DFTN has active official online presence on all the major online channels including a website and all other major social media channels.
5	HORTEXA	0	0	1	0	0	0	1	10%	No or minimal capacity	HORTEXA does not have active official online presence on most of the major online channels apart

											from X which is also not active.
6	CropLife Uganda	5	1	1	0	1	0	8	80%	Good Level of Capacity	CropLife Uganda has active official online presence on most of the major online channels including a website and most of the other major social media channels apart from LinkedIn and YouTube.
7	Dimensional Pictures Ltd	0	0	0	0	0	0	0	0%	No or minimal capacity	Dimensional Pictures Ltd does not have active official online presence on all the major online channels.
8	UAA	1	1	1	1	1	1	6	60%	Minimal acceptable level of capacity	UAA has active official online presence on most of the major social media channels. However, the website, cannot be reached because the website owner has reached their bandwidth limit.
9	Bask Organics	0	1	0	0	0	0	1	10%	No or minimal capacity	Bask Organics does not have active official online presence on most of the major online channels apart from Facebook which is also not active.
10	Sukuma Uganda Ltd	0	1	1	0	0	0	2	20%	No or minimal capacity	Sukuma Uganda Ltd does not have active official online presence on the major online channels including a website.

11	RUDMEC	1	1	1	0	0	0	3	30%	Emerging Capacity	RUDMEC has inactive official online presence on Facebook and X channels. The website is not secure and therefore cannot be accessed. and its Facebook and twitter accounts are inactive.
12	AUPWAE	0	1	1	0	0	0	2	20%	No or minimal capacity	AUPWAE does not have active official online presence on the major online channels including a website.
13	UNFFE	5	1	1	1	1	1	10	100%	Excellent Level of Capacity	UNFFE has active official online presence on all the major online channels including a website and all other major social media channels.
14	RUCID	5	1	0	0	0	0	6	60%	Minimal acceptable level of capacity	RUCID has active official online presence on some of the major social media channels. It has an active website and Facebook page and no accounts on the rest of major social media channels.
15	RIKOLTO	5	1	1	1	1	1	10	100%	Excellent Level of Capacity	RIKOLTO (Uganda) has active official online presence on all the major online channels including a website and all other major social media channels under RIKOLTO East Africa.

16	UNACOH	5	1	1	0	1	1	9	90%	Excellent Level of Capacity	UNACOH has active official online presence on most of the major online channels including a website and most of the other major social media channels apart from LinkedIn.
17	KRC	5	1	1	1	0	1	9	90%	Excellent Level of Capacity	KRC has active official online presence on most of the major online channels including a website and most of the other major social media channels apart from Instagram with an account of KRC FM.

**KEY FOR THE SCORES (TOTAL SCORE TO BE COMPUTED OUT OF 10 POINTS)**

5	Maximum score of having a well-functioning and updated website; 3 points for an updated website that is not updated; 1 point for a website that cannot be reached or unsecure or non-functional; and 0 for no website.
1	Maximum score of having a well-functioning and updated specific social media account.
0	Score for no active official online presence on major online channels

**KEY FOR CAPACITY SCORES**

1 - 2	No or minimal capacity
3 - 4	Emerging Capacity
5 - 6	Minimal acceptable level of capacity
7 - 8	Good level of capacity
9 - 10	Excellent level of capacity

## Annex X: Level of Knowledge/Awareness of FoSCU's Work

S/N	Name of Organization	General Knowledge about FoSCU	Visited FoSCU's website or X handle. If YES, how often?	Means of staying informed about the latest developments and best practices in food safety	Means of engaging with the local community to promote food safety awareness and education in Uganda	Of the 4 thematic areas of FoSCU, are you aware where your organization is represented? If YES, where?	Overall Total Score	Overall % Score	Capacity Rating	Comments
1	AFIRD	1	0	2	2	1	6	60%	Minimal acceptable level of capacity	
2	CONSENT	2	2	2	2	2	10	100%	Excellent level of capacity	
3	FRA	2	1	2	2	2	9	90%	Excellent level of capacity	
4	MUK-DFTN	2	1	2	2	2	9	90%	Excellent level of capacity	
5	HORTEXA	2	0	1	0	2	5	50%	Minimal acceptable level of capacity	
6	CropLife Uganda	2	0	2	2	2	8	80%	Good level of capacity	

7	Dimensional Pictures Ltd	1	2	0	0	1	4	40%	Emerging Capacity	
8	UAA	2	2	2	2	2	10	100%	Excellent level of capacity	
9	Bask Organics	2	2	1	1	2	8	80%	Good level of capacity	
10	Sukuma Uganda Ltd	2	1	1	1	2	7	70%	Good level of capacity	
11	RUDMEC	2	1	1	1	2	7	70%	Good level of capacity	
12	AUPWAE	2	1	1	1	2	7	70%	Good level of capacity	
13	UNFFE	1	0	2	2	1	6	60%	Minimal acceptable level of capacity	
14	RUCID	2	0	2	2	2	8	80%	Good level of capacity	
15	RIKOLTO	2	1	2	2	2	9	90%	Excellent level of capacity	
16	UNACOH	2	2	2	2	2	10	100%	Excellent level of capacity	



17	KRC	2	1	2	2	2	9	90%	Excellent level of capacity	KRC has its own local radio station (102 KRC FM) where it engages the local community to promote food safety awareness in Uganda, regularly holds community barazas and food parliaments at market places.
----	-----	---	---	---	---	---	---	-----	-----------------------------	--

**KEY FOR THE SCORES (TOTAL SCORE TO BE COMPUTED OUT OF 10 POINTS)**

2	Maximum score for thorough general knowledge about FoSCU; 1 for some knowledge about FoSCU, and 0 for no knowledge about FoSCU.
2	Maximum score for those visited FoSCU's website or X handle regularly; 1 for those who don't visit them regularly; and 0 for those who don't visit at all.
2	Maximum score for having means of staying informed about the latest developments; 1 for some means, and 0 for no means.
2	Maximum score for having ample means of engaging with the local community, 1 for some means; and 0 for no means.
2	Maximum score for awareness of FoSCU thematic area where the organization is represented; 1 for those not sure; 0 for those who didn't know.

**KEY FOR CAPACITY SCORES**

1 - 2	No or minimal capacity
3 - 4	Emerging Capacity
5 - 6	Minimal acceptable level of capacity
7 - 8	Good level of capacity
9 - 10	Excellent level of capacity

## Annex XI: Capacity and Willingness to Host FoSCU Secretariat

CAPACITY TO HOST FoSCU's SECRETARIAT (25 POINTS)																
S/N	Name of Organization	Availability of Conference or Hall Facilities	Availability of Reliable Internet Connectivity	Availability of Enough Computers at Office	Years of Existence	Presence & Accessibility of Physical Offices	Ownership of Office Premises	Number of Permanent Staff	Number of Cars or Motorcycles	Main Source of Income	Availability of Key Strategic Partnerships and Collaborations	Capacity and Willingness to host FoSCU	Overall Total Score	Overall % Score	Capacity Rating	Comments
1	AFIRD	2	2	2	5	1	2	2	2	1	2	2	23	92%	Excellent level of capacity	
2	UNFFE	2	2	2	5	2	2	2	1	1	2	1	22	88%	Good level of capacity	
3	MUK-DFTN	1	2	2	5	2	2	2	2	2	2	0	22	88%	Good level of capacity	
4	RUCID	2	2	2	5	1	2	1	1	1	2	2	21	84%	Good level of capacity	
5	KRC	1	2	2	5	1	2	2	2	1	2	1	21	84%	Good level of capacity	
6	UNACOH	1	2	2	5	2	1	1	1	1	2	2	20	80%	Good level of capacity	Also has M&E and Resource Mobilization policies
7	FRA	1	2	2	5	2	1	1	1	1	2	1	19	76%	Good level of capacity	
8	CONSENT	1	2	2	5	1	1	1	0	1	2	2	18	72%	Good level of capacity	Also has a transport policy
9	UAA	1	2	2	3	2	1	1	0	1	2	1	16	64%	Minimal acceptable level of capacity	
10	RIKOLTO	1	2	2	3	0	1	2	1	1	2	1	16	64%	Minimal acceptable level of capacity	
11	CropLife Uganda	0	2	2	3	2	1	1	0	1	2	0	14	56%	Minimal acceptable level of capacity	
12	HORTEXA	0	1	1	5	0	2	1	0	1	1	0	12	48%	Emerging Capacity	
13	AUPWAE	0	1	1	5	0	1	1	0	1	1	1	12	48%	Emerging Capacity	
14	Bask Organics	0	1	1	2	2	1	0	1	2	1	0	11	44%	Emerging Capacity	
15	Sukuma Uganda Ltd	0	1	1	3	0	1	1	1	2	1	0	11	44%	Emerging Capacity	
16	RUDMEC	0	1	1	5	0	1	0	0	2	1	0	11	44%	Emerging Capacity	
17	Dimensional Pictures Ltd	0	1	1	2	0	0	0	0	1	1	0	6	24%	No or Minimal Level of Capacity	
<b>TOTAL</b>													275	1100%	65%	
<b>KEY FOR THE SCORES (TOTAL SCORE TO BE COMPUTED OUT OF 25 POINTS)</b>																
2	Maximum score for conference/hall facilities or space that accommodates more than 20 people for a meeting; 1 for 10-19 people; 0 for 9 people and below															
2	Maximum score for having installed reliable internet connectivity, 1 for having mobile internet connectivity; & 0 for no reliable internet connectivity															
2	Maximum score for having enough computers at office with each staff having one; 1 for some computers; and 0 for none															
5	Maximum score for organizations which are 20 years and above older; 3 points for those that 10-19 years old; 2 points for 5-9 years; and 1 points for those that are 4 years & below															
2	Maximum Score for presence & Accessibility of Physical Offices within 15kms from Kampala CBD; 1 point for 16kms & above; zero points for unverified offices															
2	Maximum score for Organizations that own their Office Premises; 1 points for those that rent their office space; & zero points for those that do not have offices															
2	Maximum score for Organizations that have more than 20 permanent staff; 1 point for those that have 5-19 staff; & 0 points for those with 4-1 staff															
2	Maximum score for Organizations that own 5 vehicles and 5 motorcyces and above; 1 point for 1-4 vehicles and motorcycles each; and zero points for those with none															
2	Maximum score for internally generating more than 50% of the budget, 1 for more than 50% of the budget coming from donor funding; & 0 for no funds															
2	Maximum score for having key strategic partnerships and collaborations apart from FoSCU; 1 for some partnerships and collaborations; and 0 for no partnerships or collaborations															
2	Maximum score for capacity and willingness to fully host FoSCU Secretariat, 1 for partial capacity and willingness to host the secretariat; and 0 for no willingness to host FoSCU															
<b>KEY FOR CAPACITY SCORES</b>																
1 2	No or minimal capacity															
3 4	Emerging Capacity															
5 6	Minimal acceptable level of capacity															
7 8	Good level of capacity															
9 10	Excellent level of capacity															

## Annex XII: Program Focus Areas

PROGRAM FOCUS AREAS (10 POINTS)									
S/ N	Name of Organization	Area of Specialization in relation to FoSCU's Work	Availability of a Strategic Plan	Program Focus Areas in the next 3-5 years in relation to food safety	Resources allocated to food safety program	Overall Total Score	Overall % Score	Capacity Rating	Comments
1	UNACOH	4	2	2	2	10	100%	Excellent level of capacity	
2	RUCID	4	2	2	2	10	100%	Excellent level of capacity	
3	AFIRD	4	2	2	2	10	100%	Excellent level of capacity	Strategic plan of 2022-26
4	MUK-DFTN	4	1	2	2	9	90%	Good level of capacity	
5	KRC	2	2	2	2	8	80%	Good level of capacity	
6	AUPWAE	3	2	1	2	8	80%	Good level of capacity	
7	UNFFE	3	2	1	2	8	80%	Good level of capacity	
8	CONSENT	3	2	2	1	8	80%	Good level of capacity	

9	Bask Organics	4	1	2	1	8	80%	Good level of capacity	
10	UAA	2	2	1	2	7	70%	Good level of capacity	
11	RIKOLTO	2	2	1	2	7	70%	Good level of capacity	
12	CropLife Uganda	2	2	1	2	7	70%	Good level of capacity	
13	FRA	3	2	1	1	7	70%	Good level of capacity	Strategic plan of 2022-26
14	HORTEXA	2	2	1	1	6	60%	Minimal acceptable level of capacity	
15	Sukuma Uganda Ltd	2	1	1	2	6	60%	Minimal acceptable level of capacity	
16	RUDMEC	2	2	0	1	5	50%	Minimal acceptable level of capacity	
17	Dimensional Pictures Ltd	0	1	0	0	1	10%	No or Minimal Level of Capacity	
	<b>TOTAL</b>					125	1250%	74%	

**KEY FOR THE SCORES (TOTAL SCORE TO BE COMPUTED OUT OF 10 POINTS)**

4	Maximum score for organizations specialized in FoSCU's work; 3 points for those with more than 50% of specialization in FoSCU's work; 2 points for those that are not majorly in the area of FoSCU; and zero points for those that are not related to FoSCU's work.
2	Maximum score for the availability of a Strategic Plan; 1 for strategic plan under review/development, and 0 for no strategic plan
2	Maximum score for program focus areas specific to food safety; 1 for program focus areas that are related to food safety; and 0 for programs not in line with food safety
2	Maximum score for resources allocated to food safety; 1 for some resources allocated to food safety; and 0 for no resources allocated to food safety

### Annex XIII: Summarized List of Key Informants Interviewed and Positions Held

S/N	NAME	ORGANIZATION	POSITION	CONTACT	CODE	EDUCATION
1.	Musimenta Julius Justice	AFIRD	Deputy ED/Head of Programs	+256 772 647135	KI01	Masters
2.	Kimera Henry Richard	CONSENT	Executive Director	+256 772 502441		Bachelors
3.	Atukunda Claire	FRA	Programme Manager, Food Governance	+256 759 495968 +256 774 618863		Masters
4.	Prof. Kaaya Archileo	MUK-DFTN	HOD	+256 772 440046		PhD
5.	Nakitto Florence	HORTEXA	National Coordinator (CEO)	+256 782 548477 +256 705 199563		Bachelors
6.	Atto Betty	CropLife Uganda	Executive Secretary	+256 772 348982 +256 701 087796		Bachelors
7.	Joel Ssekana	Dimensional Pictures Ltd	Managing Director	+256 705 163266 +256 785 902606		Bachelors
8.	Steve Hodges	UAA	Co-CEO (Sustainable Agribusiness Development)	+256 753 461348		Masters
9.	Bisaso Nathan Moses	Bask Organics	Managing Director	+256 774 069740 +256 700 175034		Diploma
10.	Wesiga Jimmy	Sukuma Uganda Ltd	Executive Director	+256 702 956320		Masters
11.	Kizito Hamidu	RUDMEC	Director	+256 752 656881		Masters
12.	Anna Odur	AUPWAE	Secretary General, Board	+256 702 847749		Masters
13.	Perez Kawumi	UNFFE	Deputy CEO/Director Training & Agri. Advisory Services	+256 772 625465 +256 701 625465		Masters
14.	Ssebaduka Elisha Bireke	RUCID	Principal	+256 772 479668		Diploma
15.	Businda Peter	RIKOLTO (Uganda)	Senior Agribusiness Advisor Coordinator	+256 752 011735		Masters
16.	Dr. Deogratious Sekimpi	UNACOH	Out-Going ED	+256 772 451641		Masters
17.	Benard Bwambale Carlos	KRC	Food Systems and Nutrition Programmes Manager	+256 787 739419		Masters

## Annex XIV: Overall Summarized Results of the OCA

SUMMARIZED SCORES OF THE OCA									
MEASURABLE INDICATORS									
S/N	Name of Organization	Good Governance & Management Practices	Program Focus Areas	Technical Capacity & Suitability to FoSCU's 4 Thematic Areas	Official Online Presence (Website & Major Social Media Channels)	Management's Level of Awareness of FoSCU's work	Capacity & Willingness to host FoSCU Secretariat	Total Scores	Total Average Scores
1	MUK-DFTN	100	90	90	100	90	88	558	93%
2	UNACOH	92	100	90	90	100	80	552	92%
3	KRC	92	80	90	90	90	84	526	88%
4	AFIRD	80	100	80	90	60	92	502	84%
5	FRA	80	70	80	100	90	76	496	83%
6	UNFFE	84	80	80	100	60	88	492	82%
7	CONSENT	80	80	70	90	100	72	492	82%
8	RIKOLTO	88	70	75	100	90	64	487	81%
9	RUCID	84	100	75	60	80	84	483	81%
10	UAA	88	70	75	60	100	64	457	76%
11	CropLife Uganda	84	70	85	80	80	56	455	76%
12	AUPWAE	68	80	70	20	70	48	356	59%
13	Bask Organics	44	80	60	10	80	44	318	53%
14	Sukuma Uganda	48	60	50	20	70	44	292	49%
15	HORTEXA	68	60	55	10	50	48	291	49%
16	RUDMEC	44	50	40	30	70	44	278	46%
17	Dimensional Pictures Ltd	40	10	10	0	40	24	124	21%
	<b>TOTAL</b>								<b>1193%</b>

## Annex XV: Technical Capacity and Suitability

	Name of the Organization	Organization's area of specialization and technical expertise of nominated staff to FoSCU in the thematic area of belonging	Organization's suitability in the current thematic area & TWG	Relevance of Food Safety to Organization's Work	Availability of Programs and resources on Food Safety within the Organization	Availability of Capacity building initiatives to empower staff in addressing food safety challenges in Uganda	Availability of risk management strategies within the organization to mitigate food safety threats in Uganda	Availability of M&E system to measure and track the effectiveness of Food Safety programs	Overall Total Score	Overall % Score	Capacity Rating	Comments
1	MUK-DFTN	5	3	3	3	2	1	1	18	90%	Excellent level of capacity	
2	UNACOH	4	3	3	3	2	1	2	18	90%	Excellent level of capacity	
3	KRC	4	3	3	3	2	1	2	18	90%	Excellent level of capacity	
4	CropLife Uganda	4	2	3	3	2	2	1	17	85%	Good level of capacity	



5	AFIRD	1	3	3	3	2	2	2	16	80%	Good level of capacity	
6	FRA	4	3	3	3	1	1	1	16	80%	Good level of capacity	
7	UNFFE	1	3	3	3	2	2	2	16	80%	Good level of capacity	
8	UAA	3	2	3	3	2	1	1	15	75%	Good level of capacity	
9	RUCID	2	3	3	3	2	1	1	15	75%	Good level of capacity	
10	RIKOLTO	1	3	3	3	2	2	1	15	75%	Good level of capacity	
11	CONSENT	1	3	3	3	2	1	1	14	70%	Good level of capacity	
12	AUPWAE	4	2	3	2	1	1	1	14	70%	Good level of capacity	Registered NGO
13	Bask Organics	2	2	3	2	1	1	1	12	60%	Minimal acceptable	

												level of capacity	
14	HORTEX A	1	2	3	2	1	1	1	11	55%		Minimal acceptable level of capacity	
15	Sukuma Uganda Ltd	1	2	2	2	1	1	1	10	50%		Minimal acceptable level of capacity	
16	RUDME C	1	2	1	1	1	1	1	8	40%		Emerging Capacity	
17	Dimensional Pictures Ltd	0	1	1	0	0	0	0	2	10%		No or minimal capacity	
	<b>TOTAL</b>									1175 %		69	

**KEY FOR THE SCORES (TOTAL SCORE TO BE COMPUTED OUT OF 20 POINTS)**

5 Maximum score for 4 focus areas & nominated staff has background of Biological/Chemical/Agricultural Sciences at PhD level; 4 for 3-4 focus priority areas & staff has background of Biological/Chemical/Agricultural Sciences at Masters level; 3 for 2-3 priority areas & staff has Biological/Chemical/Agricultural Sciences at Bachelors level; 2 for 1-2 focus priority areas and staff has a background of Biological/Chemical and or Agricultural Sciences at Diploma level; 1 for at least 1 priority area and staff doesn't have background in Biological/Chemical and or Agricultural Sciences, but is a graduate in another field; and 0 for none

3	Maximum score for Organization's suitability in the current thematic area & TWG; 2 for some suitability; 1 for suitability in either thematic area or TWG; and 0 for no suitability
3	Maximum score for full Relevance of FoSCU's Work; 2 for some relevance in at least 2 thematic areas; 1 for some relevance in at least 1 thematic area; and 0 for none
3	Maximum score for Availability of Programs and resources on Food Safety within the Organization; 2 for some programs and resources; 1 for at least 1 program; and 0 for none
2	Maximum score for Capacity building initiatives; 1 for at least one capacity building initiative to empower staff; and 0 for none
2	Maximum score for Availability of risk management strategies; 1 for at least 1 risk assessment strategy; and 0 for none
2	Maximum score for Availability of M&E system to measure and track the effectiveness of Food Safety programs; 1 for some M&E initiatives and 0 for none
<b>KEY FOR CAPACITY SCORES</b>	
1-2	Emerging Capacity
3-4	Emerging Capacity
5-6	Minimal acceptable level of capacity
7-8	Good level of capacity
9-10	Excellent level of capacity

## Annex XVI: Some of the Field Photos



***Photo 1: The Consultant with the Project Assistant at UNFFE Offices (Nakasero) with the Deputy Executive Director***



***Photo 2: The Consultant with the Project Assistant at RUCID (Mityana) with the College Principal and Registrar***





***Photo 3: Consultant with the Project Assistant at CropLife Uganda Offices located at Chicken House (Old Kampala) interviewing the Executive Secretary***



***Photo 4: The Consultant with the Project Assistant sharing a light moment with the CO-CEO of Uganda Agribusiness Alliance at their offices at Victoria House (Bukoto), Kampala***





**Photo 5: Photos taken by the Consultant at AFIRD offices loacted at Nkoowe along Hoima Road**





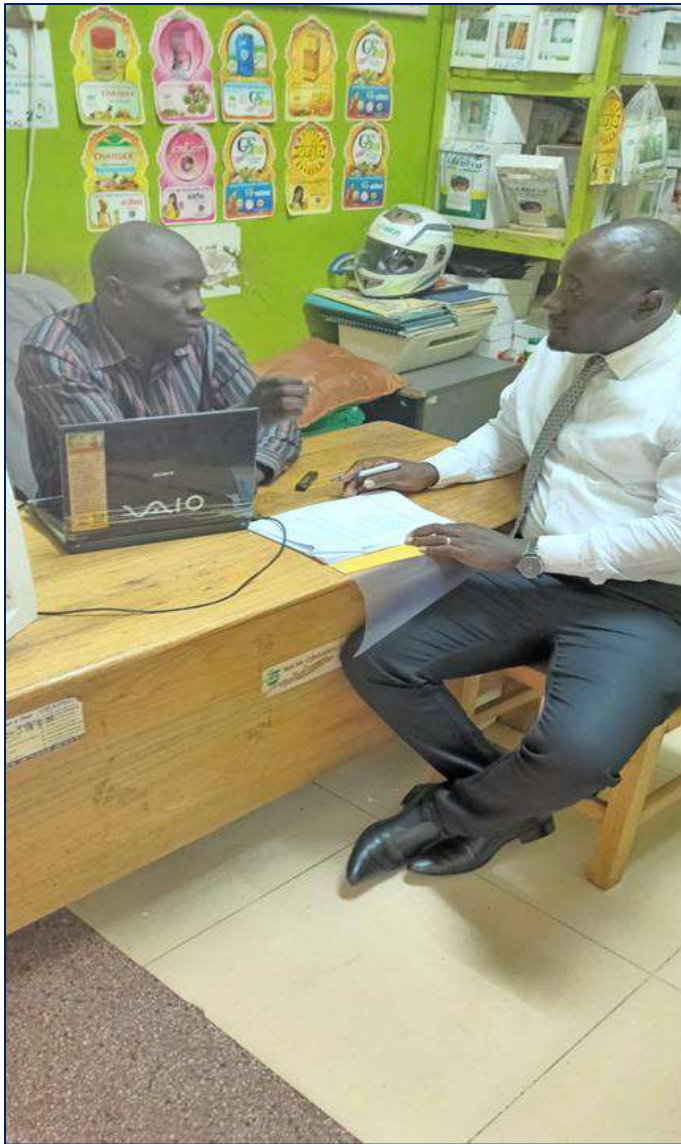
*Photo 6: Offices of Food Rights Alliance Located in Namirembe, Muteesa 1 Road, Kampala*





***Photo 7: Photo taken by the Consultant at CONSENT offices located in Masooli, Kasangati, Kampala***





**Photo 8: The Consultant interviewing the Executive Director of Bask Organics at their office located in Container Village, Nakivubo, Kampala**