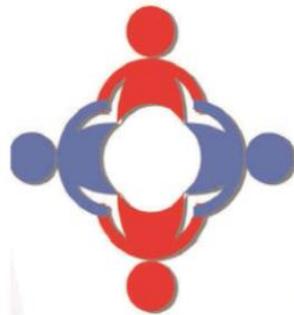




1st COMESA BUSINESS COUNCIL(CBC) Local Sourcing for Partnerships Training Workshop

“Building Sustainable Sourcing Partnerships between SMEs and Corporate Companies”

26th - 28th November 2014, Serena Hotel
Kampala - Uganda



REPORT of the 1st COMESA Business Council Local Sourcing for Partnerships , 26th-28th November, Kampala -Uganda

Report by COMESA Business Council.



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1. INTRODUCTION

The 1st COMESA Business Council Local Sourcing for Partnerships training workshop, was held from 26th-28th November, 2014, in Kampala, Uganda. The workshop's key objective is building the technical capacity of SMEs to implement compliant food safety and other standards so as to feed into the supply chains of Hospitality industry in the COMESA region. The workshop which was held under the theme: *“Building Sustainable Sourcing Partnerships between SMEs and Corporate Companies”*; had the following two sub-objectives:

- To provide training for SMEs in terms of standards that support integration into competitive supply chains in the hospitality industry;
- To create sustainable market linkages for a number of food suppliers into two key hotel groups in COMESA region –Serena and Protea Hotels.

The Event brought together key procurement personnel from the Hotels- Serena and Protea Hotels in the COMESA region, with a focus on Zambia, Uganda, Kenya and Rwanda, and selected agro food suppliers from the same COMESA member states. Ancillary private sector Associations in the tourism sector and the Private Sector Federation of Uganda also participated at this event. The List of participants is attached to this Report- **Annex 1– List of Participants**.

1.1 Mode of Presentation

The training took the format of an “inter-participatory or dialogue” approach, whereby each presenter was given time to present on the selected topic, and the audience in the Training workshop were also given time to discuss and openly comment on the speakers’ presentations or issue under discussion.

The discussions were structured within the following headline themes and sessions;

- i. Optimizing Information Technology for Business Development
- ii. Buyer-Seller Engagement; Hotels and Agro Food suppliers
- iii. Global Food Safety Initiative-Global Markets
- iv. GFSI Global Markets Basic Standard and assessor guidelines (manufacturing)
- v. GFSI Global Markets basic standard (primary production)
- vi. Introduction to HACCP (Hazard analysis and critical control points)
- vii. A showcase- An Appreciation of Food safety management systems; Tour of Serena
- viii. Business to Business linkages platform

This report captures the discussions and key deliberations of the training workshop.

2. THE OPENING CEREMONY

2.1 Introductory Remarks- *CBC Coordinator, Ms. Sandra Uwera*

In her introductory remarks, the CBC Coordinator welcomed the participation of the private sector from Kenya, Rwanda, Uganda and Zambia. She introduced the COMESA Business Council (CBC) as the private sector institution of COMESA as mandated by the COMESA Treaty; to represent the private sector in the COMESA Regional integration initiatives. She further highlighted its key objectives and pillars of implementation as Business and Policy advocacy, Business Services including Business linkages and Membership development.

She introduced the Training workshop as the first and part of a series of Training workshops as part of the CBC Local Sourcing Program to be implemented focusing on strengthening the technical capacity of agro food suppliers in standards and linking them to the hotel industries for market access. Furthermore, highlighted that partnerships have been made with the hotel industry for this effect; Serena and Protea Hotels. She recognized the support of USAID and the potential partnership with the Investment Climate Fund who were represented at the meeting.

2.2 Welcoming Remarks-Private Sector Foundation of Uganda (PSFU), Mr. *Moses Ogwal*

Mr. Ogwal spoke on the importance of building sustainable partnerships and market access as one of the key tools of support for private sector development. She implored the partnership between corporates and SMEs and the concept of Local sourcing as essential to promote development; recognizing the composition of the private sector, as largely constituted (about 90%) by SMEs. He recognized the importance of addressing quality issues as essential in ensuring that SMEs can actually deliver to the large corporates. He identified key challenges that are generally faced by the private sector to include;

- i. Infrastructure- energy, transport- quality improvement infrastructure- this helps reduce the cost of doing business.
- ii. Regulatory environment; Absence of good regulations and presence of bad regulations. For instance, in Uganda a study reflected that regulatory encumbrances account for a loss of about 8 Billion Uganda shillings.
- iii. Skills to allow improved labour productivity.
- iv. Financing; particularly Long term financing.

In terms of finance, he stated that a proper linkage between the SMEs and corporates will also result in access to finance as SMEs are able to use order finance or get some of security based on their partnerships with the corporates. In closing, he highlighted that PSFU is committed and pleased to be part of this training workshop and to collaborate with the COMESA Business Council on this.

2.3 Opening Statement -*CBC Chairperson, Dr. Amany Asfour*

In her opening remarks, the CBC Chairperson welcomed the Minister and the delegates; representatives from the COMESA Secretariat, Zambia, Uganda, Kenya and Rwanda. She recognized that COMESA is made up of 19 member states, the largest Regional Economic Community in Africa, offering vast opportunities for trade and growth. She highlighted that tourism and agriculture are the leading economic sectors in the region, in terms of contribution to GDP and livelihoods, and noted the importance of inclusive tourism which supports the linkages between the tourism sector and other economic sectors.

Dr. Asfour, noted the efforts to promote agriculture development in the region, through the CADAAP framework and other initiatives as central to promote SMEs and increase the role of small scale framers in African agriculture.

She further noted the level of trade and integration in the COMESA region; highlighting the region achieved an average growth rate of 6.6 percent in 2013, up from 5.5 percent in 2012, and COMESA's trade with the rest of the world currently stands at US\$ 283 billion in 2013 with total exports at US\$ 113 billion in 2013 while imports at US\$ 170 billion in 2013. She spoke on the levels of intra-COMESA trade; in 2013, total trade grew by over 8% compared to 2012, from levels of US\$ 19.3 billion to US\$ 20.9 billion. She implored the private sector to be part and parcel of the regional integration and trade efforts.

Dr. Amany Asfour recognized the importance of knowledge and education as key to boosting private sector development in the region. Most SMEs are unable to participate effectively in trade due to limited knowledge on opportunities. She further stated the importance of addressing quality issues as vital for the small scale agriculture farmers through investment in standards and quality institutions and infrastructure in the region.

Dr Amany, in her closing, expressed appreciation to the sponsors- SERENA Group of Hotels, and USAID, for supporting this agenda. She welcomed the partnership engagements with Serena Group, PROTEA Zambia, Uganda on ensuring that the trained businesses will be given an opportunity to work with the procurement offices of the companies, in the spirit of promoting local supplier partnerships in the region. She further encouraged the spirit of Africanism, and the need to be united as part of COMESA and the African Union guided by agendas for becoming a prosperous, powerful, integrated and intellectual people.

2.4 Opening Statement- *COMESA Secretariat, Ms. Martha Byanyima*

In her Opening, Ms. Martha relayed greetings from COMESA Secretary General, Mr. Sindiso Ngwenya, and the Director of Investment Promotion and Private Sector Development, Mr. Thierry Kalonji who were unable to participate at the event due to prior commitments. She highlighted that issues of standards, quality, and, animal and plant health are essential and have increasingly become part of international and regional agreements with commitments that have to be translated into regulation, institutional and other frameworks at national level. The main encumbrances have been

with respect to understanding and interpretation on these SPS requirements, in a way that allows free movement of goods at the same time not risk public and plant health.

Ms. Byanyima noted that the demand for food is going to growing due to population and growth of urbanization in our region, thereby creating opportunities for agro producers. She recognized that African farmers face more barriers- only producing about 5% of the food that is consumed in the countries. Further, she recognized the need for strategies that address bottlenecks so that farmers can be up scaled to participate in the higher or upstream activities parts of the value chains. Ms. Byanyima commented on the need for public and private interventions in addressing issues of standards and quality. She recognized that the GFSI Global markets program offers a bridge between government and private regulation which is usually too strict for African businesses; hence the need to take advantage of this Training workshop so that SMEs can improve and invest on quality and standards.

2.5 Official Opening- *Minister of State for Trade; Honorable David Wakikoona*

In his address, Hon Wakikoona welcomed and recognized the Chairperson of the COMESA Business Council, representatives of COMESA Secretariat, PSFU and the regional business community, welcoming them to Uganda, the Pearl of Africa.

The Honorable Minister recognized the importance of Public Private Partnerships in tackling issues of productivity, private sector development and trade in Uganda as well at regional level. He reiterated the commitment of government to work with the private sector giving examples of how his Ministry has partnered with the private sector on certain key agendas. In particular he recognized the Build Uganda Buy Uganda (BUBU) platform promoting voluntary procurement between SMES and the supermarkets; stating that local sourcing could boost the development of the SMEs.

He further noted the importance of agriculture in terms of contribution to GDP and employment and called for strategies to upscale agriculture. He gave an example of cassava, calling for the need for supporting the development of regional value chains in that sector as it feeds into the pharmaceutical and other key industries. On encouraging cooperation and partnerships amongst SMEs, he gave an example of how Indians and Pakistans work together as SMEs to boost their rice production capacity and be able to complete in global trade.

The Honorable Minister also recognized the need to develop the technical capacity of SMEs in terms of standards so that they are able to participate in trade; more so to increase trade amongst the COMESA member states. He reassured the participants that Uganda is committed to ensure increased intra-regional trade in COMESA. In closing, he encouraged the delegates to explore Ugandan tourism and hospitality from visiting the lakes to the mountain gorillas and officially opened the meeting.

3. PLENARY 1- OPTIMIZING INFORMATION TECHNOLOGY FOR BUSINESS DEVELOPMENT

1. Microsoft's solution to creating efficiency for SMEs- a showcase of Office 365

Mr. Roy Pratik- Director for cloud Services SSA- Microsoft.

Mr. Pratik presented on Microsoft's cloud strategies around business productivity. He noted the importance of empowering businesses in information technology as essential to boosting their efficiency.

He spoke of the Microsoft Office tools covering range of facilities from email, video conferencing; cloud sharing, policy and standards compliance and offering large storage facilities that could cater for all sizes of companies from SMEs to large corporates. He recognized that information sharing and information management systems are limited amongst SMEs and that Microsoft solutions can provide for this and caters for the SME as well. In particular, he spoke of Microsoft 365 as offering flexible payment and model arrangements that gives you collaboration, email and communication tools to advance and put your business on the clouds.

For more information on Microsoft 365; visit <http://office.microsoft.com/en-001/business/what-is-office-365-for-business-FX102997580.aspx#> or email v-markar@microsoft.com ; pratikr@microsoft.com

2. Bringing businesses closer to customers through online solutions ***Mr. Ham Namajiko- Auxmoid Digital***

Mr. Namajiko presented on the importance of creating an online brand for business; in terms

of marketing and business growth. He highlighted the growth of e-markets, or of customers using the internet or other online initiatives to buy or source for products. He echoed that for SMEs to fully grow their businesses and access market opportunities they need to brand themselves and develop online presence. He spoke of an example where a customer Google for suppliers in a certain place or country; then contacts them- stating that if your company does not come up in the search it means your "shelves are empty"- or you lose customers.

He highlighted the various tools that are available for marketing from Facebook, Google plus, linked in and others. He further recommends that your offline presence should be complemented by the online presence so that people can follow up on your products and you would also increase your customer base. In terms of the information that one should have on their website- he recommended brief on brand, quality, products pictures, awards, customers, market.

For more information on his presentation or other online business solutions, email ham@axumoid.com .

4. PLENARY 2. BUYER- SELLER ENGAGEMENTS; HOTELS AND AGRO FOOD SUPPLIERS

1. Complementarities between tourism and Agriculture- *Uganda Tourism Board; Mr. Steven Asiimwe*

Mr. Asiimwe in his address welcomed the delegates to the Pearl of Africa. He presented on the various tourism attractions that Uganda has from 10 national parks, cultural villages, water bodies and highlighting that Uganda has one of the largest primates; monkeys, baboons and elephants in the world.

He recognized the efforts to boost the tourism industry in Uganda; highlighting that the tourism sector is one of the leading foreign exchange revenue earners in the country. He further recognized regional efforts to boost tourism; particularly in the EAC in terms of facilitating the free movement of persons and the EAC tourist visa.

Mr. Asiimwe noted the complementarities between agriculture and tourism; stating that because of the issues related to food; agriculture is one key input to promoting tourism. He states that the majority of agriculture products are sourced from small scale framers in Uganda; who are rural based; hence the need to invest in standards, quality, storages and information technology. For more information on Uganda tourism, visit www.visituganda.com

-Mr. Petero Mbobbo Serena Hotels Uganda

Mr. Mbobbo presented on the Food safety management systems at Serena Hotel. He spoke of the history and the growth of the Serena chain of hotels now in the whole of East Africa and Mozambique. He echoed Serena's desire and procurement strategy that involves working with small scale framers and contributing to local livelihood sin the countries they operate.

In terms of procurement criteria he highlighted that Serena considers issues with respect to quality, and they work directly with the suppliers and carry out trainings and supplier audits to ensure consistency in supply and quality. He highlighted that they have HACCP system in place which assist them in managing food safety issues at the Hotel.

Mr. Mbobbo highlighted the various challenges that they often face in procuring products relating to issues of later supply, poor quality, inconsistency, food storage and packaging issues.

For more information on Serena visit; www.serenahotels.com

2. Food safety management and Food procurement practices; an outline from Serena

3. *Food safety management and Food procurement practices; an outline from Protea*

- ***Mr. Stephan Kwint Protea Zambia***

Mr. Stephan echoed the importance of quality, consistency and volumes for SMEs to be able to supply sustainably into Protea Zambia. He further highlighted that most SMEs supply into the large supermarkets like Shoprite, and as a result they have to resort to procuring

from the supermarkets themselves. As part of its procurement policies, Protea Zambia ensures that almost 90% of its products are sourced locally, unless they are unavailable.

He further recognized the need to learn and share experiences from other countries and ascertain how they can also increase their procurement from SMEs. For more information on Protea Zambia visit

www.proteahotels.com/

5. PLENARY 3- GFSI- GLOBAL MARKET INTRODUCTION

Trainer- Ms. Bo. Masole Victus Global

Ms Masole introduced herself as a Food technology Consultant, and manager of Victus Global a food technology consulting firm and a certified trainer for the Global food Safety Initiative and Global Markets Program. She has been contracted by the COMESA Business Council to provide training to the agro food suppliers from the COMESA region on the same.

Ms. Masole presented and expounded on some of the challenges that are faced by SMEs in terms of market access, these include:

- Inadequate volumes
- Lack of compliance with standards and quality requirements
- Fragmentation of markets
- International and export challenges like transport, duties, border controls and others.

Ms. Bo. Masole introduced the Global Food Safety Initiative and the Global Markets program. She stated that GFSI was launched in 2000 by a group for food business CEO's and is managed by the Consumer Goods Forum. The Global Markets Program is a "programme for the small businesses that will develop effective food management systems through a systematic continuous improvement process". It consists of the following elements:

- Initial assessment against the Basic standards
- Training and mentoring of supplier key personnel
- Onsite training and support
- Continuous mentoring and support
- Trainee placement

6. PLENARY 4- GFSI GLOBAL MARKETS PROGRAM-MANUFACTURING STANDARD

Trainer-Ms. Bo. Masole Victus Global

Ms. Bo Masole gave an overview of the Food management system for the manufacturing standard. In her presentation she noted the following key issues for food safety management:

- On 3 key specifications:- raw materials, ingredients and packaging. The need to ensure regulatory compliance; particularly for those exporting their products.
 - On Traceability; she affirmed the importance of traceability; knowing the source of your product as essential requirement, as this is legislated in some markets. A manufacturer should have a traceability system in place; that is frequently and randomly tested to ensure its effectiveness.
 - On Food safety incident management- the need to have a system to manage and resolve non – conformities and ensuring that they're remedied in future. They should be a documented procedure for this as well.
- In terms of Global manufacturing practices she highlighted the following essential tools/issues:
 - Ensuring personal hygiene in term sof personnel to avoid cross contamination.
 - The location, construction and maintenance of a facility or factory in a place which doesn't compromise food safety.
 - Importance of cleaning and disinfectant to deal with the three types of hazards: micro biological, physical and chemical.
 - The importance of dealing with a pest control system.
 - The role of water, it is essential that the water used in production is treated.
 - A Food hazard control system should also be in place to deal and with various risk factors; for instance the use of temperature control for most products.

7. PLENARY 5. ZAMBIA CASE STUDY – EXPERIENCES WITH THE GFSI- GLOBAL MARKETS PROGRAM

Lumuno Organics; Mr. Khama Mbewe

Mr. Mbewe outlined the profile and growth of Lumuno Organic Farms. He relayed the growth of the company from a purely organic framing venture in 2009 which has now grown into organic chilli production. He noted that their factory started with minimal buildings- from a basic room and minimal processes and food management systems in

place. In the past two years, with training on Global Food Safety Initiative they have grown significantly, and now their factory has also enlarged, they have a record management system in place.

In terms of market; Mr. Mbewe stated that their main markets are large supermarkets and

wholesalers in Zambia. They would also want to access the hotel industry.

Mr. Mbewe outlined some of the key challenges that they have faced, to include:

- Difficulties in sourcing for organic chilli from small scale framers due to inconsistency in supply and quality and also issues with respect to access to finance.

8. PLENARY 6. GFSI –GLOBAL MARKET'S PROGRAM: PRIMARY PRODUCTION STANDARD;

Trainer- Ms. Bo Masole

Ms. Bo Masole presented on the Food management standard for primary production. In her presentation she highlighted the following key imperatives;

- The need to ensure a record management system in place; capturing for instance pesticides and fertilizer usage, date of application, amount applied and mixtures if any. Recording of agriculture activities and site management is also key.
- The importance of traceability; to ensure that the source of all your inputs is documented and well known. This provides a competitive advantage and access to the markets in the developed economies.
- Similarly, to ensure a corrective action system is in place dealing with remedying non-conformities, residue issues. This includes having a Food safety incident management system in place.
- Issues to deal with personnel hygiene and the need to have a documented hygiene policy in place at the farm.
- Animal control is essential for those in farming to ensure segregation between

In terms of certification for their suppliers, Mr. Mbewe highlighted they are certified under Participatory Guarantee System for organic certification, which is an international certification.

For more information on Lumuno Organics , email: lumunoorganics@gmail.com

animals and crops so that there is no cross contamination.

- The importance of cleaning and disinfectant; segregation of cleaning tools from farm input or implements.
- In terms of water usage; the importance of not using stagnant water or untreated sewage water as this could lead to hysteria or similar infections.
- In terms of plant protection; dealing with residue issues, use of permissible pesticides in terms of national and international legislations and also ensuring record keeping for all inputs.
- Ms. Masole also highlighted the importance of controlling allergens; not growing allergens close to other crops to avoid cross contamination.

In the discussions the following key issues emanated:

- In dealing with small scale producers of framers in cases of traceability the issue of education and awareness is key.

- The need for skills in agriculture; particularly with respect to record keeping.
- The importance of considering the quality of water; particularly for water sensitive

agriculture like aquaculture; where high mortality rate is usually a result of poor water quality.

9. PLENARY 7- BASIC INTRODUCTION TO HAZARD ANALYSIS CRITICAL CONTROL POINTS (HACCP) *Trainer - Ms. Bo Masole*

Ms. Masole provided an overview of HACCP, and how it serves as tool or certification for food management. She explained that HACCP- Hazard Analysis Critical Control Points is not a legal requirement in African country; but it is for most developed countries in Europe, and USA.

In terms of using HACCP she highlighted that HACCP is a system that, “identifies, evaluates and control hazards which are significant for food safety.” It is therefore essential to minimize incidents for food poisoning, increase food safety and consumer confidence and ensure compliance with regulations.

Ms. Masole highlighted the following key pre requisites to implementing HACCP; management system, pest control system, good hygiene practice and Good manufacturing practices. She further stated and discussed the three types of hazards;

-Micro-biological- for instance salmonella, ecola, listeria and others.

- Physical hazards- for instance stones, hair, wood, rubber, pests droppings and others

- Chemical hazards, for instance: antibiotics, excess preservatives greases and oils, pesticides and others.

She relayed the following seven principles of HACCP as follows: 1) hazard analysis, (2) critical control point identification, (3) establishment of critical limits, (4) monitoring procedures, (5) corrective actions, (6) record keeping, and (7) verification procedures.

In developing a HACCP system, she noted that the suppliers/ businesses need to develop a process flow diagram; a step by step procedure of their businesses. In doing so, they are able to identify the risks and the critical control points. The process for the type of business will therefore determine the risks, the control points and the control measure and monitoring procedure to be put in place. Participants were able to design their process flows, and through discussion identify the above; critical control points, the critical limit and the measures they should put in place.

For more information on the training email; Bo Masole- bo@victusglobal.co.uk
www.victusglobal.co.uk

10. SITE VISIT TO SERENA FOOD AND BEVERAGES SESSION

Mr. Antony Chege, Serena (U) General Manager and Mr. Petero Mbombo during the morning of the third day took the delegates for a tour of the Serena Food and Beverage division. This included touring the kitchens; which are segregated in terms of the various dishes. For instance there is a pastry kitchen, a salads kitchen, and various other kitchens dealing with various menus. Furthermore, there was a tour of the restaurants, laundry rooms, storage facilities and products receiving facilities. The SERENA Uganda hotels are HACCP certified and implement the HACCP system. The tour gave the delegates an opportunities to see and ascertain how such system are actually implanted in practice and how they can emulate and have similar system for their respective businesses.

11. KEY RECOMMENDATIONS

- Standards and quality impediments remain a huge encumbrance for SMEs and agro producers to take advantage and fully participate in regional and global trade.
 - There is need for public and private initiatives and investment in standards and quality infrastructure at national and regional level.
 - Standards like Global Food Safety Initiative or other peer certification schemes can bridge a gap between government and private standards regulations which are usually too strict. SMEs can take advantage of such schemes to ensure they meet international standards and can be able to participate in global supply and value chains.
- Strategies that promote local sourcing and market access for SMEs should be complemented by financial access, to enable them to increase their productivity level. The development of sustainable and innovative financial solutions for financing agriculture requires multi stakeholder input and partnerships to be effective.
 - There is a great need to partner with the financial sector in the Local Sourcing for Partnerships project to ensure sustainable partnerships. The public and private sector could consider Innovative financial instruments such as Collateralization of physical assets and contracts to develop more suitable and tailored financial instruments that can upscale SMEs.
- Inclusive tourism is about the linkages between the tourism and other sectors; particularly agriculture. The public related public sectors, private sector Associations (tourism and agriculture, and the businesses in the sector should work together to ensure complementarities between the two sectors.
- Local Sourcing or buy local strategies are important tool for promoting livelihoods and boosting the growth of the local industries. The public and private sectors should adopt programs that support local sourcing of preferential procurement for SMEs.
- SMEs businesses need to invest in online strategies to market and grow their businesses. Meeting conferences, trade logistics monitoring, delivery services, are all managed online in

global trends. SMEs should take advantage of existing online social and business platforms to build their brands and market their products.

- Information is essential to business linkages and partnerships. Trade support institutions, private sector Associations should develop online tools and databases to promote Business linkages at national and regional level for example a directory of suppliers aggregated according to their products.

12. CLOSING CEREMONY

1. Ms. Sandra Uwera, CBC Coordinator

Ms. Uwera thanked the delegates for their participation at the inaugural launch of the CBC local Sourcing training workshop. She went on to present on the way forward, following this training. She highlighted the following:

- The objective of the Local sourcing project; to deal with the core problem of low local sourcing from SMEs by the corporate companies.
- The causes of the problem; include issues to do with standards and the lack of capacity of the SMEs to meet the required standards. Furthermore, the absence of a supplier database where buyers can consult to promote local sourcing.
- The CBC Local sourcing project was developed to bridge these gaps; by providing training on standards and linking them to the hotel industry for a specified period for market access.

Furthermore, she explained that the project will be rolled out for a one year period, focusing on six Uganda, Kenya, Rwanda, Zambia, Malawi, Ethiopia, with the aim of training 80 suppliers per country. Agreements are to be signed with the hotel industry and retailers so that the agro suppliers can be absorbed into the respective supply chains of the buyers.

2. Private Sector Foundation of Uganda - Mr. Moses Ogwal.

Mr. Ogwal appreciated the regional private sector for the participation at the training, and applauded the consistency in attendance over the past three days- highlighting the importance of the training. He further expressed appreciation to the sponsors, facilitators and the COMESA Business Council for spearheading this initiative.

In closing he reiterated the need for sustainable partnership frameworks; and highlighted the importance of having the financial sector as part of the partnership to ensure access to finance for the SMEs.

3. COMESA Secretariat; Ms. Martha Byanyima

Ms. Byanyima expressed appreciation to the private sector for the participation and for leading initiatives that facilitate their growth and participation in regional trade. She affirmed COMESA's commitment to ensuring that businesses and its citizen's benefit from regional integration. She highlighted that COMESA has other divisions such as the SPS Unit, and the PTA Bank that they are able to work with to ensure issues with respect to quality and access to finance.

In Pictures.

The pictures from the Workshop are available on Google drive, see link below.



CBC Local sourcing-Kampala

https://drive.google.com/folderview?id=0B5gJ8KsvsBQ7eVdMY0ZOdWhNWUE&usp=sharing_eid

