SPEED
Support for Private Enterprise Expansion & Development

**Web Strategy & Web Development Plan for the
Uganda Fish Processors and Exporters Industry**

Submitted by:

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1.0   Introduction

This report outlines an Internet strategy and detailed implementation plan for the fish processors and exporters industry in Uganda. A technical assistance team from USAID-financed SPEED project undertook this activity at the request of the Uganda Fish Processors and Exporters Association (UFPEA), the industry association for local fish processors and exporters in Uganda.

The objective of this activity is to enable industry stakeholders to increase commerce by establishing and leveraging their Internet presence. This includes designing the business model for industry association and member web sites, and provide systematic guidelines for the technical team to develop the sites. The annex to this main report details the scope of work for this activity.

The reasons for undertaking this activity are several-fold. At its basic level, the activity helps bring the fish processing and exporting industry on the Internet. The Internet has emerged as a critical marketing channel for businesses worldwide. The significance of the Internet is especially high in emerging markets, where business growth has been constrained partially due to poor information and communications technologies (ICT) infrastructure. For an industry as significant as fisheries, whose $80.0 million-plus annual exports places it as one of the top foreign exchange earners in Uganda, even a marginal boost from ICT technologies has the potential for sizeable increase in exports.

Until recently, an Internet presence has meant little more than an online marketing brochure for most local companies, which have not yielded any benefit. This activity focuses on the industry's aspirations to leverage online information and communication technologies to achieve a clear objective -- increased and improved commerce. Specifically, this means:

- *Improving the image of the Ugandan fish product*. This includes establishing the key message that the fish is pure in product and pure in (manufacturing) process

- *Influencing overseas buyers*. This includes influencing buyers beyond the traditional European importers that have dominated the link between exporters and foreign markets

- *Increasing demand for fish*. Through the new channel, the industry aims to prompt inquiries from multiple buyers across global markets

- *Making it easy to do business*. The industry aims to encourage buyers to buy more and more often by streamlining the inquiry process, and setting the stage for online purchases at a later stage

The report outlines an approach to position the Internet presence to help achieve the objective. The remainder of this section on web strategy provides the detailed approach. Following the web strategy, the report focuses on the project implementation plan, which provides clearly defined steps to develop sites, first for the association, then for the member sites. The strategy will be relevant to management of the industry stakeholders. The project implementation plan will be relevant to the technical team, charged with developing the actual web sites. The annexes provide the supporting information, as outlined in the table of contents.

A SPEED information and communications technologies (ICT) consultant wrote this report in December 2001 following his first mission, also in the same month.

2.0   Web Strategy

2.1   Vision

The long-term vision of the web site strategy is

- To build and strengthen the brand of the association's key product, fish from Lake Victoria

- Provide a high quality experience to targeted visitors – from the association site through to each member sites. This includes making each site a quick and efficient platform to learn about the industry and member companies, and providing visitors with up-to-date and relevant information

- Make it easy for targeted visitors to make inquiries for commercial transactions

- Set the stage for online business between Ugandan companies and targeted overseas buyers

2.2   Objectives

The objectives to be achieved under this project, which fall out of the broader vision are as follows:

- Define the identity and purpose of the association site and the member sites i.e. how each should be position and the key message each site must communicate

- Design, build, test and launch the web sites

- Set the stage for the continued development of the sites

2.3   Approach

2.3.1   Overall Approach

The approach in designing a web portal for the association is as follows:

- Design and build the core site i.e. the association's sites

- Design and build the satellite sites i.e. websites of the association's members

The core site is defined as follows:

- Owned and operated by the association
- Focuses on brand building i.e. positioning the key product of the association's members i.e. Lake Victoria Fish, act as a portal for the industry, and act is a gateway to satellite sites i.e. member sites
- Provides easy access to members, which is especially important for the overseas buying community
- Serves members, civil society, government, and members customers
- Acts as an industry spokesperson site by improving the brand image of the key product of the association's members – Lake Victoria fish

The satellite site is defined as follows:

- The satellite site will be a typical corporate site, which projects the key information and message that the corporate intends to provide to its target customers
- Fully owned and operated by the company
- Thematically links the association site with its own

2.1.2. Audience

The association site caters to multiple target groups, each with its own unique knowledge level, and expectations on the site. The audience is categorized in six areas.

Estimated Size of Targeted Community for Web Sites

Audience	Unique Entities	Users/ Entity	Total Users
Members	10	5	50
Donors	10	10	100
Government-Agencies	5	3	15
NGOs	10	5	50
Media	10	5	50
Overseas Buyers	100	5	500
Community Size			765

- *Local Fish Processors and Exporters (Association Members).* At present, there are nine UFPEA members. According to interviews, members will use the site for specific purposes, mainly for regulatory updates and technical assistance information such as upcoming workshops and previous studies on the industry. The frequency will be generally low, with most members accessing the site between three to four times a month.

- *Fisheries-Related Regulatory Authorities.* This group comprises of regulatory authorities such as the department fisheries. The authorities would access the site relatively infrequently. The authorities would want to stay informed on the industry's position on the key issue such as compliance e.g. the number of companies that have met the ISO standards, industry programs to address issues relating to environmental hazards, management practices, etc. No more than five authorities are expected to find the site relevant.

- *Environmental, Conservation, and Fisheries Non-Governmental Organizations (NGOs).* This comprises of entities in the environmental and conservation segment, and to a lesser extent associations that represent upstream suppliers. According to interviews, these organizations simply want to stay informed on measures the association is taking to handle issues such as hazard control practices and poor fish management techniques. The information expectation is similar to that of government; no more than five associations would be interested in the site.

- *The Overseas Development Assistance (ODA) Community.* The overseas development assistance community (USAID, World Bank, UNIDO, DFID, etc.) plans various programs for the fisheries industry. The site would be important for the segment mainly from a background overview standpoint. For example, a program officer interested in assisting the industry would get instant access to previous work undertaken by members, and

technical assistance were provided by various agencies to date. No more than ten agencies would find the site relevant.

- *Media*. This group is mainly the local press. However, this group will only access the site when there is a sensational story in the industry e.g. export bans, food poison issues, etc.

- *Overseas Buyers*. Put together, the first five groups add up to no more than 50 unique entities. Given that each entity has a relatively specific need for information which the site can easily provide, the idea is to position the site for a nontraditional segment that represents a large and growing number of visitors. The segment is the overseas buyers -- mainly importers, which make up the first on supply chain, and distributors, which are further down the chain. This customer segment is also the hardest to target since, they will not seek out the association and members' Internet presence unless persuaded. However, the success in this segment will increase knowledge of the Uganda fish-processing sector and translate to increase exports of fish from Uganda.

The site will focus primarily target importer and distributors, and will act a medium of persuasion and influence for this segment, in addition to acting as an information center for all other segments. The site positioning is discussed in detail below.

2.1.3. Site Positioning

Given that the bulk of the customer segment will come to the site no matter how it is set up, the site must be position to attract customers they will only come if persuaded. The overseas buyers segment meets the definition of the latter. The overseas buying community represents a larger customer base and demonstrates continued growth potential. The site should thus be positioned to attract the overseas buyers segment.

According to interviews with fish processors and exporters, the key influencing elements over the overseas buyers segment is the high quality of the products and the high standards with which the product has been processed. They were several anecdotal examples of customers that increased their loyalty and buying levels after they had personally seen the quality of fish harvesting and handling in Uganda.

The concept of *purity of product* and *purity of process* will be the theme of the core websites. The site will emphasize, through text, images, and, where appropriate, video, to emphasize these two elements

The first is purity of product.

- Lake Victoria is generating considered a natural lake, with little if any industrial activity. The target markets, Europe, and increasingly the United States, place a high premium on fish harvested in a natural environment (free roaming), as opposed to industrial methods such as cage fishing, fish-farming, etc.

- There is relatively less motorized boat activity in comparison to other lakes, say in Eastern Europe. The lake is largely used by artisan fishermen.

- Fishing in the Lake is done through net fishing process, considered a safe and standard way to harvest fish

The second is purity of process. There are several factors that supports this claim

- Most companies in the fish processing business have achieved or are working towards the ISO 9001 process standards

- Fish processing companies are well funded, even by Western standards. Most have equipment purchased from European economies

- Almost 100% of the product is destined for the overseas markets, mainly Europe. The product already meets international quality standards. This in turn suggests the high quality of the processing method

- Uganda fish processors have received various technical assistance over the years by the overseas development assistance community, much of it focusing on the upgrading of management production techniques through consulting studies and workshops

- Several Uganda and fish processing companies have achieved an above average standard. According to one interview, a Canadian company visited Uganda to learn about its high-quality processing technique

The purity of process and purity of product theme will serve the industry in its present phase as well as in its future expansion phase of value added processing. By positioning the core upstream product as that of high standard, the fish processing industry would set the stage for exporting value added products by emphasizing the use of the pure ingredients i.e. Lake Victoria Fish

2.4   Traffic Forecast

Estimated Forecast of Hits, Monthly

Audience	Size	0.5/mo	1/mo	4/mo	8/mo	12/mo	20/mo
Members	50	25	50	200	400	600	1000
Donors	100	50	100	400	800	1200	2000
Government-Agencies	15	7.5	15	60	120	180	300
NGOs	50	25	50	200	400	600	1000
Media	50	25	50	200	400	600	1000
Overseas Buyers	500	250	500	2000	4000	6000	10000
Monthly Visits Range		383	765	3060	6120	9180	15300

The traffic forecast presents various estimates of hits for each segment. At the optimistic level, all customer segments will access the site least once during the business day. This unlikely scenario would result in a kind of forecast of approximately 15,000 hits per month. At the other end of the spectrum, all customer segments would access the site about once every two months, which would give a low forecast of approximately 350 hits per month. In reality, some segments will access the site more often than others e.g. association members of more likely to access the site several times a month than, say, regulators, who may access the site once every two months. The estimated forecast is thus a combination of the usage patterns for the various customer segments. The targeted forecast of between 1500 to 2000 hits is a more likely level for the site.

The overseas buyers will comprise approximately two-thirds of the overall traffic forecast. This suggests that overseas buyers would access the site approximately 1000 times a month. As noted previously, the overseas buyer community is also the most difficult segment to influence. The underlying assumption for this forecast is the presence of the appropriate methods and tactics to persuade overseas buyers to visit the site. The next section discusses methods and tactics in detail.

2.5 Tactics for Increasing Traffic

Audience	Members Tactics					Association Tactics		
	Word of Mouth	Stationary	Marketing Brochures	Web Cross Reference	Packing Label	Word of Mouth	Stationary	Press Releases
Members						•	•	•
Donors						•	•	•
Government-Agencies						•	•	•
NGOs						•	•	•
Media						•	•	•
Overseas Buyers	•	•	•	•	•			

The association and its members will share the responsibility of marketing the site. This joint marketing is critical to the success of the site. As shown in the table above, the association interacts with audience segments which individual members rarely do and can thus influence them directly. Alternately, the members interact with overseas buyers, a segment that with whom the association almost never makes direct contact.

Since the overseas buyer segment represents the largest chunk of the web community, and also the hardest and influence, the role of industry in marketing the association web sites is critical to the success of the site's objectives. Industry must recognize the shared interests in marketing the site, in addition to their own site. This is because marketing the association site achieves the broad-based objective of heightening awareness of the industry's key product, and positioning the product and the process as pure, as mentioned in the site-positioning segment.

The methods and tactics that should be used by members are as follows

- *Word of mouth*: Industry executives must make a point to inform all stakeholders about the presence of the site, especially when prospecting new leads.

- *Stationary*: Industry must mention the presence of the site in all stationary-letterhead, business cards, fax letterhead, and e-mail. Since e-mail is becoming the dominant medium for communication between industry and its customers, members must agree to marketing the site presence as part of their e-mail stationary i.e. e-mail signature. A simple line stating the URL will be adequate to when communicating with its customers.

- *Marketing brochures*: marketing brochures by companies should indicate the association's site, in addition to the members site. Again, the association's site will heighten the awareness of the product and position the product in the mind of the customer, which will act as a great platform for the industry to sell his product.

- *Web Cross-reference*: Industry web site should mention the presence of the association web sites in their content section. This is especially important for new customers who are obtaining background information on the company, and would like to have a better understanding of the broader industry context within which the company operates.

- *Packing labels*: This approach may be among unique, and potentially the most effective, of all the tactics mention thus far. The concept is simple: a large sticker or stamp that mentions the presence of the association sites. The sticker can be placed on all packing boxes that leave the warehouse. The box itself becomes the most effective advertising medium. The objective is for importers and distributors to access the site once they have viewed the web address on the package. Again, this is especially helpful when

customers are relatively new, or are placing small orders without having any knowledge of the product of the process itself.

The association in turn will use in various methods and tactics to inform its customer segments of the Internet presence. The suggested methods and tactics are as follows

- Word of Mouth. This will be the most effective home of awareness of the site. The management of the association activity is the government, nongovernmental organizations, media, and the overseas development assistance community when discussing industry issues, policies, and concerns. The Internet presence is the destination where all customer segments should be directed. The Internet presence would present information that is relevant to each customer segment.

- Stationary. Much like to its members, the association should aggressively advertise the Internet presence through all stationary i.e. letterhead, business cards, fax letterhead, and e-mail signatures.

- Press Releases. All association press releases and public announcements should include a clear mention of the Internet presence as the principal destination for industry issues, policies, and concerns.

Unlike the overseas market, which will be the exclusive domain of the processors, the local customer segment size is finite, not exceeding more than what 50 unique entities, and potentially 200 unique users.

2.6   Revenue Model

The main objective of the association site is image building and information dissemination, depending upon the customer segment. The objective of the site, like its owner (the association), is not to make a profit. However, the site will focus on meetings its objectives while recovering its costs. The following costs are associated with the site meeting its objectives:

- *Maintenance Costs*. These are mainly the costs of using a content expert as well as a Web Master, and hosting the site. The association can standardize the costs of expert services through a retainer agreement with the expert. The web developer could provide Web Master services, since the company would be most familiar with the site and thus would be able to address any problems with the site. The association can standardize the costs of Web Master services through a retainer agreement with the web developer.

- *Marketing Costs*. This has mainly to do with placing the name of the site on all packaging boxes. The association would finance the cost of printing the logo by the packaging company. A smaller cost would involve hiring an expert to write press releases and hosting local business journalists

The association will aim to recover its costs through the following:

- **Selling value added services to its members.** The association will provide a menu of services to its members, providing a specific set of services for a fee. The table below presents a three-tier service option: Gold service, silver service, and bronze service. The table below presents the various options.

Service	Service Tier		
	Gold ($500/yr)*	Silver ($300)	Bronze ($200)
Quick Query Listing	X		
Online Newsletter	X		
Leads Referral	X	X	
Reports Online	X	X	X
Company Info	X	X	X

Note: * - proposed

- **Selling technical assistance reports to members and researchers.** The association will sell fully downloadable copies of recent reports and studies on the fish processing industry. The site will provide a detailed description plus a few sample pages e.g. cover page, table of contents and summary, for users to confirm interest. The cost of the reports will vary by medium e.g. email, floppy disk, or hard copy.

- **Selling advertisement space on its web site.** The association will interest one company from within its members to advertise on the site for a minimum of three months for a fixed fee. The association will provide detail statistics to the sponsor of the frequency of click-through to demonstrate the sponsor's return on investment.

Exhibit: Web Site Revenue Model, Illustrative

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Income

Value Added Services          $     3,000.00
Sales of Reports              $     1,200.00
Site Banner Sponsor Income    $     1,100.00
Member Fee Contribution       $     3,000.00

       Total Income                 $     8,300.00

Expenses

Maintenance Cost
    Content Expert            $     3,000.00
    Web Master                $     1,200.00
    Site Hosting              $     1,200.00
Marketing Cost
    Stickers Contribution     $     2,400.00
    Press Relations           $       500.00

       Total Expenses               $     8,300.00

Net Income                          $         0.00
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2.7   Key Performance Indicators

The key performance indicators for the association site is as follows

Capacity Building

- At time of launch, association has a contract with a Webmaster retained for technical oversight of the web site
- At time of launch, association has a contract with a professional content editor, retained on a project basis for content development e.g. newsletter, upgrading of content of web site, etc.

Content Development

- At time of launch, association site must post at least last three years of reports and studies on site
- Within 60 days of launch, association must expand hardcopy newsletter to online version

Marketing

- At time of launch, association and members must participate in viral marketing techniques
- Within 30 days of launch, association changes all stationary to include name of Internet presence
- Within six months of launch, members renew stationary to include name Internet presence of association on their own web sites

Quantitative Site Visit Targets

Time Period	Hits (Cumulative)	Unique Visitors (Cumulative)	Share of Buyers (% of Hits)
Launch Date	500	50	10%
Launch + 30 Days	1000	200	20%
Launch + 60 Days	2000	250	30%
Launch + 90 Days	3000	300	50%
Launch + 180 Days	6000	350	75%
Launch + 360 Days	18000	500	80%

2.8   Risks and Constraints

The potential risks are mainly poor industry participation and poor web site administration by the association. These risks, and methods to overcome them, are discussed below.

Poor Industry Participation

Members are responsible for attracting the overseas buyers to the site. If the industry and does not meet its marketing responsibilities, the site runs the risk of losing an audience segment that represents the largest share of web site traffic. Furthermore, the overseas buyers customer segment represents a sales opportunity for the industry.

Poor industry participation is defined as follows:

- Not advertising the association site on packaging boxes. That packaging represents the main method of advertising the Internet address. This medium is critical

- Not mentioning web site on e-mail signatures. On any given day, the industry is communicating actively with the global market. Since e-mail represents 80 percent or more of the medium of communication, it is critical that industry agrees to include the site in their e-mail signatures.

- Not developing the own web sites, which offers the opportunity for cross referencing of the association web site

The association can help will come this potential risk by undertaking the following actions

- Persuading companies to include name of site on packaging. This form of contribution from the industry is than likely to generate commitment by industry representatives.

- Assist the technology specialist in each company with updating the e-mail signature. The association may need to send a representative to the location or provide online support, depending upon the sophistication of the technology specialist within the company.

Poor Web Site Administration by the Association

At present, the association has no experience in administering a web site. Furthermore, the association does not have the necessary manpower, on staff or on contract, to update the site and ensure its smooth operation. This could potentially disrupt the quality of the user experience. Several factors could frustrate the user: slow connection, outdated content, limited information about industry, etc.

The association can avoid the risk of such poor administration by undertaking the following:

- Hire a Webmaster on retainer. The association can engage a Webmaster to do a weekly check on a quality of the sites. The Webmaster can ensure issues such as properly functioning pages, optimal connection, etc.

- Hire a writer/researcher on retainer. The association should hire a good writer that can keep the site updated with relevant content provided by the association as well as its members.

2.9 Critical Success Factors

The critical success factors for the association site are as follows

- **Marketing of site by members to overseas buyers.** The efforts by association members in raising awareness in the overseas buyer community are critical to the success of the web site. The overseas buyer community, while only one of many of the web sites customer segments, is the hardest to attract because it is the only one located overseas. Association members will need to raise awareness of the association site through various methods and tactics discussed in this report e.g. logo on packages, email marketing, etc.

- **Updated content.** While the initial marketing campaign by the association and its members is likely to draw attention to the sites from the target customer segments, good content is the only reason why customers will keep coming back. This factor is within the domain of the association, not the members. The association must ensure that all content is accurate, relevant, and updated. One of the most important things as part of the pre-launch phase would be to hire a high-quality content researcher/web editor

- **Stable Internet hosting environment.** The association should ensure that the web site is hosted with a high-quality Internet service provider. There have been several stories about poor quality hosting by the Internet service provider community in Uganda. There are several anecdotal examples of companies frustrated with local Internet service providers, whose downtime can exceed over 30 percent of the time in any given month. Best practice standards suggest that downtime should not exceed one percent. The association must thus ensure that the host is high quality. Otherwise, the site should be hosted with a reputable Internet service provider overseas.

- **Quick download time.** The association must avoid a web site with excessive images. Best practice in Web usability focuses on two things: content, mentioned above, and ability to access content as soon as possible. Excessive use of images on the web site translates into increased download time, as a single thumbnail size image is equivalent to

10 pages of plain text. The project manager/Web strategist will suggest layouts that express the key message visually without compromising user experience.

2.10   Sustainability Issues

The association should ensure the sustainability of the site by putting place the following:

- **Hiring a competent content researcher/Web writer.** The presence of a competent expert in this area will ensure that the site remains current and relevant to users. The association must recognize that content is the only dynamic element of web site, and that a good content will ensure the site's sustainability. The content expert should provide input on retainer basis, perhaps every two weeks or every month to update the site. In the first three months, the expert can be brought on a full-time basis.

- **Put a maintenance program in place.** The association should put a content maintenance program in place. This plan to spell out the hesitant about sites that should be changed daily, weekly, monthly etc. The maintenance program will provide the content expert in the overall guidelines, and help the expert focus on the appropriate section web site.

2.11   Major Milestones

The major milestones are as follows:

- **Web Strategy and Draft Project Specifications Completed**. The completion of the action plan will signal the first major step of the Web development project. The action plan will detail the key elements of the projects i.e. goals, approach, resources, timeline, etc. The action plan also includes the commercial, creative, functional, and content requirements. The action plan would reflect the approach to propose to the association management, to the technical team as well as to the various stakeholders. The action plan will form the basis of the next major milestone - technical specification development, to be completed by the development team technical team.

- **Technical Specifications Plan Completed**. The technical specifications will spell out the detailed dataflow of the web sites from a systems standpoint. Although a highly technical document, the technical specifications report summarizes the understanding of the software engineering team about the project. At this stage, the technical team will make a presentation to the client, summarizing its understanding. The agreement between the web engineering team and the client triggers the programming stage, which ends with the completion of the database and graphic user interface

- **Graphic user interface and Database Completed**. At this stage, the web site is ready in a skeleton format, typically without any images or cosmetic enhances. The project manager will ensure that the programming is consistent with the agreed upon technical specifications. The web development team will ensure that the dataflow to and from the site is smooth. The team will also test the products under various browser environments, and test the downloading time. The testing will include user testing by the client and/ or a focus group that the client it nominates.

- **Content Development Completed**. The content researcher will submit all content in a single package. This will suggest that completion of an important stage, content development. The project manager will finalize the content with a client, and request the content research expert to submit information directly to the web development team for uploading purposes

- **Formal Presentation to SPEED/UFPEA**. The project team will make a presentation to SPEED and UFPEA, as part of the client acceptance meeting. The client will provide additional comments, if any, and agreed to a date for the launch. The project team will make a list of all the action items to be undertaken and completed before the launch of the site

- **Web Site Launched**. At this stage, UFPEA will announce the creation of the association Internet presence to the local and international media. This would be as a highly publicized media event at a location designated by UFPEA. Comments from users will guide the association in making immediate or next phase changes to the web site.

- **First Review**. The project manager and the web development team will meet the client to undertake a first review workshop. The objective of the workshop would be to bring all comments and to the table, and to agree on the way forward for site improvement. The team that also obtain information on the response by customers, and match this against the planned goal of the web site.

2.12   Team Structure

The core team will comprise of

- Project manager/web strategist
- Web developer (local)
- Content editor/web master (local)
- Graphics Designer

The advisory team will consist of

- SPEED Business Development Services (BDS) Advisor
- UFPEA association management

The core team is described below.

Project Manager/Web Strategist

The project manager/web strategist is responsible for the core site's design, development, and delivery. In addition to general oversight, the manager will also undertake specialized functions for the project, including web strategist, site usability designer, and marketing/ communications specialist

- Develop the business model for the core site, which will include site theme, design of content flow, content resource arrangements, site marketing, and related issues

- Design the overall usability of the web site, drawing upon best in class web sites to ensure an easy navigation experience for online visitor.

- Provide quality control and supervision of all experts tasks of the project

- Liaise with client on all matters related to the project

- Put in place the appropriate hosting, maintenance and management architecture for the core site's continued operation

The project manager's effort will be significant in the initial phases, specifically the project specification and content development phase. The project manager will be equally active at the end of the phase, specifically the launch and the handover phase.

Web Developer

- The web database developer will be the principal technology specialist on the project. The web database developer will undertake the following

- Design the core site's technical specifications, factoring in the technological and Internet infrastructure limitations in Uganda

- Develop the database based on the specifications developed with the project manager, and approved by the client

- Undertake complete database testing for technical and operational malfunctions

Content Editor

The content editor will be responsible for gathering and organizing information for the website. The content editor will perform the following tasks

- Evaluate the various data sources to ensure quality in the accuracy of data and ensure that the information has been entered as per the specifications

- Supervise the data entry process. The editor will oversee a group of data entry personnel, who will enter data in the template designed by the web strategist

- Ensure that all information is entered in a timely manner and is ready at the time of the launch

- A graphics designer will create visual appeal for the site, providing artwork and testing the artwork for the Internet reality in Uganda a (heavy artwork slows down connection, already slow in Uganda). The designer will also provide artwork for marketing the online service: brochures, stickers, banners, etc.

2.13   Deliverable

The output will be as follows:

- A successfully launched web site
- A maintenance program in place
- Certified trained personnel
- Detailed review and evaluation report
- Press releases to technology and business media

3.   Web Project Management Plan: Association Site

3.1.   Introduction

This document is a working document to which commercial, creative, technical, and editorial personal in the project will contribute. The plan is intended to capture the detailed requirements and document, where appropriate, the outstanding considerations and questions.

As each of these areas is explore and the project evolves, the document will be updated to reflect the current position. The document has been drawn up through project workshops and individual meeting with the appropriate experts being consulted throughout.

Subsequent changes to the project scope will need to go though formal change control and, if approved, will be incorporated into the project management plan. This way, the team will receive an updated and complete point of reference.

3.2.   Version Control Log

This is the first version of the project management plan. The web development team must maintain all changes to this project management plan in a log similar to the layout below.

This document is version 1.0, or the first draft of the plan for the association site.

Version	Date	Author	Description
1.0	December 11, 2001	Mihir Desai	First draft of association site web project management plan

3.3.   Distribution List

The following is a list of persons that should receive the project specifications. The list also clarifies the reason the person is receiving the document.

Name	Company/ Position	Email	Distribution Requirements
Mihir Desai	SPEED, ICT Consultant	mdesai@DexisInteractive.com	Project Team Leader; Technical Oversight; Final Sign off
Yogesh Grover	UFPEA, Director	ufpea@infocom.co.ug	User Requirements
Philip Borell	UFPEA, Chairman	gul@infocom.co.ug	Information
Patrick Nugawela	SPEED, Resident Advisor	patricknugawela@yahoo.com	Project Administrative Oversight, Lead
Maura Brazill	SPEED Project Administrator	mbrazill@speeduganda.org	Project Administrative Oversight, Deputy

Additions to this list should be posted in the version control log (see 3.2)

3.4. Site Map

Home
Product
      Environment
      Hygiene
      Standards
      Safety
      Regulation
Careers: Main
Events: Main
News: Main
Who's Who (Yellow Pages)
Publications: Main
Quick Quote: Main

3.5. Functional Specification

The specifications for the association site has been provided in a visual layout form. See annex for details

3.6. Design Concepts

Topic	Description
Objectives of Work	Design a main page and three-level style sheets to display
Audience for the work	See main report section on target audience
Concept in brief	The concept is a web site design that highlights chilled and frozen lake Victoria fish as one that is pure in origin and that which remains pure after processing (processing is mainly cutting of fish, and chilling or freezing and then packing and shipping)
Themes or images	Purity. Expressed also in the form of hygiene, safe, unpolluted
Main messages for the copy	Purity. The product is chilled or frozen lake Victoria fish. The main message is purity of product and purity of process. See main report section on site positioning.
Illustrations to used	Abstract images suggesting purity – close up of gemstones (suggesting clarity), close up of fish scales in brilliant color, water, cool water spray, ice, fishnets, and abstract images of fishing boats.
Method of display	Arrange with lots of white space around image. Use small sized images, ensuring that it does not compromise download time (under 10 sec at 28.8kbps)
Review and approval authority	Project Team Leader

3.7. Content Plan

Content Object Title	Layout Guidelines	Researcher	Source	Editor/Web Writer	Sign off	Editor Deliver to	Delivered Format	Final Format	Deadline
National Fisheries Policy	-	-	Cmsnr	-	UFPEA	DEV	Hard copy	pdf	30-Jan
Manual of Standard Operating Procedures	-	-	Cmsnr	-	UFPEA	DEV	Hard copy	pdf	30-Jan
Companies (NAMES)	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Regulatory Authorities (NAMES)	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Fisheries Organizations (NAMES)	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan

Consultants (NAMES)	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Institutes & Research Organizations (NAMES)	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Sponsors	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Processing Stages	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	Gif	30-Jan
Images of Processing Stages	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	Gif	Gif	30-Jan
Quick Quote - How it works	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Publications	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Events	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Links	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Contact	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
UFPEA	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Hygiene	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Standards	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Safety	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Environment	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan
Regulation	PM/WS	tbd	UFPEA	tbd	UFPEA	DEV	MS Word	HTML	30-Jan

Legend

- PM/WS – Project Manager/Web Strategist
- tbd – person to be determined
- UFPEA – Uganda Fish Processors and Exporters Association
- DEV – Web Developer
- MS Word – Microsoft Word Format
- Pdf – Read Only Format in Adobe Acrobat
- Gif – Format for pictures
- HTML – Hypertext Markup Language; Standard Web Page Format

3.8.   Testing Plan

The developer should undertake a series of testing in partnership with the project manager/web strategist, as shown in the table below.

Test	Primary Responsibility	Advisory/Support
Usability testing	PM/WS	UFPEA/ SPEED
Functional testing	DEV	----
Operational testing	PM/WS	UFPEA
Scenario testing	PM/WS	UFPEA
Load testing	DEV	----
Security/Penetration attack testing	DEV	----
Copy proofing	PM/WS	UFPEA/ SPEED

Legend:

- Project Manager/Web Strategist – PM/WS
- Web Developer – DEV
- UFPEA – Fisheries Association
- SPEED – USAID Project (Financier)

3.9. Milestones

The major milestones for the association site are as follows:

- Web strategy and draft project specifications completed
- Technical specifications plan completed
- Graphic user interface and database completed
- Content development completed
- Formal presentation to SPEED/UFPEA
- Web site launched
- First review

4.   **Member Web Sites Specifications**

4.1.   Introduction

This section details the plan for developing a web site template for companies that are members of the Uganda Fish Exporters and Processors Association (UFPEA). This document is a working document to which commercial, creative, technical, and editorial personal in the project will contribute. The plan is intended to capture the detailed requirements and document, where appropriate, the outstanding considerations and questions.

As each of these areas is explore and the project evolves, the document will be updated to reflect the current position. The document has been drawn up through project workshops and individual meeting with the appropriate experts being consulted throughout.

Subsequent changes to the project scope will need to go though formal change control and, if approved, will be incorporated into the project management plan. This way, the team will receive an updated and complete point of reference.

4.2.   Version Control

This is the first version of the project management plan. The web development team must maintain all changes to this project management plan in a log similar to the layout below.

This document is version 1.0, or the first draft of the web project management plan for member sites.

Version	Date	Author	Description
1.0	December 30, 2001	Mihir Desai	First draft of member site web project management plan

4.3.   Distribution List

The following is a list of persons that should receive the project specifications. The list also clarifies the reason the person is receiving the document.

Name	Company/ Position	Email	Distribution Requirements
Mihir Desai	SPEED, ICT Consultant	mdesai@DexisInteractive.com	Project Team Leader; Technical Oversight; Final Sign off
Yogesh Grover	UFPEA, Director	ufpea@infocom.co.ug	User Requirements
Patrick Nugawela	SPEED, Resident Advisor	patricknugawela@yahoo.com	Project Administrative Oversight, Lead
Maura Brazill	SPEED Project Administrator	mbrazill@speeduganda.org	Project Administrative Oversight, Deputy

Additions to this list should be posted in the version control log (see 3.2)

4.4.   Site Map

The site map contains the following pages:

- Home
- Company Profile: Main
- Company Profile: History

- Company Profile: Management Team
- Factory Tour: Main
- Products: Main
- Products: Chilled
- Products: Frozen
- Products: Other
- Contact Us: Main
- More Information: Main
- Careers
- News

The next section describes each page of the site map.

4.5. Functional Specification

4.5.1. Overall

Page Pixel Size: 800x600 (max 800x800)

4.5.2. Description of Pages

Page	Type	Description	Images
Home	HTML Text	Home page; contains parent links of complete site	Icons for Buttons. Use white background wherever possible.
Company Profile: Main	HTML Text	Five sentence explanation of company – how old, where based, certifications if any, unique qualities of company. Must provide links to history and management team. Overseas alliances, export markets, prestigious clients	None
Company Profile: History	HTML Text	When established, origins, how small when started, how big now. Links to other companies	None
Company Profile: Management Team	HTML Text	Names of Officers, Background, Certification, Years in Service, Years with Company	None (avoid pictures unless professionally taken and/or edited)
Factory Tour: Main	HTML Text	One page that shows the complete factory from a processing standpoint. [This may be a generic layout, say one paragraph text and accompanying image icon per process step. The layout can then be customized for the specific company. *Avoid actual pictures*; use abstract images.]	Use pictures either professionally taken and/or edited, or use stock images
Products: Main	HTML Text	One page that introduces the reader to the products available. [This may be a generic layout, say one paragraph text and accompanying image icon per process step. The layout can then customized for the specific company. *Avoid actual pictures*; use abstract images.]	None
Products: Chilled	HTML Text	[This may be a generic layout, say one paragraph text and accompanying image icon per process step. The layout can then customized for the specific company. *Avoid actual pictures*; use abstract images.]	Sample Picture of Chilled Fish (Abstract)
Products: Frozen	HTML Text	[This may be a generic layout, say one paragraph text and accompanying image icon per process step. The layout can then customized for the specific company. *Avoid actual pictures*; use abstract images.]	Sample Picture of Frozen Fish (Abstract)
Products: Other	HTML Text	Additional product information that company would like to provide on web site	Company may provide
Contact Us: Main	HTML Dialog Box	Provide Basic Contact Information in Text Format (e.g. Company Name, Street Addre4ss, City, State, ZIP Country, Phone, Fax, Email, URL,). Also, include any overseas branch offices or affiliates. Provide link to 'more information' page	None
More Information: Main	HTML Text	Provide the following: Name – 30 characters alphanumeric Address Line2 - 30 characters alphanumeric AddressLine2 - 30 characters alpha numeric City - 30 characters alphabet	None

		State -30 characters alphabet ZIP – 10 characters alpha numeric Country (Drop down Menu) Email - alpha numeric Text Box – 2500 characters alpha numeric	
Careers	HTML Text	List position as follows Title: Generic Title Location: City, State Responsibilities: 5-8 sentences Qualifications: Four to five bullet points Positions vacant: Number of Positions Apply to: Name/Department Provide: Posted: (date posted)	None
Industry Links	HTML Text & Hyperlinks	Provide link to UFPEA site, and any other relevant site	None
News	HTML Scrolling Text	Provide 5-8 sentence press announcement about company news	None

4.6.   Design Concepts

Topic	Description
Objectives of Work	Design a main page and three-level style sheets to display
Audience for the work	Overseas buyers of fish product
Concept in brief	The concept is a corporate home page site that positions that company as a reputable and conservative enterprise selling high quality chilled and frozen lake Victoria fish
Themes or images	Conservative. Stable. Hygienic.
Main messages for the copy	Hygienic. The company must present an image of following the highest standards. This may be done by designing a site that is similar to many of its European counterparts (such as anova.com)
Illustrations to used	Abstract images suggesting purity – close up of gemstones (suggesting clarity), close up of fish scales in brilliant color, water, cool water spray, ice, fishnets, and abstract images of fishing boats.
Method of display	Arrange with lots of white space around image. Use small sized images, ensuring that it does not compromise download time (under 10 sec at 28.8kbps)
Review and approval authority	Project Team Leader

4.7.   Content Plan

Page	Source	Size (words)
Home	Create dummy home page. Company will provide customized information.	Approximately 20-80
Company Profile: Main	Create dummy text. Company will provide customized information.	Approximately 50
Company Profile: History	Create dummy text. Company will provide customized information.	Approximately 100
Company Profile: Management Team	Create dummy text. Company will provide customized information.	40 words per profile
Factory Tour: Main	Generic factory layout and text from UFPEA. Company will provide customize text (some have additional processes in place)	40 words per stage
Products: Main	Create dummy text. Company will provide customized information.	Approximately 20 (intro)
Products: Chilled	Generic information on chilled perch from anova.com. Company may provide additional information	Approximately 100
Products: Frozen	Generic information on frozen perch	Approximately 100

	from anova.com. Company may provide additional information	
Products: Other	Create dummy text. Company will provide customized information.	Approximately 100
Contact Us: Main	Create dummy text. Company will provide customized information.	Approximately 20 (basic details)
More Information: Main	Create dummy text. Company will provide customized information.	N/A (Form)
Careers	Create dummy text. Company will provide customized information.	40 words per position
Industry Links	Set up links to major pages such as UFPEA	N/A (Links)
News	Create dummy text. Company will provide customized information.	40 words per news item

4.8.   Testing Plan

The developer should undertake a series of testing in partnership with the project manager/web strategist, as shown in the table below.

Test	Primary Responsibility	Advisory/Support
Usability testing	PM/WS	SPEED
Functional testing	DEV	----
Operational testing	PM/WS	UFPEA
Scenario testing	PM/WS	UFPEA
Load testing	DEV	----
Security/Penetration attack testing	DEV	----
Copy proofing	PM/WS	SPEED

Legend:

- Project Manager/Web Strategist – PM/WS
- Web Developer – DEV
- SPEED – USAID Project (Financier)

4.9.   Major Milestones

The major milestones for the member sites are as follows:

- Web strategy and draft project specifications completed
- Technical specifications plan completed
- Graphic user interface completed
- Content template completed
- Company specific content completed
- Formal presentation to individual companies
- Web sites launched
- First review of all sites (30 days from launch)

5. Annexes

5.1. Scope of Work: Web Developer

5.1.1. Background

The mission of the Support for Private Enterprise Expansion and Development (SPEED) Project is to support the economic growth of Uganda, through the development and expansion of sustainable business opportunities for micro, small, and medium-enterprises (MSMEs).

This will be achieved through the implementation of a series of activities focused on selecting key sectors, identifying market-linked opportunities for MSMEs, and strengthening local capacity to provide Business Development Services (BDS) to MSMEs.

One of the guiding principles in the implementation of SPEED is its sector focus approach. The project's three major components currently provide support to the fisheries, cotton, coffee, and dairy sectors. In addition, SPEED works with sector intermediaries and associations to improve their delivery capacity to support their members.

SPEED is implementing a fisheries sector and fish farming sub sector support program in collaboration with the USAID Competitive Private Enterprise Trade and Expansion (COMPETE) project. Activities under this program include:

- Supporting the establishment of a sector specific web development strategy to increase and promote new market opportunities to exporters and provide access to information and communication technology (ICT);
- Developing web-based tools to produce electronic promotional material, company reports, and business profiles that enable exporters to enhance their export promotion capabilities;
- Maintaining sector-specific information collection and dissemination systems, and providing advisory services to stakeholders; and
- Assisting sector associations in the utilization of ICT to provide support services to members and generate revenue.

5.1.2. Rationale

The fish-processing sector has the potential and capacity to double exports of Nile Perch fish during the next few years, through increasing raw material supplies and adopting new export marketing strategies. The sector will be supported in its efforts to increase supplies by reducing post harvest losses, improving quality, developing new landing sites in remote areas, developing cage and inland fish farming, and diverting some of the fish catch to Ugandan processors that is presently supplied to neighboring countries.

Increasing export markets will require aggressive promotional campaigns by the sector. One of the most effective means of achieving results in market promotion and development is with electronic media, which would allow Uganda's fish sector to provide up-to-date information to overseas buyers, government officials, key decision makers, planners, and researchers. Currently, however, many of the fish export processors do not have the capacity to implement an electronic media strategy. In addition, no local organization has the knowledge or background that is needed to develop and maintain an information collection and dissemination system.

The fish sector in Uganda consists of several associations, including the Uganda Fish Processors and Exporters Association (UFPEA), which is affiliated with the Private Sector Development Foundation (PSF), the Uganda Fisheries and Fish Conservation Association (UFFCA), and the Uganda Fish Farmers Association. All of these groups need to develop their capacity to provide information on the market to their members using cost effective methods.

The Internet offers a cost-effective platform for establishing a global presence, promoting products and services, and streamlining current business processes. In addition, the web, due to its relative simplicity, low cost and significant potential, is an attractive option for building information infrastructure of organizations, associations, and enterprises in developing countries.

The performance of Uganda's fisheries sector exports can be improved by supporting sector associations in the development of a formal web strategy associated with market promotion. In particular, the implementation of a web development strategy with the UFPEA will enhance its capacity to provide information and services to its members, which can be extended to suppliers and other key stakeholders. Consequently, UFPEA will be able to generate its own revenue through these services, thereby strengthening its own capacity. In addition, exporters will develop their capacity to be more aggressive and dynamic in promoting their products, while continuing to maintain and improve the use of web-based tools to enhance the competitiveness of the industry.

5.1.3. Proposed Web Strategy

This program will be designed in association with the UFPEA, with the support of local service providers, and short-term technical assistance from an international expert. The UFPEA will be provided with assistance to develop a web strategy with the objectives of strengthening the association's capacity to deliver services, better manage supplies, promote exports, develop electronic promotional materials, develop the sector information base, and provide information to key stakeholders.

The proposed web strategy will website development, training in the methodology for hosting web sites, development of local information and e-business models for the fish sector, development of electronic export promotional materials, provision of updated market information, and training of local personnel to update and maintain the systems.

The proposed program will be organized jointly with the UFPFA and will involve the following stages:

1. Program design with the short-term technical assistance of an international consultant in close collaboration with UFPEA, fish processors and exporters, local service providers, SPEED staff, and the COMPETE project (20 days).

2. Program implementation by local service providers (two to three months).

3. Evaluation of program implementation by a local consultant, to include making any necessary improvements (one week).

4. Delivery of the website, model electronic publicity material, program for local content information, and training of eight to 15 sector representatives in maintenance, development and updating of the website, by an international consultant (two weeks including training).

5.1.4. Resource Requirements

To implement this program, SPEED has listed require the services of:

1. A web strategist/project manager to select and guide the team, complete the program, and conduct the training.

2. A web developer to develop the website, host the site, update the local content information, and develop promotional materials. <u>The tasks listed below pertain to the web developer only.</u>

3. UFPEA staff members qualified in the use of information technology (IT).

4. The participation at least one IT specialist from each association,

5. SPEED staff to assist in the monitoring and implementation of the program.

5.1.5. Tasks

Working with SPEED and COMPETE staff and consultants, the web developer will undertake the following tasks:

- Discuss the proposed program with the project manager/web strategist. The contractor shall use the web strategy as the basis to understand the strategic objectives of the association and its members.

- Develop a statement of understanding of the project.

- In consultation with project manager/web strategist, determine the appropriate technical architecture of the site i.e. whether HTML, Database-driven site, and make recommendations for the appropriate coding language to build the site, presenting arguments for and against the other options available in Uganda.

- Develop the technical specifications for the web site, based on the functional specifications provided by the project manager/web strategist. The technical specifications will specify frame-to-frame description of the site from a data flow point of view. The contractor shall agree with the project manager/web strategist on these specifications

- Build the site using the appropriate tools and editors, as agreed with the project manager/web strategist. This process is expected to take the longest time of all tasks.

- Design the graphic user interface, using images designed or obtained from project manager/web strategist

- Test the site in the development environment i.e. usability test/acceptance test, cross-browser/platform test, operational test, load test, security test

- Suggest the best option for hosting the site through an comparison of available local/overseas hosting options

- Obtain the new URL for the site, and register the DNS/URL

- Make arrangements for hosting the site i.e. FTP

- Test the site in the new hosting environment e.g. focus group of non technical users

- List the site in the top 20 web search engines

- Provide a maintenance program for the site, in-house and external

5.1.6. Deliverables

For the association web site
- Complete technical specifications
- Completed web site, error-free, registered, and listed with the search engines
- Complete maintenance and documentation manuals

For the member organization web sites
- Complete technical specifications

5.1.7. Qualifications of the consultant

- Firm or individual with at least four years experience in designing and developing web site for private and/or public institutions
- Experience in HTML and database driven (e.g. MS SQL Sever 7.0, Oracle, PHP, etc) web sites
- Demonstrated experience in designing web site technical architecture according to international systems design standards
- Proven track record in local market; strong referrals from previous clients

5.1.8. Schedule

The consultant will complete the assignment in no more than 60 days.

5.1.9. Timing

The project will commence in January 2002.

5.2. Scope of Work: Content Developer

5.2.1. Background

The Uganda fish processors and exporters industry has embarked on an ambitious program to bring the bulk of industry stakeholders on the Internet by the middle of 2002. The industry is receiving technical assistance and funding from agencies such as USAID and UNIDO to establish web sites for the industry association and select companies that are members of the association.

The web development project comprises of four key experts

- Web strategist, who is already hired
- Web developer, who will be selected shortly
- Graphics expert, who will be selected shortly alongside the developer
- Content editor, for whom this scope of work is developed

The industry has retained the services of an international expert that serves as project manager and web strategist for the association sites as well as member sites. At the time of this writing, the industry, in close consultation the project manager, is selecting a company to develop the web sites for the association and select companies. The content editor will be among the critical member of the web development team, since content is the most visible element of the website, and main reason why the people come to the site.

The editor will gather, collate, edit, and where required, write content for the association and member web sites. Much of this information will be available from the primary parties themselves. The association, for example, will have much of the information about itself, and the content it wishes to place in the site. Similarly, the companies will have information about themselves. In addition, experts at UNIDO and the USAID-financed SPEED project have information on the fish processing exporting sector. The content editor shall work closely with all these parties, following the content guidelines agreed in the web project management plan, and ultimately deliver relevant content in the site.

5.2.2. Tasks

The content editor shall undertake the following tasks:

- Develop a complete understanding of the broader context within which the web sites are developed. This understanding is critical in order to understand the specific nature of content in the Uganda.

- Collate all information as per guidelines for the association and member web sites. The guidelines provide in the project management plan.

- Using the guidelines as basis, established clear inputs and outputs from specific resources, and allocate deadlines to receive such information from each. Visit all in information resources

- Edit all information available. Where required, rewrite content to make it readable for the web

- Work closely with the project manager and the association, as well as SPEED to ensure that all information is up to standard, and is ready for uploading on the website

- Ensure that information on web sites is well represented, accurate, updated, and without grammatical errors

- Document all methods and resources used to gather and edit content, and train a representative of the association and companies in content development and web writing

5.2.3. Deliverables

The contractor shall deliver the following:

- Content report for the association site
- Content report for a model member web site
- Content report for each of member web sites, drawing upon the model web sites layout and text
- Edited content on the individual web sites, to the satisfaction level of the association and individual members

The editor shall deliver all the above reports in hard copy and soft copy format. Where documents are not available in soft copy copying format, the editor shall coordinate with the project manager to have these scanned into readable documents i.e. Adobe Acrobat documents

5.2.4. Qualifications

The editor shall meet or exceed the following qualifications:

- Highly organized and motivated individual, with demonstrated experience in managing information projects such as news magazine articles publishing, etc.
- Outstanding English, especially written English.
- Attention to detail
- Previous experiences as staff writer or journalist for a leading magazine, publication, a newspaper
- Personable yet persistent, ability to obtain information from a wide range of sources, some more accessible than others

5.3.   Proposal Evaluation Form

	Score (points range)		
Factors	**1-2**	**3-4**	**4-5**
Company Background	Not a specialized web consultancy. Web development not core business. Relatively new player in the market. Poor references.	Web an increasing part of their work. Accelerated focus on web development. Good referrals. Spin-off of established company.	The company is very well established. It is well known to SPEED project, and has long history in Uganda in various spheres of consulting
Understanding Of Project	Company does not demonstrate understanding of the project, or understanding very unclear	Stated understanding of the project, but did not quite get it	Solid understanding of project. Summarized it in good detail.
Statement Of Approach	The proposal did not demonstrate a clear methodology	Provided detail on the approach although it is not clear whether the approach is generic/best practice or customized for the SPEED project	Provided a highly customized and detailed approach
Schedule	Made no mention of time schedule	Provided a generally fair schedule	Quite meticulous and clear project schedule. Provided clear start and end dates.
Quality Assurance Process/Best Practices	The proposal did not factor in quality assurance or testing by the user side. The proposal did not show best practice methods	Somewhat canned presentation of best practices; did not blend it to the work at hand.	Presented best practice Web development cycle. It is quite clear that this company has done a systematic job with other companies, and has learned from its parent company well.
Actual Project Experience	No project or limited project experience	The company does have experienced in Web design and development, which would be appropriate for a type of work that we have cut out	The company worked on large projects, and has done work for prestigious companies. A dedicated Web consultancy.
Qualifications	The people presented in the proposal did not have direct and relevant skills to work on hand. Weak academic qualifications. No work on related projects.	The people presented in the proposal were not the best in class but had worked on previous relevant projects and/or had strong academic credentials	The people presented in the proposal had direct and relevant skills to work on hand. All were academically qualified, and had worked on related projects.
Relevant Experience	Little or no relevant experience	Less than two years of actual work experience	Most people were graduates from a prestigious University. Strong work experience
Detailed Breakdown Of Tasks	Not organized in a systematic way, or no breakdown provided	Provided a breakdown of tasks, but did not cover everything	Demonstrated good understanding of what is expected in each stage.
Fees Within Market Range	The fees quoted was highest	The fee quoted was neither high nor low	The fees quoted was lowest
Relevant Tasks	The proposal did not specify the relevant tasks to the Web development project	The proposal mentioned several tasks, but there was no systematic demonstration of which tasks were relevant and which are not	Tasks presented are all quite relevant. No project overkill
Fair Representation Of Task Duration	The proposal had a generally poor allocation of duration	Generally fair	Very appropriate with market standards and best practice in web development

5.4. List of Company/Individual Meetings (December 2001)

Name	Title	Company	Location	Phone	Fax	Mobile	Email
Yogesh Grover	Chairman	UFPEA	Kampala	041-531695	041-533112	077-789-789	ump@infocom.co.ug
Deborah Nyarunda	Secretary	UFPEA	Kampala	041-347835	041-347835	077-753627	ufpea@infocom.co.ug
Patrick Nugawela	BDSA	SPEED	Kampala	041-346864	041-345857	077-752621	pnugawela@speeduganda.org
Emmmanuel Acuc	IT Specialist	SPEED	Kampala	041-346864	041-345857	077-471167	eacuc@speeduganda.org
Emmanuel Kanyike	NFC	SPEED	Kampala	041-346864	041-345857	-	ekanyike@speeduganda.org
Habib Tibrichu	BDSS	SPEED	Kampala	041-346864	041-345857	077-501039	htibrichu@speeduganda.org
Phil Broughton	COP	SPEED	Kampala	041-346864	041-345857	077-752614	pbroughton@speeduganda.com
Maura Brazill	PA	SPEED	Kampala	041-346864	041-345857	077-752615	mbrazill@speeduganda.com
C. M. Dhatemwa	Project Coordinator-Fisheries Sector	COMPETE	Kampala	041-346797	041-346798	-	carana@africaonline.co.ug
Philip Borel	Director	Greenfields Uganda Ltd	Kampala	041-321141	041-321386	075764764	gul@infocom.co.ug
Yusuf Karmali	Director	Gomba Fishing Industries Ltd.	Jinja	041-243066, 043-21352, 043-21029	041-234335 043-21335	075-751114	gombaf@infocom.co.ug
P.K. Jain	Manager	Hwan Sung Ltd.	Kampala	041-285355 041-285684	041-220168	075-789125	hwansungltd@hotmail.com
Moses Tenywa	Production Manager	Hwan Sung Ltd.	Kampala	041-285355 041-285684	041-220168	077-590585	hwansungltd@hotmail.com
Ochola C.A.P	Admin. Manager	Marine & Agro Export	Jinja	043-120335 041258860	041-343212	077-642092	marine@starcom.co.ug
Paran Koticha	Chief Accountant	Marine & Agro Export	Jinja	043-120335 041258860	041-343212	077-451421	marine@starcom.co.ug
D.W. Kasozi	Manager	Ngege Ltd.	Kampala	041-221362	041-220894 041-221361	075-700943	ngege@imul.com
Lutwama Stephen	Manager	Ngege	Kampala	041-221362	041-220894 041-221361	075-660120	ngege@imul.com
Dutta	Managing Director	Uganda Fish Packers	Kampala	041-221638 041-221639	041-221637	077-760185	ufp@alphakampala.com
Manoge	Quality Coordinator	Uganda Fish	Kampala	041-221638	041-221637	-	ufp@alphakampala.com

Name	Title	Company	Location	Phone	Fax	Mobile	Email
		Packers		041-221639			
Dutta	Managing Director	Masese Fish Packers	Jinja	041-221638 041-221639	041-221637	077-760185	ufp@alphakampala.com
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Dick Nyeko	Commissioner Fisheries	MAAF	Entebebe	041-322026	-	-	-
Nsimbe Bulega	Principal Fisheries Inspector	MAAF	Entebbe	041-322026	-	077-699347	-
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5.5. SOW – Fisheries Sector Website Development Strategy

Background

The mission of the Support for Private Enterprise Expansion and Development (SPEED) Project is to support the economic growth of Uganda, through the development and expansion of sustainable business opportunities for micro, small, and medium-enterprises (MSMEs). This will be achieved through the implementation of a series of activities focused on selecting key sectors, identifying market-linked opportunities for MSMEs, and strengthening local capacity to provide Business Development Services (BDS) to MSMEs.

One of the guiding principles in the implementation of SPEED is its sector focus approach. The project's three major components currently provide support to the fisheries, cotton, coffee, and dairy sectors. In addition, SPEED works with sector intermediaries and associations to improve their delivery capacity to support their members.

SPEED is implementing a fisheries sector and fish farming sub sector support program in collaboration with the USAID Competitive Private Enterprise Trade and Expansion (COMPETE) project. Activities under this program include:

- Supporting the establishment of a sector specific web development strategy to increase and promote new market opportunities to exporters and provide access to information and communication technology (ICT);
- Developing web-based tools to produce electronic promotional material, company reports, and business profiles that enable exporters to enhance their export promotion capabilities;
- Maintaining sector-specific information collection and dissemination systems, and providing advisory services to stakeholders; and
- Assisting sector associations in the utilization of ICT to provide support services to members and generate revenue.

Rationale

The fish-processing sector has the potential and capacity to double exports of Nile Perch fish during the next few years, through increasing raw material supplies and adopting new export marketing strategies. The sector will be supported in its efforts to increase supplies by reducing post harvest losses, improving quality, developing new landing sites in remote areas, developing cage and inland fish farming, and diverting some of the fish catch to Ugandan processors that is presently supplied to neighboring countries.

Increasing export markets will require aggressive promotional campaigns by the sector. One of the most effective means of achieving results in market promotion and development is with electronic media, which would allow Uganda's fish sector to provide up-to-date information to overseas buyers, government officials, key decision makers, planners, and researchers. Currently, however, many of the fish export processors do not have the capacity to implement an electronic media strategy. In addition, no local organization has the knowledge or background that is needed to develop and maintain an information collection and dissemination system.

The fish sector in Uganda consists of several associations, including the Uganda Fish Processors and Exporters Association (UFPEA), which is affiliated with the Private Sector Development Foundation (PSF), the Uganda Fisheries and Fish Conservation Association (UFFCA), and the Uganda Fish Farmers Association. All of these groups need to develop their capacity to provide information on the market to their members using cost effective methods.

The Internet offers a cost-effective platform for establishing a global presence, promoting products and services, and streamlining current business processes. In addition, the web, due to its relative simplicity, low cost and significant potential, is an attractive option for building information infrastructure of organizations, associations, and enterprises in developing countries.

The performance of Uganda's fisheries sector exports can be improved by supporting sector associations in the development of a formal web strategy associated with market promotion. In particular, the implementation of a web development strategy with the UFPEA will enhance its capacity to provide information and services to its members, which can be extended to suppliers and other key stakeholders. Consequently, UFPEA will be able to generate its own revenue through these services, thereby strengthening its own capacity. In addition, exporters will develop their capacity to be more aggressive and dynamic in promoting their products, while continuing to maintain and improve the use of web-based tools to enhance the competitiveness of the industry.

Proposed Web Strategy

This program will be designed in association with the UFPEA, with the support of local service providers, and short-term technical assistance from an international expert. The UFPEA will be provided with assistance to develop a web strategy with the objectives of strengthening the association's capacity to deliver services, better manage supplies, promote exports, develop electronic promotional materials, develop the sector information base, and provide information to key stakeholders.

The proposed web strategy will website development, training in the methodology for hosting web sites, development of local information and e-business models for the fish sector, development of electronic export promotional materials, provision of updated market information, and training of local personnel to update and maintain the systems.

The proposed program will be organized jointly with the UFPFA and will involve the following stages:

- Program design with the short-term technical assistance of an international consultant in close collaboration with UFPEA, fish processors and exporters, local service providers, SPEED staff, and the COMPETE project (20 days).

- Program implementation by local service providers (two to three months).

- Evaluation of program implementation by a local consultant, to include making any necessary improvements (one week).

- Delivery of the website, model electronic publicity material, program for local content information, and training of eight to 15 sector representatives in maintenance, development and updating of the website, by an international consultant (two weeks including training).

Resource Requirements

To implement this program, SPEED will require the services of:

- An international consultant, for a period of 34 days; 20 days to prepare the web strategy and select the service providers, and 14 days to complete the program and conduct the training.

- One or two service providers for 60 to 90 days, to develop the website, host the site, update the local content information, and develop promotional materials.

- UFPEA staff members qualified in the use of information technology (IT).

- The participation at least one IT specialist from each association,

SPEED staff to assist in the monitoring and implementation of the program.

Tasks

Working with SPEED and COMPETE staff and consultants, the international consultant will be responsible for designing and implementing the program, selecting the local service providers, evaluating progress, and training local staff.

The consultant will undertake the following tasks:

Mission 1

- Discuss the proposed program with key players, including the SPEED and COMPETE projects, UFPEA, fish sector groups, and UFFCA.

- Working with UFPEA, conduct an assessment of market needs, trends, and growth.

- In consultation with the processors and exporters, determine the appropriate market-linked web tools, information, services and strategies to implement that will attract customers and improve the sector's export performance of the sector.

- Conduct an industry analysis, which will include identifying industry participants, products offered, industry history, Internet presence, purchase patterns, and present status of the industry.

- Identify the hardware and software required and the available local facilities for obtaining them.

- Identify resource requirements for the program.

- Develop a website strategy that will include the business model, site positioning, traffic forecast, electronic promotional materials, local content of the sector to be developed, and market promotion materials.

- Develop the functional specifications for the web site, which specify frame-to-frame description of the site.

- Develop the Request for Proposal/Request for Quotation (RFP/RFQ for the selection of the service provider and guide the selection process.

- Hold discussions with the main actors of the program, to develop consensus regarding modalities and participation in cost sharing and implementation.

- Work with the service provider to develop an implementation strategy.

- Develop training modules for maintaining and updating the web strategy and ICT programs.

Mission 2

- Evaluate progress and provide guidance regarding any necessary adjustments to the program.

- Identify the training requirements of local staff, and select the individuals to be trained, in consultation with industry players.

- Hold discussions with key players any make any necessary improvements to the program.

- Conduct quality assurance activities to ensure that the site developed conforms with the SOW given to the provider.

- Ensure that all links are live.

- Train the staff in the maintenance and updating of the site.

- Launch the site, and organize a workshop on maintenance and updating of the program.

Deliverables

Mission 1

- Web site strategy for fisheries sector export promotion developed and managed by the UFPEA members.
- RFP/RFQ, SOWs to select service providers finalized.
- Selection criteria for the service provider established.
- Service providers selected and contracts finalized.
- Cost-sharing agreement regarding industry participation in implementing the support programs finalized.
- Implementation of the action plan finalized.
- SOWs of subsequent missions of the international consultant and other persons and institutions responsible for implementation of the program finalized.
- Interim report.

Mission 2

- Training modules finalized.
- Persons to be trained identified.
- Appropriate modifications for the follow-up programs introduced.
- Fully functional website managed by the UFPEA and exporters/processors.
- Model electronic promotional materials for exporters developed on a cost-sharing basis.
- Model local content development of the sector established.
- Eight to 15 persons trained to maintain and update the website.
- Final report providing recommendations for follow up activities with the UFPEA and for replication of this strategy to other sectors.

Expected Results

- UFPEA strengthened and source-generating revenue through ICT services for its sustainability established.
- Completed sector specific website model replicable to other sectors.
- Web related training provided to eight to 15 selected staff within the sector.

- Sector specific database established with UFPEA to guide the existing and new investors and to provide information to key sector players.
- New market inquiries and increasing export orders received.
- Updated export promotion material and information available to all exporters.
- Maintenance and purchase of web-based tools through service providers post-consultancy to ensure continuous improvements of sector marketing strategies.

Qualifications of the consultant

- Qualified and trained in ICT related fields.
- More than 10 years of confirmed experience in developing ICT and developing business models and strategies, marketing of IT services, and website strategies, at the national and international levels.
- Experience in developing and implementing export promotion activities through the use of ICT in developing countries.
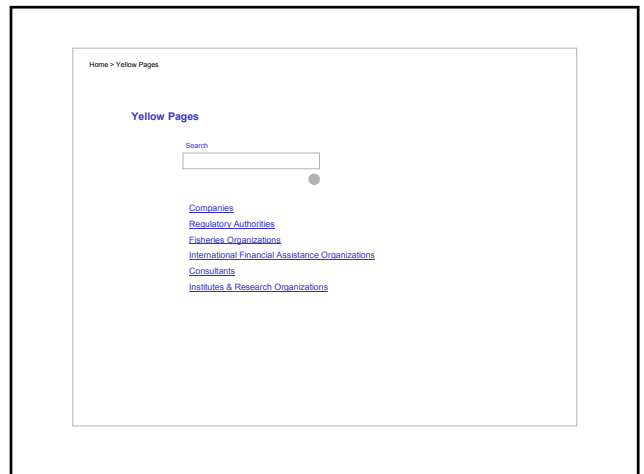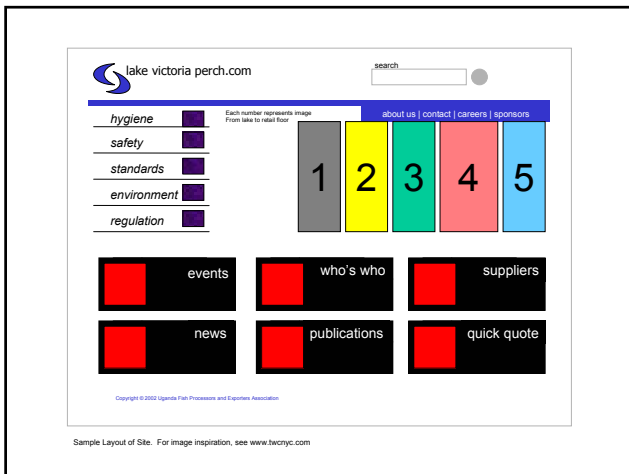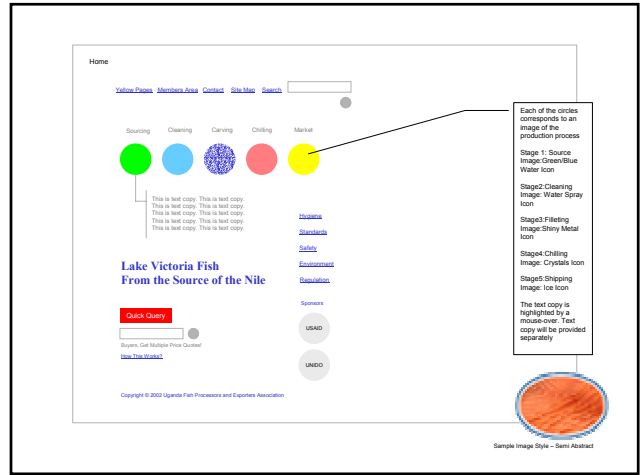
Schedule

The consultant will complete the assignment in approximately 34 days, over two separate missions to Uganda. The duration of each single mission may be modified depending on the requirements and advancement of program implementation.

Timing

The first mission will commence in October 2001, with the second mission to follow in January 2002.

Functional Specifications
UFPEA Web Site
Version 1.0
December 31, 2001
Author: Mihir Desai

Home

Yellow Pages Members Area Contact Site Map Search

Sourcing   Cleaning   Carving   Chilling   Market

This is text copy. This is text copy.
This is text copy. This is text copy.
This is text copy. This is text copy.
This is text copy. This is text copy.
This is text copy. This is text copy.

Hygiene
Standards
Safety
Environment
Regulation

Lake Victoria Fish
From the Source of the Nile

Quick Query

Buyers, Get Multiple Price Quotes!
How This Works?

Sponsors

USAID

UNIDO

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Each of the circles corresponds to an image of the production process

Stage 1: Source Image:Green/Blue Water Icon

Stage2:Cleaning Image: Water Spray Icon

Stage3:Filleting Image:Shiny Metal Icon

Stage4:Chilling Image: Crystals Icon

Stage5:Shipping Image: Ice Icon

The text copy is highlighted by a mouse-over. Text copy will be provided separately

Sample Image Style – Semi Abstract

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lake victoria perch.com

search

hygiene
safety
standards
environment
regulation

Each number represents image
From lake to retail floor

about us | contact | careers | sponsors

1   2   3   4   5

events

who's who

suppliers

news

publications

quick quote

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Sample Layout of Site. For image inspiration, see www.twcnyc.com

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Home > Yellow Pages

Yellow Pages

Search

Companies
Regulatory Authorities
Fisheries Organizations
International Financial Assistance Organizations
Consultants
Institutes & Research Organizations

Yellow Pages

Your Search request for "Nile Perch Fish" Returned 8 Results

Name	Type	Web Site	Email	Details
Gomba Fisheries	Companies	Web	Email	Full
Uganda Fisheries	Companies	Web	Email	Full
UFPEA	Association	Web	Email	Full
Gomba Fisheries	Government	Web	Email	Full
SPEED	Donors	Web	Email	Full
Robert Kiggundu	Consultants	Web	Email	Full

Click on Gomba
(see next page)

Next 2 ->

Search

Nile Perch Fish

Yellow Pages

Full View of "Gomba Fisheries"

Gomba Fisheries
10 Uganda Road
Jinja, Uganda 2345

Tel: 254 61 345-0978
Fax: 254 61 345-0891

Email gomba@ gomba.co.ug
Web www. gomba. com

Officers

Yusuf Dossa, Managing Director ypatel@ gomba.co.ug
Kanti Patel, Controller
Raj Srinivas, Production/QC Manager

Estd since: 1978

Specialize in:
- Nile Perch, Frozen & Chilled
- Tilapia, Frozen & Chilled

Certified ISO 9001:2000

References in Europe and Asia available on request

Members Area

Search

Publications
Events
Links
Quick Quote Registration

Sample. Not Actual Text

Contact

Uganda Fish Exporters
1613-A Potomac Greens Drive
Kampala, Uganda

Phone (703) 837-8916
Fax (703) 837-8957

Email mdesai@dexisinteractive.com

Yogesh Grover, Chairman
Deborah, Secretary

[the text here will provide information on

1. What safety and precaution measures are taken in all stages to protect the fish
2. How these measures are best in class
3. How are problems handled

Text here on compliance with world standards

[the text here will provide information on

1. What safety and precaution measures are taken in all stages to protect the fish
2. How these measures are best in class
3. How are problems handled

[the text here will provide information on

1. How lake Victoria is protected from over-fishing
2. What measures are used and why whom
3. How these measures are best in class
4. How are problems handled
5. What efforts are made to harmonize industry with the environment]

[the text here will provide information on

1. Who regulates the fishing industry
2. What measures are used
3. How these measures are best in class
4. How grievances are handled]

Thank you for using *Quick Query*

Your message has been sent to the following companies:

Uganda Fisheries
hello@infocom.co.ug

Gomba Fish Factory
info@infocom.co.ug

Yusuf Fish Packers
yusuf@infocom.co.ug

Fish and Co.
fish@infocom.co.ug

Perch Head Fisheries
perch@infocom.co.ug

Interested companies will contact you directly at youremail@yahoo.com

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Quick Query is a one-stop email point to reach all fish exporters with the click of a button

It's simple – just enter your query and hit <go>

Who uses Quick Query ? mainly importers, distributors in major markets.

Typical queries:

-current prices
-more information on a specific product
-availability
-regulatory issues
-contacts

Try it!