



COMPETE
Quarterly Report
April to June 2001

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QUARTERLY ACTIVITY REPORT

Second Quarter April-June 2001

SUMMARY OF COMPLETED TASKS FOR SECOND QUARTER

During the second quarter of 2001, CARANA completed Phase I of COMPETE and launched implementation of Phase II, as outline below:

Phase I

- Formation of sector working groups for coffee, cotton and fisheries
- Development of competitiveness strategies and formulation of working group action plans for each sector, defining priority actions and responsibilities
- Development of three-month rolling work plans and notional work plans through May 2002 for each sector based on the action plans
- On-going liaison with the Presidential Task Force on Export Competitiveness
- Development of preliminary indicators and benchmark baselines for measuring progress in each sector
- Assessment of the role of information and communications technologies to support the competitiveness drive in the selected sectors
- Preliminary design of a national communications strategy designed to mobilize both public and private sector support for the competitiveness initiative

Phase II

- Launched implementation of action plans in each sector

SUMMARY OF PLANNED TASKS FOR THIRD QUARTER

- Continued implementation of actions plans
- Finalization of ICT and communications strategies with working groups
- Plan national competitiveness conference

COMPLETED TASKS FOR SECOND QUARTER

Phase I

1. Formation of sector working groups for coffee, cotton and fisheries

During the April-June period, CARANA established three sector working groups comprising individuals representing different stakeholders in each sector, including producers, processors, other intermediaries, exporters, representatives of sector associations, donor projects, and research and government institutions. In some cases, it was the first time that the cluster members had all met together to discuss sector issues. The objective of the working groups is to forge public-private cooperation in implementing the action plans and develop self-sustaining leadership groups in each sectors that can give long-term continuity to the competitiveness process.

The role of the government as a stakeholder and partner with these sectors was established through several alliances. At the highest level, the COMPETE team is working with a special Presidential Task Force on Export Competitiveness chaired by the Ministry of Finance, Planning and Economic Development. This allows COMPETE to position its project goals at the highest levels of government. Working collaboratively with USAID and the Task Force, the COMPETE team has been able to present its concepts and activities to the President and expects to continue this consultation during the next quarter. The Task Force is proposing to the President the convening of a national Export Competitiveness Conference that will focus national attention and resources on the needs of Uganda's economy to improve its export performance in world markets.

In each of the three sectors, the COMPETE team has been able to integrate government participation in the sectors' specific activities:

- In the cotton sector, COMPETE is working in close cooperation with the Cotton Development Organization (CDO), which has designated a senior representative to serve as an active member of the cotton sector working group.
- In the coffee sector, COMPETE has established a cooperative partnership with the Uganda Coffee Development Authority (UCDA), a statutory body of the government. A senior representative of the Authority is a member of the working group. He will serve as liaison between the government and the various players in the coffee sector.
- In the fisheries sector, the Department of Fisheries (DOF) has seconded a senior official to ensure cooperation between the government and the fisheries sector, with a strong focus on aquaculture development.



These government and quasi-government representatives are in a unique position to promote the goals of COMPETE. Their involvement is designed to address specific interventions of the government in the area of policy and help overcome infrastructural and administrative constraints that hamper progress toward more competitive export sectors.

Each of the working groups identified partners within USAID and other donor financed projects, institutions and associations. These partners have pledged collaborative assistance to support strategic interventions, including funding and technical assistance, on a sector-by-sector basis. The COMPETE team has developed working relationships with SPEED, IDEA, ACDI/VOCA, and Private Sector Trade Policy Capacity Building Projects. In addition, COMPETE is developing joint activities with other expatriate and Ugandan groups such as UIA, PSF, UCDA, UFTA, UCFA, CDO, FPAEA, UNIDO, ITC/UEDB, UCGEA, UMA, and UNCCI.

2. Development of competitiveness strategies and formulation of working group action plans for each sector, defining priority actions and responsibilities

Once the sector selection was finalized, COMPETE assigned industry experts to serve as Team Leaders for each work group, conduct detailed analysis of the competitiveness factors and develop a preliminary set of actions for development. Based on that research, detailed action plans were developed through facilitated brainstorming sessions with each working group in early May, aimed at identifying priorities and establishing responsibility for follow up.

3. Development of three-month rolling work plans and notional work plans through May 2002 for each sector based on the action plans

Based on the results of the brainstorming sessions, the Team Leaders developed detailed notional work plans for each sector, which were submitted in May, and established three month rolling work plans for the coming quarter (attached).

4. On-going liaison with the Presidential Task Force on Export Competitiveness

The COMPETE COP has maintained on-going communications with Keith Muhakanizi, the key point of contact at the Presidential Task Force, to ensure that they reviewed and approved the action plans.

5. Development of preliminary indicators and benchmark baselines for measuring progress in each sector.

During the current quarter the sector working groups began to discuss the types of practical measurements or benchmarks that can be monitored over time to determine the extent of improvement. By the end of June, the groups identified preliminary measures. During the month of July, each working group will decide on two or three benchmarks for their sectors that will be used as points of reference to assess their progress in terms of competitiveness. A

baseline measure will be determined, against which progress can be measured every six months. The working groups hope to show visible progress by the December-January period on at least some of the measures, but it will vary by sector. For example, in the cotton sector there is only one crop per year and it will be difficult to measure visible progress this season.

6. Development of the role of information and communications technologies to support the competitiveness drive in these specific sectors

In May, COMPETE launched the development of an ICT cross cutting strategy by assigning a consultant to work with each working group to identify opportunities to apply new technologies to improve competitiveness in each sector. The result of that assignment was:

- Preparation of a proposal for constitution of an ICT working group and process for developing and vetting a cross cutting ICT strategy for the sectors
- Establishment of parameters and assumptions for a cross cutting ICT strategy
- Identification of initial ideas for ICT activities under COMPETE and SPEED (to be vetted and developed in working group process)

7. Development of a national communications strategy designed to mobilize both public and private sector support for these efforts

In the second quarter, COMPETE assigned a consultant to develop an outreach strategy for mobilizing public and private support of the competitiveness initiative, championed by the President. An initial proposal has been developed for consideration of the working groups and USAID, which involves a four-phased program aimed at: mobilizing participation of leaders, educating key members of the media, outreach to the general public, and marketing to potential investors and external buyers

Phase II

1. Launched implementation of action plans in each sector

Attached to this report are detailed sector reports for coffee, cotton, and fisheries, in addition reports on communications strategy and information and communications technology (ICT).

SECTOR REPORT: COFFEE

Planned Activities.

- Establish sector working group
- Develop sector action plan
- Develop three month rolling work plan and notional plan through May 2002
- Launch action plan implementation

Completed Activities. COMPETE facilitated consultations with sector stakeholders and established a Coffee Working Group. A stakeholders' workshop was conducted to discuss the baseline findings on sector competitiveness in demand, factors of production, cluster support and firm strategies. The Coffee Working Group strategy focuses on *enhancing productivity and expanding production, establishing a quality standard for coffee, strengthening sector institutional structures, and establishing competitive market channels*. The highest priorities are:

1. To identify customer needs and expectations.
2. To establish a quality standard for coffee and inaugurate a quality benchmark (seal) for Ugandan export.
3. To establish stringent guidelines for process handling and quality enhancement.
4. To restructure the coffee trading system.
5. To establish a socio-economic support structure for the coffee sector.
6. To develop a mechanism to assure the flow of accurate and timely information on present and future markets, and technical and quality aspects of coffee production and marketing
7. To strengthen the institutional cluster support system.

Results. The Team Leader undertook an survey of US and European roasters and attended a trade show in Miami, to identify their requirements and judgment of the quality of Ugandan coffee.

Problems and Issues. The process of establishing a quality standard requires a review of Ugandan legal enactments pertaining to coffee quality standards and strengthening of the institutions regulating the coffee industry. Sectoral organizations, such as UCDA, UCTF and UCFA are being evaluated for restructuring to meet the challenges of competitiveness. In the second quarter, COMPETE decided to replace the coffee advisor, delaying implementation in that sector. The new advisor has been approved and will start July 1. Moreover, the priority actions and content of the action plan has changed and is reflected in the difference between the second quarter rolling work plan and the third quarter rolling work plan (attached).

Next Steps/Rolling Work Plan for the Quarter.

- Establish the preconditions for a quality seal for coffee
- Undertake an assessment of UCDA to develop a technical assistance plan for strengthening institutional capacity

- Examine opportunities for entry of Ugandan coffee into niche markets, especially the fair price market where buyers buy directly from growers.
- Disseminate the findings from the customer needs assessment to target stakeholders with a view to creating awareness of the practices and standards in the coffee industry.
- Approach ACDI/VOCA to identify people with “hands-on” expertise in agronomics, tissue culture, soil science/sampling, farmer association capacity building, wet-coffee processing, environmental science, roasting & blending and international marketing.

SECTOR REPORT: COTTON

Planned Activities:

- Establish sector working group
- Develop sector action plan
- Develop three month rolling work plan and month notional plan through May 2002
- Launch action plan implementation

Completed Activities. COMPETE facilitated a working session of the Cotton Advisory Working Group (CAWG) that resulted in a strategy and action plan that identifies the constraints on competitiveness of the sector at all levels of the commodity system from farm producer to ultimate consumer and then prioritizes them and identifies specific actions to be taken to remove constraints. The CAWG strategy focuses on *increased cotton productivity and production, improved utilization of ginneries and textile mills, increased production of value added products in an effort to benefit from the AGOA legislation and research, and institutional strengthening to support these production thrusts*. Implementation of action items began immediately with:

- *Demonstration plots.* Through collaboration with IDEA, the COMPETE team was able to leverage an existing project to immediately launch pilot demonstration plots for the 2001/2002-crop year. Without this cooperation it would not have been possible to get the demo plots in place in time for the season. These plots will permit the development of video materials that will help cotton productivity efforts via training programs in the off-season.
- *Review of AGOA.* A team from the Private Sector Trade Policy Capacity Building Project carried out this work.
- *Technical assistance.* Terms of Reference were prepared for technical assistance.
- *Research assessment.* Questionnaires were prepared to survey stakeholders' regarding their opinions with respect to research needs.

Results.

- *Demonstration Plots.* The results of the demo plot program will be the implementation of 1200 demo plots that farmers will be able to visit and learn from. Also, these plots will show practices to farmers that are practical and can be implemented by them. The plots will permit preparation of video material that will be used in preparing training materials.
- *AGOA.* The review of AGOA defined next steps for getting Uganda registered as a participant.
- *Research assessment.* Results of the survey will be used to develop a strategy for improving and enhancing the cotton sector research agenda.

Problems and Issues.

- COMPETE's ability to proceed fully with the action plan requires a waiver to the Bumpers amendment allowing provision of assistance to all levels of the cotton sector.
- Securing commitments from other USAID and donor projects is difficult due to the fact that implementing organizations must get approval for adding or modify their own work plans.

- Cluster organization and integration remains a critical need.
- There has been lack of political will for getting Uganda registered under AGOA
- The Cotton Conference cannot be scheduled until the date of Export Competitiveness Conference is determined.

Next Steps/Rolling Work Plan for the Quarter.

- Ensure with IDEA that farmers are taken to see the cotton demo plots.
- Identify and establish input distribution points in Parishes (IDEA distributors & others), and get suppliers lined up to serve the distribution points before the next crop year.
- Organize to improve practices used by farmers at harvest time so quality can be kept high.
- Organize for the video monitoring of demo plots and make the shootings at appropriate times throughout the cotton-growing season.
- Start to promote block farming and expansion of large nucleus type estates.
- Gather input with respect to research needs, and develop ideas concerning an on-going research strategy for the sector, which includes the private and public role.
- Prepare baseline memo on financing of the cotton sector, and develop a finance strategy for the sector that will ensure trade needs.
- Obtain STTA assistance to carry out a technical audit of gins. The SOW has been prepared.
- Examine and understand the practices used to ensure cotton quality, and where necessary suggest improvements.
- Conduct trip to Tanzania to examine the cotton sector practices there to identify steps that might be taken to ensure competitiveness in Uganda.
- Obtain STTA assistance to carry out a technical audit of the textile mills. The SOW has been prepared.
- Gather input via survey of industry participants to determine information needs of the sector.
- Continue to monitor progress on registration of Uganda under AGOA, and continue to make firms aware of the opportunities under AGOA.
- Prepare a brochure that inventories firms and products in the textile and garment sector, so as to be better prepared to meet AGOA market opportunity.
- Assist in making industry aware of the standards that must be met by products exported via AGOA.
- Assist in helping to bring together Ugandan and US firms to take advantage of AGOA.
- Work on preparation for a national cotton conference to be held later in the year.
- Inventory existing cotton sector associations, identify needs of these associations, and develop programs for organizing and developing new associations.

SECTOR REPORT: FISHERIES

Planned Activities:

- Establish sector working group
- Develop sector action plan
- Develop three month rolling work plan and notional plan through May 2002
- Launch action plan implementation

Completed Activities. COMPETE facilitated a working session of the Fisheries Working Group that resulted in a strategy and action plan based on *improving the production value of existing fisheries harvest, expanding production through commercial aquaculture, and developing new markets*. Implementation of action plan items began immediately, including:

- Preparations for an aqua culture initiative including hatchery trials
- *Market development.* Investigation into export market diversification into added value fish products in the United States, Europe and Asia.

Results.

- *Aquaculture.* Makerere University Biology department and the Environment Authority have pledged close cooperation with the breeding trials.
- *Market development.* The members of the working group agreed to prepare samples to be sent to prospective buyers. Samples prepared were frozen fish meat blocks and fish heads. These were carried by the COMPETE team to buyers both in Singapore and China. Mr. Kaelin also visited the Boston and the European seafood expositions. It was found that in both markets, Nile perch is considered a low cost alternative to cod and other types of white fish. The SPEED project has agreed to support two market surveys in Europe and Asia to further investigate the demand for various fish products.
- In order to increase fish production and avoid waste, it was also decided to evaluate the introduction of a more cost effective boat, and better handling of fish through a modern receiving station. SPEED has been requested to support these two interventions as well.
- The project supported the UNIDO initiative in ISO standards and five factories are set to obtain ISO 9000 standard.

Problems and Issues.

- The need to be informed of the demand for various fish based products in markets in the US, EU and Asia.
- The objections raised by Kenyan and Tanzanian authorities to fish cage farming in Lake Victoria. Fair progress has been made to overcome these barriers. Following the objections raised by Tanzanian and Kenyan authorities, the COMPETE team met with the Fisheries Commissioner to discuss these objectives. He advised that the trials be conducted after a proper environment assessment study has been completed in lakes that are within the jurisdiction of Uganda, such as, Lake Kyoga.
- The need to enact new laws to establish ownership of fish cages in the lakes.

- To obtain comprehensive data on fish breeding trials that have been done earlier on Nile Perch.

Next Steps/Rolling Work Plan for the Quarter

- Development of new value added products idea, with culinary and supermarket experts, and product trials
- Implementation of hatchery trials
- Implementation of net cage trials
- Development of environmental monitoring and modeling program for net cages
- Research on financing sources
- Assessment of landing site infrastructure and identification of alternative models

COMMUNICATIONS STRATEGY REPORT

Planned Activities:

- Begin work on a communications strategy for COMPETE project.
- Gain acceptance of high level government and private sector leaders for COMPETE program.

Completed Activities.

- Four-phased program proposed: mobilization & participation (of leaders), teach (the media/key communicators), reach (Ugandans) and reach out (to investors).
- COMPETE's work with Special Task Force, USAID Director's CG presentation & President's response created opportunity for high-level attention and participation.

Problems and Issues.

- Project needs a Ugandan communications officer.
- Business press needs to understand principles of competitiveness and be mobilized to begin writing and talking about them.
- Special Task Force role (and perhaps membership) needs clearer definition.
- President, top government officials and private sector leaders need to be mobilized.

Next Steps

- Finalize communications strategy for COMPETE project focusing on a national competitiveness strategy, President's Competitiveness Conference and information needs within cotton, coffee and fisheries sectors.
- Convene business press for a seminar on COMPETE project and principles of competitiveness.
- Obtain President's endorsement of/participation in President's Competitiveness Conference.
- Explore feasibility of transforming Special Task Force into a public-private "Board of Directors" of "Uganda, Incorporated".
- Hire Ugandan communications officer.
- Finalize agenda and organizing responsibilities for President's Competitiveness Conference.
- Work with Special Task Force to conceptualize and design implementation strategy for Uganda, Incorporated.
- Work with Special Task Force (Board of Directors of Uganda, Incorporated) to prepare proposals for presentation and discussion at President's Competitiveness Conference.
- Implement President's Competitiveness Conference.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) REPORT

Planned Activities:

- Parameters and assumptions for a cross cutting ICT strategy
- Identification of initial ideas for ICT activities/pilots under COMPETE and SPEED
- Proposal for constitution of ICT working group and process for developing and vetting a cross cutting ICT strategy for the sectors

Completed Activities.

- *Consultations with each sector working groups* to better understand the priorities for each sector, identify opportunities for ICT related interventions to support the action plans, and discuss their viability with working group members from each sector.
- *Consultations with ICT industry* to explore opportunities for private sector cooperation in COMPETE.
- *Consultations with USAID and other donor projects*, including SPEED and IDEA to identify opportunities where objectives and customer needs converge and can be addressed through cooperation in implementing an ICT pilot.

Results.

- *Plan for ICT sub-working group.* Consistent with the COMPETE approach, a cross-cutting ICT strategy for supporting competitiveness in all three sectors will be developed and vetted in close collaboration with the sector working groups. For that purpose, COMPETE will facilitate the creation of an ICT sub-working group, comprising representatives from each of the sector working groups in addition to representatives of local private sector ICT firms, relevant government officials, and donor project representatives.
- *Parameters and assumptions for a cross cutting ICT strategy.* To ensure that the ICT component is focused on the needs of the COMPETE sectors, the criteria for selecting pilot activities will be based on two principles: must be driven by the needs of the sectors to achieve competitiveness; and, must be demand driven and build on initiatives that can be enhanced by a technology application. In addition, we will seek partnerships with the private sector, build on successful models, and leverage the opportunities that presently exist while being pragmatic about what is realistically achievable in the current ICT context.
- *Development of initial ideas for ICT cross cutting activities.* Based on the parameters described above, and on the substance of the sector actions plans, COMPETE has tentatively identified several opportunities, which will be further investigated and developed into concept papers:
 - *E-commerce initiative that builds on sector Quality Seal initiatives*, introducing technology applications that creates an incentive for adhering to quality standards through virtual linkages between producers and buyers, using a combination of website, barcode, MIS and GIS technologies.
 - *Wireless market information service*, to deliver real-time price information using cell phone Short Messaging Service (SMS) technologies.

Next Steps.

- Evaluate the technical, financial, institutional, and informational requirements of the two pilot concepts
- Develop scopes of work for ICT consultant to develop framework for Wireless Market Information System
- Develop framework for *e*-commerce quality seal concept.
- Develop ICT strategy and draft action plan for review by the sector working groups
- Facilitate working group sessions
- Finalize composition of ICT sub working group
- Finalize strategy and action plan with ICT sub working group

Project Management Activities	APR	MAY	JUN
Planning Strategy			
Interview industry stakeholders			
Share ideas regarding competitiveness of the sector			
Meet and discuss objectives with UCDA,UCTF			
Meet and discuss observations with USAID			
Share Ideas with Connected Institutions			
Meet with UIA and get counterpart appointed			
Meet with PSF and get counterpart appointed			
Meet with SPEED. ACDI/VOCA/other related institutions			
Prepare Selected Documents			
Prepare consultative group presentations			
Prepare condensed version of report		▲	
Prepare work plan through June			▲
Develop power point presentations for donor meeting		▲	
Preparing Strategies Planning Workshop			
Revisit SWOT & competitive diamond analysis			
Prepare documentation for strategic planning workshop			
Identify the Customer Needs and Expectations			
Contact and identify customer standard quantity, price etc			
Identify other customer group, demand, quality and price			
Establish a Quality Standard			
Obtain standards available for robustas in other parts of the world			
Identify good methods of processing to obtain top quality			
Commence steps to obtain an ISO 9000 standard and a quality seal			
Identify the role of government, UCDA, UCTF, UTA, PSF			
Action Plan Implementation			
Establish Stringent Guidelines for Processing and Handling			
Measure the current capability of processing plants in terms of coffee quality			
Establish a procedure for disposing off grade material which does not prejudice exports			
Introduce nucleus farm concepts to rural entrepreneurs, investors and associations.			
Financial schemes for sector specific needs			
Establish information network			
Establish an extensive training network			
Restructure the Coffee Trading System			
Study also systems prevalent in other agricultural export products			
Evaluate past system of Coffee Marketing Board			
Establish a Socio Economic Support Structure for the Coffee Sector			
A survey on needs assessment of finance among the different category of stakeholders			
A survey on infrastructure needs of coffee stakeholders			
A survey of irrigation needs of coffee farmers			
A survey of fertilizer needs of coffee farmers			
A survey of processing factors such as tarpaulin drying mats, floors etc.			
Strengthen the Institutional Cluster Support System			
Identify the good practices of the Coffee Marketing Board			
Evaluate the present strengths and weaknesses of UCDA			

Uganda COMPETE

Sector: Coffee

Period: 3rd Quarter, July - September 2001

Action Plan Implementation	Key Partners	JUL	AUG	SEP
Enhance productivity and expand production	IDEA			
A survey of finance needs of stakeholders				
A survey of infrastructure needs of stakeholders				
A survey of fertilizer, farm implements and processing materials				
Establish a demonstration system on productivity				
Establish an extension and consulting system on production				
Evaluate social needs of the family units dependent on the coffee sector				
Introduce nucleus farm concepts to rural entrepreneurs				
Establish a quality standard for Coffee	UCDA, CWG			
Identify good methods of processing to obtain top quality	SPEED			
Obtain standards available for Robustas elsewhere in the world				
Test standards required by Roasters				
Establish a continuous assessment of quality maintenance				
Commence steps to obtain an ISO 9000 standard and a quality seal				
Examine the legal enactments to support quality				
Develop an information and education campaign on quality				
Obtain presidential support for quality initiative				
Measure quality standards of all processing plants				
Establish a procedure for disposing off grade material				
Revise procedures for maintaining hulleries				
Establish strategically located model washing stations				
Establish ecologically friendly technology in washing Robusta				
Establish an extensive training network				
Strengthen Institutional Structure	UCDA, CWG			
Study the system of commodity auction elsewhere				
Study also systems prevalent in other agricultural export products				
Identify the good practices of the defunct Coffee Marketing Board				
Evaluate the present strengths and weaknesses of UCDA				
Develop a new structure and business plan for UCDA				
Present to government new UCDA proposal				
Identify laws and regulations, in the sector which are weak and ineffective				
Building capacity of coffee farmers' associations				
Investigate the need for dedicated research in the coffee sector				
Re-examine the role of UCTF				
Establish a Quality Assurance Board				
Identify and establish marketing channels	ACDI/VOCA			
Identify the standards required by roasters	IESC			
Identify other customer group, demand, quality and price				
Comparative analysis of coffees purchased from competitors				
Carry out a survey on information needs and establish database				

Action Plan Implementation	APR	MAY	JUN
PRODUCTION LEVEL:			
Objective 1: Increase Productivity (Prepare Demo Plots):			
Identify target farmers with whom to work in each Parish & the plots		▲	
Identify district (DC) and site coordinators (SC) to implement & monitor sites		▲	
Establish the proper design layout for demo plots		▲	
Organize proper input package for each demo plot		▲	
Show SC's how to plant the demonstration plot			▲
SC's plant demonstration plots			
Train site coordinators for farmer training			▲
Conduct observation-training visits by farmers			
Prepare means for showing farmers results of demo plots			
Objective 2: Increase Productivity (Provide Farmer Access to Inputs):			
Ready & Provide seed to farmers			
Identify and establish input distribution points in Parishes		▲	
Distribute inputs to sale points where farmers can access them			
Establish supplier credit terms with input suppliers		▲	
Site coordinators monitor use of inputs and production problems			
Suppliers monitor payment for inputs			▲
Objective 3: Increase Productivity (Ensure Cotton Research Program):			
Develop desired research agenda/needs		▲	
Identify an action program to pursue in meeting research needs			
Delineate the private/government role for supporting and implementing research			
GINNING LEVEL:			
Objective 6: Improve Gin Utilization and Effectiveness			
Continue assistance aimed at increasing cotton production/supply			
VALUE ADDING LEVEL:			
Objective 8: Improve yarn & textile mill utilization and Effectiveness			
Gain yarn and textile sector assistance in helping to increase cotton production/supply			
Objective 9: Determine actions necessary to export under AGOA			
Review and discuss AGOA legislation with AGOA Project			
Make industry & government fully aware of how AGOA can work for the cotton sector			
Objective 10: Promote Value Adding Activities:			
Obtain or prepare a baseline document for the value adding sector			
Prepare a list of identified value adding opportunities			
SUPPORT LEVEL:			
Objective 11: Identify & Improve Financing for all levels of the Industry			
Prepare baseline memo on present financing of the cotton sector			
Investigate supplier credits			▲
Investigate local commercial bank financing for working capital & fixed investments			
Investigate financing from international development banks			
Investigate financing from donor programs for agriculture, etc.			
Investigate opportunity for loan guarantees, from government or donors			
Investigate buyer credits			
STTA to assist in developing a finance strategy for the Industry			
Objective 12: Establish Technical and Market Information Service			
Determine what stakeholders need for information			
Prepare for and Implement a National Cotton Conference			
Objective 13: Ensure Effective Coordinative Support for the Industry			
Continue CDO in the regulatory and coordination role			
Establish an Industry Working Group for COMPETE project		▲	
Review the industry association structure to determine strengthening needs			
Maintain a liaison with the special task force on export competitiveness			
Establish direct role in the cotton sector policy debate			

▲ Signifies action completed; no triangle signifies action continues in next quarter

Action Plan Implementation	Key Partners	JUL	AUG	SEP
PRODUCTION LEVEL				
Objective 1: Increase Productivity (Prepare Demo Plots):	IDEA			
Identify target farmers with whom to work in each Parish & the plots				
Identify district (DC) and site coordinators (SC) to implement & monitor sites				
Establish the proper design layout for demo plots				
Organize proper input package for each demo plot				
Show SC's how to plant the demonstration plot				
SC's plant demonstration plots				
Train site coordinators for farmer training				
Conduct observation-training visits by farmers				
Prepare means for showing farmers results of demo plots (Film, Photo, Data, etc.)				
Land Preparation				
Planting (seed bed prep, seeding, fertilization, etc.)				
Weed control				
Pesticide control (spraying)				
Harvest & On Farm Post Harvest Handling				
Prepare the training materials (Film, Photo, Data, etc.)	Media Plus			
Invite farmers to see the technical results (off season training)				
Show farmers the impact of results on their cash returns				
Objective 2: Increase Productivity (Provide Farmer Access to Inputs):	IDEA, CDO			
Ready & Provide seed to farmers				
Identify and establish input distribution points in Parishes (IDEA distributors & others)				
Distribute inputs to sale points where farmers can access them				
Seed Distribution by CDO				
Fertilizer, herbicides, pesticides, etc. by Commercial Agro Input Suppliers				
Establish supplier credit terms with input suppliers				
Find out how ATAIN program operates				
Get involvement of IDEA & others project in Input distribution arrangement				
Site coordinators train distributors & monitor use of inputs and production problems				
Suppliers monitor payment for inputs				
Objective 3: Increase Productivity (Ensure Cotton Research Program):	CAWG, NARO			
Develop desired research agenda/needs (questionnaire circulating to CAWG & Hans)				
Identify an action program to pursue in meeting research needs				
Delineate the private/government role for supporting and implementing research				
Determine the NARO activities and expected role				
Determine the private sector involvement in support of NARO research				
Implement research program				
Objective 4: Ensure Cotton Quality	CDO			
Review & Improve farm handling methods of seed cotton				
Provide farmers a proper harvesting package (proper picking bags, etc.)				
Monitor harvest practices to identify areas for quality improvement				
Ensure timely movement of cotton to gin				
Ensure farmers are properly paid by gin at time cotton is received				
Objective 5: Promote Larger Cotton Production Farms:	CDO, UIA, UNFA			
Promote block farming				
Examine Kasese Experience & determine replicability				
Identify in collaboration with CDO & UNFA potential cotton farmer associations				
Explain block farming concept to identified groups				
Promote Private Large scale cotton farming				
With UIA identify the areas available and determine terms				
Prepare prefeasibility documentation for a prototype project				
Identify a list of target investors to be contacted (UIA/COMPETE)				
Promote the project scheme to targeted investors				
GINNING LEVEL				
Objective 6: Improve Gin Utilization and Effectiveness	CDO			
Continue assistance aimed at increasing cotton production/supply				
Conduct TechAudit of Gins (double roller and saw)				
Delineate action plans for improved competitiveness based on TechAudit				
Implement identified action plans				
Objective 7: Maintain the Cotton Quality Monitoring Program				
Examine the present quality control system and identify possible improvements				
Delineate actions for improvement derived from the survey				
Implement identified improvement plans				

Action Plan Implementation	Key Partners	JUL	AUG	SEP
VALUE ADDING LEVEL				
Objective 8: Improve spinning & textile mill utilization & effectiveness	ACDI/VOCA			
Gain spinner and textile mill help in increasing cotton production/supply	IESC			
Conduct TechAudit of spinning & textile mills				
Delineate action plans for improved competitiveness based on TechAudit				
Implement identified action plans				
Objective 9: Determine actions necessary to export under AGOA	Nathan Trade Policy			
Review and discuss AGOA legislation with AGOA Project				
Monitor the progress on AGOA project Registration				
Delineate actions necessary to ensure operation under AGOA				
Implement identified action activities				
Make industry & government fully aware of how AGOA can work for the cotton sector				
Objective 10: Promote Value Adding Activities:	UIA, Trade Policy			
Obtain or prepare a baseline document for the value adding sector				
Inventory the firms and products produced by the sector				
Prepare a list of identified value adding opportunities				
Prepare prefeasibility evaluations for target value adding opportunities				
Identify a list of target investors for each value adding opportunity				
Promote value adding opportunities to targeted investor groups				
SUPPORT ACTIVITIES				
Objective 11: Identify & Improve Financing for all levels of the Industry	SPEED			
Prepare baseline memo on present financing of the cotton sector				
Investigate supplier credits				
Investigate local commercial bank financing for working capital & fixed investments				
Investigate financing from international development banks				
Investigate financing from donor programs for agriculture, etc.				
Investigate opportunity for loan guarantees, from government or donors				
Investigate buyer credits				
STTA to assist in developing a finance strategy for the Industry				
Objective 12: Establish Technical and Market Information Service	CDO			
Determine what stakeholders need for information	ICT Industry			
Design an information system to meet the needs of stakeholders				
Implement the designed system				
Prepare for and Implement a National Cotton Conference				
Objective 13: Ensure Effective Coordinative Support for the Industry	CDO, CAWG, SPEED			
Continue CDO in the regulatory and coordination role				
Establish an Industry Working Group for COMPETE project				
Review the industry association structure to determine strengthening needs				
National Level				
Regional Level				
District Level				
Farmer local associations				
Maintain a liaison with the special task force on export competitiveness				
Establish direct role in the cotton sector policy debate				

Uganda COMPETE

Sector: FISHERIES

Period: 2nd Quarter, April - June 2001

Project Management Activities	Key Partners	APR	MAY	JUN
Planning Strategy				
Interview/consultations with industry stakeholders				
Share ideas regarding competitiveness of the sector				
Meet and discuss objectives with UFPEA, Individual Producers				
Meet and discuss observations with USAID				
Share Ideas With Connected Institutions				
Brief relevant government agencies on fisheries initiative				
Brief fisheries commissioner on COMPETE project				
Meet with SPEED, ACIDI/VOCA/other related institutions				
Prepare Selected Documents				
Prepare fisheries action plan				
Prepare condensed version of report				
Prepare 3 month rolling work plan				
Preparing Strategies Planning Workshop				
Revisit SWOT & competitive diamond analysis				
Prepare documentation for strategic planning workshop				
Organizational Work				
Development of fisheries strategy				
Meetings with fisheries working group				
Hire Local Fisheries Consultant				
Modify Action Plan agreed to by Working Group				
Conferences				
Strategic Planning Workshop				
COMPETE/SPEED Planning Meeting				
Action Plan Implementation				
Improve Production Value of Existing Harvest				
Attend European Seafood and Fisheries Exposition				
Make contact with European distributors				
Follow up on European expo contacts				
Value added product trials				
Reproductive Biology, Hatcheries Trials				
Initiate feasibility study of Nile Perch breeding and fish culture				
Finalize budget for hatchery and production trials				
Inlake Net Cage Trials				
Finalize agreements with private sector partners				
Initiate cost and feasibility study of net cage fish culture				
Request for bids for net cage trials				
Finalize budget for net cage production trials				
Monitoring & Modeling				
Locate net cage modeling consultant				

▲ Signifies action completed; no triangle signifies action continues in next quarter

Uganda COMPETE

Sector: FISHERIES

Period: 3rd Quarter, July - September 2001

Project Management Activities	Responsible	JUL	AUG	SEP
Planning Strategy				
Interview industry stakeholders		■		
Share ideas regarding competitiveness of the sector			■	
Meet and discuss objectives with UFPEA, individual producers		■		
Meet and discuss observations with USAID		■		
Share Ideas with Connected Institutions				
Brief relevant government agencies on fisheries initiative			■	
Brief fisheries commissioner on COMPETE project		■		
Meet with SPEED, ACDI/VOCA/other related institutions		■		
Prepare Selected Documents				
Prepare Fisheries Action Plan				
Prepare condensed version of report				
Prepare 3 month rolling work plan				■
Develop action plan for 2002				
Actualize action plan		■	■	■
Preparing Strategies Planning Workshop				
Revisit SWOT & competitive diamond analysis			■	■
Brief fisheries commissioner on COMPETE project		■		■
Prepare documentation for strategic planning workshop		■		■
Organizational Work				
Development of fisheries strategy		■	■	■
Meetings with fisheries working group		■	■	■
Hire local fisheries consultant				
Implementation of fisheries strategy		■	■	■
Modify action plan agreed to by working group		■	■	■
Conferences/Meetings				
Arrange for Ugandan space at Boston and European Expos				
Strategic Planning Workshop				
COMPETE/SPEED Planning Meeting				
ISO 9000 planning workshop		■	■	
Organize processors value added workshop				
Obtain government support quality initiative		■	■	
Action Plan Implementation				
Improve Production Value of Existing Harvest				
Attend European Seafood and Fisheries Exposition				
Make contact with European distributors				
Follow up on European expo contacts		■	■	■
Develop new value added product ideas		■	■	■
Visit of culinary expert		■	■	■
Visit of European supermarket expert		■	■	■
Value added product trials		■	■	■
Alternative product development, fishballs etc.		■	■	■
Value added product, market trials		■	■	■
Reproductive Biology, Hatcheries Trials				
Finalize agreements with private sector partners		■	■	■
Initiate feasibility study of Nile Perch breeding and fish culture		■	■	■
Request for bids on breeding and reproductive biology		■	■	■
Finalize budget for hatchery and production trials		■	■	■
Award bid for reproductive biology and hatchery trials		■	■	■
Establish the proper design layout for Hatchery Trials		■	■	■
Activate hatchery location		■	■	■
Accumulate brood stock		■	■	■
Stock hatching tanks, begin reproductive trials		■	■	■
Hatching trials		■	■	■
Review results from hatching trials		■	■	■
Modify hatching trials		■	■	■

Uganda COMPETE

Sector: FISHERIES

Period: 3rd Quarter, July - September 2001 cont'd

Project Management Activities	Responsible	JUL	AUG	SEP
Inlake Net Cage Trials				
Finalize agreements with private sector partners				
Initiate cost and feasibility study of net cage fish culture				
Request for bids for net cage trials				
Finalize budget for net cage production trials				
Award bid to net cage technician				
Finalize net cage production design				
Environment assessment Net Cage Experiments				
Construct net cages from local materials				
Accumulate Nile Perch fingerlings				
Stock first net cage trials				
Net cage trials				
Review results of net cage trials				
Modify net cage trials				
Develop procedures manual for the Culture of Nile Perch				
Monitoring & Modeling				
Identify an action plan for environmental monitoring				
Develop monitoring indicators in consultation with NEMA				
Locate net cage modeling consultant				
Develop modeling plan				
Finalize budget for net cage modeling				
Initiate modeling program				
Review modeling plan, NEMA, net cage experiments				
Monitor net cage trials				
Review results of monitoring				
Enter data into model				
Facilitate Finance and Credit Facilities				
Investigate net cage development funding				
Investigate funding for carrying capacity studies of net cages				
Investigate funding for ISO 9000 implementation				
Investigate financing for fisher folk				
Investigate opportunities for loan guarantees				
Support New Fisheries Management Plan				
Determine information needs of fisher folk and processors				
Design an information system for fisherfolk and processors				
Determine support for fisheries authority				
Improve the Infrastructure of the Sector				
Investigate island landing site model				
Investigate alternate landing site locations				
Design cost effective boat				