

REPORT ON  
THE SALES PROGRAM OF THE  
UGANDA COOPERATIVE CENTRAL UNION, LTD

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SITUATION STATEMENT OF THE UGANDA  
COOPERATIVE CENTRAL UNION

The Uganda Cooperative Central Union (UCCU) was organized in 1960 by the cooperative district unions to supply them with needed spares for their cotton gins and coffee pulping and hulling operations besides jute, gunny sacks, hessian squares, baling hoops and twine for baling and sacking their products. In 1961 the UCCU began importing these items as well as farm input supplies such as hoes, spray pumps, pesticides, fertilizers and galvanized iron products for sale by the district unions to the farmers they served.

Business developed normally until the mid 1970s when the economic conditions within Uganda changed. Since then business has been chaotic and there has been no resemblance of orderly business transaction within UCCU to base expected future business or growth. During the past 8 years, with the exception of 1980, foreign exchange has been progressively more difficult for private business to obtain. However, for the same period government agricultural imports were increasing.

Monetary value of business transacted is not a good indicator of imports or domestic volume because of the rate of inflation. During the past 10 years there has been a very high rate of inflation in Uganda, accompanied by a basic devaluation of the shilling in June 1981 of 1000%.

Using gunny bags as an illustration

Fiscal Year	Bales Sold By UCCU	Price in U.Sh.	Value per Bale
1979-80	5831	17,003,196/=	2,916/=
1980-81	170	580,896/=	3,417/=
1981-82	2572	43,754,849/=	17,012/=

To further illustrate the problem, of trying to evaluate the past performance of a business when inflation has been rampant; ginnery spares sold by UCCU generated a gross profit of 99% over cost in 1978-80, 64.3% in 1980-81 and 700% in 1981-82. These large and variable profit margins occurred because cost price was determined on the basis of original purchase price, while the selling price was current market value. Presently it is estimated that on the average gin spares are 3 years old.

It is very difficult to evaluate the performance of a business during unstable periods similar to those Uganda has experienced during the past 5 years. Monetary values of imports, sales and profits mean very little when it comes to making projections from past statistics. Therefore it was decided to evaluate UCCU's business and the need for salesmen based on the present operations and conditions and on how change is expected to occur in the next year or two.

In the past, especially during the 60s there was a great deal of government subsidy of cotton, livestock and to some extent of other export commodities such as coffee. For the

most part, the subsidies were handled through the various ministries. Today this practice still continues with many of the farm input commodities that are donated by foreign governments and agencies being distributed in Uganda through various ministries and departments of government, as well as by the specific rehabilitation programs and through normal existing private channels of distribution including UCCU.

Uganda Cooperative Central Union obtains some of their commodities through the use of foreign exchange in direct purchase. This usually means the use of Window 2 exchange rates that are much higher than Window 1 (Window 1 - 150 Ush = 1.00) Window 2 - 270 Ush = \$1.00) Some items are purchased locally and of course do not involve any foreign exchange. Others are through foreign grants in the form of revolving funds used in the purchase of foreign exchange credit, while others are in the form of direct import of commodities by the donor and delivered into Uganda. UCCU has been privileged to be the depository of gin and coffee spares for rehabilitation programs as well as gunny sacks, hessian cloth, hoes, seeds and other production commodities.

All donors like to maintain some control of distribution and pricing of their commodities. However, at present it is often the Ministry of Cooperatives and Marketing that has the final say (as to the wholesale and retail prices) of the donated inputs that are distributed by UCCU and how the

allocation is made. Recently there has been a shift away from government distribution of donor commodities to cooperative distribution. The EEC Coffee Rehabilitation Program is distributing farm inputs through the UCCU. The IFAD Rehabilitation Program of Eastern and Northern Uganda is distributing farm inputs through district cooperative unions and primary societies.

Donated commodity prices are established by the Ministry of Co-operatives and Marketing by different formulas. Seeds donated by USAID in 1983 were priced at USAID's delivered cost to UCCU at Kampala. Rounding off the figures, UCCU was allowed a 5% margin, the Ministry of Cooperatives and Marketing was given 5% for monitoring the program and the retailer was allowed a 15% markup.

Example: carrots 50 gm tin  
UCCU cost 200/= margin 10/=  
Min. Coop. & Marketing 10/=  
District Union cost 220/= margin 30/=  
Retail Price 250/=

The income generated from the sale of these donated commodities is sometimes placed in a special fund to be circulated into special projects within Uganda.

The price formula for USAID hoes resulted in USAID donating 120/= per hoe in steel. The local hoe manufacturers

were allowed 280/= to make the hoe, UCCU was allowed 10/= (2.5%) margin, the ministry received 15/= (3.75%) and the district union had a mark up of 25/= (6.25%), out of which transportation cost had to be paid. Retail price was established at 450/=.

When commodities are purchased through normal channels pricing is accomplished by a procedure that takes into account interest on money while goods are in inventory, transportation cost involved, handling expense and administrative costs plus an expected profit margin which varies according to the commodity. A random check of the current agrichemical costs and whole sale prices found gross margins to range from 15 - 33% with the mean probably being in the 20% range, certainly not excessive. A similar check of the commodities handled by the Industrial Department, revealed a much greater variation in gross margins among the commodities, including spares, with some having a very high gross margin brought about by appreciation and the high rate of Uganda inflation in the past 2 1/2 years. Gin and coffee spares need a high gross margin, higher than expendable input items used by farmers, because of the slow inventory turn resulting in a high inventory cost of finance and warehouse space.

In April of 1982 the Government of Uganda published their Recovery Programme 1982-84. This program was intended to be a joint program between the government and foreign countries willing to extend economic assistance to Uganda. This document

outlines the strategy to be used in reviving the agricultural, industrial, tourism, mining and energy, transportation, communication and social infrastructure of the country. Of the \$220 million to be spent in the agricultural sector of the economy, \$158.5 million will be generated out of country in grants from foreign countries and organizations and \$61.5 million will be generated within Uganda.

Since April 1982, there have been changes and modifications to the program but it is still going forward and is still a viable economic program within Uganda.

During the last few months there have been strong indications that more and more of the agricultural inputs used by the farmers will be moving through the UCCU rather than through the government ministries and departments. The EEC Coffee Rehabilitation Program has begun to function resulting in approximately 780 million Ush worth of farm inputs scheduled to be run through the UCCU; this first year. This will result in a large increase in the projected Farm Supply Department 1983-84 sales of 291 million Ush. There is a possibility that under the World Bank's rehabilitation program UCCU will be given additional farm supply commodities to distribute.

In the country there are good signs that the agriculture sector of the economy is improving. Cotton acreage has increased. Apparently all the cotton seed that was available was planted; some was planted late, but it was planted. There

is good interest in coffee and many of the old tea plantations are being revived. This interest in cash crops is primarily due to the healthy increase in prices announced by the government.

Export commodity prices in U.Sh.

Commodity per Kilo	Prior to 9/5/82	1982 1983	Effective 1/7/1983
Coffee (Robusta)	50	60	80
Cotton	40	50	60
Tea	10	15	25
Tobacco	110	115	150
Cocoa	30	40	80

During a period when there is a buyer's market, there is little need for sales people unless the distribution of limited stocks are being rationed under an equitable plan. Presently in Uganda nearly all donated commodities are being rationed in one way or another. Monitoring for some programs has been done by the Ministry of Cooperatives and Marketing. From my own experience, it is very difficult to keep rationed goods off the black market. Monitoring of the movement and sale of rationed goods by the government is the universal way of controlling them. However, during the mid 1970s, fertilizer and agricultural chemicals were in short supply in the United States. The cooperatives did an excellent job of equitably distributing these commodities to their members, much better than did private companies through their independent dealers. The reason for this was based on the cooperative philosophy that each member has an equal voice in the business and shares equally in the prosperity of the cooperative. In addition cooperative members had access to the cooperative's commodity sales information regarding the amount sold and to whom. This problem brought about an equitable distribution of commodities in short supply. A salesman can identify surplus and deficient areas and adjust sales between the two. Thus removing the possibility of over supplies being sold into the black market.

Many markets can change from a buyers to a sellers position very fast causing problems in price, inventory and market penetration unless there is close surveillance. Surveillance can best be accomplished by the use of sales personnel who are tuned to the market involved. Sales people will help predict market changes, if not influence them. They can recommend to their company and customer alike steps that must be taken if the business is going to successfully negotiate the change.

A rapid and radical market change is not likely in the immediate future of the Ugandan farm economy but there will be many small changes. To best take advantage of these changes the UCCU should remain flexible and monitor the market through a sales field staff. In a short time this sales staff would become the eyes and ears of UCCU.

At present communications with the customer and the market in general are limited to contacts made when the customer or his agent calls on the UCCU in Kampala to collect merchandise. Very little contact is made with the potential customer on his own home ground to deal with his problems and needs. The UCCU does notify the public and their customers that they have merchandise to sell by radio announcements and a price list of farm supply commodities that is distributed whenever there is a price change. It would be very difficult to financially justify a sales force on the basis of market

surveillance and assisting in the monitoring of allocations of sparse commodities. However, in addition to the needs mentioned above a salesman is needed to devise and implement transportation schemes that would save on distribution costs, the collection of valuable market analysis concerning new allocated and unallocated commodities and the collection of old accounts, monies due on consignments that have been sold and money due on direct shipped merchandise previously sold by the salesperson on a booking.

If an optimistic position is taken concerning the economy of Uganda and specially the farm economy, it is necessary to determine the true sales potential of UCCU. Presently their sales capabilities are limited or restricted by the number of sales outlets they are now serving. UCCU is presently only selling to 7 cooperative farm supply shops. They are located at:-

Jinja	Mbale	Masaka
Kampala	Mbarara	Tororo
	Kasese	

Besides these shops UCCU is currently selling to government ministries and agencies such as Ministry of Agriculture and Forestry, Ministry of Animal Resources and Fisheries, Army and Prisons and to private traders and individual farmers. It is impossible to separate cooperative farm supply shop sales from government or individuals. The

growth potential is in sales to farmers through district unions and primary societies. Without a much larger number of retail outlets, conveniently located up country to serve all farmers, the sale of farm input commodities will be reduced far below the market potential. It may be possible to develop farm supply shops at the 24 district unions but they serve very large areas and it would be impossible to expect them to cover farmers' needs when the farmer lives more than 10 miles away. Therefore, it is imperative that outlets be established at primary societies so that the future market potential can be realised. This should be the primary long time goal of a field staff.

A field staff is necessary to develop these farm supply shops. In the areas being served by IFAD a rudimentary program has been developed and is functioning using the primary societies. In the rest of the country, farm supply shops at the primary level would have to be developed. It will take time and a great deal of work to bring these primary societies into the full role of a farm supply shop. The salesman will have to analyse and evaluate many societies before selecting the most promising. These must then be given guidance and education about all aspects of managing, accounting, inventoring and merchandising to be successful. By developing additional retail outlets the sales potential of the UCCU will be increased proportionately, and once established these retail outlets must be serviced.

With the economy of Uganda growing now is the time to develop these new retail outlets. Initially, they can be used to distribute allocated commodities but, as the market grows for other commodities, sales can be developed and the demand met with adequate supplies delivered on time through an efficient distribution system at a low price.

At the present time the EEC Coffee Rehabilitation Program has selected the UCCU as the distributor of their farm input items amounting to approximately 676 million Ush. The World Bank is presently considering UCCU as the distributor for certain of their farm inputs as well. Early drafts of their program show 260.9 million Ush of farm supply inputs being distributed in 1983-84 to small coffee, cotton, tobacco, tea and livestock growers. This amount would increase to 1729.5 million Ush in 1984-85 and then drop down to 1400.5 million Ush in 1985-86. A total of 3391.1 million Ush worth of farm supplies will be available to small farmers through this program, all of which could be distributed through UCCU.

Sales people up-country could ensure programs like this run smoothly, and ultimately should earn their pay and expenses by developing direct transportation, timely deliveries and tight inventory controls. Under their supervision and watchful eye credit could cautiously be extended on a limited trial basis to primary societies and district unions having a ready market for certain farm supply inputs.

If half the World Bank's input items plus the EEC Coffee Rehabilitation Program farm inputs are moved through UCCU then the fiscal years totals would be:-

1983-84	936.5 million Ush.
1984-85	865 million Ush.
1985-86	700 million Ush.

UCCU estimated their 1983-84 farm supply Department sales would amount to 291 million Ush and the Industrial Supply Department sales at 560 million Ush. These two programs would bring a 3 fold increase in UCCU's Farm Supply Department expected sales. The total UCCU sales in 1981-82 from both departments was 547 million Ush. In a little over a year UCCU could be selling 1496 million Ush annually. This would represent a large increase in sales and a sales staff would desperately be needed to facilitate the flow of merchandise through the system to ensure the shortest time in inventory and the elimination, as far as possible, of costly handling.

CENTRAL UNION FIELD STAFF

A minimum of 4 upcountry sales people should be employed by UCCU as soon as a suitable and reliable means of communication between the sales force and Kampala corporate headquarters can be established. The most satisfactory solution to the communication problem would be to have the field person have access to a short wave radio in the same town as they reside, with a base station at corporate headquarters in Kampala.

Suggested location for the four sales people to reside would be:-

Northern Region, Headquarters Gulu serving:-

Apac	Kitgum	Moyo
Arua	Lira	Nebbi
Gulu		

Travel distances from Gulu in miles

Kampala 211 via Bombo, Kitgum 64

Kampala 355 via Tororo, Lira 62

Arua 156                      Pakwach 150

Counties 30, population 2,073,119.

Eastern Region, Headquarters Tororo serving

Iganga	Kapchorwa	Soroti
Jinja	Kumi	Tororo
Kamuli	Mbale	

Travel distances from Tororo in miles

Kampala 128	Mbale 27
Jinja 74	Soroti 88

Counties 38, population 3,237,401.

Southern Region, Headquarters Kampala serving

Luwero	Masaka	Mukono
Mubende	Mpigi	Rakai

Travel distances from Kampala in miles

Kakuto 130	Masaka 76
Mubende 95	

Counties 29, population 2,822, 451 (Excluding Kampala).

Western Region, Headquarters Kasese serving

Bushenyi	Kasese	Mbarara
Hoima	Kabale	Rukungiri
Kabarole	Masindi	BUndibugyo

Travel distances from Kasese in miles

Kampala 236 via Mubende	Hoima 162
Kampala 252 via Mbarara	Kabale 130
Bushenyi 53	Masindi 196
Fort Portal 44	Mbarara 91

Counties 36, population 3,390,872.

Boundaries can be changed and it might be desirable to subtract Masindi and possibly Hoima districts from the Western Region and add it to the Northern Region in order to balance out the load and shorten the driving distances.

Until security conditions change in the area north and west of Kampala it will not be possible to serve half of the Southern Region. It is hoped that conditions will improve and normal sales can be made in this area next year. If this is impossible then Jinja and parts of Kamuli and Mbarara districts could be temporarily assigned to the Southern Region.

The sales people are stationed out in the field for three reasons. 1) more work calling on accounts.

2) less travel and subsistence expense.

3) the salesperson is better acquainted with his region - he lives there.

If an up-country salesperson lived in Kampala they would probably make two weekly trips to their region. This would result in 6 actual days in the field; 4 days would be lost to travel in 4 weeks. A person stationed in the field should be able to spend 4 days each week calling on accounts which would result in 16 days of account calling in 4 weeks.

Cost would be less for field people stationed up-country as on the average they would drive 250 miles per week (1000 miles per month) as compared to Kampala stationed staff making 2 trips a month totaling 1500 miles. Subsistence would be less because only luncheon meals with an occasional full days subsistence compared to 10 days full subsistence per month for the Kampala based salesperson.

The cost of putting a salesperson on the road for a year (50 working weeks) would be:-

Salary	30,000
Commission	30,000
Benefits	134,520
Food, Housing, Medical & Retirement	
Food & Lodging	225,000
Entertainment	100,000
Vehicle (First 2 years UCCU ownership)	
Depreciation	625,000
Petrol	900,000
Repairs & Spares	250,000
Total	<u>2,294,520 Ush</u>

The farm supply department sales resulting from the rehabilitation program inputs going through the UCCU could be over 1,000 million Ush in a year's time. (Not including ginnery and coffee spares). The cost of 4 field sales people plus one supervisor would be 10 - 15 million Ush. or 1 - 1.5% of sales.

Presently it is estimated that it will cost 4% to move goods in and out of UCCU's warehouse. The cost of money is

currently close to 18%. Therefore, if these sales people assist in devising and implementing transportation and booking programs whereby one fourth of the commodities would bypass the warehouse they would repay their cost. If they caused the turn over of inventory in warehouse to occur 20 days faster they would pay their costs. If they developed 200 million Ush in new markets or an increase in volume of old merchandise they could also pay their keep. It is anticipated that they would be able to do these as will many other money making or money saving activities. A sales force cooperating with management will in time streamline the flow of goods through the UCCU in a very efficient way. An efficient system will cost less to operate, allowing the savings to be past on to the farmer in lower cost commodities.

To accomplish sales objectives it is necessary to hire highly effective self motivating individuals who know farm inputs and how they are used. They should have a firm grasp of the principles of business management, accounting and merchandising. They should be outgoing individuals with a strong capacity for selling. In fact, they should have had 2-5 years sales experience as well as a college degree. A degree in agriculture would be preferred. They have to be willing to travel and meet people. On top of all these qualifications they must be problem solvers able to work without supervision on a day-to-day basis.

The Regional Salesperson should be responsible for the movement of all the farm supply commodities in their region as well as assisting with the distribution of the industrial supply items such as ginnery and coffee spares. Spares are not items that have to be promoted through creative sales. They are replacement parts that are needed when the original part on a machine becomes worn or breaks. These items must be stocked, catalogued and delivered with dispatch rather than sold on a price-quality basis as farm inputs do.

Initially, it is most important that these regional field people establish viable new farm supply shops at the district and primary levels using as a starting point the seven existing farm supply shops plus the district unions distributing USAID commodities and the primary societies distributing IFAD commodities. Assistance must be given in merchandising, security control and salesmanship. Without expansion of retail outlets UCCU sales volume will never develop and after the period of distribution of the scarce rehabilitation farm input commodities UCCU will become primarily a depository of ginnery and coffee spares.

The salesperson must work with the supply department in areas of transport, pricing, inventory and commodity selection. Booking programs should be developed and performed on as many items as is feasible. The purpose of a sales campaign is to move commodities as efficiently and cheaply as

possible from the supplier to the ultimate consumer. In order to accomplish this task the sales people should run as many market surveys as necessary to determine their customers seasonal needs, their desires and ability to pay for the specific commodity and service.

Many of the farm input commodities are technical in nature (pesticides). The sales person must have full and competent knowledge of these products and be able to pass this information on to his reseller and to the ultimate consumer through personal contacts, literature and meetings. Information about these products will have to be obtained from the main office, the local Agricultural Agent, the supplier and the experiment station. As new farm input commodities are developed and come on the market they will be asked to appraise these, and recommend those that should be introduced into UCCU's line of commodities. They will then be expected to promote their sale. Complaints both from the resaler and farmer will be cared for by the sales person.

In order to facilitate these responsibilities and activities training and on the job assistance should be offered; not only to the regional salesman but also to their supervisors and those people within the farm supply department that are involved with market development transportation, inventory, pricing and product knowledge. Formal training should cover such topics as salesmanship, merchandising, market

surveys, time and territory management, communication, bookkeeping procedures and accounting and cooperative principles. This training should be given first to salespeople, a modified set of courses should then be given to the managers of the farm supply shops.

Someone with experience in sales should be appointed to supervise the salespeople or there should be a person brought in from the outside for at least a year and preferably for two years to assist and train all those involved with sales to insure that the program gets off to a correct start.

The Kampala farm supply shop operated by the UCCU should be rejuvenated and staffed with knowledgeable employees to make it a model farm supply shop to be used in the developing of district and primary shops upcountry. The Kampala shop should be used to train present and future up country shops managers and employees. The Kampala shop should be audited seperately from the UCCU's other operations. UCCU should supply merchandise to their shop at regular wholesale prices and terms except for damaged and discontinued items. The UCCU should not sell any to individual directly except through their farm supply shop UCCU Supply Shops, district unions, governmental ministries and agencies and parastatal government. A policy should be established to determine future sales to large farming estates.

Many of the commodities now handled by the Industrial Department of UCCU are farm inputs items that can be used by the farmer such as gunny bags, spanners, power tools and V-belts. These should be promoted as potential saleable commodities to farm supply shops. Spares are only sold to specialized customers, district coffee and cotton unions who purchase them in order to keep their processing equipment in repair and operating.

There are two areas for which salespeople should have absolutely no responsibility. First, no salesperson should establish prices. This should be the responsibility of someone in UCCU headquarters in Kempala, preferably the individual responsible for the earnings and operations of the department handling a particular commodity. The salesperson's responsibility would be to provide this individual with information relating to need for the product in his region and with competitive information.

Second, salespeople should never be responsible for ordering merchandise. The responsibility for ordering lies with the appropriate department after consultation with the warehouse.

IV Proposed sequence of the Uganda Cooperative Central  
Union's Sales Staff Program

- I Evaluate sales program
- II Establish radio communication between salesperson's town of residence up-country and Kampala headquarters.
- III Purchase 5 light two wheel drive pick-up Trucks to be used by the four sales people and the sales supervisor. Vehicles to be owned by the UCCU for the first 2 years and used by the salesperson for business. Salesperson pays actual operating expenses (petrol and oil) when used for personal use.

Beginning of Third year vehicle is sold under contract to the salesperson at depreciated value. The UCCU then pays 130/- per business miles driven.

2 Wheel pickup	9,259.00 x 270/- =	2,500,000/-
1st year Depreciation		625,000/-
Spares and Repairs		250,000/-
Petrol (60/-x15,000 miles)		900,000/-
Total UCCU cost		<u>1,775,000/-</u>
2nd year (same as 1st year)		1,775,000/-
3rd year, Under sales contract		
Depreciation		625,000/-
Mileage paid (130/-x15,000 miles)		<u>1,950,000/-</u>
		<u>2,575,000/-</u>
Sales income (625,000 +10% interest)		750,000/-
Total UCCU cost		<u>1,825,000/-</u>

(salesperson would generate 300,000/- to use for spares and repair labor)

4th year, Under sales contract

Depreciation	625,000/-
Mileage paid 130/-x15,000 miles	<u>1,950,000/-</u>
	2,575,000/-

Sales income (625,000 + 10% interest) 687,500/-  
 Salesperson would generate 362,500/-  
 To use for spares and labour repair.)  
 Finalize salary/commission/benefits, subsistence  
 and transportation cost for a year.

A. Salary/Commission (Salary Scale 5)

Basic Salary (2,500/- per month)	30,000/-
Commission by formula	30,000/-

(Estimate based on 1/4 the projected  
 EEC Coffee Rehabilitation Program of  
 farm inputs to be distributed by UCCU  
 in 1983 - 84 valued at 676 million Ushs.)

Formula - (App. K)

$$\underline{\quad .0000015 \quad} \times \text{Sales increase} = \text{Commission}$$

Expenses + Sales Increase

Example -

Expenses	
Lunches	100,000/-
Per Diem	125,000/-
Entertainment	100,000/-
Spares & Repairs	250,000/-
Petrol	<u>900,000/-</u>
Total Expenses	1,475,000/-

$$\text{Income } 676,000,000/- + 4 = 169,000,000$$

$$\frac{\underline{\quad .0000015 \quad} \times 169,000,000}{1,475,000 + 169,000,000} = 29,034$$

Factor .0000015 can be changed each year by  
 management to reach objective.

When expenses are higher than sales increase commission  
 will be zero.

B. Benefits

Food allowance	@ 5000/- per month	60,000/-
Housing allowance	@ 2000/- " "	24,000/-
Retirement	@ 460/- " "	5,520/-
Medical		<u>45,000/-</u>
Total		134,520

c. Subsistence

Per Diem, lunch	@ 500/-x200 days =	100,000/-
Per Diem, Full day and lodging	@ 2,500/-x 50 days =	125,000/-
Entertainment per receipt	=	<u>100,000/-</u>
Total		325,000/-

D. Transport

2 Wheel pick-up @ 2,500,00/-	
1st and 2nd year owned by UCCU.	
3rd and 4th year under sales contract	
with salesperson, UCCU paying	
mileage at 130/- per mile.	
Estimated cost	<u>1,800,000/-</u>

Total yearly cost for salesperson 2,319,520/-

V Assign supervision of the sales staff to Assistant General Manager who has the responsibility of recommending the hiring and firing of the sales staff.

VI Solicit Applications for the sales positions.

- A. Give notice to present employees
- B. Inquire of others
- C. Advertise.

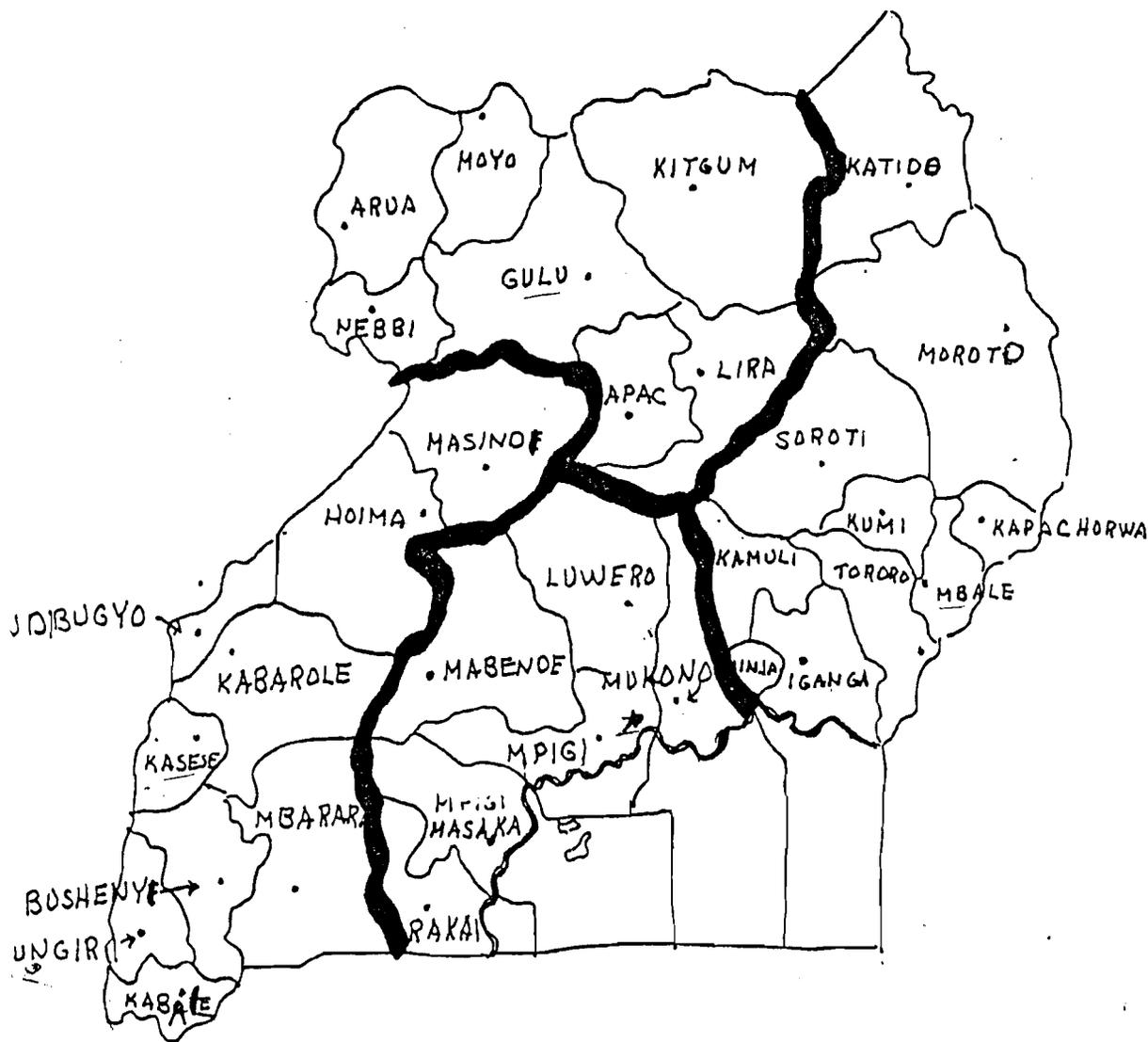
VII Interview and investigate all applicants.

VIII Hire applicants on a probationary basis after radios are operational and vehicles are available.

- IX Tentative activity plan for field staff after hiring.
- A. One week of formal indoctrination into their duties and responsibilities.
  - B. 6 - 8 weeks sales supervisor and or advisor travel region with salesperson. 2 - 1 week periods with each sales person.
  - C. 4 weeks of Basic Training covering
    - 1. Time and Territory Management
    - 2. Salesmanship.
    - 3. Market Survey Techniques.
    - 4. Business procedures.
      - Bookkeeping and Accounting
      - Personnel Management
      - Credit Management
      - Inventory Control
      - Pricing
    - 5. Transportation
      - Expense
      - Choices
      - Coordination
    - 6. Merchandising
    - 7. Bookings
      - Kinds
      - Value
      - How to
    - 8. Cooperative Principles
    - 9. Product knowledge
      - Review of commodities
    - 10. Introduction of UCCU
      - Personnel
      - Facilities
    - 11. Handling complaints and problems

- D. 12 weeks Work individual sales region with supervision from sales supervisor and advisor.
- E. 3 weeks Review of Basic Training with advance Training in areas that need greater emphasis. Advance training in product knowledge and how to present it to farm shop employees and their customers. Ending with a sales staff meeting including all departments directly related to sales.

# UGANDA



— ADMINISTRATIVE  
BOUNDARIES

█ Sales Regions

— 20 miles

SOUTHWESTERN AND WESTERN UGANDA

SALES EVALUATION SAFARI

JULY 23 - 30TH 1983

BY

BILL ALDWORTH

AND

CHARLES MBA BALI

I took my first safari outside of Kampala from July 23 - 30<sup>7</sup> accompanied by Mr. Charles Mbabali. Our route took us through Masaka, Mbarara, Bushenyi, Kasese, Fort Portal, Hoima, Masindi, Chobe Lodge, Paraa Lodge and then return to Kampala by way of Kabale. The purpose of the trip was to evaluate the possibility and extent of developing farm inputs sales at the local level through farm supply shops operated either by the district unions or the primary societies.

I was impressed by the diversity of the country and the small size of the individual farm operations. I came to realize that the biggest obstacle to sales development in the rural areas will be communication and transportation. I discovered a great deal of enthusiasm for the improvement of existing farm supply shops and the establishment of new ones by both the district unions and the primary societies. A list of items that should be carried in a farm supply shop is listed in the appendix of this report. Once a UCCU salesman begins calling on accounts and prospective accounts, I am certain the list of saleable items will increase. Most indicated a desire for monthly or bimonthly calls by salespersonnel.

I did not address the question of finance for I knew that most cooperatives were on a COD basis with UCCU and did not wish to get into that area of discussion. Many wanted to discuss present problems such as inadequate stock at UCCU, high prices, poor quality of merchandise, and transportation; these I answered as politely and quickly as possible so I could spend our time discussing the future of sales of farm inputs.

Listed below are the high points of our calls. Mr. Mbabali very effectively arranged local contacts and took an enthusiastic part in all discussions. We were very cordially received by all groups and individuals who freely entered into all discussions with feeling and conviction. To these people I owe a hearty thank you.

#### KASESE

Met with a group of 4 individuals who work in various capacities either for a savings and credit cooperative or for the Ministry of Cooperatives and Marketing. When I asked if the district unions and primary societies should establish farm supply shops, they were very much in agreement that this

should be accomplished where ever possible with merchandise selected for the small farmer of two acres or less. In their area those crops producing the highest return per acre were:- maize, beans, groundnuts and sorghum. The average size of farm is less than 2 acres.

Met with the Chairman, Vice Chairman, Secretary/Treasurer and committee member of the Rwenzori PawPaw Growers Cooperative Society Ltd. This society is located 23 miles from Kasese and markets 16 tons per year of pawpaw latex valued at around 30m./= million Ush. Apparently their society is economically sound and they wish to establish a farm supply shop. They are also interested in establishing a Tractor hire Unit to plough 1,000 acres in January-February and May-July at 5000/= per acre. Tractor could possibly be used to collect the latex from the primary societies.

Held a short conference with the Chief Accountant and the Ginnery Manager of the Nyakatonzi Union concerning farm supply shops. They were more interested in discussing problems than in looking at the future.

Visited the Nyakatonzi Union farm supply shop that has been managed by Mrs. Aida L. Kamahwa for the past 10 years. The merchandise was well displayed and covered a wide range of commodities from childrens' dresses to pesticides. They wanted more merchandise to sell. The shop was located in the middle of Kasese.

Met with District <sup>Team</sup> Planning *committee* at which time the future of farm supply shops were discussed. The group expressed the desire that the primary societies should be encouraged to purchase an adequate inventory. The Agric. Agent was concerned about the non-cooperative farmer having access to necessary agricultural chemicals if they are taken away from the Agricultural Department. He was also concerned about correct instruction concerning the use of the pesticides. Transportation to the primary society would be a problem.

Drove to the headquarters of the Abasaija Kweyamba Mubuku Farmers Cooperative Society Ltd; and discussed with officers and Secretary/Manager the possibility of their establishing a farm supply shop.

They are interested in setting up a complete shop and would like help and direction in accomplishing it. The members of this society irrigate their crops and were therefore interested in wide irrigation hoses, irrigation tubes and dam material. AID commodity prices were questioned:- If the products were given by the donating countries why do they cost the farmer so much? Who is making the big profit? This same question came up several times during the safari and it was explained to the Ugandans to their satisfaction.

In the evening at the Margharita Hotel, we visited with Deputy Commissioner for Cooperatives, Mr. Kyamulesire. He is head of the Coffee Rehabilitation Program. I asked how the farmers would obtain their inputs after the rehabilitation program comes to an end in 2 years. He said he did not know. I suggested that plans could be laid for the private sector and the cooperatives to assume the responsibility. I wish to follow up this suggestion with the Ministry.

#### KABALE

Visited with the officers of the Kigezi District Vegetable Growers Cooperative Union Ltd; about a complete farm supply shop. Presently they are handling a number of items but would like to expand into different kinds of merchandise if they could be competitive with the traders in town. They have their own transport and travel to Kampala at least once a month. They have a pig and poultry operation but they can not reach their production capacity and blame the poor results on the quality of feed they purchase from the Jinja Mill. They asked if assistance would be available for the Cooperative to start a feed mill.

An ad hoc planning committee meeting was called with the District Agricultural Agent, District Cooperative Officer, Secretary/Manager and Chairman of the Vegetable Growers Cooperative present. The Agricultural Agent and the others present agreed that in the future the local cooperative societies should sell the pesticides if they have adequate product knowledge. In the past UCCU has not been properly stocked. Would like a salesman to call every 2 months.

#### MBARARA

Met with the group of district officials representing

Cooperatives/Marketing, Agriculture, Livestock supplies and Information and discussed the possibility of developing farm supply shops that would sell all farm inputs including pesticides. The agricultural agent and the veterinarian said that this would be good but non-cooperative members would have to be served and they both questioned whether or not farm supply shops would have adequate knowledge to instruct the farmers in proper use of agricultural chemicals. I stressed the point that farm supply shop salesman would be trained by UCCU, suppliers and the local agricultural agents and that these salespeople would be an extension of their office when giving recommendations and advice.

Visited Banyankole Kweterana Growers Cooperative Union Ltd farm supply shop where I found a neat well displayed store being operated for the last 2 years by an accountant-bookkeeper who stated that he likes to manage a shop as well as keep books. Sales volume by category are pesticides 30%, vetsupplies 30% seed 20% miscellaneous 20%. There has been a 30% margin on agricultural chemicals and 5% margin on the hardware. UCCU prices have been too high, forcing them to purchase elsewhere. Wants to sell additional items if they are available. He would like to have a salesman call every month.

Conferred with the Secretary/Manager of the Banyankole Kweterana Growers Cooperative Union Ltd; in his office along with the farm supply shop manager. In 1981-82 the farm supply shop was newly established and only operated 6 months, generating a gross margin of 150,000 - 200,000/= or a net of 44,000/=. Sales during the 1982-83 fiscal year totalled around 5 million Ush. The Union is considering establishing farm supply shops at Bushenyi, Ibunda and Rasha mdire. When asked what in the way of training was needed; he replied, "Training in procurement, personnel management public relations, on job training, and farm calling."

.../5

	Kasese Min.of Coops/ Marke- ting Officials	Rwenzori Pawpaw Growers Coop. Soc.Ltd.	Abasaija Kweyamba Mubuku Farm- ing Society	Nyakatonzi Growers Union	Kigezi Dist. Vegetable Growers Coop Union	Banyankole Kweterana Growers Coop Union
Hoes	S		S	S	S	S
Bicycles	S	S		S	S	S
Iron Sheets	S	S	C		S	S
Nails	S	S	C	S		S
Spray Pumps	S			S	S	S
Pangas	S		S	S	S	S
Threshers	S					
Axes	S			S	S	S
Insecticides	S		S	S	S	S
Herlicides		S	S	S	S	S
Fungicides			S	S	S	S
Shovels	S			S	S	S
Hammers	S		S			S
Barbed Wire	S			S		S
Stationery	C			S		S
Radio	C					
Shoes	C					
Watches	C					
Seeds	S	S	S		S	S
Wrenches						
Spanners						
Gunny Bags		S		S	S	S
Plastic Bags		S				
Fert			S	S		
Hand Fork			S	S	S	
Watering Can			S			
Wheel Barrow			S		S	
Canvas Dan			S			
Irr. Tubes			S			
Soap				S	S	
Oil, Cooking					S	
Feed				S	S	
Textiles						
Kitchen Ware					S	S
Cement					S	
Bicycle Spares						S
Pails						
Food stuffs						S

S = ITEMS STOCKED BY FARM SUPPLY SHOPS

C = CATALOGUE ITEMS STOCKED BY UCCU

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EASTERN AND NORTHERN UGANDA SALES

EVALUATION SAFARI

AUGUST 18 - 28, 1983

BY

BILL ALDWORTH

SAM. OKURUT-TUKEI

EASTERN AND NORTHERN UGANDA SALES EVALUATION  
SAFARI; AUGUST 18 - 28, 1983 BY BILL ALDWORTH  
AND SAM. OKURUT-TUKEI

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The purpose of the safari to the Eastern and Northern Districts of Uganda was to become acquainted with operation of the district unions and the primary societies as a possible prelude to the strengthening and establishing of farm supply shops through the use of Uganda Cooperative Central Union District Salesmen.

In order to tabulate results, surveys were conducted. District unions officers, primary society managers and farmers themselves were asked questions regarding size of farm, crops grown, income derived, and money spent for farm inputs (table 1 & 2). Questions were also asked about available credit, size of areas served by the various cooperatives. Those Cooperatives that were operating shops were asked questions regarding volume, margins and inventory turns. We explored transportation and product knowledge. Those surveyed indicated how frequent a salesman should call and the kind of help they would expect. All but one district union indicated that in order to reduce costs the UCCU should sell directly to the primary society when it was beneficial to do so. A list of farm inputs was prepared, the district unions and the primary societies indicated if in the past they handled that commodity and would they like to in the future. To complete the list many suggested additional commodities that should be handled by the UCCU for the local supply shops. (Table 3)

Many of the questions I surveyed were computed around 1960 and published in Agriculture in Uganda Edited by J.D. Jameson 2nd Edition Oxford University Press 1970 and are included in this report as tables 9.4, 9.5 and 9.6. Note that the current survey is very similar in the results of early computations in size of family farm, 3 to 10 acres, and size in relation to District, Table 9.4 Relation of cash income to district is also similar, though much lower, 10.7 £ in 1960 compared to possibly a 25,000 U.sh. average for 1983. The comparison of these two sets of figures would suggest very strongly that as the economy improves farmers will have a larger cash income that they would spend at farm supply shops.

According to the information we gathered gross cash income per family will vary from 10,000 to 70,000 U.sh. and between 5,000 and 25,000 U.sh. will be spent at Farm Supply Shops for farm inputs.

On the average there are 1000 farm familys members to a primary society. If all purchases were made through a members society the volume of sales would be 5 to 25 million U.sh. This would be more than enough to support a simple farm supply shop. With IFAD depots at primary societys there does not appear to be any security problem and the manager usually has scheduled hours when he is present.

Much of the AID, Rehabilitation and Grant commodities are being sold to the farmers below their true market value as indicated in Table 4 making it impossible to compete with imputs purchased on the open market. However, with UCCU handling cotton and gin spares for the rehabilitation programs, coffee imputs for the coffee rehabilitation program and possibly additional imputs from the World Bank Program the use of district salesman would assist in the orderly distribution of their programs while at the same time developing, strengthening farm supply shops <sup>Training</sup> and their employees. As foreign exchange becomes available additional commodities would be selected to complete the line offered the farmer.

EASTERN AND NORTHERN UGANDA SALES EVALUATION SAFARI  
ITINERARY AUGUST 18 - AUGUST 28, 1983.

Aug. 18, 1983.

Rice Scheme, Kibimba: Potential customer interested in pesticides, fertilizer, implements etc. Purchases have been through Department of Agriculture and Kampala Traders.

IFAD, Agricultural Reconstruction Programme, Tororo;  
F.C. "Curtis" Hutley, Assistant Manager.

A grant program, implemented fast to get necessary inputs in the hands of the farmer. Using Department of Agriculture supervisors to distribute inputs through primary societies on the sub-county level. Inputs sold at 50% true value to farmers. IFAD pays the primary society 4000/= per month for handling commodities. Would be willing to work with UCCU salesman so that primary farm supply shop could be continued.

South Bukedi Cooperative Union, Tororo; James Obbo, Secretary Manager. Survey taken. Has farm supply shop and works with 2 primary societies on farm inputs. Seed biggest volume mover - moved first 3 weeks of March.

Edward Owor, Tororo; large dairy and livestock farmer. Did not include him in questionnaire because he is not a typical farmer.

Asinge GCS Ltd; Primary Society out of Tororo. Handling IFAD merchandise. Conducted survey. Can return unsold IFAD commodities. Would like to purchase more commodities, Needs smaller pesticide packages.

Aug. 19, 1983.

Bugisha Cooperative Union, Mbale, Francis Nagimesi, <sup>Sec/mtg</sup> took survey, operates farm supply shop. plus real estate investments besides coffee factory. Does not want UCCU to sell direct to primary societies but it is perfectly alright for UCCU to sell to farmers direct. Sam took coffee spare order.

Masaaba Coop. Union, Mbale, was unable to take survey because Manager was not there. Drove to Lukonge Ginnery where Sam went over spare situation with local production Manager. Learned that Lint Marketing Board has Gin Inspectors that are to assist Unions with repair and maintenance of their gins - where are these individuals.

In the evening <sup>Their</sup> Accountant indicated an interest in farm supply shops at their two ginneries and select primary societies.

Coffee Rehabilitation Program, Mbale, Angus Reynolds. Will have charge of program in Mbale for one year. Willing to work with UCCU salesman. Concerned about duplicate programs i.e. UNDP. Will be holding all kinds of Training sessions on growing coffee.

Aug. 22, 1983.

Teso Coop. Union, Soroti, S.A. Oduc, Secretary Manager. Conducted survey. Interested in establishing a farm supply shop in each county (8 Soroti and 3 Kumi). Interested in the following projects:

- 1) Rice huller and maize mill at Bukedea.
- 2) Cashew Factory .
- 3) 5 Store office and Flats(4) 1500 hectare Ranch Project)
- 5) Printing Press. They want help with these projects - apparently ginning is not too profitable.

Low Cost Tool Plant (UNDP - Oxplow), Soroti.

Government run project, no supplies no work. Handling IFAD Brazilian TaTu plow which is very weak in the handle and the farmers are reluctant to buy.

Serere Research Station, Serere, Alphonse Akou, Oxcultivation Project Head. Training farmers to the Indian method of ox handling which can accomplish 5 times more plowing per man than the use of the hand hoe.

In addition, the implementation of row crop<sup>ping</sup> great savings would be realized in seeding and cultivating. Very good program for Northern Uganda but very difficult to establish - constant training is needed.

Aloet F.C.S. Ltd. near Soroti.

Surveyed this primary society that is handling IFAD inputs. Talked to the local IFAD supervisor who covers 8 counties or 16 outlets. Motorbike has been provided for his transportation. Would like to see primary society develop into full fledged farm supply shop.

Aug. 23, 1983,

Lango Coop. Union Ltd; Lira, J.B. Odur - Secretary Manager.

Survey this district union. Have handled AID commodities in the past.

IFAD using 34 of their primary societies.

C.A. Eswau, District Commissioner - Lira.

Explained the program we were looking into. He said that he had written a proposal regarding Cooperatives selling farm supply inputs when he was in the Ministry of Co-operatives and Marketing.

F.O. Patto, District Cooperative Officer, Lira.

Is also in favour of cooperatives selling farm inputs.

Amach Sub-county Chief - Alfred Okele had intended to talk to primary society manager but as he was not around we ran our survey by the chief and some of his farmers.

Aug. 24, 1983.

Southwest Nile Coop. Union; Pakwach, R.O. Nitho - Secretary Manager.

Took survey, they have handled AID commodities and have obtained a warehouse they are going to convert into a farm supply shop. Sam took inventory of cotton spares needed.

Quintia F.R. Otto - Ag. District Cooperative Officer - Gulu

Explained our proposed sale program and he agreed but wanted Districts to sell to primaries with District Cooperative staff doing any allocation.

Aug. 25, 1983.

West Acholi Coop. Union Gulu, Anthony Andrew Orach - Sec. Manager

Took survey. Do not have farm supply shop but have handled AID commodities. Want to establish shop in the future.

Ogoke S. Owino - Assistant District Commissioner - Gulu.

Explained our proposed program and he appeared agreeable.

West Acholi Coop. Union Machine Shop. - Gulu

This efficiently run shop that is renovating old ox-ploughs and making new ones for distribution in the Gulu - Kitgum area. Is being assisted by EURO D-ACCORD. Presently IDA is arranging a revolving credit fund for supplies. The ploughs have been selling for 8000 U.sh. but in September there will be a price increase to 10,000 U.sh.

Aug. 26, 1983.

East Acholi Coop. Union, Kitgum - Gideon E. Dwar - Sec. Manager

Ran survey. Listened to their problems of being a Ginning Coop. without a gin. Would like to establish a farm supply shop. Has provided storage and transportation for IFAD and has sold AID commodities. In the Kitgum - Kotido districts there are 120 sub-counties.

In Kitgum we met with:-

Livingstone Ocen, Cooperative Officer

Tommy Obong -Ojok, Assistant District Commissioner

Jacob Ongura - District Monitoring Officer - IFAD

Bruno Okello - Sales Supervisor - IFAD

Explained proposed program and the above gave support.

Kitgum/Matidi sub-county Chief, Ocaya Paul

Had intended to survey the primary society manager but he was not there so surveyed the Chief and a large number of farmers.

East Acholi Coop. Union, Pardonja. Gin was working (The only one I have seen operating in Uganda). Sam took inventory of parts needed.

Aug. 27, 1983.

Returned to Kampala from Soroti.

Table 2

Primary Societies Surveyed.

	ASINGE GROWERS COOP. SOCIETY LTD. (TORORO)	ALOET COOP. SOCIETY LTD. (SOROTI)	AMA CHI : SUB-COUNTY (LIRA)	KITGUM-MATIDI SUB- COUNTY (KITGUM)
Marketing Cotton	x	x	x	x
Number of Farm Families	940	1000+	2000	400
Area Served in Miles	4 x 8	15 x 15	20x25	5 x 5
Farm Size Acres	4	10	6	6
Crops sold for Cash:				
Cotton	x	x	x	x
Coffee				
Maize	x	x	x	x
Beans		x	x	
Rice				
Millet		x	x	
Sim-Sim			x	x
Sorghum		x		x
Vegetables	x			
Groundnuts	x	x	x	x
Casava		x		
Matoke				
Other				
(in 1000 U.sh)				
Value of crop sales per family	9		50	70
Spent for Crop inputs(in 1000 Ush)	7	5	25	15
Availability emergency Credit	None	None	Rich Trade	None
Farm Shop distributes IFAD	Yes	Yes	Yes	Yes
Want to continue after IFAD	Yes	Yes	Yes	Yes

Table 3

Survey of Farm Inputs that could be sold at  
Cooperative Farm Supply Shops

	<u>Interested in Selling</u>	<u>Have sold in Past</u>
African Hoe	12	8
Fork Hoe (Rake)	10	2
Axes	12	4
Slashers	11	2
Shovels	12	4
Hammers & Saws	11	1
Spanners	12	1
Bicycles	12	5
Spray Pumps	12	9
Pails	12	1
20 l ltr. jerrycans	12	0
Watering Cans	12	3
Poultry Equipment	12	3
Wheel Barrow	12	3
Feed	11	4
Fertilizer	11	5
Herlicides	12	2
Fungicides	12	3
Crop Insecticides	12	8
Livestock "	11	4
Vet. Supplies	11	4
Gunny Bags	12	7
Plastic Bags	12	0
Iron Sheets	12	6
Barbed Wire	12	5
Wire Mesh	12	3
Nails	12	5
Food	10	1
Kitchen Equipment	11	0
Textiles	9	0

Commodities Suggested

Lorry Tyres	Sewing thread
Bicycle Spares & Tyres	Paint
Ox plows & Seedings & Spares	Gumboots
Cement	Gloves
Timber	Taupaulins
Fishnets	Out board Engines
Gloves	Seeds
	Rain Coats

Table 4

Prices paid by farmers for select Farm Inputs  
September, 1983.

<u>Item</u>	<u>Size</u>	<u>IFAD</u>	<u>AID</u>	<u>UCCU</u>
Hoes-Buffalo	1	270/=	450/=	
Hoes - Lango	1	330/=		
Pangas	1	210/=		570 F
Axes	1	520/=		
Maize	10 kg		1000/=	
Sorghum	2 kg	160/=		
Onion	50 gm	220/=	380/=	
Cabbage	50 gm	120/=	285/=	
Cabbage	50 gm	110/=	275/=	
Tomatoes, Money Maker	50 gm	320/=	400/=	
Tomatoes Rutgers	50 gm	360/=	450/=	
Egg Plant	50 gm	230/=		
Knap sack sprayer	1	6000/=		15058 F
Dimecron	5 ltrs	5600/=		
Dithaner	3 kg	550/=		
Dieldrey	1 ltr	350/=		1,015/=
Cooper Newpy Grease	1 ltr	230/=		
Supona Tick Grease	2 kg			1,890/=
Gunny Bags	1	150/=		204 F

TABLE 9.6. Distribution of income of African households—1959

	African population 1959	Cash income, non-agricultural (incl. wages and salaries)	Cash income, agriculture (incl. coffee and cotton)	Total cash income	Value of subsistence production	Cash income per head	Subsistence production per head	Gross income per <sup>1</sup> household	Percentage of total incomes accruing to African households
	('000's.)	(£'000)	(£'000)	(£'000)	(£'000)	(£)	(£)	(£)	(%)
<i>Buganda</i>	1 834	11 444	24 030	35 474	12 747	19.3	7.0	100	44
<i>Eastern Region</i>									
<i>Busoga</i>	661	2 950	4 502	7 452	3 485	11.3	5.3	81	10
<i>Bukedi</i>	398	1 030	2 494	3 524	2 295	8.9	5.8	65	5
<i>Bugisu, Sebei, Mbale</i>	361	868	2 078	2 946	1 844	8.2	5.1	60	4
<i>Teso</i>	453	541	3 246	4 787	2 869	10.6	6.3	73	7
<i>Karamoja</i>	172	447	246	693	1 148	4.0	6.8	173 <sup>2</sup>	2
<i>Total</i>	2 045	6 836	12 566	19 402	11 641	9.5	5.7	68 <sup>3</sup>	28
<i>Northern Region</i>									
<i>Lango</i>	353	917	1 747	2 664	2 213	7.5	6.3	74	5
<i>Acholi</i>	286	418	959	1 377	1 680	4.8	5.9	62	3
<i>West Nile/Madi</i>	435	708	1 145	1 853	2 746	4.3	6.3	61	4
<i>Total</i>	1 074	2 043	3 851	5 894	6 639	5.5	6.2	65	12
<i>Western Region</i>									
<i>Bunyoro</i>	127	901	721	1 622	861	12.8	6.8	78	2
<i>Toro</i>	347	1 710	1 275	2 985	2 418	8.6	7.0	75	5
<i>Kigezi</i>	493	820	596	1 416	3 033	2.9	6.2	63	4
<i>Ankole</i>	530	717	1 288	2 005	3 648	3.8	6.9	59	5
<i>Total</i>	1 497	4 148	3 880	8 028	9 960	5.4	6.7	68	16
<i>Uganda</i>	6 450	24 471	44 327	68 798	40 987	10.7	6.4	80 <sup>3</sup>	100

Source: Gross Domestic Product of Uganda, and Report of Census of Population.

<sup>1</sup> Based on average size of household from Sample Census.

<sup>2</sup> See footnote (3) to Table 9.4.

<sup>3</sup> Excluding Karamoja.

Note: In these estimates Karamoja District was included in Eastern Region.

Table 1

District Cooperative  
Unions Surveyed.

	SOUTH BUKEDI COOP. UNION LTD.	BUGISU COOP. UNION LTD.	TESO COOP. UNION LTD.	LANGO COOP. UNION LTD.	SOUTH WEST NILE COOP. UNION LTD.	WEST ACHOLI COOP. LTD.	EAST ACHOLI COOP. UNION LTD.
Marketing Cotton (CT)	CT	CF	CT	CT	CT	CT	CT
Marketing Coffee (CF)							
Number of Primaries	110	138	200	168	33	86	140
Area served in miles	40x30	90x30	80x100	145x85	45x50	80x70	160x40
Farm Size acres	2.5	2	10	3	7.5	10	
Crops sold for cash:							
Cotton	x		x	x	x	x	x
Coffee	x	x					x
Maize	x	x	x	x	x	x	x
Beans	x			x			x
Rice	x						
Millet					x	x	x
Sim Sim				x	x	x	x
Sorghum			x	x	x	x	x
Vegetables		x					
Groundnuts					x	x	x
Casava			x		x		
Matoke		x					
Other: Cowpeas							
Cashew			x		x		
(in 1000 U.sh)							
Value of crop sales per family	15	20	10	10	30-50	20	105
Spent for Crop inputs (in 100 U.sh)	2	5	5	5	5	5	15
Availability of Emergency Credit	None	None	Friends	None	None	None	very little
Operating a farm supply shop	2	1	No	No	No	No	No
Last operated one					'70	'60	
Volume (Million U.sh.)	20	25	10		1.4		
Gross Margin %	25%						
Inventory Turn	1-5% 3	Net 15 2½			.5		
Transportation	Dist.	Dist.	Dist. Train	Dist.	Transp- ort Un.		
Product Knowledge	Ag. Agent	Little	None	None			
UCCU Salesman Frequency	1-2/mo	1/mo	1/mo	1/mo	1/mo	3/mo	
" " Responsibility							
Inventory	x	x	x	x	x	x	x
Order	x	x				x	
Prices	x		x				x
Collection	x	x				x	x

Should UCCU sell direct to Primary	Train Employees	Market survey	Transportation	Knowledge	Booking	
Yes				x	x	SOUTH BUKEDI COOP. UNION LTD.
No		x				BUGISU COOP. UNION LTD.
Yes	x			x		TESO COOP. UNION LTD.
			x	x		LANGO COOP. UNION LTD.
Yes				x		SOUTH WEST NILE COOP. UNION LTD.
Yes		x				WEST ACHOLI COOP. UNION LTD.
Yes	x		x	x		EAST ACHOLI COOP. UNION LTD.

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