



THE COMPETITIVENESS INITIATIVE

A USAID Funded Project Implemented by
Nathan Associates Inc. and J.E. Austin Associates Inc.

OCT-126

August 27, 2004

Mr. Jeffrey H. Allen
Director
Office of Economic Growth
CTO -- TCI Project
USAID/Sri Lanka
44 Galle Road
Colombo 3, Sri Lanka

Subject: PCE-I-0098-00016-00 Task Order No. 828 – Status of Task Order
Deliverables under Modification 005 for The Competitiveness Initiative
(TCI)

Dear Jeffrey,

Attached please find TCI's summary report on the Status of Deliverables under Task Order 828 through Modifications 005. This report updates the letter we sent on March 25, 2004 and shows the status as of June 30, 2004. The original SOW for T.O. 828 listed 35 principal tasks with deliverables. MOD 004 added 10 new tasks, of which nine were fully completed, and one of which was partially completed (3 of 8 clusters will address administrative requirements in the future). The TCI project completed every task and deliverable from the original SOW that received Mission approval, timely GSL support and Private Sector cooperation.

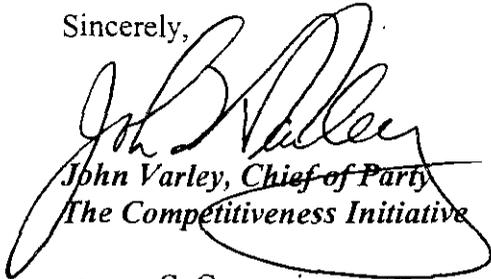
Over the entire period of 26 months of T.O. 828 from May 10, 2002 to June 30, 2004, TCI resident staff developed 44 technical assistance initiatives for the eight clusters and various offices of the Government of Sri Lanka. To carry out those initiatives, we developed scopes of work and contracted a total of 72 short-term consultants (39 expatriate, 33 local) for 95 separate assignments lasting a total of 3075 person days (1725 expatriate, 1350 local). Including resident staff, TCI provided a total of 9051 person days of technical assistance.

Continued on Page 2

The attached report summarizes the status of the 10 deliverables worked^{on} during MOD 004 and 005. This supplements the earlier report submitted on March 25, 2004. Like the earlier report, this one is organized into three sections. The first is an overall 2-page summary arranged according to the deliverables in the SOW. Following, there are two detailed reports on specific technical assistance provided to the private sector and the Government of Sri Lanka (GSL).

Please let me know if you require additional information.

Sincerely,



*John Varley, Chief of Party
The Competitiveness Initiative*

cc: C. Conconi
D. Merrill, M. Morris, A. Camoens

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Status report received:

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Jeffrey H. Allen
Director
Officer of Economic Growth
USAID / CTO – TCI Project

.....
Date

Contract No. PCE-I-00-98-00016-00, Task Order 828
TCI - Sri Lanka Competitiveness Initiative
Status of Contract Deliverables
MOD 004

SUMMARY REPORT OF THE DELIVERABLES

30-June-04

Deliverable by Task Number	Status as of June 30, 2004	Comments	
1.0 Assistance to Clusters- Cluster Graduation			
1.1	Legal Advice for formalization of Apex Bodies (of at lease 5 industry clusters)	Completed	All eight clusters obtained legal advice to implement cluster graduation arrangements. Six out of the eight clusters formally incorporated apex/ successor organization. The Tea Cluster, decided not to incorporate itself, and instead set itself as an advisory group comprising of all six key associations in the industry. The Tourism cluster also transitioned into a think tank to further the Sri Lanka tourism industry's competitiveness objectives.
1.2	Technical Assistance for developing organizational methodologies, workplans and budgets	Completed	All eight clusters received technical assistance to strengthen the objectives and dynamics of their newly incorporated/re-constituted apex bodies. With the exception of Ceramics, which developed its own workplan and budget , the other clusters were supported by local management consulting firm 3rd Wave, in this effort.
1.3	Workshops to finalize transition to graduation and formalize new institutional and administrative arrangements	Three Clusters completed Four others to conduct workshops and one cluster will not be conducting a workshop	Workshops were held according to the following schedule: (1) The Sri Lanka Ceramics Council- January 21, 2004 (2) The Spice Council January 22, 2004 (3) The Coir Council - June 22 (4) Sri Lanka Gems & Jewelry Association (SLGJA)- the SLGJA decided that a launch was not required at this point in time since the SLGJA was incorporated in November 2002 and is already well recognized as the apex body for the industry. Letter from SLGJA confirming this decision has been submitted to TCI (5) Sri Lanka ICT Association (SLICTA)- unprepared for a formal launch at present. (6) Sri Lanka Society of Rubber Industry(SRI) - to be held once the SRI incorporation process is completed (7) The Tea Cluster - to be held once workplan methodologies are finalized (8) The Tourism Cluster - will take place in August/ September 2004, once re-constituted cluster's administrative arrangements are in place.
2.0 Assistance to Clusters- Cluster Strengthening			
2.1	Organizational development workplan, budget and technical assistance schedule presented by each Cluster for negotiating future TA.	Completed by six clusters and two to be completed.	(1)The Sri Lanka Ceramics Council, (2) Sri Lanka Information and Communications Technology Association , (3) Sri Lanka Gems and Jewelry Association, (4) Sri Lanka Spice Council, (5) Coir Council International and the (6) Tourism cluster have completed and presented these documents to TCI/USAID. (7) The proposed Society of Rubber Industry (SRI) intends to submit workplan once apex body registration process is complete. (8) The Tea Cluster - to be submitted after workplan methodologies are finalized.
2.2	Provision of select technical assistance on demand driven basis.	Completed	See Table 1- Status of Deliverables by TCI Clusters

SUMMARY REPORT OF THE DELIVERABLES

30-June-04

Deliverable by Task Number	Status as of June 30, 2004	Comments
3.0 Assistance to Government of Sri Lanka Initiatives on Economic Reforms to Improve Competitiveness- Policy Support		
3.1	Roadmaps identifying alternatives to four (4) policy reforms with Ministry of Enterprise Development (MED)	Completed TCI consultant advisor to the MED addressed the the following six policy issues/trade distortions:(1) restructuring the Sri Lankan tariff structure to make it uniform (2) relaxing exchange control restriction for payment of imports via TT (3) standardizing tariff on jewelry casting machine imports to be in line with industry norms (4) addressing issue of "dumping" in Ceramics industry (5) supporting public-private collaboration on a local gem authentication lab. In addition, technical support was also provided to both the MED and MPDI on a variety of other trade and productivity issues.
3.2	Completion of Case Studies/Status Reports on above	Completed Refer Table 1.
4.0 Workforce Development- Public /Private Partnerships		
4.1	Design of Competitiveness Internship Training Program	Completed Ceramics Industry Placement Program was piloted on January 23rd, 2004 and is progressing well. Following this lead, Gem & Jewelry, Rubber and Tea hope to implement similar programs for their respective industries once modalities of administration and funding are worked out. In addition, TCI is providing technical support for the design of a workforce development program for the wood manufacturing industry.
5.0 Increase Awareness of Competitiveness Strategy		
5.1	Six (6) workshops/Seminars on increasing competitiveness (through chambers, associations, NGO's or academic institutions)	Completed A series of workshops on enhancing the competitiveness of the handicraft sector were held over 2003 to industry stakeholders. The Spice Council also held three competitiveness awareness workshops in the Central, Southern and Sabaragamuwa provinces on January 24th, 26th and March 2nd , 2004, respectively.
5.2	Provision of limited technical assistance to the above entities to facilitate expansion of competitiveness activities, build public awareness or developing competitiveness strategy	Completed A Handicraft sector strategy report was prepared and presented to the industry at a workshop held in Kandy in March 2004. The recommendations presented in the report were well accepted by all stakeholders. With the assistance of the Federation of Chambers of Commerce & Industry of Sri Lanka (FCCISL) the handicraft sector intends to implement the proposed strategic initiatives.



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**PCE-I-0098-00016-00 Task Order No. 828 –
The Competitiveness Initiative (TCI)**

**Status of Task Order Deliverables
through Modification 004 and 005**

Status Report as of
June 30, 2004

Status of Deliverables under The Competitiveness Initiative - Sri Lanka

USAID T.O. 828 (October 5, 2003 – June 30, 2004)

In accordance with Task Order 828, (as modified by MOD 004 and MOD 005), The Competitiveness Initiative (TCI) was charged with delivering certain work products. With respect to the eight clusters, [Tea, Rubber, Spices, Coir, Ceramics, Gem & Jewelry, ICT, and Tourism] the five main tasks were:

- **Task 1** Cluster graduation and organizational support- assisting clusters with organization strengthening and transitioning to entities that will continue industry-wide competitiveness efforts after TCI project ends.
- **Task 2** Cluster strengthening activities - providing select technical assistance for promising commercial initiatives.
- **Task 3** Policy support –providing assistance to Government of Sri Lanka initiatives on economic reform that improves competitiveness. This involved continuing assistance to the MED and MPDI on productivity and trade liberalization issues.
- **Task 4** Workforce development - developing a competitiveness internship program for select industries in order to improve the quality of the labor force entering the respective industry and meet prevailing industry demand.
- **Task 5** Competitiveness awareness activities - facilitating the broadening of awareness on how competitiveness theory can help industries cope with the challenge of globalisation through select workshops and assistance towards developing competitiveness strategy.

Two sets of Tables follow. Table I lists the deliverables achieved during the period October 5, 2003 to June 30, 2004 under MOD 004 and MOD 005 of Task Order 828. Deliverables under Tasks 1 and 2 (Cluster Graduation and Cluster Strengthening) are listed by Cluster, while Tasks 3 to 5 (Policy Support, Workforce Development and Competitiveness Awareness) are listed by deliverable. A section for other activities (Monitoring and Evaluation and Administrative) for which specific SOW's were developed, is also included in Table 1.

For each cluster and deliverable, Table I shows the title of the Scope of Work (SOW) developed by TCI for the task, the consultant(s) employed and the end-of-project status of the deliverable. The title of any written report is shown in italics. For each deliverable, a date is shown for the review/approval letter from the cluster and the completion letter sent to USAID. Notwithstanding the completion of the relevant SOW by the consultant(s) and /or cluster stakeholders, many strategic initiatives reported on here are still being implemented.

Table II tracks the Short Term Technical Assistance (STTA) that was applied, in order to accomplish the above tasks and deliverables. Each portion of STTA was performed against a Scope of Work (SOW) and all SOWs and related consultancies were approved by USAID throughout the course of the Task Order.

It should be noted that in several cases, there were more than one SOW or STTA assignment applied to a particular task and its deliverable. Further, it should be noted that valuable technical assistance fulfilling SOWs was performed for the Clusters frequently by the cluster coordinators themselves or TCI long-term staff, sometimes without participation from an STTA specialist.

TABLE I – STATUS OF DELIVERABLES

As of June 30, 2004

Tasks 1 & 2: Ceramics Cluster

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
Cluster Graduation	N/A	N/A	The Sri Lanka Ceramics Council was incorporated on November 19,2003.	March 31, 2004	July 30, 2004
Cluster Strengthening	Strategic Sourcing Progress and Implementation Review	Jagdish Mirchandani	Review completed in March 2004 and workshops held to disseminate findings to stakeholders. " Review of Joint Procurement and Strategic Sourcing Initiative", April 2004.	N/A	N/A
Workshop	N/A	N/A	Presentation of work plan and budget of Apex to Industry	March 31, 2004	July 30, 2004

Tasks 1 & 2: Coir Cluster

Deliverable	SOWs	Consultant name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
Cluster Graduation	N/A	Cluster/Council	Graduation plan, Work plan and Budget summary submitted to USAID	June 30, 2004	July 30, 2004
Cluster Graduation	Team Building and Work planning Workshop for Cluster Graduation	3 rd Wave	“Team Building & Work planning Program for the Coir Council International”.	March 22,2004	June 25, 2004
Workshop	Presentation of work plan and budget of Apex to Industry	N/A	The Coir Council launch was successfully held on June 22 nd at the Taj Samundra. The Chief guest was the Hon. Minister of Plantation Industries. Workshops completed in November 2003 to assist CCI develop budget, work plans etc	N/A	N/A

Tasks 1 & 2: Coir Cluster continued

Deliverable	SOWs	Consultant name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
Cluster Strengthening	Coir Erosion Control Products- product development and market initiatives for U.S. market	Michael Harding Gero Leson	Business linkage/ study tour of U.S. took place February 15 - 24, 2004. TCI sponsored participants included Zahara Cader (Cluster Coordinator) Dr. M. G.U.M. Ismail (ITI) and Pradeep Liyamana (TCI Director) Final tour report completed	N/A	N/A
			Interim Report titled " Status Report Sri Lanka Coir Erosion Control Initiative", Final report dated June 30, 2004		
			Interim Report titled " U.S. Department of Transportation: erosion control specifications, product approval procedures, ASTM specifications", Final report dated April 1, 2004, completed.	July 19, 2004	July 30, 2004

Tasks 1 & 2: Gem & Jewellery Cluster

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
Cluster Graduation	Team Building and Work planning Workshop for Cluster Graduation	3 rd Wave	The Sri Lanka Gem and Jewellery Association (SLGJA) was incorporated November 28, 2003. Workshops held December 1-15, 2003. <i>“Teambuilding and Work Planning Program for Sri Lanka Gem & Jewellery Association”, January 2004.</i>	January 21, 2004	June 25, 2004
<i>Cluster Strengthening</i>	Production Training for Ceylon Sapphire Council/Design Alliance	David Webster Claire Denham-Smith	Consultants visited Sri Lanka December 2-8, 2003 and conducted training exercises with the Ceylon Sapphire Council. <i>“In Support of Competitiveness Based Training: Activity 11”, December 2003</i> <i>“Quality Control and Training in Production for the Ceylon Sapphire Council (Design Alliance)”, December 2003.</i>	March 23, 2004	July 30, 2004

Tasks 1 & 2: Gem & Jewellery Cluster continued.....

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Strengthening</i>	Gem Laboratory	Jorg Schwalfenberg	Visit completed January – March 2004. <i>“Training in production for the Ceylon Sapphire Council”</i> submitted in March 2004.	March 23, 2004	July 30, 2004
<i>Multi Cluster Issue</i>	Intellectual Property Rights	Judy Goans	Meeting re. IPR issues with SLGJA held in February 2004	N/A	N/A
Cluster Graduation	N/A	Cluster/Council	Graduation plan, Work plan and Budget summary submitted to USAID	June 1, 2004	July 30, 2004

Tasks 1 & 2: ICT Cluster

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Graduation</i>	Team Building and Work planning Workshop for Cluster Graduation	3 rd Wave	SLICTA was incorporated on November 19,2003. Workshops for SLICTA conducted November 22-23, 2003. "Teambuilding and Work Planning Program for SLICTA" submitted April 28,2004.	July 13, 2004	July 19, 2004
<i>Cluster Strengthening</i>	Memo	T. Jamaldeen (Cluster Coordinator)	Attended following seminars conferences: <ol style="list-style-type: none"> 1. World IT Services Alliance Meeting in Hanoi, Vietnam (November 26, 2003)- SLICTA admitted as full WITSA member 2. IT Mentors Alliance (ITMA) workshop in Athens, Greece (May 17,2004)- presented country report on progress of initiatives in Sri Lanka 3. World IT Services Alliance Meeting, Athens, Greece (May 18,2004) <ul style="list-style-type: none"> - Presented impact of ITMA initiatives in Sri Lanka - Panellist for session on "ICT for Development" 4. USAID's Asia & Near East ICT Coordinators workshop, Athens, Greece (May 19-20, 2004) 5. World Congress on IT (WCIT), Athens, Greece (May 21,2004) 	N/A	N/A

Tasks 1 & 2: ICT Cluster contd....

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Strengthening</i>	National IT Workforce survey	Nalina Wijesundera	Consultancy to develop and design survey instrument for an IT workforce survey completed June 9, 2004.	August 12, 2004	August 17, 2004
Cluster Graduation	Team Building and Work planning Workshop for Cluster Graduation	Cluster/Council	Graduation plan, Work plan and Budget summary submitted to USAID	August 12, 2004	August 16, 2004

Tasks 1 & 2: Rubber Cluster

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Graduation</i>	Legal advisory work to institutionalize cluster	Lasantha Hettiarachchi	The Sri Lanka Society of Rubber Industry submitted application for license to Registrar of Companies on March 18, 2004. M & A accepted by the Registrar. Incorporation to be effected.	July 27, 2004	August 23, 2004
<i>Cluster Graduation</i>	Team Building and Work planning Workshop for Cluster Graduation	3 rd Wave	One-day workshop for Rubber Cluster completed November 15, 2003 <i>“Teambuilding & work planning program for The Sri Lanka Society for Rubber”</i>	May 15, 2004	June 25, 2004
<i>Cluster Strengthening</i>	Moneragala Business Plan	M. Peramune C.Ratnasiri M.R.C. Pieris	Draft report <i>“ Business Plan & Raodmap” Moneragala Rubber Project</i> , May 2004	July 27, 2004	August 17, 2004
<i>Cluster Strengthening</i>	Lankaprene Program Business Plan	J Weeratunga T. Mohoruk J. Goans K. Tobin M. Pieris	Draft report <i>“ Sri Lanka Rubber Cluster: Business Plan for the Lankaprene program”</i> completed April 2004.	Pending till Final Report is submitted	Pending

Tasks 1 & 2: Spice Cluster

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Graduation</i>	Team Building and Work planning Workshop for Cluster Graduation	3 rd Wave	The Spice Council was incorporated December 2003. <i>“Teambuilding and Work Planning Program for The Spice Council, January 2004.</i> The Spice Council held three competitiveness awareness workshops – Kandy : January 24, 2004	March 8, 2004	June 25, 2004
<i>Cluster Strengthening</i>	Agribusiness and market research study on cinnamon products in Mexico	John Young	<i>“The Mexican Market for Cinnamon”</i> - April and May, 2004	June 8, 2004	June 24, 2004
<i>Multi Cluster Issue</i>	Intellectual Property Rights	Judy Goans	Presentation made to The Spice Council on <i>“Developing a Global Branding Strategy for Ceylon Spices”</i> , March 4, 2004	N/A	N/A
Cluster Graduation	N/A	Cluster/Council	Graduation plan, Work plan and Budget summary submitted to USAID	June 4, 2004	July 30, 2004

Tasks 1 & 2: Tea Cluster

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Graduation</i>	Team Building and Work planning Workshop for Cluster Graduation	3 rd Wave	1 st phase of cluster re-constitution completed with representatives from 6 industry associations. Objectives, constitution, Industry map and positioning completed February 11, 2004. Meetings to develop workplans held April-May 2004. Draft developed. Awaiting feedback from cluster.	July 15, 2004	August 11, 2004
<i>Cluster Strengthening</i>	Supply Chain Analysis and Integration	Jagdesh Mirchandani Pierre Fillion Dinal Fernando Farhaan Mohideen	Follow on analysis of tea supply chain completed. - <i>"Sri Lanka Tea Industry Supply Chain Assessment: Phase 11"</i> , June 2004. Presentation made to all six-industry associations resulting in formation of two sub-committees to implement recommendations of study, i.e. <ul style="list-style-type: none"> - Reducing auction cycle time - Optimizing auction capacity 	July 15, 2004	August 17, 2004
<i>Cluster Strengthening</i>	Working Capital	Mangala Boyagoda	<i>"Sri Lanka Tea Industry Working Capital Scheme"</i> – July 2004 Review session held with Cluster Co-chair and finance/banking committee set up to facilitate implementation.	July 15, 2004	September 10, 2004
<i>Cluster Strengthening</i>	Engineering & Technology Upgrading	Russell de Zilwa Jayantha Nagendran Ivan Tissera	Completed September 2003. Final Report titled <i>"A Business Model to Revive the Tea Engineering Sector in Sri Lanka – September 2003."</i>	July 31, 2004	August 17, 2004

Tasks 1 & 2: Tea Cluster Deliverables contd...

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Strengthening</i>	Regulatory Review	Trent Bertrand Mahinda Warakaulle	Final report completed " <i>Regulatory Framework for the Tea Sector in Sri Lanka</i> " – July 2004	July 15, 2004	July 30, 2004
<i>Multi Cluster Issue</i>	Intellectual Property Rights	Judy Goans	As a follow up to IPR consultancy completed in February 2003, consultant visited Sri Lanka in February 2004 for several cross-clusteral activities. On this visit she provided input to draft definitions and regulations drawn up by the Sri Lanka Tea Board Working Committee. Awaiting final feedback from consultant on revised documents.	N/A	N/A

Tasks 1 & 2: Tourism Cluster Deliverables

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Graduation</i>	Creation of the re-constituted Tourism Cluster and GSL recognized status.	Savantha de Saram	Tourism Cluster was incorporated as a non-profit organization – May 7, 2004.	N/A	N/A
<i>Cluster Graduation</i>	Team Building and Work planning Workshop for Cluster Graduation	3 rd Wave	Organizational strengthening workshops for the re-constituted Tourism Cluster held in April 2004. “Teambuilding and Work Planning Program for SLICTA” submitted April 28, 2004.	June 23, 2004	July 19, 2004
<i>Cluster Strengthening</i>	ITB Trade Fair participation/ Business Development	Prema Cooray Pri Ratnayake	Attended ITB Trade Fair in Brussels from March 10-17, 2004. Trip report completed.	N/A	N/A
<i>Cluster Strengthening</i>	Ecolodge Concept Review	Megan Epler Wood	Completed detailed project program for SENCE (Alliance Supporting Environment and Community through Ecotourism) with work plan, activity and task descriptions- Report titled “ <i>Work Plan, Alliance Supporting Environment and Community through Ecotourism (SENCE), Activity and Task Descriptions USAID</i> ” dated April 8, 2004.	June 23, 2004	July 19, 2004

Tasks 1 & 2: Tourism Cluster Deliverables contd....

Deliverable	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Cluster Strengthening</i>	Strategic Initiative for Tourism Cluster – Feasibility Study and Pilot Ecolodge	Sarath Kotagama	Report completed: “ <i>Distribution and Composition of mixed species, flocks and monkey troupes</i> ”- October 15, 2003	N/A	N/A
<i>Cluster Strengthening</i>	Strategic Initiative for Tourism Cluster – Feasibility Study and Pilot Ecolodge	Nimal Gunatilleke	Report completed: “ <i>Ecolodge feasibility business plan- biodiversity (flora) ecotourism interpretation and training</i> ”. - February 2003.	N/A	N/A
<i>Cluster Strengthening</i>	Cluster Strategy Roadmap	Merrilene Peramune	“ <i>A Roadmap for Success in the Tourism Industry</i> ” – Summer 2002	N/A	N/A
Cluster Graduation	N/A	Cluster/Council	Graduation plan, Work plan and Budget summery submitted to USAID	August 18, 2004	August 19, 2004

Task 3: Policy Support

Policy Reform Identified	SOW	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
1. Restructuring the Sri Lanka tariff structure.	N/A	James Mudge	Report completed. " <i>Restructuring the Sri Lankan Import Tariff Schedule</i> ", March 16, 2004.	N/A	July 30, 2004
2. Relaxing of exchange controls restrictions for payment of Imports via Telegraphic Transfer.	N/A	James Mudge	Case Study completed. " <i>Abolition of excessively restrictive import regulation</i> ", March 2004.	N/A	July 30, 2004
3. Standardizing tariff of jewelry casting machines to be in line with industry norms.	N/A	James Mudge	Case Study completed. " <i>Sri Lankan Customs Office classification of imported jewelry casting machinery as casting machinery</i> ", March 25, 2004.	N/A	July 30, 2004
4. Addressing import "dumping" issue in ceramics industry.	N/A	James Mudge	Case Study completed. "Note on Ceramics Industry concerns about the dumping of imported ceramic products in the Sri Lankan market"	N/A	July 30, 2004
5. Supporting public-private collaboration on local gem authentication lab.	N/A	James Mudge	Case Study completed. " <i>Formation of private gem testing lab vs. expansion of government into private commerce</i> ", March 2004.	N/A	July 30, 2004
6. Productivity Policy Framework for the MED	N/A	James Mudge	Paper completed. " <i>A Productivity and Organizational Structure for the Ministry of Enterprise Development, Industrial Policy and Investment Promotion</i> ", January 2004.	N/A	July 30, 2004

Task 3: Policy Support contd....

Policy Reform Identified	SOW	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
7. Outline for a Technology Initiative for the private sector (TIPS) for Sri Lanka	N/A	James Mudge	Draft Memorandum completed - October 23, 2003.	N/A	July 30, 2004
8. Comparison of the Singapore –US and the Chile-US Free Trade Agreement Chapters on Customs Administration	N/A	James Mudge	Memorandum completed- October 22, 2003	N/A	July 30, 2004
9. Comment and Information on Draft Sri Lanka- US Free Trade Agreement	N/A	James Mudge	Memorandum completed – November 20, 2003.	N/A	July 30, 2004
10. Regaining Sri Lanka and Increasing Industrial Productivity	N/A	James Mudge	Memorandum completed – November 2003	N/A	July 30, 2004

Task 4: Workforce Development

Industry	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
<i>Ceramics</i>	Industry Placement Program (pilot project)	Pradeep Liyanamana Chandana Pedris	<p>Program piloted January 23, 2004 and two-day workshop on developing core competencies of participants held March 12/13, 2004.</p> <p><i>“ Student Industry Placement Program Mid Term Review of the Pilot”, May 2004.</i></p> <p>Program implementation is on track and a mid course evaluation is due to be conducted in July 2004.</p>	June 30, 2004	July 19, 2004
<i>Ceramics</i>	Industry Placement Program (pilot project)	3 rd Wave	<p>Two-day workshop on “Developing Core Competencies” held - March 12/3 2004.</p> <p><i>“Confidence through Competencies: training program for students involved in placement program “</i></p>	N/A	N/A
<i>Muli-Cluster</i>	Design & Development of an Internship Program	John Cresswell	<i>“ Addressing Industries’ Needs through an effective Student Industry Placement Program”, December 2003.</i>	N/A	December 2003
<i>Wood Manufacturing</i>	N/A	James Mudge Jagdesch Mirchandani	Revised working draft of <i>“Upwood project paper”</i> completed, June 3, 2004.	N/A	July 30, 2004

Task 5: Competitiveness Awareness

Industry	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
Handicraft	Handicraft Competitiveness Strategy Report	Leila Calnan	Completed. "A Strategy for Sri Lanka's Central Province Handicraft Industry", February 2003.	July 1, 2004	July 19, 2004

Monitoring & Evaluation /Administrative

Task	SOWs	Consultant Name(s)	Status	Cluster Approval Letter	Completion Letter to USAID
M & E	Monitoring & Evaluation	Bruce Bolnick	Completed. Report titled "The Economic Impact of Cluster Initiatives under the Competitiveness Initiative (TCI) Project: Interim Assessment & Recommendations", November 2003	N/A	December 20, 2003
M & E	Monitoring & Evaluation	Anjalika Gunawardana	Completed. Report titles "M & E – Review of Export Accomplishments for TCI clusters and Selected Case Studies of TCI Cluster Initiatives"	N/A	August 14, 2004

TABLE II - RECORD OF STTA ASSIGNMENTS / APPROVALS – FOR TCI CLUSTERS

As of June 30, 2004

Ceramics Cluster STTA and SOW's for Strategic Initiatives

Strategic Initiative	Consultant Name	SOW	CV	1420	CTO	RCO	Status
<i>Cluster Strengthening: Strategic Sourcing Progress and Implementation Review</i>	Jagdish Mirchandani	✓	✓	✓	✓	✓	Report completed April 2004 and follow up seminars/meetings held.

Coir Cluster STTA and SOW's for Strategic Initiatives

Action Plan	Consultant Name	SOW	CV	1420	CTO	RCO	Status
<i>Cluster Graduation: Team building and work planning workshops</i>	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held November 2003 and report completed March 2004.
<i>Cluster Strengthening: Coir Erosion Control Products- product development and market initiative for U.S. market</i>	Michael Harding Gero Leson	✓	✓	✓	✓	✓	Facilitated business linkage /study tour of U.S.- February 15-24, 2004. Completed Reports on Sri Lanka coir erosion control initiative and guideline of erosion control specifications of U.S. Department of transportation in April 2004.

Gem & Jewellery Cluster STTA and SOWs for Strategic Initiatives

Action Plan	Consultant Name	SOW	CV	1420	CTO	RCO	Status
<i>Cluster Graduation:</i> Team building and work planning workshop.	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held December 2003 and report completed January 2004.
<i>Cluster Strengthening:</i> Production training for Ceylon Sapphire Council/Design Alliance	David Webster Claire Denham-Smith	✓	✓	✓	✓	✓	Training exercises with the Ceylon Sapphire Council and trip report completed - December 2003.
<i>Multi Cluster Issue:</i> Intellectual Property Rights	Judy Goans	✓	✓	✓	✓	✓	Meeting held with SLGJA in February 2004.
<i>Cluster Strengthening:</i> Gem Laboratory	Jorg Schwalfenberg	✓	✓	✓	✓	✓	Trip report completed March 2004.

ICT Cluster STTA and SOW's for Strategic Initiatives

Action Plan	Consultant Name	SOW	CV	1420	CTO	RCO	Status
<i>Cluster Graduation:</i> Team building and work planning workshop.	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held November 2003 and report completed April 2004.
<i>Cluster Strengthening:</i> National IT Workforce Survey	Nalina Wijesundera	✓	✓	✓	✓	✓	Consultancy to develop and design survey instrument for an IT workforce – June 2004
<i>Event:</i> Participation in conferences	T. Jamaldeen	N/A	N/A	N/A	✓	✓	Participated in seminars/conferences held by WITSA, ITMA USAID's Asia & Near East ICT Coordinators Workshop and WCIT over April/May, 2004

Rubber Cluster STTA and SOWs for Strategic Initiatives

Action Plan	Consultant Name	SOW	CV	1420	CTO	RCO	Status
<i>Cluster Graduation:</i> Legal advisory work to institutionalize cluster	Lasantha Hettiarachchi	✓	✓	✓	✓	✓	Sri Lanka Society of Rubber Industry registration process initiated in March 2004. Incorporation process to be completed.
<i>Cluster Graduation:</i> Team building and work planning workshop.	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held November 2003 and report completed.
<i>Cluster Strengthening:</i> Monergala Business Plan	M Peramune C. Ratnasiri MRC Pieris	✓	✓	✓	✓	✓	Final report completed May 2004.
<i>Cluster Strengthening:</i> Lankaprene Business Plan	J. Weeratunga T. Mohoruk Mevan Pieris J. Goans Kip Tobin	✓	✓	✓	✓	✓	Draft Report completed April 2004. Final report pending

Spices Cluster STTA and SOWs for Strategic Initiatives

Strategic Initiative	Consultant Name	SOW	CV	1420	CTO	RCO	Status
<i>Cluster Graduation:</i> Team building and work planning workshop.	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held November/ December 2003 and report submitted April 2004.
<i>Cluster Strengthening:</i> Agribusiness and Market Research Study	John Young	✓	✓	✓	✓	✓	Report completed May 2004.
<i>Multi Cluster Issue:</i> Branding / IPR	Judy Goans	✓	✓	✓	✓	✓	As a follow on to previous consultancy, made presentation to The Spice Council on branding strategy in March 2004.

Tea Cluster STTA and SOWs for Strategic Initiatives

Action Plan	Consultant Name	SOW	CV	1420	CTO	RCO	Status
<i>Cluster Graduation:</i> Team building and work planning workshop.	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held April/ May 2004. Report being finalization.
<i>Cluster Strengthening:</i> Supply Chain Review	Jagdish Mirchandani Pierre Fillion Dinal Fernando Farhaan Mohideeen	✓	✓	✓	✓	✓	Activity completed and final presentations made to re-constituted Tea Cluster and six industry associations in March 2004. Report completed in June 2004.
<i>Cluster Strengthening:</i> Engineering/Tech Upgrading	Russell de Zilwa Jayantha Nagendran Ivan Tissera	✓	✓	✓	✓	✓	Final report completed in September 2003.
<i>Cluster Strengthening:</i> Working Capital	Mangala Boyagoda	✓	✓	✓	✓	✓	Final report completed – July 2004
<i>Cluster Strengthening:</i> Regulatory Review	Foreign-Local Team: Trent Bertrand Mahinda Warakaulle	✓	✓	✓	✓	✓	Final report completed - July 2004..
<i>Multi Cluster Issue:</i> IPR/ Branding	Judy Goans	✓	✓	✓	✓	✓	Provided input to draft definitions and regulations drawn up by Sri Lanka Tea Board in February 2004.

Tourism Cluster STTA and SOWs for Strategic Initiatives

Action Plan	Consultant Name	SOW	CV	1420	CTO	RCO	Status
Cluster Graduation: Legal assistance for re-constituting Tourism Cluster as a Non-profit organization.	Savantha de Saram	✓	✓	✓	✓	✓	Tourism Cluster was incorporated as a Non-Profit in May 2004.
<i>Cluster Graduation:</i> Team building and work planning workshop.	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held April 2004. Final report completed.
<i>Cluster Strengthening:</i> Project Program for SENCE (Alliance Supporting Environment and Community through Ecotourism)	Megan Epler Wood	✓	✓	✓	✓	✓	SENCE report completed April 2004.
<i>Cluster Strengthening:</i> Ecolodge Initiative	Sarath Kotagama	✓	✓	✓	✓	✓	Report completed October 2003 an addendum was included November 2003
<i>Cluster Strengthening:</i> Ecolodge Initiative	Nimal Gunatilleke	✓	✓	✓	✓	✓	Report completed July 2003 and an addendum was included in June 2004
<i>Cluster Strengthening:</i> Cluster Strategy Roadmap	Merrilene Peramune	✓	✓	✓	✓	✓	Report completed summer 2002

Workforce Development, Competitiveness Awareness, Monitoring & Evaluation & Admin. STTA and SOWs

Action Plan	Consultant Name	SOW	CV	1420	CTO	RCO	Status
Development of Internship Program	John Cresswell	✓	✓	✓	✓	✓	Report completed December 2003
Workshop on developing core competencies (Ceramics Industry Placement Program)	3 rd Wave	✓	N/A	N/A	✓	✓	Workshop held March 2004.
Handicraft industry strategy	Leila Calnan	✓	✓	✓	✓	✓	Report completed February 2004
Industry Placement program for Ceramics	Pradeep Liyanamana	✓	✓	✓	✓	✓	Report completed May 2004.
Industry Placement program for Ceramics	Chandana Pedris	✓	✓	✓	✓	✓	Report completed May 2004.
Monitoring & Evaluation	Bruce Bolnick	✓	✓	✓	✓	✓	Report completed November 2003
Monitoring & Evaluation	Anjalika Gunawardana	✓	✓	✓	✓	✓	Supported Bruce Bolnick. Industry Briefings and Case Studies completed June 2004.