

# FOOD SAFETY ASSOCIATES LIMITED



*Value Chain Development, Trade Facilitation and Trade Development Specialists, Professionals & Consultants*

## Company Profile

**2020**

**FOOD SAFETY  
SPS & QUALITY IN  
ONE PACK**

*The Centre for Food Safety, Sanitary and Phyto-sanitary (SPS) measures, Quality and Standards, Value addition, Local and International Trade*

## Table of Contents

.....	1
1.0 INTRODUCTION TO FOOD SAFETY ASSOCIATES LIMITED .....	3
1.1 Food Safety Associates .....	3
1.2 The Food Safety Academy .....	4
1.3 National Food Safety Foundation .....	5
1.4 Food Safety Promotion and Advocacy Centre .....	6
2.0 BACKGROUND AND HISTORY OF FOOD SAFETY ASSOCIATES LIMITED .....	7
3.0 THE VISION OF FOOD SAFETY ASSOCIATES LIMITED .....	8
4.0 THE MISSION OF FOOD SAFETY ASSOCIATES LIMITED.....	8
5.0 THE VALUES OF FOOD SAFETY ASSOCIATES LIMITED .....	9
6.0 THE SCOPE OF FOOD SAFETY ASSOCIATES LIMITED’S WORK.....	9
7.0 NATURE OF FOOD SAFETY ASSOCIATES LIMITED’S WORK.....	9
8.0 STAFFING AND COMPETENCE OF FOOD SAFETY ASSOCIATES LIMITED .....	10
8.1 Food Safety Associates Limited’s Experience .....	11
8.2 Food Safety Associates Ltd.’s Competencies, approaches and past projects .....	12
The specific Objectives.....	<b>Error! Bookmark not defined.</b>
The specific Objectives.....	28
2.1 Tasks and chronology of activities .....	<b>Error! Bookmark not defined.</b>

## 1.0 INTRODUCTION TO FOOD SAFETY ASSOCIATES LIMITED

Food Safety Associates (FSA) Ltd ([www.foodsafetyltd.com](http://www.foodsafetyltd.com)) is a private firm incorporated under the Companies Act (Caption 110 of the laws of Uganda) in March 2009. The core objective of its founding was and still remains to provide professional services in the fields of product safety, quality assurance and all forms of value addition including planning and management of safety and quality infrastructure. Food Safety Associates Limited is building on more than 21 years of extensive experience of its founders in management and provision of technical support to several national, regional and international programmes and projects. These vast experiences were acquired through consultancy, project management, training, research and advisory services rendered in general quality infrastructure and SPS area, food, agriculture, agribusiness and SME development, value addition, internal and external trade fields. The key founding member of Food Safety Associates Limited acquired vast experiences covering all levels of policy and strategy development and operational matters in the fields of food safety, sanitary and phytosanitary, quality and standards, value addition, local and international trade facilitation and development realms achieved through among others: provision of technical assistance/advisory and project management services, mainly to government and donor financed projects. It is upon this foundation that the company's professional and business ideals are anchored.

Food Safety Associates Limited is now one of the leading providers of food safety, sanitary and phytosanitary (SPS), quality and standards, value chain management and development, trade development and facilitation, industry upgrading and modernisation related consultancy; technical assistance; project management; training; advisory; capacity building; innovations, research and development; conformity assessment; promotion, advocacy and awareness raising services in the Eastern and Southern Africa region and beyond.

In order to effectively offer its services the company established four affiliate entities through which services are extended to the clients in a more focussed manner: They include: Food Safety Associates (FSA) – [Consultancy, Technical Assistance and Project Management]; Food Safety Academy (FSA) – [Training, Capacity Building and Advisory services]; National Food Safety Foundation (NFSF) – [Innovations, Research and Development, and Conformity Assessment] and Food Safety Promotion and Advocacy Centre [FOSAPAC) [Promotion, Advocacy and Awareness Raising].

### 1.1 *Food Safety Associates*

Through our restructured Food Safety Associates (FSA), which is the consultancy arm of our business, we offer all forms of food safety, sanitary and phytosanitary (SPS), quality and standards, value chain management and development, trade development and facilitation, industry upgrading and modernisation related consultancy, technical assistance, and project management services to

all categories of clients including: government ministries, departments and agencies (MDAs); development partners; and micro, small, medium and large enterprises. We provide technical guidance to food safety and quality control agencies to implement policies, laws and regulations in accordance to the requirements set out in the World Trade Organization Agreements on Sanitary and Phytosanitary (SPS) measures and Technical Barriers to Trade (TBT). We support food safety, SPS and quality control agencies to undertake modern controls that are based on risk analysis principle.

We guide enterprises of all sizes to install and implement good hygiene practices, good manufacturing practices, sanitation standards operating procedures (SSOPs), Hazard Analysis Critical Control Point (HACCP), good laboratory practices, and food safety and quality management systems based on different ISO and other international standards.

We develop various technical information packs to support different players in the food and related sectors to implement different aspects of food safety, SPS and quality related measures. We develop information materials in form of booklets, leaflets, brochures, demonstration charts and posters which are crafted in simple easy to understand formats and language to facilitate different players in food and related sectors to implement requirements of good manufacturing practices, good agricultural practices, pest control measures, sanitation standard operating procedures, general prerequisite programmes for food safety management and control, food safety requirements and HACCP, SPS measures for plants, animals and fisheries and their products; quality control and modalities for implementation of different standards; and all related issues. We assist agencies of government to establish effective quality infrastructure and SPS environment necessary to meet the requirements of WTO TBT and SPS agreements among others. We also provide technical support to preparation and implementation of emergency prevention, preparedness, and early warning and rapid response systems necessary for animal and plant health and food safety related crisis management.

We partner with government ministries, agencies and departments and donor agencies to support capacity building in public institutions and private enterprises in different areas mentioned above; so as to improve the food safety, SPS and quality status of products placed on the markets. We offer project cycle management services for interventions focused in the areas of food safety, SPS, quality and standards by providing technical support during concept development, management of project actions and interventions and undertaking project reviews; establishing the management systems, and management information systems that support monitoring and evaluation; and undertaking project impact evaluation

## **1.2 The Food Safety Academy**

Through our Food Safety Academy (FSA) we are providing the best available training, advisory, and capacity building services in the fields of food safety, sanitary and phytosanitary measures, quality and standards in the Eastern and South African regions and beyond. The academy offers scheduled courses in the areas of hygiene, food safety, postharvest handling; food safety and quality standards, sanitary and phytosanitary measures and related fields:

We offer the following scheduled courses at different times of the year:

- i) One-day Hygiene Management Courses for food handling staff and managers of hotels and restaurants; milk related business operations; fish and meat related business operations; food storage, marketing and silos operations; commercial farming (crop, livestock and fish) operations; animal feed processing and manufacturing operations; and food processing and manufacturing establishments
- ii) Three-day Basic Food Safety Course for managers of food business operations; and personal employed in public food control agencies and other related organizations
- iii) Three-day Comprehensive Certificate Course in Sanitary and Phytosanitary (SPS) Management and Control, for personnel employed in private and public sector
- iv) Eight-day Executive Certificate Course in Food Safety Management and Control
- v) Two-day Food Safety Management Systems Auditing Course
- vi) One-day course on HACCP in Food Production and Processing
- vii) One-day course on Integrating Food Safety and Quality Management Systems
- viii) One-day course on Implementation of Good Agricultural Practices (GAP)
- ix) One-day course on Implementation of Good Manufacturing Practices (GMP)
- x) One-day course on Freshness Care for Fruits and Vegetables
- xi) Two-day course on Implementation of ISO 22000:2005 Standard on Food Safety Management System
- xii) One-day course on Implementation of ISO 22005:2007 standard on Traceability of Feed and Food
- xiii) One-day course on Post-harvest handling covering Good Manufacturing Practices (GMP), Good Hygiene Practices (GHP) and Sanitation Standards Operating Procedures (SSOP)
- xiv) One-day course on Food Safety Auditing and Benchmarking
- xv) Two-day course on implementing the requirements for British Retail Consortium (BRC) Food Safety Standards.

Please check our academy brochure, course schedule, academy prospectus and details on how to enroll in our courses in the Food Safety Academy Section of our website [www.foodsafetyltd.com](http://www.foodsafetyltd.com) We also arrange tailor-made courses in the fields of food safety, SPS, quality and standards for clients, which we deliver on either our premises or on their own chosen sites.

### ***1.3 National Food Safety Foundation***

Through our National Food Safety Foundation (NFSF) we undertake innovative, research and development activities aimed to unveil new information, knowledge and techniques required to

improve the status of food safety, SPS and quality of food products and consumer goods; and standards implementation.

We undertake scoping studies, assessments and evaluations aimed to diagnose food safety, SPS and quality related problems and challenges associated with the production, value and supply chains so as to improve safety, quality and market access for products. We support enterprises with innovative and research activities related to product development to ensure that their products are fit for purpose, safe and meet regulatory and customer requirements. We undertake conformity assessment services (covering sampling, testing, inspection, auditing and certification) as a third party on behalf of clients.

We act on behalf of food safety, SPS and quality control agencies or buyers of agro-food products and consumer goods to undertake third party inspection and certification activities. We develop and implement different certification schemes tailored to the needs of developing countries covering: hygiene management, HACCP, and food safety and quality management systems standards.

We employ technologies for food safety that are based on up-to-date research and development work going on, all around the world. Our technology products include food safety screening and quick testing kits for various hazards and contaminants in food. The kits can detect a range of hazards in different food matrices including: mycotoxins, chemical residues and microbiological contaminants within 2-15 minutes. We assist organizations/companies/laboratories to access those technologies such as ones for quick detection of mycotoxins in milk, feed, grain and cooking oil. We can assist to detect a range of veterinary drugs residues and heavy metals such as mercury, lead and cadmium in food. We also have access to kits for quick screening and detection of different microbiological contaminants in food such as E. coli, Staphylococcus and Salmonella; as well as the ATP unit for cleanliness testing of food contact surfaces. Other kits for detecting Malachite green, Furazolidon and residues of illegal or banned chemicals among others; can be availed for fish, animal products and eggs. There are rapid testing kits for different organochlorine and organophosphate pesticides residues in vegetables and fruits. We can be contacted by anyone who wishes to own their own sets of the kits.

#### ***1.4 Food Safety Promotion and Advocacy Centre***

Through Food Safety Promotion and Advocacy Centre (FOSAPAC) we partner with interested governmental bodies, non-state actors and development partners to sensitize all categories of stakeholders and increase awareness among the targeted sections of the community and general public on the importance, need and how to ensure food safety, plant and animal health and implementing quality standards for food products and consumer goods. To that effect, we have developed a five-year strategic plan that highlights what we are focusing to do in order to improve the general understanding of food safety, SPS and quality among the community in order for us as

a company to promote and contribute to the general food safety and quality culture within our society. We are looking to partner with the development partners, government and non-governmental bodies to implement our vision of improved food safety and quality culture among communities in less resourced nations. We are also partnering with various players to organize a permanent Annual Food Safety Conference for Africa; and Trade and Investment Conference for Eastern Africa where the central focus should be the role of food safety, SPS, quality and standards in trade and investments in the region. This is aimed to ensure sustained consciousness of all players in the food safety, SPS, quality and standards related sectors on the importance of the food safety, SPS and quality issues in the socio-economic development of Uganda and the entire region and the social welfare of its people.

We have developed several guide books on managing hygiene and food safety in food business operations. The guide books are aimed to provide technical guidance to different agro-food business operators regarding the best practices for implementing hygiene and food safety. We have a guide book each for Food Hygiene, Personal Hygiene in Food Handling Operations, Cleaning and Sanitizing Food Handling surfaces and Environments, HACCP implementation; and Food Safety Management for value chains for major commodities grown in tropical regions of Africa. These books can be accessed by interested stakeholders through contacting our office.

## **2.0 BACKGROUND AND HISTORY OF FOOD SAFETY ASSOCIATES LIMITED**

Food Safety Associates Limited was set up by Dr Ananias Bagumire (PhD Food Safety Legislations and International Trade) to assist producers in Africa and other less-resources nations to comply with requirements set out in international food safety and quality legislations, most especially the WTO agreements on SPS and TBT. He also wished to provide support to food safety control and management agencies to develop effective monitoring, surveillance and control mechanism for industry operations so as for the industry to produce according to required standards. The passion for this work is derived from his doctoral research that focused on the international legislations (agreements, regulations, directives, and standards, codes of practices, guidelines and recommendations) as obstacles for exports of products from developing countries to prime markets in the developed countries. The focus for improved safety and quality of products has made it necessary for Food Safety Associates Limited to be the patron to champion the implementation of best practices within all the stages in the agro-food value chain operations aiming at achieving customer satisfaction and legal compliance; whether concerning food safety, SPS (animal and plant health) and quality standards for trade or environmental health related issues. The cumulative experience related to providing technical support to production, value and supply chain management issues gained has made Food Safety Associates Limited the most qualified partner in the East and Southern African region in supporting enterprise and trade development partners by providing highly specialized support services offered through government and donor supported trade facilitation and “Aid-for-Trade” programmes and projects.

### **3.0 THE VISION OF FOOD SAFETY ASSOCIATES LIMITED**

Food Safety Associates Limited envisions becoming a leading African home-grown provider for Food Safety, Sanitary and Phyto-Sanitary (SPS), Standardization, Metrology, Conformity Assessment and Accreditation (SMCA), Agro-food value chain management and development, Value Addition, Industry Upgrading and Trade related technical support services, reputable for its cutting-edge innovations in keeping the integrity of value chain for products from the less resourced nations with minimal investments.

Food Safety Associates Limited's emphasis is to integrate home-based knowledge with internationally recommended management and control approaches to deliver safe and quality products and services that pass all international trade criteria. Although the focus is mainly to guide mandated food safety, SPS, and quality control agencies in developing countries to guarantee the safety and quality of products and services to the market, and enterprises to access the international markets; Food Safety Associates Limited recognizes the significant role that a safe entire value chain plays in reducing the dangers related to consumption and use of unsafe and poor quality products to consumers and environment. Food Safety Associates Limited is premised on the desire to enable the local enterprises, products and services to comply with strict requirements of the global markets while optimizing the desired investments.

Progress in realizing our vision shall be judged by the confidence that consumers in the most safety and quality demanding markets of the world will put in the products we support and help to bring to the market.

### **4.0 THE MISSION OF FOOD SAFETY ASSOCIATES LIMITED**

The mission of Food Safety Associates Limited is to be an agent of change by providing expertise and superior technical support services in areas of Food Safety, agro-value chain management and development, Sanitary and Phyto-sanitary (SPS), Standardization, Metrology, Conformity Assessment and Accreditation (SMCA), value addition, Industry Upgrading and trade development with an intentional bias on improving the food safety and quality compliancy of products and related infrastructure in the developing countries with international market requirements.

This is achieved by providing consultancy; technical assistance; project management; training; advisory; capacity building; innovations, research and development; conformity assessment; promotion, advocacy and awareness raising services to public institutions and private enterprises as well as supporting the work of all relevant development partners. Food Safety Associates Limited also provides technical support services related to good agro-food production practices and access and use of better inputs and technologies to agro-food enterprises to be able to produce adequate and better products that they need to break even as businesses, and also to keep in operation and sustain production to meet the needs of local population and attain surplus for trade.

## **5.0 THE VALUES OF FOOD SAFETY ASSOCIATES LIMITED**

As a company that was founded on a strong professional footing, and with a drive to cause positive changes in the societies where we operate, we want our clients to choose us for the following five reasons

1. Honesty
2. Commitment to serve
3. Professionalism
4. Integrity
5. Being considerate (Understanding and being passionate about the capacity, needs, aspirations and expectations of our clients )

To ensure that our values are honoured, maintained and undiluted, we exercise self-control by declaring them (values) to our clients so that we can be judged by/on our actions.

## **6.0 THE SCOPE OF FOOD SAFETY ASSOCIATES LIMITED'S WORK**

Our interest is to ensure that agro-food businesses and trade in developing countries thrive and compete internationally by ensuring that chain actors implement and comply with both national, regional and international standards and regulations including those set out in the World Trade Organization Agreements on Sanitary and Phyto-Sanitary measures (SPS) and Technical Barriers to Trade (TBT), the EU and other technical regulations related to food. We also understand that in the African context, value chain development and management must start in rural communities because that's where food production is based. Therefore agriculture development as a vehicle for achieving rural development and transformation forms one of our core areas of service delivery. Hence we partner with development agencies, relevant ministries, local and international non-governmental organisation to ensure that we effectively provide transformative services. On the other hand, we wish to see healthy communities and environment within developing countries – that do not suffer the consequences of utilizing/consuming unsafe food, food insecurity and poor-quality products. We are mindful of the fact that a significant population in developing countries especially Sub-Saharan Africa experience food shortages on top of living in conditions that compromise food safety, plant health and animal health and welfare. We therefore extend our services focused at addressing SPS package (food safety, animal health, and plant health) and TBT (i.e. SMCA - standardisation, metrology, conformity assessment and accreditation) as well as ensuring that adequate safe food is available on markets for improved health and incomes of the people.

## **7.0 NATURE OF FOOD SAFETY ASSOCIATES LIMITED'S WORK**

FSA Ltd.'s work is mainly focussed to support agri-business and trade related support services, where our services are in a large measure oriented towards improving efficiency in agro-food value chain operations. Our work aims to achieve rural development through improvement of the economic value of the products by increasing the efficiency of the operations as needed to enhance

financial positions of the value chain actors especially those that are marginalised along the value chain such as smallholder farmers. Food Safety Associates Ltd understands that most of the agriculture in the developing countries where it operates is largely practiced in the rural areas by smallholder farmers. Therefore in order for company to contribute relevantly towards the development of the countries where we operate, our work largely focuses on value chain management and development which we do by collaborating with agro-food value chain actors and working with donor agencies, ministries and other relevant stakeholders in agriculture and trade respectively. We also maintain our level of proficiency in standardisation, metrology, conformity assessment and accreditation (SMCA) areas including those that apply to other products not related to food. Food Safety Associates Ltd delivers its services as a direct contracted agency, or as a commission agent. We offers services to private sector organizations and enterprises that are producing or offering any products/services which have a connection to our legal mandate, government agencies and development partners that are interested in improving the conditions of the value chain operations, safety, quality and value addition of food products.

## **8.0 STAFFING AND COMPETENCE OF FOOD SAFETY ASSOCIATES LIMITED**

The company employs 8 staff on full-time basis. We also work collaboratively with over 40 professionals on part-time basis. These professional have varying skills and experiences on various value chain development issues which they have acquired through working on different development projects contributing to agro-food production and value chain development. Our ranking members of staff whether, full or part-time are highly qualified in the fields of calling, with most of them being holders of Masters and PhDs in different fields including natural sciences (chemistry, plant and animal sciences, fisheries and aquaculture), food science and technology, agriculture, economics, engineering, social work and social administration, agribusiness management, law and policy analysis. These professionals have built their vast experience in the areas of agriculture, economics, finance including agriculture financing, agribusiness, food safety, post-harvest handling, standards, laboratory management, food testing and analytical work, training, legal frameworks, communication, engineering, metrology, quality assurance, plant pathology, good agricultural practices, veterinary drugs, animal production and marketing, animal health, agro-food trade development and facilitation etc.

The company also maintains links with an extensive worldwide network of associated consulting companies in Europe, United States and Africa hence maintaining a pool of high profile management and technical experts that can be called upon to collaborate on any programmes or projects. Food Safety Associates Limited or its key management staff has implemented joint projects with large world-wide consulting firms such as NIRAS International Consulting group (Sweden, Finland and Denmark), LTS Consulting UK, GFA Consulting (Germany), IBF International Consulting (Brussels), Agriconsulting Europe (Italy and Belgium), British Standards Institute (BSI) and Lamans S.A management services (Greece), and Ecorys Nederland which accord our staff with

knowledge on good management practices for large development projects. More so, Food Safety Associates Management and Technical staff have also worked on or managed larger development projects in agriculture and agribusiness development implemented or supported by prominent development partners such as UNIDO, EU, World Bank, SIDA, NORAD, DFID, USAID, ICEIDA, Africa Development Bank and Trademark East Africa among others. Most of these projects were implemented through and in participation with the local ministries and institutions. Our involvement in most of the collaborative efforts has always been done with the aim of integrating home-based knowledge with internationally recommended management and control approaches to deliver services that will ensure the integrity of value chain; not only to increase production of safe and quality products that are competitive in all world markets but also ensure better health and welfare of Ugandan consumers.

### ***8.1 Food Safety Associates Limited's Experience***

Since its establishment eleven years ago, Food Safety Associates Limited has worked on more than 30 successful long-term and short term projects most of which have been in our mandated areas of food safety, sanitary and phyto-Sanitary (SPS) measures, standardization, metrology, conformity assessment and accreditation (SMCA), agro-food value chain management and development, value addition, industry upgrading and modernisation, trade development and facilitation, regional integration, project management and monitoring and evaluation. For instance in one of the most notable recent project that we have supported:

The company in 2018-2019 was contracted by the Ministry of Commerce and Industry of the Kingdom of Eswatini (Swaziland) through the EU-SADC Trade Related Facility (TRF) Project to conduct a Diagnostic Study of the Agro-food Value Chains in Eswatini (Swaziland) to identify those with potential for improved agro-processing; Develop a National Strategy for Agro-value chain development and Agro-processing and an Industry Upgrading and Modernisation Programme (IUMP) and Action plans that are aligned to the SADC IUMP 2015-2063.

The company's experience is also complemented by the individual involvement of Key staff of the company in several value chain management and development, SPS and Quality infrastructure projects undertaken in Uganda and the Eastern, Western and Southern African region. It is important to note here, that the Founding Director of Food Safety Associates Limited, Dr Ananias Bagumire was heavily involved in initiating and providing technical support towards the development of the EAC SPS Protocol and the Review and/or Development of EAC SPS trade Measures which dictate all the actions involving trade in agro-food commodities and food stuffs in all the areas related to food safety and SPS management and control. He was in 2009 hired by the United National Industrial Development Organisation (UNIDO) together with the Trade and Customs Directorate for EAC to reorganise the EAC-UNIDO NORAD regional programme on "Trade Capacity Building for Agro-Industry Products for Establishment and Proof of Compliance with the International Markets Requirements". He was part of the Two-man Team of International Experts who conducted the Midterm Review of the Programme across the EAC partner states and regional secretariats for EAC, EABC and UNIDO in Austria and established an operational framework for the programme

after being criticised by stakeholders for having no impact. He was later retained as a Regional Programme Coordinator where he supported the finalisation of SPS protocol, review of EAC SPS measures for Fisheries; mammals, birds and Honey Bees; and Phytosanitary measures. He also supported the development of Measures for Food Safety among several other activities conducted to support SPS infrastructure and coordination at national level within the partner states. He co-chaired the EAC-SADC-COMESA task force of experts that developed the SPS Annex and work programme of the Tripartite Trade Agreement negotiated by the three regional blocks.

It is also important to note here that Food Safety Associates Limited was subcontracted to implement 2 of the 5 components of the first phase of Quality Infrastructure and Standards Programme (QUISP) implemented by the Ministry of Trade, Industry and Cooperatives (MTIC) in Uganda- The Coordination of SMCA stakeholders (component 3) and Review and development of Legal and Regulatory Framework for SMCA (component 2). Because of the good performance on the first Phase (2011-2013); Food Safety Associates Limited was later retained to continue to support the two components in QUISP Phase 2 (2014-2015), and the subsequent Programme Extension period (2015-2017).

There are several other related assignments that Food Safety Associates Limited or the Key staff have undertaken in Uganda and other regions or countries in Africa covering food safety, animal and plant health, standards implementation, quality infrastructure and SPS environments, agro-value chain management and development, among others which are summarized in the matrix included in the proceeding section on past projects

## ***8.2 Food Safety Associates Ltd.'s Competencies, approaches and past projects***

Food safety, SPS and quality standards are becoming an important aspect of domestic, regional and international trade in food and other products. Animal and plant health and product safety are high on the agenda of trading publics, consumers and governments in Uganda, EAC and other countries who constitute the domestic, intra-regional and international export markets. They are increasingly being enforced by market authorities in most countries due to increasing level of awareness among consumers on the existence of unsafe products on markets. In order to ensure smooth domestic and cross-border trade, products need to fulfil mandatory standards and regulations covered in international legislation e.g. the SPS agreement, Codex Alimentarius or HACCP principles, and voluntary standards, e.g. ISO, GlobalGAP. Producers must thus meet the demands of the domestic, regional and international markets in terms of quality, safety, hygiene, reliability and environmental standards as well as to prove that all requirements are met. A prerequisite is the existence of an affordable SPS environment and quality infrastructure (standardisation, metrology, conformity assessment, and accreditation) that meets international standards, monitors the production and gives the necessary proof of conformity. A National SPS and Quality Infrastructure that is supported by good agriculture practices, good hygiene practices, good manufacturing practices, and good laboratory infrastructure can boost the private sector by making companies more competitive, especially SME's who normally can't afford to have their products certified in other countries. This way, the National SPS and quality infrastructure can contribute to the fight against poverty and drive

towards development (economic, social and technological) through increased domestic and regional trade and food security. It promotes integration into a fairer global trade by giving market participants a uniform basis for assessing product quality, and is thus important for the health safety of home country consumers as well as the environment.

One of Food Safety Associates Limited’s specific competences is working with the framework for general SPS measures, value chain management and development, quality and safety standards. Through different projects as a company or associated experts, we have assisted governments with advice on instituting effective institutional, legal and regulatory frameworks required in the establishment of the enabling SPS environment and National Quality infrastructure that meet recommended international best practices, supporting laws and regulations, capacity building in management, monitoring and execution (e.g. by drafting SPS policies and strategic plans, development of SPS and food safety regulations, preparing guidelines and training inspection staff), preparation of manuals for food safety implementation and standards both mandatory and voluntary (e.g. Global GAP for producers and HACCP for processors), supporting capacity of services within standards inspection, certification and testing including assistance for the development of, and performance of annual certification audits; and advice on management systems that meet international product quality and safety standards.

Building on this experience Food Safety Associates Limited recognizes that there are many challenges in developing a National SPS and Quality Infrastructure (NQI) and that there is no ready-made, standard model for SPS and QI assistance, either in terms of the components that are required or the way technical infrastructure services can be delivered. Food Safety Associates Limited implementation model is based on the *local needs, capacities and existing structures* at different levels. In addition to *local ownership*, the Food Safety Associates Limited model thus improves the sustainability of the project.

Below we therefore provide a history on the past assignments that we have implemented for different clients in order to demonstrate our specific relevant experience, competencies, capabilities in undertaking the work in areas related to value chain management and development, SPS, standards, food safety, value addition, industry upgrading, trade development and facilitation, project management and evaluations as well as building of the required quality infrastructure and SPS environment.

**1. BIDDER: Dr Ananias Bagumire, Food Safety Associates Ltd.’s Lead consultant**

<p><b>ASSIGNMENT:</b> <i>Consultancy service to develop regional guidelines for the extraction, processing and trading of Nile perch maws in East Africa</i></p>	<p><b>Countries where assignment was conducted:</b> Uganda, Kenya, Tanzania</p>
<p><b>Client:</b> Lake Victoria Fisheries Organisation (LVFO), of the East African Community (EAC)</p>	

<b>Address:</b> Lake Victoria Fisheries Organisation (LVFO), P.O Box 1625, Jinja Uganda	
<b>Start period (month/year):</b> February/2020	<b>Completion (month/year); September /2020</b>
<p><b>Objective of the Assignment:</b>  The objective of the assignment is to hold consultations with key stakeholders along the value chain of Nile perch maws and develop guidelines for its extraction, processing, transportation and trading.</p> <p><b>The specific tasks undertaken by the Consultant include:</b></p> <ol style="list-style-type: none"> <li>1. Carrying out a short desk study of existing relevant literature, policies, legislation, and data on fish maws within the Riparian States of Lake Victoria, namely Kenya, Tanzania and Uganda</li> <li>2. Visiting Fisheries Institutions, Nile perch landing sites, Nile perch maws processors, transporters, traders and exporters, major exit/entry border points for fish maws to get their views on what needs to be done to streamline extraction, processing and trade of the fish maws.</li> <li>3. Investigating the current challenges, opportunities and recommendations to guide the development of the guidelines.</li> <li>4. Developing draft guidelines which will guide extraction, processing and trade of fish maws but which will also ensure sustainable management and utilization of Nile perch fishery in Lake Victoria and other water bodies with Nile perch. The guidelines include but not limited to: <ol style="list-style-type: none"> <li>I. Guidance on requirements for areas for extraction, proper extraction process handling, of fish maws, freezing or drying, packing and transportation without compromising the quality;</li> <li>II. Guidance on recommended processing methods to ensure quality and safety of the product</li> <li>III. Requirements and procedures for trade in Nile perch maw both at national and regional level</li> <li>IV. Propose required documentation and mechanisms to trace the fish maws along the value chain;</li> <li>V. Guidance on rationalizing the benefits from the Nile perch maws to trickle to all chain actors;</li> <li>VI. Guidance on Government support to local investors to engage in the lucrative Nile perch maw processing and trade;</li> <li>VII. Guidance on value added products from fish</li> <li>VIII. Recommend minimum size of fish maws for trading basing on studies conducted in Partner States</li> <li>IX. Guidance on regulatory mechanism regarding extraction, processing, transportation and trade to ensure sustainability of the Nile perch resources</li> <li>X. Propose systems to ensure availability of data on extraction, processing and trade;</li> <li>XI. Official controls required to ensure quality and safety of Nile perch maw Identify Institutions along the value chain of fish maws, their roles and responsibilities</li> </ol> </li> <li>5. Hold consultations with the Heads of quality Assurance in a regional meeting (TBC).</li> </ol>	

6. Present the draft guidelines to a regional stakeholder's validation workshop (TBC).
7. Produce final draft guidelines, including the views of stakeholders from the validation workshop.

**Outputs/Deliverables**

1. An Inception report detailing the methodology tools used
2. Draft guidelines for the extraction, processing, transportation and trading of Nile perch maws and a policy brief (flier) on Nile perch fish maws
3. Presentation of the study key findings
4. Final study Report on implementation of the assignment.

*Reference: Dr Rhoda Tumwebaze Director FMD at LVFO E-mail [rtumwebaze@lvfo.org](mailto:rtumwebaze@lvfo.org)  
Tel: [+256772927889](tel:+256772927889)*

**2. BIDDER: Dr Ananias Bagumire, Food Safety Associates Ltd.'s Lead consultant**

<b>ASSIGNMENT:</b> <i>Consultancy to assist in prioritising SPS measures in the Trade in Agriculture Safety and Efficiency (TRASE) in East Africa</i>	<b>Countries where assignment was conducted:</b> Uganda, Burundi
<b>Client:</b> CAB International (CABI)	
<b>Address:</b> CABI Regional Director Canary Bird 673 Limuru Road Muthaiga, P.O.Box 633-00621 Nairobi.	
<b>Start period (month/year):</b> February/ 2020	<b>Completion (month/year):</b> August 2020
<p><b>Narrative description of the Assignment:</b> This consultancy contributed to an assignment carried out by CABI where it was contracted by Land O'Lakes Venture37 to undertake a Comprehensive SPS assessment to prioritise Trade in Agriculture Safety and Efficiency (TRASE) activities in partnership with targeted EAC Partner States, the US. Department of Agriculture and other stake holders.</p> <p><b>The specific tasks undertaken by the consultant include:</b></p> <ol style="list-style-type: none"> <li>1. Contributing to the development of an assessment framework, methodology/approach and survey tools to capture field data. This Included reviewing and helping to finalise the following: <ul style="list-style-type: none"> <li>- Prioritise trade flows (imports and exports), value chain actors involved as well as SPS trade constraints and opportunities</li> <li>- Harmonise assessment approaches to be used by CABI and KO associates in the target countries</li> <li>- SPS Assessment framework/checklist of questions for collecting the requisite information from key informants during the country missions</li> <li>- Draft list of key informants/institutions/relevant competent authorities from whom to obtain latest information and data including evaluation reports, project reports eg East Africa Trade and Investment Hub, USAID project reports</li> <li>- Draft list of key contact at regional and international bodies e.g EAC, COMESA Investment Hub, development partners and ISSOs</li> </ul> </li> <li>2. Contributing to the development of a scoring rubric and customised scorecard for each of the targeted countries describing their national SPS system. Under this activity he:</li> </ol>	

- Reviewed the draft SPS assessment methodology developed by CABI, which included a score card with appropriate main headings, parameters (criteria) as well as defining defined scores against which the SPS systems of the target countries were measured
3. Conducting and overseeing the conducting of SPS assessment in targeted countries and populated the country SPS score cards. Under this activity, he conducted a semi-structured interview with a range of sanitary (Food Safety) stakeholders in two countries (Uganda, Burundi) including competent authorities. The following was assessed:
- a. Network of laboratories able to provide credible testing services accessible to traders/exporters and Competent Authorities (CAs). The following activities were conducted:
    - Gauged the installed testing capacity for key regulated parameters eg pesticide residue analysis, microbiological analysis, mycotoxin analysis and heavy metal analysis (in the public and private labs including the ability to forge partnerships with other laboratories to absorb workload
    - Assessed opportunities for mutual recognition of community of conformity (inspection, testing and certification) to reduce the cost burden of repeat tests in the importing country
    - Established the funding model ie. Whether the laboratories can sustain their operations off testing services, inspection fees, public/government allocation, etc
    - Assessed the operation and equipment constraints
    - Establish the extent exporters view laboratories as important service providers in improving trade in Agricultural products
    - Based on good practices elsewhere (such as in the Association of Southeast Asian Nations (ASEAN), recommended interventions to support the creation of credible and sustainable testing services operating on mutual recognition arrangement to eliminate repeat tests in the importing countries
  - b. Conformity assessment procedures (inspection, testing and certification procedures), including border verification procedures. A review of SPS/TBT conformity assessment/verification procedures included:
    - Understanding the constraints and costs faced by traders and exporters behind and at the borders
    - Assessed the extent to which risk-based approaches are applied to inspection and certification processes
    - Recommend interventions that will lead to adoption and implementation of risk based approaches in the SPS inspection and certification systems, including at the borders
  - c. Use of Risk-based approaches. The following activities were conducted:
    - Reviewed the ability of Competent Authorities or the responsible department/entity to perform pest risk assessment and the extent to which RA has been institutionalised as a function of the national SPS system
    - Recommend means to institutionalise the risk assessment functions where this has not been achieved eg through legislation, SOPs or CAs collaborating with laboratories

- Assessed the extent to which RA and RM functions are carried out independently to achieve a good balance between protection and trade facilitation policy objectives.
  - Based on good practices elsewhere (eg ASEAN), described in detail the approach that will lead to institutionalisation of risk based approaches, in a manner that will expedite clearance of goods across EAC borders. Listed the recommended interventions
- d. Level of Transparency. The Consultant conducted the following activities:
- Assessed the capacity and willingness of countries to fulfil their international and regional obligations on transparency and notification and share information such as surveillance data, pest lists, pest reports and collaborate at regional level through eg the Pest Information Management System (PIMS) , and or other regional mechanisms
  - Recommended and made detailed approach that will enable countries to fulfil their international and regional obligation on transparency and notifications and share surveillance information
- e. Early warning, preparedness and emergency response systems. The Consultant conducted the following activities:
- Described the early warning, preparedness and emergency response system in each country
  - Recommended interventions to support an EAC SPS seamless system that connects SPS environment functions in partner states to create a business friendly SPS environment
  - Built on existing initiatives such as the PIMS pest data base and other EAC data bases, to describe in detail a model that could be supported by the TRASE programme, replicated in other RECs
- f. SPS awareness and capacity. The Consultant provided:
- A list of importers, exporters private sector associations and service providers who engage in SPS and trade policy advocacy, or provide information/technology advice to farmers, processors and small enterprises, as well as assessing their specific needs
  - An inventory of current and upcoming private/public initiative to address SPS capacity, including the STDF initiative on use of private sector voluntary third party certification schemes, the Global Food Safety Initiative and others
  - An inventory of SPS training initiative and resources that TRASE could tap into
- g. Presence/functioning of National SPS Committee. The Consultant conducted the following activities:
- Mapped current and potential membership (public and private) of the national SPS committee in each country, as well as who leads/coordinates the work of the committee
  - Reviewed the mandate and activities of national SPS committees in each country, and how the agenda of the committee is determinate
  - Reviewed existing mechanism for coordination and communication between members

<ul style="list-style-type: none"> <li>- Reviewed the extent and role of private sector engagement in the work of the national SPS committee</li> <li>- Listed activities carried out by the national SPS committee and interventions to strengthen their role as effective/public SPS advocacy platforms</li> </ul> <p>h. Investments from donors, development partners, International Standards Setting Organisations (ISSOs), etc., current as well as planned over the next 5 years. The key objective was to identify key investments likely to generate greater impact through partnerships and leveraging. This included:</p> <ul style="list-style-type: none"> <li>- Review of SPS investment done by the ISSOs for Food Safety</li> <li>- Listing any planned SPS investment for the next 5 years, and the key SPS donor/development partners</li> </ul> <p><i>Reference: Project Manager at CABI Africa Based in Nairobi Dr George Oduor, E-mail: <a href="mailto:g.oduor@cabi.org">g.oduor@cabi.org</a></i></p>
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### 3. **BIDDER: Dr Ananias Bagumire, Food Safety Associates Ltd.’s Lead consultant**

<b>ASSIGNMENT:</b> <i>Deep Dive Study on Food Safety Standards and Animal Welfare Rules within DFID’s Commercial Agriculture Portfolio</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> LTS/NIRAS International	
<b>Address:</b> LTS International Ltd Pentlands Science Park Bush Loan, Penicuik, EH26 OPL, United Kingdom	
<b>Start period (month/year):</b> November/2019	<b>Completion (month/year):</b> January/2020
<p><b>Narrative description of the Assignment:</b></p> <p>The purpose of this consultancy was to contribute to an assignment that LTS International and IMC were contracted to undertake a Deep Dive Study on Food Safety and Animal welfare Standards within DFID’s Commercial Agriculture portfolio. The study provided answers to the following questions: How many DFID commercial agriculture programmes are considering food safety in their design and/ or delivery; How do programmes consider food safety e.g. which type of interventions do they implement; in which context; how is food safety linked to the programme’s Theory of Change; what has been the impact/outcome so far of the food safety intervention/programme?.</p> <p>The assignment also explored the relevancy of animal welfare issues addressed in livestock value chain programmes. Specifically, which policies, laws or regulations are programmes seeking to implement on factory farming of poultry (broiler and laying hens) cattle, space limitations, diets, slaughter, and live animal transport.</p> <p><b>Output of the Consultant include:</b></p> <p>The main output of the consultant was a narrative reports on food safety and animal welfare answering the question “How to improve food safety and animal welfare standards in domestic markets and raise smallholder’s incomes sustainability through inclusion in higher value markets, opportunities and risks”.</p> <p><i>Reference: LTS UK Project Manager Alice Guinan, Email: <a href="mailto:alice-guinan@ltsi.co.uk">alice-guinan@ltsi.co.uk</a></i></p>	

### 4. **BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Preparing the Regulatory Impact Assessment (RIA) for Animal Identification and Traceability Bill</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries	
<b>Address:</b> Ministry of Agriculture Animal Industry and Fisheries, Developing a Market Oriented and Environmentally Sustainable Beef Meat Industry in Uganda Project (MOBIP) P.O. Box 102, Entebbe, Uganda	
<b>Start period (month/year):</b> April/2019	<b>Completion (month/year):</b> November/2019
<b>Narrative description of the Assignment:</b> The RIA was intended to provide information to guide decisions on the necessary regulatory proposals to be included in the Animal Identification and Traceability Bill (AITB). The RIA therefore aimed to support the development of an effective legal framework for streamlining the collection, retention and sharing of information on livestock animals in order to help control animal diseases and livestock theft, enhance food safety, regulate the movement of livestock, improve livestock products, protect animal genetic resources, promote access to markets and providing other related benefits.	
<b>Specific Objectives</b>	
<ul style="list-style-type: none"> <li>i) Identify and analyze the problems that AITB is intended to address i.e. challenges of substandard goods on the market</li> <li>ii) Determine whether Uganda can address the problems on its own or need to involve other players e.g. the regional players in addressing the identified problems</li> <li>iii) Determine the fitting objective of AITB and how it should best be achieved</li> <li>iv) Identify options for establishing and implementing an effective LITS in Ugandan market</li> <li>v) Determine the social, economic and environmental impacts of the different options identified.</li> <li>vi) Compare the different options and recommend the best ones for inclusion in AITB.</li> <li>vii) Propose modalities for monitoring the impacts of the proposed options during the implementation of the AITB.</li> </ul>	
<i>Reference: Mary Concepta Mbabazi, Project Coordinator, <a href="tel:0772617197">Tel:0772617197</a> Email: <a href="mailto:mbabazimaryconcepta@gmail.com">mbabazimaryconcepta@gmail.com</a></i>	

##### 5. **BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Conducting a Regulatory Impact Assessment (RIA) for Animal Feeds Bill</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries	
<b>Address:</b> Ministry of Agriculture Animal Industry and Fisheries, Developing a Market Oriented and Environmentally Sustainable Beef Meat Industry in Uganda Project (MOBIP) P.O. Box 102, Entebbe, Uganda	
<b>Start period (month/year):</b> April/2019	<b>Completion (month/year):</b> November/2019
<b>Narrative description of the Assignment:</b>	

The RIA was intended to provide information to guide decisions on the necessary regulatory proposals to be included in the Animal Feeds Bill (AFB). The RIA therefore aimed to support the development of an effective legal framework for streamlining operations in the feed sector and improving the safety and quality of animal feeds.

**Specific Objectives**

- I. Identify and analyse the problems that the Draft Animal Feeds Bill is intended to address i.e. lack of implementation of standards in feeds value chain and lack of certification system for feeds hence resulting in unsafe and poor quality feeds being used in animal production.
- II. Determine whether Uganda can address the safety and quality problems in the feed value chain on its own or need to involve international and regional players in addressing the identified problems.
- III. Determine the fitting objective of Draft Animal Feeds Bill and how best it can be achieved.
- IV. Identify the different options for implementing standards in feed production to improve safety and quality of feeds in Uganda.
- V. Determine the financial, social, economic and environmental impacts of the different options identified.
- VI. Conduct a Cost-Benefit Analysis, compare the different options and recommend the best ones for inclusion in Bill.
- VII. Propose the indicators and modalities for monitoring the impacts of the proposed options during implementation of the Bill when enacted into law.

*Reference: Mary Concepta Mbabazi, project coordinator, [Tel:0772617197](tel:0772617197) Email: [mbabazimaryconcepta@gmail.com](mailto:mbabazimaryconcepta@gmail.com)*

**6. BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Conducting a Regulatory Impact Assessment (RIA) of Meat Development Bill</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries	
<b>Address:</b> Ministry of Agriculture Animal Industry and Fisheries, Developing a Market Oriented and Environmentally Sustainable Beef Meat Industry in Uganda Project (MOBIP), P.O. Box 102, Entebbe, Uganda	
<b>Start period (month/year):</b> April/2019	<b>Completion (month/year):</b> November/2019
<b>Narrative description of the Assignment:</b> The RIA was intended to provide information to guide decisions on the necessary regulatory proposals to be included in the Amended Meat Development Bill (AMDB). The RIA therefore aimed to support the development of an effective legal framework for streamlining operations in the meat sector and improving the safety and quality of meat and meat products.	
<b>Specific Objectives</b>	
i. Identify and analyse the problems that the Amended Meat Development Bill is intended to address i.e. lack of appropriate meat safety and quality control system, lack of	

<p>institutional structure for meat quality assurance, poor hygiene and sanitation in areas where meat is handed and lack of effective controls for meat imports and exports.</p> <p>ii. Determine whether Uganda can address the problems identified in the meat value chain on its own or need to involve international and regional players in addressing the identified problems.</p> <p>iii. Determine the fitting objective of Amended Meat Development Bill and how best it can be achieved.</p> <p>iv. Identify options for implementing a meat safety and quality control system, improvement in meat quality assurance, hygiene and sanitation; and instituting proper controls for meat imports and exports</p> <p>v. Determine the financial, social, economic and environmental impacts of the different options identified.</p> <p>vi. Conduct a Cost-Benefit Analysis, compare the different options and recommend the best ones for inclusion in Bill.</p> <p>vii. Propose the indicators and modalities for monitoring the impacts of the proposed options during implementation of the Bill.</p> <p><i>Reference: Mary Concepta Mbabazi, project coordinator, <a href="tel:0772617197">Tel:0772617197</a> Email: <a href="mailto:mbabazimaryconcepta@gmail.com">mbabazimaryconcepta@gmail.com</a></i></p>
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**7. BIDDER: Dr Ananias Bagumire, Food Safety Associates Ltd.’s Lead consultant**

<p><b>ASSIGNMENT:</b> <i>Preparation of the National Residue Monitoring and Control Programme for Meat and Meat Products in Uganda</i></p>	<p><b>Country where assignment was conducted:</b> Uganda</p>
<p><b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries</p>	
<p><b>Address:</b> Ministry of Agriculture Animal Industry and Fisheries, Developing a Market Oriented and Environmentally Sustainable Beef Meat Industry in Uganda Project (MOBIP), P.O. Box 102, Entebbe, Uganda</p>	
<p><b>Start period (month/year):</b> April/2019</p>	<p><b>Completion (month/year):</b> November/2019</p>
<p><b>Narrative description of the Assignment:</b> The main objective was to prepare the RMP/finalize the 1st RMP in Uganda to be submitted, by the Directorate of Animal Resources, of the Ministry of Agriculture, Animal Industry and Fisheries, to the Food and Veterinary Office of the EU Commission as well as to other technical Ministries/Directorates in other importing countries where Uganda has interest to export meat and meat products.</p> <p><b>Specific Objectives</b></p> <ol style="list-style-type: none"> <li>1. To review the national residue monitoring and control plan for beef and beef products</li> <li>2. To develop system for prevention and control of residues in meat and meat products</li> <li>3. To develop tools (checklist) for inspectors to conduct routine compliance inspections to establishments in the meat value chains</li> </ol>	

4. To develop a sampling plan for meat establishments in the value chain based on the residue monitoring plan template to be used by inspectors carrying out routine inspection and official controls
5. To design a criterion and plan for annual review of the national residue control plans for meat and meat products based on emerging risks and market requirements
6. To design a tool/guideline for reporting mitigation measures during crisis management and product recalls where need arises
7. To design a tool for documentation, evaluation, analysis, dissemination and maintenance of data of RMP for policy decisions.

Reference: Mary Concepta Mbabazi, project coordinator, [Tel:0772617197](tel:0772617197) Email: [mbabazimaryconcepta@gmail.com](mailto:mbabazimaryconcepta@gmail.com)

#### 8. **BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Reviewing and Updating the Aquaculture Rules and Regulations</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries	
<b>Address:</b> Ministry of Agriculture Animal Industry and Fisheries, Promoting Environmentally Sustainable Commercial Aquaculture (PESCA) Project P.O. Box 4 Entebbe, Uganda	
<b>Start period (month/year):</b> January/2019	<b>Completion (month/year):</b> April/2019
<b>Narrative description of the Assignment:</b> The main objective of the assignment was to review, identify gaps, and update the Fish (Aquaculture) Rules 2003 and bring it in line with international best practices for promoting and guiding development of aquaculture; and controlling and regulating aquaculture establishments. The review was undertaken in considerations of new developments in investments, technology, institutional, policy and regulatory frameworks and regional and international requirements. In addition, production conditions and regulatory environments were put into consideration in the revision to enable sustainable production and implementation of the Rules for Uganda. This was to be achieved through the following specific objectives:	
<b>Specific objectives:</b>	
<ol style="list-style-type: none"> <li>i. To conduct desk research to obtain relevant information related to recent trends, developments, standards and minimum requirements in aquaculture practices including establishments and management of production systems; approval of new aquaculture establishments; inspection and certification processes, processing, distribution and marketing technologies; permissible research and development (R&amp;D) among other areas</li> <li>ii. To review existing national aquaculture related policies, laws, regulations, guidelines and standards as well as regional and international recommended codes of good practice and obtain relevant information to be incorporated in the revised Aquaculture Rules and Regulations.</li> <li>iii. To consult national level stakeholders as well as local government stakeholders and relevant institutions and assess the existing aquaculture practices along the aquaculture value chain by visiting selected representative aquaculture facilities and determining the</li> </ol>	

current status, challenges and opportunities that can be tapped through the updated Aquaculture Rules

- iv. To undertake an in-depth review of the current aquaculture Rules and Regulations and identify the gaps in areas of recent trends in production systems and technologies such as cages, tank, ponds, aquaponics, recirculating Aquaculture System, as well as fish seeds and feeds production, processing, marketing and distribution.
- v. To develop a draft of the revised and updated Aquaculture Rules and Regulations taking into consideration the gaps identified and findings from desk reviews and field studies
- vi. To subject the revised Aquaculture Rules to Stakeholder validation including integrating the views of cross-section of stakeholders such as academia, NAFFRI, NEMA, DWD, PSFU, cage farmers association, fish farmers association among others in the revised Aquaculture Rules

*Reference: Project Coordinator PESCA: Mr. Paul Omanyi, Email:paulomanyi@gmail.com*

**9. BIDDER: Dr Ananias Bagumire, Food Safety Associates Ltd.’s Lead consultant**

<b>ASSIGNMENT:</b> <i>Revision of the Environmental and Residue Monitoring Plan for the Aquaculture sub-sector</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries	
<b>Address:</b> Ministry of Agriculture Animal Industry and Fisheries, Promoting Environmentally Sustainable Commercial Aquaculture (PESCA) Project Entebbe, Uganda P.O. Box 4	
<b>Start period (month/year):</b> January/2019	<b>Completion (month/year):</b> April/2019
<p><b>Narrative description of the Assignment:</b> The purpose of this assignment was to enhance the safety of aquaculture products and promote international trade of Uganda’s aquaculture products. Revision of the existing National Residue Monitoring plan is one of the requirements towards enhancing and improving the safety of aquaculture products and promoting international trade of aquaculture products.</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1) To review the national aquaculture residue control plan for residues of drugs, hormones or other elements in water and fish putting into consideration the emergency, medium and long-term routines</li> <li>2) To develop a system for registration and approval of aquaculture establishments that enables proper monitoring of residues in commercial aquaculture units</li> <li>3) To develop tools (checklist) for inspectors to conduct routine compliance inspections to aquaculture establishments</li> <li>4) To develop a sampling plan for aquaculture farms based on RMP to be used by inspectors carrying out routine inspection and official controls</li> <li>5) To design a criterion and plan for annual review of the national residue control plans based on emerging risks and market requirements</li> </ol>	

- 6) To design a tool for reporting mitigation measures during crisis management and product recalls
- 7) To design a tool for documentation, evaluation, analysis, dissemination and maintenance of data of RMP for policy decisions.

*Reference: Project Coordinator PESCA: Mr. Paul Omanyi, Email: paulomanyi@gmail.com*

#### 10. **BIDDER: Dr Ananias Bagumire, Food Safety Associates Ltd.’s Lead consultant**

<b>ASSIGNMENT:</b> <i>Revising and finalising the National Sanitary and Phytosanitary (SPS) Policy and National SPS policy Implementation Plan</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Chemonics Inc. through the USAID Feed the Future (EEA) support to Ministry of Agriculture Animal Industry and Fisheries	
<b>Address:</b> Chemonics Inc. through the USAID Feed the Future (EEA) Offices at Nakawa Business Park	
<b>Start period (month/year):</b> November/2018	<b>Completion (month/year):</b> February/2019
<p><b>Narrative description of the Assignment:</b></p> <p><b>The overall objective</b> of the policy is to promote a rule-based SPS management and control system that enables compliance of agricultural products to animal and plant health and food safety standards; and increased market access</p> <p><b>The Specific Policy objectives are:</b></p> <ol style="list-style-type: none"> <li>i. To align the SPS Management and control to the international best practices</li> <li>ii. To strengthen the legal and regulatory framework for human, animal and plant life or health protection</li> <li>iii. Harmonize SPS measures with regional and international requirements</li> <li>iv. To improve coordination and collaboration among SPS related stakeholders</li> <li>v. To improve skills and build technical capacity for the management of SPS along the value chain</li> <li>vi. To support the Private Sector in development and implementation of necessary SPS standards and requirements</li> <li>vii. To support implementation of SPS measures necessary to facilitate the access of locally produced products to available prime markets in Uganda</li> <li>viii. To Strengthen border control and internal quarantine systems to manage SPS</li> <li>ix. To minimize the effects of SPS measures on trade in animal, plant, their products including food at national, regional, and international scales</li> <li>x. To promote awareness on human, animal and plant life or health protection measures,</li> </ol> <p><i>Reference: Didas Kumwesiga, Feed the Future EEA Trade Advisor: Email: <a href="mailto:dkumwesiga@ugandaeaa.com">dkumwesiga@ugandaeaa.com</a>/<a href="mailto:dkumwesiga@gmail.com">dkumwesiga@gmail.com</a></i></p>	

#### 11. **BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Consultancy to Review the Standards (Import Inspection) Regulations (SIIR) and Carrying out of the Regulatory Impact Assessment on the Proposed Revised SIIR in Botswana</i>	<b>Country where assignment was conducted:</b> Botswana
<b>Client:</b> Ministry of Investment, Trade and Industry in Botswana,	
<b>Address::</b> Ministry of Investment, Trade and Industry in Botswana, Plot 54380, Central Business District Gaborone; Private Bag 004, Gaborone Botswana	
<b>Start period (month/year):</b> October/2018	<b>Completion (month/year):</b> March/2019
<p><b>Narrative description of the Assignment:</b> Food Safety Associates Ltd was hired by Ministry of Investment, Trade and Industry in Botswana through the SADC TRF project to conduct desk research, consult stakeholders and produce a benchmarking report on SIIR against the international best practices as recommended by WTO TBT agreement, the practices in the potential international trade partners and the regional peer countries. Also, the consultant was expected to revise the existing SIIR putting into consideration the gaps identified by the benchmarking report; and conduct desk research, collect information, interview stakeholders and produce a Regulatory Impact Assessment report for the proposed revised SIIR.</p> <p>The <b>overall objective</b> of the assignment was to revise the Botswana Standards (Import Inspection) Regulation (SIIR) by aligning it with the international and regional best practices and identifying and mitigating the impacts the implementation of revised SIIR could have on business, trade, industry, consumers, environment and general economy.</p> <p>The overall objective was achieved through the following <b>specific objectives</b></p> <ol style="list-style-type: none"> <li>1. Review of literature and available documents on international best practices for conformity assessments performed on imports and those applied by the Botswana's potential international trade partners and regional peer countries</li> <li>2. Evaluate the existing SIIR against the international and regional practices and identify areas that need revision in order to align SIIR with international and regional best practices</li> <li>3. Revise SIIR to align it to international and regional practices</li> <li>4. Assess the impact of regulatory requirements of SIIR on regulated (prescribed) products and mitigate any potential impacts its implementation could have on business, trade, consumers, industry, environment and the economy.</li> <li>5. Integrate the recommendations of the Regulatory Impact Assessment in the revision and finalization of SIIR.</li> </ol> <p><i>Please refer to: Project Manager Ms. Mabel Mpofo <a href="mailto:Mabel.mpofo@gmail.com">Mabel.mpofo@gmail.com</a></i></p>	

## 12. BIDDER: Food Safety Associates Limited

<b>ASSIGNMENT:</b> <i>Consultancy to Conduct a Diagnostic Study of the Agro-products Value Chains in Eswatini (Swaziland) to identify those with potential for improved agro-processing; Development of National Strategy for Agro-processing and Industry Upgrading</i>	<b>Country where assignment was conducted:</b> Kingdom of Eswatini (Swaziland)
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<i>and Modernisation Programme (IUMP)) and Action plans that are aligned to the SADC IUMP 2015-2063</i>	
<b>Client:</b> Ministry of Commerce and Industry of the Kingdom of Eswatini (Swaziland) through the EU-SADC Trade Related Facility (TRF) Project	
<b>Address:</b> Inter-Ministerial Building, Block 8 and Level 1, Mhlambanyatsi Road, P.O. Box, 451 Mbabane Swaziland	
<b>Start period (month/year):</b> August/2018	<b>Completion (month/year):</b> November/2018
<b>Narrative description of the Assignment:</b> The <b>Overall Objective</b> of the project was to identify value chains with high employment and export potential and develop a National IUMP to promote competitiveness and diversification of the manufacturing sector. The overall objective was achieved through the following <b>specific objectives</b> <ol style="list-style-type: none"> <li>i. Identify the most valuable agro-produces that are important to the economy of Swaziland</li> <li>ii. Undertake the national value chain diagnostic study of the identified agro-produces according to the country's industrialisation strategy</li> <li>iii. Develop the national value chains strategy and related action plan, covering both existing and potential sectors. This assisted in the identification and development of sector specific strategies that are necessary to enhance value chains processes.</li> <li>iv. Develop the Industrial Upgrading and Modernization Program together with its implementation plan</li> </ol>	
<b>Description of technical strategies used by the FSA staff to perform the assignment</b> I - Produce report of diagnostic study of priority value chains <ol style="list-style-type: none"> <li>i) Selecting and prioritizing the value chains in the agro-processing sector;</li> <li>ii) Mapping the value chain to understand the characteristics of the chain actors and the relationships among them, including a study of all the actors in the chain, position in the chain, of the flow of goods in the chain, production and consumption patterns, challenges, aspirations, employment features and markets;</li> <li>iii) Identifying the distribution of actors' benefits in the chain. This involves analysing the margins and profits within the chain and therefore determining who benefits from participating in the chain and who would need support to improve performance and gains;</li> <li>iv) The analysis to demonstrate the current productive capacity and potential productive capacity and if productive capacity is low, what are the factors preventing the country from operating at optimum capacity;</li> <li>v) Defining upgrading needs within the chain, by assessing profitability within the chain and identifying chain constraints. This will also include, (i) assessing product design and quality and developing strategies to move into more sophisticated product lines to gain higher value and/or diversify production; (ii) developing a strategy to reorganize the production system or invest in new technology to upgrade the process and enhance chain efficiencies; (iii) Developing strategy to introduce new functions in the chain to increase the overall skill content of activities, for instance, moving from OEM (original equipment manufacturer) to ODM (own design manufacture) and then</li> </ol>	

- to OBM (own brand manufacture); and (iv) Develop strategies to adapt the knowledge gained in particular chain functions in order to redeploy it to other sectors;
- vi) Emphasizing the governance role. In view of the fact that within the concept of value chain governance defines the structure of relationships and coordination mechanisms that exist among chain actors. The analysis will identify institutional actors that may require support to improve capabilities in the value chain, increase value added in the sector and correct distributional distortions;
  - vii) Analyse the supporting functions that are required to make the value chains a success including both existing and missing support functions;
  - viii) Assess the competitiveness of the identified value chains and determine how to create competitive advantage for the targeted sectors;
  - ix) Assess the cost, profit, marketing, and supply and demand dynamics of the value chain(s);
  - x) Undertake an audit of skills and knowledge relevant for the promotion of the identified value chains;
  - xi) Develop strategy which will lead to improvements in value chain performance in terms of: Increasing the quantity and improving the regularity and continuity of production; improving the quality and safety of products; reducing the time needed to reach the customer; minimizing transactional costs; improving chain actors' capacity to follow/ assimilate technology and market developments;
  - xii) Identify regional and international market opportunities for the identified sub-sectors;
  - xiii) Develop a holistic strategy and IUMP focusing on promoting competitiveness and diversification of manufacturing sectors,
  - xiv) Develop a implementation plan for the National IUMP Programme

*Reference: Project Coordinator for SADC TRF In Swaziland Mr. Almeida Muntu.  
Email: [muntualmeida@gmail.com](mailto:muntualmeida@gmail.com)*

*Ms. Zamanyambose Mtetwa Bachazile, Director for Industry. Email: [mtetwa@gmail.com](mailto:mtetwa@gmail.com)*

### 13. BIDDER: Food Safety Associates Limited

<i>ASSIGNMENT: Consultancy for Preparation of a Value Chain Analysis Report for the Nile perch Maw Trade in East Africa that investigates all harvest, processing and trade aspects as well as quality and legislative issues</i>	<b>Countries where assignment was conducted:</b> Tanzania, Uganda and Kenya
<b>Client:</b> Deutsche Gesellschaft fürInternationaleZusammenarbeit (GIZ) GmbH in Collaboration with the Lake Victoria Fisheries Organization (LVFO)	
<b>Address:</b> P.O. Box, 10346 Kampala Uganda Plot 23, Nakasero Road	
<b>Start period (month/year):</b> May/2018	<b>Completion (month/year):</b> July/2018
<b>Narrative description of the Assignment:</b> The <b>Overall Objective</b> of the Value Chain Analysis (VCA) study was to gather information on the Nile perch maw with the main focus on its local and regional trade in East Africa. The information is essential in designing interventions for achieving sustainable fisheries management of Nile perch at Lake Victoria, improving artisanal fisheries leading to better	

access to fisheries products and employment opportunities, and reducing illegal, unreported and unregulated (IUU) fishing.

**The specific Objectives**

- i. To investigate the challenges, constraints and opportunities in local and regional handling, processing and marketing of Nile perch.
- ii. To investigate the harvesting, handling and processing, marketing and distribution for the Nile perch including the players involved and their roles especially the roles of women within the value chain.
- iii. To examine the market structure/system and trade of Nile perch and its products; and investment potential/ opportunities.

**Description of technical strategies used by the FSA staff to perform the assignment**

1. Carryout desk review and document relevant literature regarding the challenges, constraints and opportunities experienced by the operators in the local and regional handling, processing and marketing of Nile perch.
2. Conduct official country visits and hold meetings with the stakeholders' (fish processors, fish traders and fishermen associations and Ministries responsible for fisheries and trade) to identify current challenges, constraints and opportunities within the local and regional Nile perch value chain. During the meetings, issues regarding the handling, processing, distribution and marketing of Nile perch in Uganda, Kenya and Tanzania will be well articulated and documented.
3. Studying the different local methods of processing the Nile perch, products obtained, costs incurred and prices for the different products
4. Evaluating the possibilities of improving the current local processing techniques in terms of costs, hygiene, quality preservation and technical knowledge of the processors.
5. Evaluating the existing infrastructure used for processing and trading of Nile perch and its products on local and regional markets and determining the opportunities and costs for improving of this infrastructure
6. Analyse staff requirements in processing and trading considering aspects of numbers, educational level, permanent or temporary employment, average wages, and position of women versus men.
7. Documenting the different players and determining their roles, including gender roles, during the harvesting, handling and processing, trading and marketing of Nile perch and its products.
8. Mapping out the structure of two different distribution channels from each country. If the channels for the different countries are similar, their structure will not be mapped.
9. Studying gender roles, during the harvesting, handling, processing and trading of the Nile perch and its product with emphasis on the roles of women during processing and trading, their specific challenges and opportunities.

10. Finding out the consumers of different Nile perch and its products and their purchasing behaviour including their requirements in terms of quality and quantity/size, the prices at which that they are willing buy the Nile perch and its products
11. Exploring the prices for Nile perch and its products throughout the distribution channels and reviewing costs and margins associated with the process to reach the local and regional market
12. Determining the costs and benefits of Nile Perch fishery focusing on local and regional trade to estimate the break-even point. This involved;
  - Estimating the costs and benefits at each stage of the value chain
  - Evaluating the impacts of cost of production on the different actors in the value chain like the fishermen/boat owners, processors, and traders.
13. Developing simple business model(s) representing the key processing activities required to sustain and improve local and regional trade.
14. Analysing the investment requirements for market entry in areas of processing and trading
15. Assessing any means available for securing current and future markets both national and regional markets and Asses the availability of financing opportunities and access to funds.
16. *Reference: Project Technical Coordinator Ms. Hilde De Beule, [Hilde.de@giz.de](mailto:Hilde.de@giz.de)*

**14. BIDDER: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited subcontracted by IBF International consulting**

<b>ASSIGNMENT:</b> <i>Engage short term expert to develop regional guidelines and framework for a regional SPS Early Warning system and Rapid Response Guidelines</i>	<b>Countries where assignment was conducted:</b> Mauritius, Malawi, Botswana and South Africa
<b>Client:</b> Southern African Development Community (SADC) Secretariat	
<b>Address:</b> SADC Kgale Offices, Plot 116, Finance Park Gaborone, Botswana	
<b>Start period (month/year):</b> July/2017	<b>Completion (month/year):</b> November/2017
<b>Narrative description of the Assignment:</b> Specifically, the objective of the assignment was to assist the Southern African Development Community (SADC) to develop Regional Guidelines and framework for an Early Warning system related to Sanitary and Phytosanitary (SPS) threats and Rapid Response Guidelines. <b>The following services were requested:</b>	
<ol style="list-style-type: none"> <li>1. To survey international best practices Guidelines on the topic of Early Warning systems</li> <li>2. To survey the current situation in 3 SADC member states covering the systems in place for plant protection, Animal Health and Food Safety in country</li> <li>3. Make recommendations based on international best practices for a standardised framework for the SADC region and its member states on:</li> </ol>	

- harmonised approach to gathering and sharing information on pests, diseases and other threats to the health and wellbeing of the people, fauna and flora of the countries and region
- practices and systems required to provide effective and timely transparent risk-based response to potential and actual SPS threats

**Description of actual services provided by our staff within the assignment:**

- An Inception Report including the Expert's understanding of the assignment, proposed work plan, proposed countries to be visited, temperate documents for information gathering during country visits, and the structure for country mission reports as well as Regional Guidelines document. The inception report was submitted and discussed by SADC at the end of this phase
- Progress report 1 providing the record of work undertaken, difficulties encountered, any proposed modifications to the temperate of the Regional Guideline document, country reports for each of the 3 member states visited, description of the domestic situations and a technical annex providing the comparison of contingency plans currently in place in member states visited. This progress report was prepared in home base office after returning from country visits
- Preparation of Regional guidelines. The guidelines is based on international best practices and provide recommendations on:
  - A framework of institutions and persons that should be encompassed by the well-functioning EWS and RR system
  - A justification of why the selected countries (upon which the system is based) were used to formulate the regional system
  - A standardised framework for how member states should record endemic pests, pest-free areas and outbreaks of diseases (e.g using common data structures, terminologies, meta data and platforms for effective exchange of information between disciplines and countries)
  - How information on new diseases and threats should be identified and confirmed at national level, and then shared with responsible parties at domestic and regional level through different statutes
  - Practices and systems required at domestic and regional level to provide a transparent, risk-based way to escalate effective and timely response
- End of Assignment report which incorporates the comprehensive documentation of the early warning system and Regional guidelines document as well as providing an overall record of the mission undertaken, difficulties encountered, and any recommendations to SADC for similar assignments to be conducted in future.

*Please refer to: IBF Project Administrator, Ms. Paolo Gentili: [gentili@ibf.be](mailto:gentili@ibf.be); IBF Project Manager, MS. Anna Mizzoni, project manager, Tel: 267 395 1863; SADC Director for Trade and Industry/TRF Project Manager, Dr Lomkhosi Mkhonta-Gama [lmkhonta@sadc.int](mailto:lmkhonta@sadc.int)*

**15. BIDDER: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited subcontracted by GFA Consulting Group GmbH**

<b>ASSIGNMENT:</b> <i>Provision of Technical Assistance to Develop a Project Proposal for Seychelles under the SADC Trade Related Facility</i>	<b>Country where assignment was conducted:</b> Seychelles
<b>Client:</b> Ministry of Finance, Trade and Economic Planning; Other institutions such as Seychelles Bureau of Standards; Ministry of Agriculture and Fisheries, Ministry of Health (Public Health) collaborated	
<b>Address:</b> Ministry of Finance, Trade and Economic Development, Victoria House Floor 4 Direct line 4382056, Switch Board 4382000, Fax: 4322782; <a href="mailto:ciliamangroo@finance.gov.sc">ciliamangroo@finance.gov.sc</a> ; P.O Box 313, Victoria, Mahe Seychelles	
<b>Start period (months/year):</b> March /2017	<b>Completion:</b> April/2017
<p><b>Narrative description of the Assignment:</b></p> <p>The overall objective of the assignment was to assist the Government of Seychelles to develop a project proposal for strengthening quality infrastructure for Sanitary and Phytosanitary (SPS) measures and Technical Barriers to Trade (TBT).</p> <p>The assignment also involved the completion of an application form for EU SADC Trade Related Facility (TRF) funding request (<i>Annex 2 of the TRF Operational Guidelines</i>). In designing the project proposal, the following issues were taken into account:</p> <ul style="list-style-type: none"> <li>(i) The project was coherent with SADC’s integration strategy, Seychelles’ national development plans and/ or policies with clear linkages to the implementation of the regional trade facilitation programmes</li> <li>(ii) the project aimed at mitigating or overcoming challenges linked to the implementation of the SADC Protocol on Trade (especially the Annexes on SPS and TBT)</li> <li>(iii) the project was consistent with the strategies and objectives of the TRF and fit within the identified intervention areas; and</li> <li>(iv) the project was situated within a coherent strategic framework of addressing Seychelles’ regional/ extra-territorial trade commitments; sustainable; with objectives, key results and indicators clearly linked to the implementation of identified gaps.</li> </ul> <p><b>Specific objectives:</b> Specifically, this assignment was to assist the Government of Seychelles to develop a TRF application package, containing the following information:</p> <ol style="list-style-type: none"> <li>1. Identify the objectives to be achieved, project outcomes and outputs and activities to be undertaken</li> <li>2. propose a Performance Assessment Framework (PAF) that includes a baseline, progress indicators and final targets (multi-annual where applicable) and sources of verification (SoV) to allow measurement of progress against implementation of the project</li> <li>3. propose a result-based budget and payment schedule, based on the progress indicators and targets proposed in the PAF</li> <li>4. outline an implementation methodology and a project management and implementation arrangement, including details on how financial and procurement processes will be managed</li> </ol>	

**Description of actual services provided by Food Safety Associates Expert:**

- (i) Briefing session with the TRF Facility Support Unit (FSU) and the TRF Focal Point at the commencement of the assignment to obtain an overview and expectations of the TRF programme, its monitoring and evaluation framework as well as the nature and objectives of the project proposal
- (ii) Desk review of relevant documentation such as TRF logical framework; and SADC Protocol on Trade; and trade remedy provisions
- (iii) Discussions with national stakeholders in Seychelles involved in the identified areas of interventions
- (iv) Discussions with the EU Delegation in Seychelles and other international development partners to obtain insights on their development support interventions in Seychelles, so as to ensure complementarities and avoid duplication of efforts.
- (v) Conducted a stakeholders' analysis and TBT and SPS needs assessment regarding the implementation of WTO agreement on SPS and TBT and relevant annexes of the SADC Protocol on Trade aimed to improve cross-border trade
- (vi) Identified SPS and TBT related challenges in the public sector and private institutions and suggested the necessary interventions by the SADC TRF project to improve the existing situation
- (vii) Organized validation workshop of the Final Project Document
- (viii) Produced a draft Application package
- (ix) Produced a completed application package, including an application form, a logical framework, a performance assessment framework, a result-based budget and payment schedule

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**16. BIDDER: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited subcontracted by GFA Consulting Group GmbH**

<b>ASSIGNMENT:</b> <i>Provision of Technical Assistance to Develop a Project Proposal for Zimbabwe under the SADC Trade Related Facility</i>	<b>Country where assignment was conducted:</b> Zimbabwe
<b>Client:</b> Ministry of Commerce and Industry. Other agencies such as Standards Association of Zimbabwe (SAZ), Ministry of Agriculture, Ministry of Health and Child care, collaborated	
<b>Address:</b> Head Office Ministry of Commerce and Industry 13th Floor Mukwati Building Cnr. 4th Street/Livingstone Avenue Private Bag 7708 Causeway, Harare	
<b>Start period:(months/year):</b> September/2016	<b>Completion:</b> October/2016
<b>Narrative description of the Assignment:</b> The overall objective of the assignment was to assist the Government of Zimbabwe to develop a project proposal for strengthening quality infrastructure for SPS and TBT. In designing the proposal, the following issues were taken into account: <ol style="list-style-type: none"><li>(i) The project was coherent with SADC's integration strategy, national development plans and/ or policies with clear linkages to the implementation of the SADC regional industrialisation strategy and Road Map (2015-263);</li></ol>	

- (ii) the project was aimed at mitigating or overcoming challenges linked to the implementation of the SADC Protocol on Trade in Zimbabwe (especially Annexes for SPS and TBT);
- (iii) the project was consistent with the strategies and objectives of the EU SADC TRF and fit within the identified intervention areas; and
- (iv) The project was situated within a coherent strategic framework of addressing Zimbabwe's regional/ extra-territorial trade commitments; (TBT/SPS obligations); sustainable; with objectives, key results and indicators clearly linked to the implementation of identified gaps.

**Specific objectives:** Specifically, this assignment was to assist the Government of Zimbabwe to develop a TRF application package, containing the following information:

1. Identify the objectives to be achieved, project outcomes and outputs and activities to be undertaken;
2. propose a Performance Assessment Framework (PAF) that includes a baseline, progress indicators and final targets (multi-annual where applicable) and sources of verification (SoV) to allow measurement of progress against implementation of the project;
3. propose a result-based budget and payment schedule, based on the progress indicators and targets proposed in the PAF; and
4. outline a project management and implementation arrangement, including details on how financial and procurement processes will be managed

**Description of actual services provided by Food Safety Associates Expert:**

- (i) Briefing session with the TRF Facility Support Unit (FSU) and the TRF Focal Point at the commencement of the assignment.
- (ii) Desk review of relevant documentation such as TRF logical framework; SADC Protocol on Trade; (TBT/SPS) Annex; SADC Industrialisation Strategy and road map, SADC-EU EPA as relating to standards, TBT and SPS measures
- (iii) Discussions with national stakeholders in Zimbabwe involved in the identified areas
- (iv) Discussions with the EU Delegation in Zimbabwe and other international development partners to obtain insights on their development support interventions in Zimbabwe, so as to ensure complementarities and avoid duplication of efforts.
- (v) Conducted as stakeholders' analysis and TBT and SPS needs assessment regarding the implementation of WTO agreement on SPS and TBT and relevant annexes of the SADC Protocol on Trade aimed to improve cross-border trade.
- (vi) Identified SPS and TBT related challenges in the public sector and private institutions and suggested the necessary interventions by the SADC TRF project to improve the existing situation
- (vii) Organized validation workshop of the Final Project Document
- (viii) Produced inception report including a work plan.
- (ix) Produced a draft project document
- (x) Validation of the draft final project document
- (xi) Produced a completed application package, including an application form, a logical framework, a performance assessment framework, a results-based budget and payment schedule

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**17. BIDDER: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited subcontracted by GFA Consulting Group GmbH**

<b>ASSIGNMENT:</b> <i>Provision of Technical Assistance to Develop a Project Proposal for Mozambique under the SADC Trade Related Facility</i>	<b>Country where assignment was conducted:</b> Mozambique
<b>Client:</b> Ministry of Industry and Commerce. Other agencies such as National Institute for standardisation and quality (INNOQ); Ministry of Agriculture and Food Security collaborated	
<b>Address:</b> Praça 25 de Junho 300, Maputo <b>Caixa postal:</b> C.P. 1831, Maputo	
<b>Start period (months/year):</b> August/2016	<b>Completion:</b> September/2016
<p><b>Narrative description of the Assignment:</b> The overall objective of the assignment was to assist the Government of Mozambique to develop a project proposal on quality and standards with specific focus on TBT and SPS measures.</p> <p>The assignment also involved the completion of an application form for TRF funding request (<i>Annex 2 of the TRF Operational Guidelines</i>). In designing the project proposal, the following issues were taken into account:</p> <ul style="list-style-type: none"> <li>(i) The project was coherent with SADC’s integration strategy, national development plans and/ or policies with clear linkages to the implementation of the SADC regional industrialisation strategy and road map and other trade facilitation programmes;</li> <li>(ii) the project was aimed at mitigating or overcoming challenges linked to the implementation of the SADC Protocol on Trade or the Economic Partnership Agreement in Mozambique;</li> <li>(iii) the project was consistent with the strategies and objectives of the TRF and fit within the identified intervention areas; and</li> <li>(iv) the project was situated within a coherent strategic framework of addressing Mozambique’s regional/ extra-territorial trade commitments; (TBT/SPS obligation); sustainable; with objectives, key results and indicators clearly linked to the implementation of identified gaps.</li> </ul> <p><b>Specific objectives:</b> Specifically, this assignment was to assist the Government of Mozambique to develop a TRF application package, containing the following information:</p> <ol style="list-style-type: none"> <li>1. Identify the objectives to be achieved, project outcomes and outputs and activities to be undertaken;</li> <li>2. propose a Performance Assessment Framework (PAF) that includes a baseline, progress indicators and final targets (multi-annual where applicable) and sources of verification (SoV) to allow measurement of progress against implementation of the project;</li> <li>3. propose a result based budget and payment schedule, based on the progress indicators and targets proposed in the PAF;</li> <li>4. Outline an implementation methodology and a project management and implementation arrangement, including details on how financial and procurement processes will be managed.</li> </ol>	

**Description of actual services provided by Food Safety Associates Expert:**

- (i) Briefing session with the TRF Facility Support Unit (FSU) and the TRF Focal Point at the commencement of the assignment. Desk review of relevant documentation such as TRF logical framework; SADC Protocol on Trade; (TBT/SPS) Annex; SADC Industrialisation Strategy and road map, SADC-EU EPA as relating to standards, TBT and SPS measures
- (ii) Discussions with national stakeholders in Mozambique involved in the identified areas
- (iii) Discussions with the EU Delegation in Mozambique and other international development partners to obtain insights on their development support interventions in Mozambique, so as to ensure complementarities and avoid duplication of efforts.
- (iv) Conducted as stakeholders' analysis and TBT and SPS needs assessment regarding the implementation of WTO agreement on SPS and TBT and relevant annexes of the SADC Protocol on Trade aimed to improve cross-border trade
- (v) Identified SPS and TBT related challenges in the public sector and private institutions and suggested the necessary interventions by the SADC TRF project to improve the existing situation
- (i) Organized validation workshop of the Final Project Document for discussion and stake holder in put before producing a completed application package
- (vi) Produced a draft final project document including an application form, a logical framework, a performance assessment framework, a results-based budget and payment schedule

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**18. BIDDER: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited subcontracted by GFA Consulting Group GmbH**

<b>ASSIGNMENT:</b> <i>Developing a project proposal to strengthen SPS environment and quality infrastructure in Swaziland</i>	<b>Country where assignment was conducted:</b> Swaziland
<b>Client:</b> Ministry of Commerce and Industry. Others such as Swaziland Standards Authority; Ministry of Agriculture and Ministry of Health collaborated	
<b>Address:</b> International Trade Department Ministry of Commerce, Industry and Trade Gwamile Street Between Deputy Prime Minister's Office and the Swazi Bank P.O Box 451Mbabane, H 100	
<b>Start period (months/year):</b> May/2016	<b>Completion:</b> June/2016
<b>Narrative description of the Assignment:</b> The project focused at improving capacity for Swaziland to implement her commitments under SADC - including the capacity of trade related institutions; and improving support to SMMEs and exporters that will contribute to increased exports into the region and international markets.	
<b>Specific objectives:</b> The assignment was to assist the Government of Swaziland to develop a TRF application package containing the following information:	
1. Identify the objectives to be achieved, project outcomes and outputs and activities to be undertaken;	

2. propose a performance Assessment Framework (PAF) that includes a baseline, progress indicators and final targets (multi-annual where applicable) and sources of verification (SoV) to allow measurement of progress against implementation of the project;
3. propose a results-based budget and payment schedule, based on the progress indicators and targets proposed in the PAF;
4. Outline an implementation methodology and a project management and implementation arrangement, including details on how financial and procurement processes will be managed.

**Description of actual services provided by Food Safety Associates Expert:**

- (i) Attended briefing session with the TRF Facility Support Unit (FSU) and the TRF Focal Point at the commencement of the assignment to obtain an overview and expectations of the TRF programme, its monitoring and evaluation framework as well as the nature and objectives of the project proposal.
- (ii) Carried out desk-review of relevant documentation such as TRF logical framework; SADC Protocol on Trade; SADC SPS and TBT Annex; and SADC Standardization, Quality Assurance and Metrology (SQAM) Programme relevant policy and strategy documents in Swaziland, etc.
- (iii) Carried out discussions with national stakeholders in Swaziland involved in the standards and quality infrastructure.
- (iv) Carried out discussions with the EU Delegation in Swaziland and other international development partners to obtain insights on their development support interventions in Swaziland, so as to ensure complementarities and avoid duplication of efforts.
- (v) Conducted as stakeholders' analysis and TBT and SPS needs assessment regarding the implementation of WTO agreement on SPS and TBT and relevant annexes of the SADC Protocol on Trade aimed to improve cross-border trade
- (vi) Identified SPS and TBT related challenges in the public sector and private institutions and suggested the necessary interventions by the SADC TRF project to improve the existing situation
- (vii) Organized validation workshop of the Final Project Document for discussion and stake holder in put before producing a completed application package
- (viii) Produced Final Project Document
- (ix) Produced a completed application package, including an application form, a logical framework, a performance assessment framework, a results-based budget and payment schedule

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**19. BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Consultancy Services to Support the Implementation of Key Short Term Assignments under the Quality Infrastructure and Standards Programme (QUISP)</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Trade Industry and Cooperatives	

**Address:**

Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3<sup>rd</sup> Floor, P.O.Box 7163, Kampala Uganda

**Start period(months/year):**May/2016**Completion (month/year):** November/2016**Objective of the assignment**

1. Supporting MAAIF, KCCA and UNBS to implement the animal feeds and meat value related standards and technical regulation
2. Supporting the training and implementation of quality standards and best practices for MSMEs
3. Developing short-term policy studies to guide the decisions of the SMCA fora and other relevant institutions on topical issues.
4. Developing end of implementation evaluation and phasing out strategy to ensure sustainability of key QUISP results
5. Supporting training of MDAs in: development of Technical Regulations according to Good Regulatory Practice (GRP), implementation of control plans and standard operating procedures, modern monitoring, surveillance and control based on Risk Analysis (i.e auditing, certification, sampling and testing) - including code of practice or check lists for fresh fruits and vegetables
6. Supporting capacity building of Technical Assessors and laboratory Analysts in method validation and estimation of measurement uncertainty

**Description of actual services provided by Food Safety Associates Ltd:**

1. Worked with MTIC and stakeholders to devise the mechanisms for training of abattoir operators starting with those in the greater Kampala Metropolitan area, and where possible, bring on board other deserving ones from other areas outside the city
2. Reviewed the existing training Manual, guided PMU in organizing; and facilitated the training of the abattoir operators.
3. Reviewed the drafts of awareness materials existing and supported MTIC in their dissemination
4. Liaised with the relevant unit of the UNBS, identified the necessary standards that the MSMEs need to implement to meet the requirements of local and regional markets
5. Supported the PMU in identification of the potential Trainees and the organization of the Training of the MSMEs
6. Participated in the Training of the SMEs in implementation of the necessary quality standards
7. Participated in monitoring the impact of the training and prepared training report indicating the lessons learnt to aid the organization of similar future trainings.
8. Hands on training on Practical Method Validation of methods
9. Hands on training on estimation of uncertainty in measurements made
10. Trained staff on competence evaluation
11. Trained staff on basic statistics for Analysts

12. Provided/assisted in preparation of Training Materials (Training Protocols, test samples, relevant analytical reference standards and Quality control materials) sufficient to prepare the method validation dossier.
13. Gave guidance and technical support to have the identified gaps fixed and proposed process and system improvements.
14. Built the capacity of inspectors and auditors in modern inspection and verification techniques and sampling procedures through training and development of simplified inspector's guides, through guidance in development and implementation of code of good practices and quality control SOPs.
15. Trained regulators from MDAs in development of Technical Regulations according to Good Regulatory Practice (GRP), implementation of control plans and standard operating procedures, modern monitoring, surveillance and control based on Risk Analysis (i.e auditing, certification, sampling and testing) - include code of practice or check lists for fresh fruits and vegetables here.
16. Undertook research and studies and provided well refined briefs to inform the decisions of the NQCC (National Quality Coordination Committee) on various topical issues to be discussed by the committee
17. Facilitated the NQCC in the discussion of the policy briefs by providing technical support relating to the topical issues under discussion
18. Guided the NQCC secretariat in the implementation of decisions of the NQCC relating to the different policy briefs
19. Supported PMU in coming up and implementation of activities towards transformation of the NQCC into the National Quality Forum
20. Advised the NQCC regarding the formality for Directorate of Coordination and Monitoring in the OPM taking on the role of the secretariat for National Quality Forum when the secretariat is transferred to the OPM
21. Reviewed QUISP implementation documents (programme document; midterm, quarterly and monthly reports, field and study reports, consultancy and TA reports and any other outputs)
22. Interviewed key stakeholders involved in the implementation of QUISP and the programme beneficiaries
23. Developed an end of programme implementation evaluation and phase out strategy to ensure sustainability of QUISP results. The expert may also be required to develop the concept for the successor project with proposals on possible funding sources.

Please refer to: Programme Coordinator, Mr. Denis Ainebyona. [dainebyona@mtic.go.ug](mailto:dainebyona@mtic.go.ug)/  
[dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: 0392960105

#### 19. BIDDER: Food Safety Associates Limited

<b>ASSIGNMENT:</b> <i>Consultancy Services to conduct a Value Chain Analysis for the Major</i>	<b>Country where assignment was conducted:</b> Uganda
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<i>fish species and aquaculture, and develop a National Fisheries Policy Implementation Plan under the Lake Victoria Environment Management Project</i>	
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries	
<b>Address:</b> Ministry of Agriculture Animal Industry and Fisheries (MAAIF), DFR P.O Box 4, Entebbe	
<b>Start period:</b> July/2016	<b>Completion:</b> September/2016
<p><b>Narrative description of project:</b> Food Safety Associates Ltd was requested by the MAAIF to undertake a sector-wide value chain study to generate information and data needed to guide the development of the National Fisheries Policy Implementation Plan to realize the objectives of the policy.</p> <p><b>Objective of the assignment:</b> The main objective was to develop National Fisheries Policy (NFP) Implementation Plan in line with the mission of the new National Fisheries Policy i.e. to optimize the utilization of the fisheries resources benefits through increased and sustainable production</p>	
<p><b>Description of actual services provided by Food Safety Associates Limited:</b></p> <ol style="list-style-type: none"> <li>1) Conducted desk research, stakeholders analysis and field studies to undertake a subsector-wide value chain analysis study for major fish species to identify the technologies, nature of fishing and fish related operations, processes and enterprises, challenges, solutions available to address the challenges, opportunities for improving operations, productivity, profitability, product development, value addition and marketing among others for each of the major species from major water bodies and aquaculture</li> <li>2) Analysed data and information obtained from the desk research, stakeholder's analysis and field work study and produced a report of the fisheries subsector wide value chain analysis highlighting the situation analysis for major fish species captured from major water bodies in Uganda and aquaculture. The report identified in detail the strength, weaknesses, opportunities and threats for improving operations and increasing productivity, profitability, product development, value addition and marketing for each of the species. The report also identified issues confronting the developments in the value chains for different species as well as the key stakeholders affected or impacted by the developments. It gave the actions and interventions necessary for improving the above variables for each of the species while considering the nature of the operators, institutional and policy frameworks in place.</li> <li>3) Met with key stakeholders at National Level to seek their views on the findings of the Value Chain Analysis Study and validated the findings. Individual stakeholders were contacted through e-mails to seek their views or organised individual or joint meetings.</li> <li>4) Used the findings of the value chain study and the provisions of the National Fisheries Policy, to determine policy interventions, expected outcomes, outputs and developed a five-year costed National Fisheries Policy Implementation Plan in accordance to the suggestions made above</li> <li>5) Met or circulated the developed National Fisheries Policy Implementation plan and consulted key stakeholders for their inputs to the draft National Fisheries Policy Implementation Plan</li> </ol>	

- 6) Incorporated comments of the stakeholders and Presented the National Fisheries Policy Implementation Plan to the Directorate of Fisheries Resources for comments
- 7) Received comments from the Directorate of the Fisheries Resources, revised the draft NFP Implementation Plan by incorporating those comments of DiFR and submitted the final draft of the Plan
- 8) Compiled a brief end of assignment report detailing the constraints and lessons learnt in undertaking the assignment to inform future similar work
- 9) Submitted the report to the DiFR

*Please refer to: Director for Fisheries Dr.Edward Ruukunya Tel:0772413279*

## 20. BIDDER'S NAME: Food Safety Associates Limited

<b>ASSIGNMENT:</b> Supporting the collaboration between MTIC/QUISP and Makerere University School of Food Technology, Nutrition and Bio-Engineering to establish a Masters' Degree Course in Food Safety and Quality Management	<b>Country:</b> Uganda
<b>Name of client:</b> The Ministry of Trade, Industry and Cooperatives (MTIC) Under the Quality Infrastructure and Standards Project (QUISP)	
<b>Address:</b> Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3 <sup>rd</sup> Floor, P.O.Box 7163, Kampala Uganda	
<b>Start period:</b> January/ 2016	<b>Completion:</b> March/2016
<p><b>Narrative description of the project:</b> The overall objective was to obtain information and data to inform the process of development of the Curriculum and course content of the proposed Msc Food Safety and Quality Management at Makerere University School of Food Technology, Nutrition and Bioengineering. The objective of the of the proposed course was to produce adequate and well equipped food safety and quality professionals that can support the establishment and sustenance of an appropriate food safety and quality system which is capable to respond to the ever changing needs of the agro food sector in Uganda and beyond.</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1. To assess the human resource needs of agro-food industry and potential employer institutions regarding food safety and quality knowledge and skills and determine specific gaps to incorporate in the course content of MSC FSQM so as to meet the human resource and technical needs and expectation to the agro-food sectors</li> <li>2. To provide technical support to Mak SFTNB in development and approval process for the course and coordination stakeholder consultation processes for development of course content that meets the agro-food sector needs</li> <li>3. Identify the requisite academic teaching material and laboratory resources and prepare a resource map for implementation of MSC FSQM by the Mak SFTNB</li> </ol>	

4. Identify Universities in region, Africa and elsewhere where similar or related courses are taught and facilitate study tours to enable information and experience sharing and establishment of working relationship with peer institutions to enable future academic exchange programme such external examination and research collaboration

**Description of actual services provided by Food Safety Associates Limited:**

1. Conducted a capacity gap analysis in industry and potential employer institutions and identified food safety and quality issues that should be covered by the course to meet the needs of the agro-food sectors
2. Provided technical expertise in the design and development of course content and curriculum by Makerere University, School of Food Technology, Nutrition and Bio-Engineering.
3. Supported the development of the course content and curriculum by working with key academic staff at the DFTN
4. Coordinated stakeholders consultations with respect to development of course content and the curriculum
5. Consulted the key and representative stakeholders for their input to ensure the relevance of the course to the needs of the agro food sector.
6. Supported the approval process of the curriculum developed to ensure compliance with the guidelines recommended by the University, Uganda National Council for Higher Education and other relevant accreditation bodies.
7. Provided technical support on all processes leading to approval of the courses by relevant bodies
8. Supported the development of academic and laboratory inventories and identified the initial relevant teaching materials and aids needed for the commencement of the Msc Programme
9. Developed a resource roadmap for implementation of the MSC FSQM programme by Mak SFTNB,
10. Supported exchange visits and information sharing with reputable institutions with experience of running similar or related programs for successful implementation of the developed program

Please refer to: Programme Coordinator, Mr. Denis Ainebyona. [dainebyona@mtic.go.ug](mailto:dainebyona@mtic.go.ug)/  
[dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: [0392960105](tel:0392960105)

**21. BIDDER'S NAME: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited Sub-Contracted by United Nations Industrial Development Organisation (UNIDO)**

<p><b>ASSIGNMENT:</b> UNIDO/EC Rapid Response Mission on Strengthening of Sanitary, Phytosanitary and Quality Infrastructure in Uganda to Meet the Export Requirements for Agro-food Products with special focus on exports of fruits and Vegetables to the EU</p>	<p><b>Country:</b> Uganda</p>
<p><b>Name of client:</b> United Nations Industrial Development Organization (UNIDO)</p>	
<p><b>Address:</b> Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3<sup>rd</sup> Floor, P.O.Box 7163, Kampala Uganda</p>	
<p><b>Start date:</b> April/ 2015</p>	<p><b>Completion:</b> June/ 2015</p>
<p><b>Narrative description of the project:</b> The overall goal was to develop and sustain agro-food exports to support employment, increase the people's income and contribute to poverty reduction by identifying effective interventions for the food safety and phytosanitary challenges affecting Uganda fruits and vegetable exports to the EU</p>	
<p><b>Description of actual services provided by Food Safety Associates Expert:</b></p> <ol style="list-style-type: none"> <li>1. Developed a 5-year project proposal for funding by UNIDO and EU that elaborated the following:             <ol style="list-style-type: none"> <li>a) Implementation of key aspects of National SPS Policy and Strategic development plan for food safety (2016-2020)</li> <li>b) Development, enactment and implementation of rules for food safety, sanitary and phytosanitary controls for exports in line with Policy, Strategy and existing Acts</li> <li>c) An institutional framework for coordinating food safety and quality controls in the country established in accordance to the new food safety law</li> <li>d) Institutional structure for supporting official controls for SPS streamlined and roles of individual institutions harmonized, rationalized and clarified</li> <li>e) Risk Analysis framework for agro-food sectors developed and implemented for all exported commodities</li> <li>f) Standard operating procedures for SPS inspection that are in accordance to EU regulations developed and implemented</li> <li>g) Data bases for all agro-food operators within the agro-food export chain established</li> <li>h) Tools such as quarantined pests and approved pesticides developed to support inspection services</li> <li>i) An organized system for surveillance for plant and animal products established and implemented</li> <li>j) Rapid alert system for plant and animal products developed and implemented</li> </ol> </li> </ol>	

- k) Rationalize the use of the available laboratory services
- l) Continuous exchange of technical information between operators within the chain together with mandated public sector institutions through regular meeting supported

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## 22. BIDDER'S NAME: Food Safety Associates Ltd

<b>ASSIGNMENT:</b> Inventories of New Industrial POPs: Perflorooctane Sulfonic Acids (PFOS), Its Salts and Perflorooctane Sulfonyl Fluoride (PFOS-F) in Uganda	<b>Country:</b> Uganda
<b>Client:</b> National Environmental Management Authority	
<b>Address:</b> National Environment Management Authority P.O. Box 22255 Kampala Uganda Email: info@nemaug.org	
<b>Start period:</b> October/2014	<b>Completion:</b> February/2015
<p><b>Narrative description of Project:</b> The main objective of this assignment was to carry out inventory of new industrial Persistent Organic Pollutants (POPs): Perflorooctane Sulfonic Acids (PFOS), its salts and Perflorooctane Sulfonyl Fluoride (PFOS-F) and establish the quantity of PFOS in Uganda's environment and develop the action plan for its management in accordance with the Stockholm convention requirements.</p> <p><b>Specific objectives</b></p> <ol style="list-style-type: none"> <li>1. To carry out Inventories of Perflorooctane Sulfonic Acids (PFOS), its salts and Perflorooctane Sulfonyl Fluoride (PFOS-F) in the country</li> <li>2. To develop action plans for the management of these chemicals</li> </ol>	
<p><b>Description of actual services provided by Food Safety Associates ltd:</b></p> <ol style="list-style-type: none"> <li>1. Reviewed and documented data and information on the manufacture, use and importation of articles containing PFOS and PFOS-F</li> <li>2. Conducted national inventories to collect information from sectors dealing with products that contain PFOS</li> <li>3. Identified the types and quantities of processes using the articles containing PFOS; identified the types of alternatives available at the international level and which are used in products and processes at the international level so as to replace the PFOS</li> <li>4. Proposed acceptable purposes and specific exceptions applicable to Ugandan scenario</li> <li>5. Developed strategies with measures, timelines and goals for the management of these chemicals (actions plans under the NIP);</li> <li>5. Prepared inventory report for these chemicals;</li> <li>6. Collaborated and provided information when required to other task teams carrying out similar consultancies under the project;</li> <li>7. Made other input that was appropriate to ensure that the inventory report on these industrial chemicals reflects the circumstances of Uganda regarding the subject matter.</li> </ol>	

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### 23. BIDDER'S NAME: Food Safety Associates Ltd And NIRAS/BSI

<b>ASSIGNMENT:</b> Providing technical Assistance to Quality Infrastructure and Standards Programme in Uganda PHASE 11	<b>Country:</b> Uganda
<b>Name of client:</b> Ministry of Trade, Industry and Cooperatives	
<b>Address:</b> Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3 <sup>rd</sup> Floor, P.O.Box 7163, Kampala Uganda	
<b>Start date:</b> February/2014	<b>Completion date:</b> January/2015
<b>Narrative description of the project:</b> The overall objective was to promote sustainable use of standards and quality infrastructure so as to improve the competitiveness of Uganda's products, processes and service delivery systems in domestic, regional and international markets	
<b>Specific objectives:</b> <ol style="list-style-type: none"><li>1. Development and Implementation of National Standards and Quality Infrastructure Policy and review of Standards Strategy</li><li>2. Undertake a Legal and Regulatory framework review and develop a regulatory framework suitable for appropriate quality and standards infrastructure</li><li>3. Establish an effective mechanism for coordination of Standardization stakeholders</li><li>4. Building the Capacity of quality and standardization service providers</li><li>5. Increase Awareness of the public on the quality and standardization issues</li></ol>	
<b>Description of actual services provided by Food Safety Associates Ltd:</b> <ul style="list-style-type: none"><li>• Reviewed the results and recommendations of a study carried out to identify gaps in the legal framework for the enforcement of technical regulations that need to be filled</li><li>• Supported the development and/or enactment of new legislation to fill the identified gaps</li><li>• Facilitated (where appropriate) stakeholder consultations during the review and update of the respective current laws in quality infrastructure area.</li><li>• Provided technical input on the on-going study on the establishment of national framework for coordination and collaboration of all stakeholders in standards and quality area – The standards and quality forum</li></ul>	

- Advised on the establishment of elaborate procedures and chart for mode of coordination and operations of the standards and quality forum
- Assisted in the drafting of procedures, modalities and frequency for national quality and standards forum

*Reference: Ministry of Trade Industry and Cooperatives (MTIC), Uganda*

*Please refer to: Programme Coordinator, Mr. Denis Ainebyona. [dainebyona@mtic.go.ug](mailto:dainebyona@mtic.go.ug)/  
[dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: 0392960105; NIRAS Project Director,  
[kristina.mastroianni@niras.com](mailto:kristina.mastroianni@niras.com) Tel: +4670 5573232/ +46 8 5455 333*

#### 24. BIDDER'S NAME: Food Safety Associates Ltd

<b>ASSIGNMENT:</b> Consultancy to provide technical support to implementation of priority activities under the QUISP	<b>Country:</b> Uganda
<b>Name of Client:</b> Ministry of Trade, Industry and Cooperatives	
<b>Address:</b> Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3 <sup>rd</sup> Floor, P.O. Box 7163, Kampala Uganda	
<b>Start date period:</b> September/2014	<b>Completion:</b> January/2015
<b>Narrative description of Assignment:</b> The assignment aimed to: <ol style="list-style-type: none"> <li>1. Review and update the draft National SPS policy and its implementation plan and support the QUISP PMU and the task force that was established to implement the meat standards in Kampala Market</li> <li>2. Support the continuation of legal and regulatory review that was initiated during the course of QUISP 1 and QUISP 2 which was abruptly halted when the work of technical assistance team of QUISP was suspended after the donor withdrew the funding</li> <li>3. Support the establishment of the National Quality Coordination Forum and Implementation of strategies to strengthen and reform the national quality infrastructure in Uganda already agreed upon during the QUISP phase 1 and 2</li> </ol>	
<i>Reference: Ministry of Trade Industry and Cooperatives (MTIC), Uganda</i>	
<i>Please refer to: Programme Coordinator, Mr. Denis Ainebyona. <a href="mailto:dainebyona@mtic.go.ug">dainebyona@mtic.go.ug</a>/ <a href="mailto:dainebyona@yahoo.com">dainebyona@yahoo.com</a>; Tel: 0392960105</i>	

#### 25. BIDDER: Food Safety Associates Ltd

<b>ASSIGNMENT:</b> Consultancy to Review the National Fisheries Policy	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture, Animal Industry and Fisheries	
<b>Address:</b> Ministry of Agriculture, Animal Industry and Fisheries, Lugard Avenue, P.O Box 102, Entebbe	

<b>Start period:</b> June/2014	<b>Completion:</b> September/2014
<p><b>Narrative description of the Assignment:</b> The objective of the assignment was to facilitate review of the national fisheries policy in light of the changes that has occurred in the sector in the last decade, the ongoing government poverty eradication focus, and produce a draft of new fisheries policy</p> <p><b>Specific Objectives</b></p> <ol style="list-style-type: none"> <li>1. Undertake desk review of the existing government and other policy, regulatory and planning documents, reports, materials etc that relate to or have significance to fisheries subsector</li> <li>2. Consult or obtain information from/regarding some of the key stakeholders at National and local government level, private sector, civil society, academia, research etc that have relevancy to fisheries sector to understand their views and interests.</li> <li>3. Use the existing national fisheries policy as the working document and update it regarding the new changes and aspirations of the stakeholders basing on information obtained from 1 and 2 above</li> <li>4. Produce a Final Draft Policy for the fisheries sub sector and where necessary, present it to National Stakeholders and MAAIF Top Policy Management for approval</li> </ol>	
<p><b>Description of actual services provided by Food Safety Associates Ltd:</b></p> <ol style="list-style-type: none"> <li>1. Undertook desk review of the literature to obtain specific information on international guidelines and recommendations on fisheries managements and development, information on decisions, directives, codes of practices etc agreed within the framework of regional bodies such as LVFO, Nile basin Commission, Lake Victoria Basic Commission and others, new information available from research, surveys, field reports etc that highlight new challenges and bring new suggestions to best practices to management and development of fisheries sector at national, regional and international level.</li> <li>2. Undertook a review of the current National Fisheries Policy to identify approaches, measures, issues, policy areas, policy objectives, and policy strategies that require to be adjusted in order to improve benefits and utilisation of fisheries resources in a sustainable manner</li> <li>3. Consulted Key Stakeholders and seek information available with key stakeholder institutions and seek stakeholders' views, and concern regarding challenges in the fisheries sector and the solutions needed to address those challenges</li> <li>4. Based on comments obtained from the review and view of stakeholders, Revised the National Fisheries Policy to reflect the emerging needs of society and economy at large while taking care of the concerns of private and public sector and other stakeholders.</li> <li>5. Discussed the redrafted policy with the Head and Staff of the Directorate of Fisheries Resource and other stakeholders as may be appropriate, and incorporate their comments in the revised draft National Fisheries Policy</li> <li>6. Drafted a brief report containing the analysis and comments on the changes made in the revised National Fisheries Policy and highlighting the modalities for implementing the revised policy</li> <li>7. Submitted the Brief report together with the final draft of the revised policy to the Commissioner for Fisheries Management and Development in MAAIF</li> </ol>	

Please refer to: Director for Fisheries Dr Edward Ruukunya Email: edwardrukunya@yahoo.com  
Tel:0772413279

**26. BIDDER'S NAME: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited**

<p><b>ASSIGNMENT:</b> Consultancy to establish a well-functioning food safety control system in Ministry of Agriculture, Animal Industry and Fisheries Under the World Bank Funded East Africa Agriculture Productivity (EAAP) Project</p>	<p><b>Country:</b> Uganda</p>
<p><b>Name of client:</b> Ministry of Agriculture Animal Industry and Fisheries, and National Agriculture Research Organization (NARO)</p>	
<p><b>Address:</b> Department of Crop Protection Under MAAIF and National Agricultural research Organization Secretariat Plot 11-13 Lugard Avenue P.O.Box 295, Entebbe</p>	
<p><b>Start date period:</b> November/2012</p>	<p><b>Completion:</b> September/2013</p>
<p><b>Narrative description of the Assignment:</b> The main goal was to recommend the appropriate measures to establish a well-coordinated and functioning food control system for MAAIF</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1. To consult national stakeholders and value chain operators to identify the deficiencies in the national food safety control system that need to be fixed</li> <li>2. To review the available policy, legal and related documents to identify areas in the food control system that needs to be modified</li> <li>3. To review relevant international literature to identify requirements for best practices in food control and management and make appropriate recommendations to be adopted for Uganda</li> <li>4. To propose the appropriate policy, legal and institutional framework needed to effectively control food safety in Uganda</li> <li>5. Develop Implementation manuals and protocol for implementing the recommended food control system by MAAIF</li> </ol>	
<p><b>Description of actual services provided by Food Safety Associates (Ltd):</b></p> <ol style="list-style-type: none"> <li>1. Carried out desk and literature review to obtain information on the best international practices in food safety control and the existing system in Uganda</li> <li>2. Carried out field visits to food producers, processors, handlers etc to identify the existing practices and the deficiencies in food control and management and establishment level.</li> <li>3. Consulted national level stakeholders to identify their views and suggestions to the national food control system suited for Uganda</li> <li>4. Produced an analytical report to the current status of food safety control system and what changes are necessary to establish a well-coordinated and functioning food control system under MAAIF</li> </ol>	

5. Developed an implementation manual and protocols to guide MAAIF in introduction and implementation of food control system recommended

Please refer to Dr. George Lukwago, NARO Coordinator for the EAAP Project: [lukwagogeorge@gmail.com](mailto:lukwagogeorge@gmail.com); +256 772 424891

**27. BIDDER'S NAME: Dr Ananias Bagumire was Subcontracted by Agriconsulting Europe/Ecorys Nederlands**

<b>ASSIGNMENT:</b> Providing Technical Assistance to Economic Partnership Agreement and Trade related Private Sector Support (EPA TAPSS) Programme	<b>Country:</b> Uganda
<b>Name of Client:</b> Ministry of Trade, Industry and Cooperatives	
<b>Address:</b> Ministry of Trade, Industry and Cooperatives Farmers House 5 <sup>th</sup> Floor, Parliamentary Avenue, Kampala	
<b>Start period (month/year):</b> August/2012	<b>Completion period (month/year):</b> June/2013
<b>Narrative description of the project:</b> The main goal of the assignment was to strengthen standards environment and mechanism for implementation of SPS measures with a view to enabling Uganda's products conform to international quality requirements	
<b>Specific objectives:</b>	
<ol style="list-style-type: none"> <li>1. Increase the general awareness and sensitize stakeholders on importance and implementation of SPS measures</li> <li>2. Building the technical capacity for the local government to monitor and promote the implementation of SPS measures</li> <li>3. Develop guidelines and standard operating procedures for implementing SPS measures</li> <li>4. Support the reactivation of the WTO notification office under the MTIC</li> </ol>	
Undertake a functional analysis for mandated SPS public institutions	
<b>Description of actual services provided by Food Safety Associates(ltd)staff:</b>	
<ol style="list-style-type: none"> <li>1. Developed the SPS awareness and sensitization materials</li> <li>2. Trained the local government staff on good SPS practice.</li> <li>3. Drafted SPS guidelines, standard operating procedures and code of good practices</li> <li>4. Undertook a study on revitalization of the WTO notifications office under MTIC</li> <li>5. Undertook a functional analysis study for the mandated public SPS institutions</li> </ol>	
Please refer to Programme Manager of EPA TAPSS at MTIC, Mr. Emmanuel Mutahunga <a href="mailto:emutahunga@mtic.go.ug">emutahunga@mtic.go.ug</a> / <a href="mailto:mutahungae@yahoo.co.uk">mutahungae@yahoo.co.uk</a> , Tel: 256 772621403; Ecorys Nederlands Project Direct, Nora Plaiser <a href="mailto:nora.plaiser@ecorys.com">nora.plaiser@ecorys.com</a> +311045388781	

**28. BIDDER'S NAME: Dr Ananias Bagumire was Sub-Contracted by Tropical Agriculture and Natural Resources Services Centre Ltd (TRANRSEC)**

<b>ASSIGNMENT 21:</b> Capacity and equipment inventory of testing and calibration laboratories in Uganda	<b>Country:</b> Uganda
<b>Name of client:</b> Ministry of Trade, Industry and Cooperatives	
<b>Address:</b> Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3 <sup>rd</sup> Floor, P.O.Box 7163, Kampala Uganda	
<b>Start period:</b> March/2013	<b>Completion:</b> June/2013
<p><b>Narrative description of the project:</b> The main objective of this assignment was to establish the capacities and inventory of conformity assessment service providers in testing, calibration fields and related certification fields in Uganda.</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1. Establish the available laboratory testing and calibration service providers, the numbers of experts in the testing and calibration areas as well as testing and calibration equipment</li> <li>2. Design the criteria of rationalizing and allocation of centers of excellence for key conformity assessment requirements (especially testing and certification services needed by exporters and importers)</li> </ol>	
<p><b>Description of actual services provided by Food Safety Associates (ltd):</b></p> <ol style="list-style-type: none"> <li>1. Identified and developed an inventory of both Public and Private ( including industries) testing, verification and calibration laboratories involved in conformity assessment and research activities in Uganda and reviewed the mandates and legal frameworks under which they operate,</li> <li>2. Identified and developed an inventory of key equipment available, its age, capability and calibration status and identify essential but lacking equipment in the testing and calibration laboratories,</li> <li>3. Identified the testing and calibration scopes covered by the existing testing and calibration laboratories and the scopes that are lacking but which are critically needed by clients (exporters, importers, manufacturers, regulators, etc) ,</li> <li>4. Identified and developed an inventory of the available trained experts (human resource) in SMCA field both in Public and Private Sector,</li> <li>5. Provided a comparative assessment of the time taken to provide results for similar tests/certification services and cost implications by different SMCA service providers,</li> <li>6. Identified any other competence or gaps in the existing testing and calibration laboratories in terms of; expertise, accreditation status, presence or absence of formal laboratory quality management systems, equipment maintenance and servicing capacity, existence of formal laboratory safety management systems, operating environment, ICT</li> </ol>	

capability, existence of Laboratory Information Management Systems (LIMS), and any other capacity needs and challenges,

7. Based on the gap analysis, prepared proposals for capacity development of human and physical resources,
8. Provided/designed the criteria for rationalizing the set up and allocation of centers of excellence in for specific testing and certification services,
9. Recommended a sustainable way of keeping and updating a database on laboratory capacities and equipment inventory as an important component of quality infrastructure
10. Produced and presented an inception report for stakeholder input and later produce a draft report for discussion and stakeholder in put before producing a final report.

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[dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: 0392960105

**29. BIDDER'S NAME: Food Safety Associates Limited Sub-Contracted by  
NIRAS/BSI**

<b>ASSIGNMENT 22:</b> Providing technical Assistance to Quality Infrastructure and Standards Programme in Uganda PHASE 1	<b>Country:</b> Uganda
<b>Location with country:</b> Kampala	
<b>Name of client:</b> Ministry of Trade, Industry and Cooperatives	
<b>Address:</b> Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3 <sup>rd</sup> Floor, P.O.Box 7163, Kampala Uganda	
<b>Start date period:</b> June/2011	<b>Completion:</b> May/2013
<b>Narrative description of the Assignment:</b> The overall objective was to promote sustainable use of standards and quality infrastructure so as to improve the competitiveness of Uganda's products, processes and service delivery systems in domestic, regional and international markets	
<b>Specific objectives:</b>	
<ol style="list-style-type: none"> <li>1. Development and Implementation of National Standards and Quality Infrastructure Policy and review of Standards Strategy</li> <li>2. Undertake a Legal and Regulatory framework review and develop a regulatory framework suitable for appropriate quality and standards infrastructure</li> <li>3. Establish an effective mechanism for coordination of Standardization stakeholders</li> <li>4. Building the Capacity of quality and standardization service providers</li> <li>5. Increase Awareness of the public on the quality and standardization issues</li> </ol>	
<b>Description of actual services provided by Food Safety Associates (Ltd) staff:</b>	

1. Reviewed the results and recommendations of a study carried out to identify gaps in the legal framework for the enforcement of technical regulations that needed to be filled
2. Supported the development and/or enactment of new legislation to fill the identified gaps
3. Facilitated (where appropriate) stakeholder consultations during the review and update of the respective current laws in quality infrastructure area.
4. Provided technical input on the on-going study on the establishment of national framework for coordination and collaboration of all stakeholders in standards and quality area – The standards and quality forum
5. Advised on the establishment of elaborate procedures and chart for mode of coordination and operations of the standards and quality forum
6. Assisted in the drafting of procedures, modalities and frequency for national quality and standards forum

Please refer to: Programme Coordinator, Mr. Denis Ainebyona. [dainebyona@mtic.go.ug](mailto:dainebyona@mtic.go.ug)/  
[dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: 0392960105/ [dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: 0392960105; NIRAS  
 Project Director, [kristina.mastroianni@niras.com](mailto:kristina.mastroianni@niras.com) Tel: +4670 5573232/ +46 8 5455 3332

**30. BIDDER'S NAME: Dr Ananias Bagumire was Subcontracted by TRANRSEC Ltd**

<b>ASSIGNMENT:</b> Study to collect data and information for developing modalities for harmonizing Uganda's position and effective participation in SPS-related International Trade Negotiations	<b>Country:</b> Uganda
<b>Name of Client:</b> Ministry of Trade Industry and cooperatives	
<b>Address:</b> Ministry of Trade Industry and cooperatives, Farmers House 5 <sup>th</sup> Floor, Parliamentary Avenue, Kampala	
<b>Start period (month/year):</b> June/2011	<b>Completion period (month/year):</b> September/2011
<p><b>Narrative description of the Assignment:</b> The overall objective was to promote sustainable use of standards and quality infrastructure so as to improve the competitiveness of Uganda's products, processes and service delivery systems in domestic, regional and international markets</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1. Development and Implementation of National Standards and Quality Infrastructure Policy and review of Standards Strategy</li> <li>2. Undertake a Legal and Regulatory framework review and develop a regulatory framework suitable for appropriate quality and standards infrastructure</li> <li>3. Establish an effective mechanism for coordination of Standardization stakeholders</li> </ol>	

4. Building the Capacity of quality and standardization service providers
5. Increase Awareness of the public on the quality and standardization issues

**Description of services provided by Food Safety Associates (Ltd) staff:**

1. Reviewed the results and recommendations of a study carried out to identify gaps in the legal framework for the enforcement of technical regulations that needed to be filled
2. Supported the development and/or enactment of new legislation to fill the identified gaps
3. Facilitated (where appropriate) stakeholder consultations during the review and update of the respective current laws in quality infrastructure area.
4. Provided technical input on the on-going study on the establishment of national framework for coordination and collaboration of all stakeholders in standards and quality area – The standards and quality forum
5. Advised on the establishment of elaborate procedures and chart for mode of coordination and operations of the standards and quality forum
6. Assisted in the drafting of procedures, modalities and frequency for national quality and standards forum

*Please refer to: Programme Coordinator, Mr. Denis Ainebyona. [dainebyona@mtic.go.ug](mailto:dainebyona@mtic.go.ug)/[dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: 0392960105*

**31. BIDDER’S NAME: Dr Ananias Bagumire was subcontracted by Tropical Agriculture, and Natural Resources Services Centre (TRANRSEC LTD)**

<b>ASSIGNMENT:</b> Developing modalities for harmonizing Uganda’s position and effective participation in food safety-related international trade negotiations	<b>Country:</b> Uganda
<b>Location with country:</b> Kampala	
<b>Name of client:</b> Ministry of Trade, Industry and Cooperatives	
<b>Address:</b> Ministry of Trade, Industry and Cooperatives, Farmers House Parliamentary Avenue, 3 <sup>rd</sup> Floor, P.O. Box 7163, Kampala Uganda	
<b>Start period:</b> June/2012	<b>Completion:</b> July/2012
<b>Narrative description of the project:</b> The aim was to provide information for guiding Ugandan delegates attending international meetings to push for harmonized national positions in Codex and international food safety meetings.	
<b>Specific objectives:</b>	
<ol style="list-style-type: none"> <li>1. To analyze the mandates, agenda’s, focus and working procedures of codex alimentarius commission and its committees to identify the information and data requirements for the Uganda delegates to achieve effective preparation and participation in regional and international trade negotiations meeting involving food safety issues</li> <li>2. To analyze different sectoral policies, laws and institutional frame works to determine those that could affect harmonization of national positions on food safety among Ugandan</li> </ol>	

international negotiators and recommending modalities for harmonizing positions and preparation for effective participation in codex and related meetings

3. To present case studies for countries that have regular effective representation at codex and other food safety related international meetings and providing recommendation for modalities and approaches to be undertaken in preparation of Ugandan delegates to codex and other food safety meetings
4. To provide available researched and documented data and information on the status of food safety and agreed upon national and other relevant facts that could be useful to the Uganda's delegates attending codex and related meetings.

**Description of actual services provided by Food Safety Associates (Itd):**

1. Reviewed the codex working manual, codex websites, WTO websites, reports of codex and its technical committees' meetings and various technical reports on the subject matter.
2. Review and appraisal of national policies related to food safety and national food safety strategic plan.
3. Establishment of key contacts with in relevant public institutions that provided some information that was based on.
4. Studied 3 cases of developed, developing and less developed countries in order to get Ugandan delegates an informed point of view of different countries.
5. Obtained the required information/data both in published and un-published form from scientific, policy and trade journals; research reports, and dissertations, and various websites.

Please refer to: Programme Coordinator, Mr. Denis Ainebyona. [dainebyona@mtic.go.ug](mailto:dainebyona@mtic.go.ug)/  
[dainebyona@yahoo.com](mailto:dainebyona@yahoo.com); Tel: 0392960105

**32. BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Development of Code of good practices for food safety in aquaculture and artisanal fisheries subsectors and a fish inspector's guide</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries, Department of Fisheries Resources/Icelandic International Development Agency (ICEIDA)	
<b>Address:</b> Department of Fisheries Resources Under MAAIF P.O. Box 4, Entebbe	
<b>Start Period:</b> March/2011	<b>Completion):</b> June/2011
<b>Narrative description of Assignment:</b>	

The main goal was to develop codes of good practices that would support stakeholders and operators in fisheries subsector to comply with the newly developed regulatory requirements needed to guarantee safety of fish at all stages in the chain.

**Specific Objectives**

1. To develop the code of good food safety and quality assurance practices for aquaculture subsector
2. To develop the code of good safety and quality assurance practices for fish and fishery products in the artisanal subsector.
3. To develop a simplified inspectors' guide to be used by inspectors during MSC activities for fish and fishery products

**Description of actual services provided by Food Safety Associates:**

1. Assessed the current practices by operators and produced a manual of code of good food safety and quality assurance for aquaculture products
2. Assessed the current practices and developed the code of good food safety and quality assurance practices of fish and fishery products obtained from the artisanal subsector
3. Assessed the current practices and developed a simplified inspectors' guide to be used by inspectors during MSC activities for fish and fishery products
4. Presented the developed documents to the respective representatives of the stakeholders and revised the document

*Reference: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); Mr. Paul Omanyi, Task Coordinator, QAFMP: [paulomanyi@gmail.com](mailto:paulomanyi@gmail.com) +256 77 2630661*

**33. BIDDER: Food Safety Associates Limited**

<b>ASSIGNMENT:</b> <i>Harmonising legislation for control of quality assurance of aquaculture products with that of the EU</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries, Department of Fisheries Resources/Icelandic International Development Agency (ICEIDA)	
<b>Address:</b> Department of Fisheries Resources Under MAAIF P.O. Box 4, Entebbe	
<b>Start period:</b> October/2010	<b>Completion:</b> February/2011
<b>Narrative description of the project:</b> The main goal was to review the existing quality assurance regulatory system for aquaculture products in order to strengthen regulations to harmonise with or meet equivalence of international market requirement and therefore ensure sustainable market access through export of aquaculture products from Uganda to the EU.	
<b>Specific objectives:</b>	
<ol style="list-style-type: none"> <li>1. To update the fish quality assurance and aquaculture regulations to harmonise them with, or make them equivalence with the requirement of EU relevant legislations</li> <li>2. To review the Fish Quality Assurance and Aquaculture Inspection standard operating manuals in order to implement the update of Fish quality assurance and aquaculture rules in accordance with the EU market requirement.</li> </ol>	

3. To develop a framework paper that details a plan of action for improving the safety and quality of aquaculture products for maintenance of Uganda's positive position among countries authorised to export to the EU market

**Description of actual services provided by Food Safety Associates staff:**

1. Identified gaps, revised and harmonised the Fish (Quality Assurance), Rules, 2008 with the relevant National, Regional and International legislation of aquaculture products.
2. Identified gaps, revised and harmonised the aquaculture Rules, 2003 with National, Regional and international legislations for aquaculture products.
3. Revised manual of standard operating procedures (SOP) for fish inspection and quality assurance, 2008
4. Revised Manual of SOPs for Aquaculture establishment and production, 2003
5. Consulted stake holders during the revision process (2 – commercial Fish Farmers; 2- small scale Fish Farmers; 1 feed manufacturer; 3 commercial Fish processors; 3- related regulatory services; 1 national Fisheries Research Institute; UNBS)
6. Documented gaps and indicated the required costs for establishing a comprehensive quality assurance system that can be sustainable, guarantee safety and quality of aquaculture products.

*Reference: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); Mr. Paul Omanyi, Task Coordinator, QAFMP: [paulomanyi@gmail.com](mailto:paulomanyi@gmail.com) +256 77 2630661*

**34. BIDDER: Dr Ananias Bagumire, Key Staff of Food Safety Associates Ltd Contracted by United Nations Industrial Development Organisation (UNIDO)**

<b>ASSIGNMENT:</b> <i>Mid Term Review of EAC/UNIDO-NORAD programme on Trade Capacity building in Agro-Industry products for establishment and proof of compliance with International Market Requirement</i>	<b>Countries where assignment was conducted:</b> Uganda, Rwanda, Kenya, Tanzania, Burundi
<b>Client:</b> United Nations Industrial Development Organisation (UNIDO) Trade Capacity Branch	
<b>Address:</b> EAC secretariat, Directorate of Trade and Customs, Arusha International Conference Centre (AICC), 5 <sup>th</sup> Floor, Kilimanjaro wing, P.O Box 1096, Arusha, Tanzania	
<b>Start period:</b> October/2009	<b>Completion:</b> February/2010
<b>Narrative description of the Assignment:</b> The global objective of the UNIDO-NORAD programme in East Africa on Trade Capacity Building in Agro-Industry products for the establishment and proof of compliance with International Markets Requirements is to enhance institutional capacities of the five countries members of the East African Community to implement WTO, TBT/SPS agreement and to achieve compliance with international markets requirements. <b>The main objectives are:</b> <ol style="list-style-type: none"> <li>1. To enhance the capacity of enterprises to produce according to international market requirements</li> <li>2. To strengthen export oriented support services mainly relating to conformity assessment.</li> </ol> The objective of the Mid Term Review (MTR) was to assess the progress of the programme after one and a half years of implementation having started in 2007, and to identify areas of success and areas where performance was not adequate, and to suggest approaches on building on success and improving areas of the programme where adequate success had not been realised.	

**Description of actual services provided by Food Safety Associates staff within the assignment:**

1. Visited the five EAC member states of Uganda , Burundi, Rwanda, Kenya, and Tanzania; EAC secretariat in Arusha and UNIDO Headquarters in Vienna to hold focused discussions and carryout first hand assessment of deliverables the programme had provided to programme counterpart agencies (National Bureau of standards, government ministries, institutions of high learning, private sector etc), also discuss with UNIDO experts hired to implement the programme, and obtain their views on performance and improvement of the programme performance in the region.
2. Assessed the capacities of institutions (labs, inspection services, regulators, etc) being supported by the programme to establish whether the support given addresses the existing needs
3. Updated the programme document, redrew the expected out puts, and activities to ensure that the programme is focused to meet the intended programme goal.
4. Developed a new programme work plan and budget to ensure the remaining funds are channelled in area that address identified needs to the stakeholders
5. Wrote a report that analysed the status and progress of programme implementation in the region, the capacity gaps in supported institutions, agencies and enterprises, and needs to be done to fill those gaps and the workman and budget for the two-years period remaining on the programme for both the national and regional components of the programme
6. Proposed a coordination mechanism for the stakeholders in the programme to improve the delivery of programme outputs.

Refer to [E.Hakizimana@eachq.org](mailto:E.Hakizimana@eachq.org); Tel: +255766075390

**35. BIDDER: Food Safety Associates Ltd**

<b>ASSIGNMENT:</b> <i>Undertaking a midterm review for the ICEIDA funded Quality Assurance for Fish Marketing Project implemented by the Department of Fisheries Resources in the Ministry of Agriculture, Animal Industry and Fisheries</i>	<b>Country where assignment was conducted:</b> Uganda
<b>Client:</b> Ministry of Agriculture Animal Industry and Fisheries, Department of Fisheries Resources/Icelandic International Development Agency (ICEIDA)	
<b>Address:</b> Department of Fisheries Resources Under MAAIF P.O. Box 4, Entebbe	
<b>Start period:</b> November/2010	<b>Completion:</b> December/2010
<p><b>Narrative description of the Assignment:</b> The development objective of the project was to increase volume of marketed fish both in the domestic and export markets through reduction in post-harvest losses. The main objective of the Midterm review was to review the project’s two-and-a-half-year period of implementation and establish if the project was still on track to achieve its intended objectives and meet its goal, and recommend the necessary changes where necessary to be implement in the remaining term of the project</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1. Examine the relevance of the project activities in relation to the government of Uganda policy goals concerning fish quality assurance and the cross-cutting issues related to</li> </ol>	

environmental sustainability, HIV/AIDS and gender equality in context of the broader GoU goal of poverty reduction

2. Assess the efficiency in use of the financial and human resources available to the project to ensure value for money and resource optimisation specifically in the context of coherence and compatibility of the project with other government projects and programmes as well as other Icelandic or international development assistance programmes.
3. Determine the effectiveness of the implementation of the project by examining the extent to which the project's objectives were achieved, taking into account their relative importance
4. Establish the potential for sustainability of the impact of specific project interventions by assessing if the net benefits are likely to continue after the completion of the Icelandic assistance.

**Description of actual services provided by Food Safety Associates ltd:**

1. Visited the project office to obtain appropriate briefing and necessary information on the working of the project
2. Met the officials of MAAIF, Ministry of Finance Planning and Economic Development, and ICEIDA to discuss leadership and vision of the project and the financing mechanisms
3. Interacted with project stakeholders across the project districts and MAAIF headquarters to obtain updates on project implementation
4. Visited project sites to interact with the beneficiaries and assess the state of the facilities and services provided by the project
5. Provided and drafted report for review by the clients
6. Developed a final report.

Reference: Icelandic International Development Agency (ICEIDA) through the Programmes Director: [arnih@iceida.is](mailto:arnih@iceida.is)

**36. BIDDER: Dr Ananias Bagumire, Subcontracted by United Nations Industrial Development Organisation (UNIDO)**

<p><b>ASSIGNMENT:</b> <i>Implementation of EAC/UNIDO-NORAD Programme on Trade Capacity Building in Agro- Industry products for Establishment and proof of Compliance with International Market Requirements</i></p>	<p><b>Countries where assignment was conducted:</b> Uganda, Kenya, Rwanda, Tanzania, Burundi</p>
<p><b>Client:</b> United Nations Industrial Development Organisation (UNIDO)</p>	
<p><b>Address:</b> EAC secretariat, Directorate of Trade and Customs, Arusha International Conference Centre (AICC), 5<sup>th</sup> Floor, Kilimanjaro wing, P.O Box 1096, Arusha, Tanzania</p>	
<p><b>Start period (month/year):</b> October/2009</p>	<p><b>Completion (month/year):</b> August/2011</p>
<p><b>Narrative description of Project:</b> The global objective of the programme was to enhance institutional capacities of the five countries members of the East African Community to implement WTO TBT/SPS agreements and achieve compliance with international markets requirements. The main objectives are to enhance the capacity of enterprises to produce according to international market requirements and strengthen export oriented support services mainly relating to conformity assessment.</p> <p><b>Objectives of the Regional Component</b></p>	

- (a) Support and develop an implementation of an East African Community (EAC) Sanitary and Phyto-Sanitary (SPS) Protocol, EAC Harmonised SPS measures and related EAC Harmonised standards to Improve Cross-border Trade in Agro-Industry Products
- (b) Support East African Business Council (EABC) and Private sector membership organisations to sensitise and create awareness among the business community on SPS and Technical Barriers to Trade (TBT) affecting trade in Agro-Industry Products
- (c) Support relevant agencies in the member states and raise regional awareness on food safety, standards, and product quality for safety of local consumers and environment and compliance with international markets.

**Objectives of the National components**

- (a) Provide technical and logistical support to national export-support institutions to participate effectively in regional harmonization of SPS measures and standards
- (b) Provide technical and Information Technology support to national TBT and SPS enquiry and notification points to improve service delivery to the private sector
- (c) Upgrade selected national chemistry laboratories based on the identified needs and assist them to accreditation in selected scopes
- (d) Upgrade selected national microbiology laboratories based on the identified needs and assist them to accreditation in selected scopes
- (e) Upgrade enterprises for selected agro-industry products to serve as pilot models for demonstrating the application of appropriate food safety management systems and assist towards ISO 22,000:2005 certification.

**Description of actual services provided by our key staff within the assignment:**

- (a) To produce a draft and support consultations in the development of an EAC SPS protocol
- (b) Provide experts to produce a draft and support consultations in the development of EAC Harmonised measures for food safety
- (c) Support regional technical experts in a series of meetings to update EAC to Harmonised measures for plant health, Animal Health and sanitary measures for fish and fishery products
- (d) Support the relevant East African Standards sectoral committees to develop various EAC Harmonised regional standards for food and food products
- (e) Support East African Business Council (EABC) to sensitise the business community about the TBT and SPS issues affecting trade in agro-products through workshops, printed material and websites
- (f) To draft an EABC Business guide on TBT and SPS, support the regional consultation on draft and printing of final copies of the guide
- (g) Assist all EAC member states to develop mechanisms for developing and implementing food safety and SPS policies
- (h) Assist national laboratories in the Bureaus of Standards and other food control agencies by procuring equipment, training the staff and preparing labs for accreditation in some scopes
- (i) Assisting member states to establish and operationalize Enquiry and notification points for TBT and SPS in line with the respective WTO agreements
- (j) Assist selected enterprises in EAC member states to institute appropriate food safety management systems to serve as pilot models and assist them in preparation for ISO 22,000:2005 certification.

Reference: Directorate of Trade and Customs, The East African Community;  
[E.Hakizimana@eachq.org](mailto:E.Hakizimana@eachq.org); Tel: +255766075390

**37. BIDDER: Dr Ananias Bagumire, Key Staff of Food Safety Associates Limited Contracted by United Nations Industrial Development Organisation (UNIDO)**

<b>ASSIGNMENT:</b> <i>Evaluation of the Impact of Global Financial and Economic Crisis on Fish Industry in Uganda and United Republic of Tanzania, Under the UNIDO programme on impact of global financial and Economic Crisis on LDC's Productive Capacities and Trade.</i>	<b>Countries where assignment was conducted:</b> Uganda and Tanzania
<b>Client:</b> United Nations Industrial Development Organisation(UNIDO)	
<b>Address:</b> UNIDO Headquarters Vienna International Centre Focal point for South –Cooperation - Improvement of Productive Capacities in less Developed Countries. Vienna, Austria	
<b>Start period:</b> September/2009	<b>Completion:</b> November/2009
<b>Narrative description of Project:</b> The global objective of the project was to understand how the structural, competitive, and political - economic situations of specific industries were shaping the impact of the global financial and economic crisis on those industries and their future courses. The main objective of the evaluation in East Africa was to understand the impact of global financial and economic crisis on food industries in the LDCs that depend on food exports and the appropriate interventions and/ or mitigation measures necessary.	
<b>Specific objective:</b> <ol style="list-style-type: none"> <li>1. Determine the impact of global financial and economic crisis on customer base, trade volumes and revenues</li> <li>2. Determine the impact of the financial and economic crisis on fish industry out put</li> <li>3. Determine the impact of the financial and economic crisis on fish industry value addition</li> <li>4. Determine the impact of the financial and economic crisis on fish industry employment</li> <li>5. Determine the financial and economic crisis on fish industry structure</li> <li>6. Assess the implication of the financial and economic crisis and future prospects of the fish industry</li> <li>7. Identify immediate impact areas and recommend priority actions to ameliorate fish industry to withstand such crises in future.</li> </ol>	
<b>Description of actual services provided by our staff:</b> <ol style="list-style-type: none"> <li>1. Carried out a rapid assessment based on visits of selected fish factories, and interviews with executive managers and stakeholders such as fish industry associations, relevant government agencies, and donor representatives</li> <li>2. Used primary and secondary data and information obtained to analyse the status, performance, needs, and constraints of fish industry regarding trade, output, value addition, and labour and industry structure during the financial and economic crisis and the implication of the crisis on future courses.</li> </ol>	

Reference: United Nations Industrial Development Organisation, Vienna  
 Mr. Hedeshi Masoud, Email: [M.Hedeshi@unido.org](mailto:M.Hedeshi@unido.org)

**38. BIDDER'S NAME: Dr Ananias Bagumire, Food Safety Associates Ltd.'s Lead Consultant sub- contracted by Lamans S.A Management Services (Greece)**

<b>ASSIGNMENT:</b> <i>Technical Support to Implementation of the EU-ACP/OCT Programme of Strengthening of the Fishery Products Health Conditions in the West Africa Anglophone countries of Ghana, Liberia, Sierra Leone and the Gambia</i>	<b>Country:</b> <i>Ghana, Liberia, Sierra Leone and the Gambia</i>
<b>Name of client:</b> Ministries of Fisheries and Ministries of Health in the respective countries	
<b>Start period:</b> Feb/2006	<b>Completion:</b> Feb/2008
<b>Narrative description of the project:</b> The main goal of the project was to review the policy, legal, institutional and operational frameworks for food safety and quality assurance of fish and fishery products and harmonize them with the new EU food safety requirements.	
<p><b>Specific Activities undertaken</b></p> <ol style="list-style-type: none"> <li>1. Guided SQMT and SPS institutions and Conformity assessment bodies on development of EU market compliance infrastructure.</li> <li>2. Developed a fish and aquaculture products legislation that meet requirements of EU markets</li> <li>3. Developed Environmental and Residue Monitoring Plans for fish and fishery products from aquaculture, river Gambia and the Ocean</li> <li>4. Trained the Fish and Environmental Health Inspectors in Sierra Leone and the Gambia on food safety control measures i.e. establishment registration, inspection, certification and testing</li> <li>5. Developed Standard Operating Procedures for inspection and Manuals of Standard Operating Procedures for the Quality Managers in the fish factories</li> <li>6. Developed a EU market harmonisation dossier for Sierra Leone that was used to request EC DG SANCO to re-admit that country in the EU Market</li> <li>7. Responded to the critical Inspection report of Food and Veterinary Office of DG SANCO of 2006 on behalf of the Government of the Gambia</li> <li>8. Developed training modules on food safety management to be used by local institutions in running short term food safety and inspection courses.</li> </ol>	
<i>Please refer to:</i> Mr. Theologos Papageorgiou or Mr.Christos Lambrodis of Lamans Sa in Athens. <a href="mailto:tpapageorgiou@lamans.gr">tpapageorgiou@lamans.gr</a>	

**For More Details Contact:**

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