



## NATIONAL FORESTRY AUTHORITY

**CLIENT SERVICE  
CHARTER** 2014 - 2019



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2014 - 2019

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## Appendix 1: Contacts for headquarter and range/plantation offices

National Forestry Authority  
10/20 Spring Road  
P. O. Box 70863, Kampala, Uganda  
Tel: 0312 264 035/6, 0414 230 365/6  
Fax: 0414 230 369  
Email: info@nfa.org  
Website: www.nfa.org.ug

Lake Shore Range  
P. O. Box 23889, Kampala, Uganda  
Tel: 0312 111 438

Budongo Systems Range  
P. O. Box 176, Masindi, Uganda  
Tel: 0392 752 548

Lendu Plantations  
Nebbi – Lendu Road  
Nebbi, Uganda  
Tel: 0392 736 029

Kyoga Range  
P.O. Box 428, Jinja Uganda  
Tel: 0392 736 018

Oruha Plantations  
Kyenjojo Fort Portal Road  
P. O. Box 1082, Kyenjojo, Uganda  
Tel: 0392 736 020

Muzizi Range  
Nyantungo Road  
P. O. Box 1082, Kyenjojo, Uganda  
Tel: 0392 736 020

Rwoho – Bugamba Plantations  
Mile 2, Rwemintongole  
Mbarara, Uganda  
Tel: 0392 752 550

Achwa Range  
P. O. Box 1022, Gulu, Uganda  
Tel: 0392 752 549

Mafuga Plantations  
Karere Off to Kanungu Road,  
Kabale, Uganda  
Tel: 0392 752 546

West Nile Range  
P. O. Box 1, Arua, Uganda  
Tel: 0392 752 547

National Tree Seed Centre  
P. O. Box 23889  
Kampala, Uganda  
Tel: 0312 114 785/ 0414 285 326

South Western Range  
P. O. Box 1, Bushenyi, Uganda  
Tel: 0392 736 023

Katugo Plantations  
Katugo Trading Centre,, Luwero, Uganda  
Tel: 0392 752 551

South Busoga Plantations  
Mayuge  
P. O. Box 482, Jinja - Uganda  
Tel: 0772 553 999

## 8.0 Dispute Resolution

All disputes arising from the relationship between NFA and its clients shall be resolved expeditiously and in the following manner:

- If a client is dissatisfied with our product or service, the first office of resolution will be the Director of the Department from which the disputed product or service has been provided.
- If resolution is not found with the Director of Department, the client will appeal to the Executive Director of NFA.

## Foreword

This Client Service Charter presents the new direction that the National Forestry Authority (NFA) Board and Management have made to revitalize our approach to client relations and service delivery.

NFA is guided by a vision of “a sufficiently forested, ecologically stable, and economically prosperous Uganda”. Its mission is “to manage the Central Forest Reserves on a sustainable basis, and to supply high quality forest-related products and services to Government, local communities and the private sector”.

In implementing the Charter, NFA will rely on the feedback and co-operation from both internal and external clients. Thus, we invite all our stakeholders to support us in implementing this Client Services Charter 2014 - 2019.

The development of this new Charter was driven by the need to reaffirm our commitment to providing quality services to all our clients and to maintaining relationships that will be beneficial to the sustainable management of Central Forest Reserves (CFRs).

Therefore, in accordance with Section 28 of the National Forestry and Tree Planting Act, 2003, I now approve the client Services Charter.

Forests for Prosperity

CHAIRPERSON,  
NFA BOARD OF DIRECTORS

Aerial View of Budongo Forest Reserve

# Acknowledgement

As Management of the National Forestry Authority, we acknowledge the technical input from our staff into the preparation of this Client Service Charter (2014-2018). We also extend our appreciation to Mr. Sam Watasa and his team for their contribution.

Special thanks to all stakeholders who gave us relevant information, including those who participated in the stakeholders' consultative meetings without whom this document would not have been completed.

Finally, National Forestry Authority is committed to the implementation of the Client Service Charter in collaboration with all Stakeholders.

Michael Mugisa  
Executive Director,  
National Forestry Authority

## 7.0 Client service standards

- Our offices wherever they are will be open from 8.00am – 5.00pm, Monday to Friday.
- Customised service provision arrangements will be made for unique and emergency client requirements.
- Our offices will be accessible, client friendly and all staff will wear and conspicuously display NFA Identification Tags for client verification.
- Clients visiting our offices with pre-arranged appointments, who arrive on time, will be attended to in no more than ten minutes.

### 7.1 Telephone Communication

- Client calls through our frontline official lines will be answered within four rings.
- Where this is not possible, clients will be offered the choice to go through to another extension or leave a message. Calls to clients who leave messages will be returned within 12 hours.
- Our staff answering to client telephone calls will at all times state their full name and department.
- If we cannot answer a client query immediately, we will respond to them in not more than 24 hours of the query.

### 7.2 Written Communication

- If a client writes to us, by post, fax or e-mail, we will acknowledge receipt of communication by phone as soon as it is received and reply using the same means within 5 working days.
- Our written communication will be in official and plain language. Write to us using the following address:

National Forestry Authority,  
Plot 10/20 Spring Road,  
P. O. Box 70863  
Kampala, Uganda  
Fax: +256-414-230-369  
Email: [info@nfa.org.ug](mailto:info@nfa.org.ug)  
Website: [www.nfa.org.ug](http://www.nfa.org.ug)

## 6.0 Responsibilities of NFA clients

Clients have a responsibility to act in accordance with terms and conditions of any service contract entered into between themselves and NFA

Clients have a responsibility to provide complete and accurate information prior to and after any service contract. This information at all times forms the basis for decision making on contract performance.

Failure by our clients to provide complete and accurate information may result into denial of service and/or termination of contract.

To facilitate the provision of the above services in a sustainable manner, our clients are expected to:

- Pay for services provided promptly and in full
- Facilitate service areas for inspection
- Raise complaints promptly, formally and accurately
- Promptly update NFA with any changes of client contacts and details
- Treat NFA staff with honesty and courtesy
- Avail all the information requested by NFA staff for the execution of services
- Abide with all legal requirements and desist from illegal encroachment on protected forest areas
- Avoid collusion and compromise that would lead to defrauding of NFA
- Report to NFA all matters deemed to have negative impact on service provision and especially any illegal practices like encroachment or harvesting of forest resources
- Clients are encouraged to propose new ideas to help NFA understand and serve their needs better

## 1.0 Introduction

This Charter outlines our commitment to providing quality services to all our clients and to maintaining relationships that will be beneficial to the sustainable management of Central Forest Reserves (CFRs) and enable provision of forestry products and services for all our stakeholders. The charter provides information to our clients about what they can expect from the National Forestry Authority. It helps us ensure that clients have appropriate access to our products and services, and guides us in continuously improving their quality. It is our promise to clients that they can expect the highest levels of service quality from every member of staff and management at NFA. It lays out our client service principles, standards and our commitment to delivering excellent client service and outlines measures they can take if unsatisfied

### 1.1 National Forestry Authority Mandate

National Forestry Authority is a semi-autonomous government-owned institution that derives its mandate from the National Forestry and Tree Planting Act (2003), which established NFA as part of extensive reforms of the forestry sector. This is in line with Uganda's Constitution (1995), which empowers government to hold Central Forest Reserves (CFRs) in trust for the people, and the National Forestry Policy (2001) which defines the overall goal of forestry development as:

"An integrated forest sector that achieves sustainable increases in economic, social and environmental benefits from forests and trees by the people of Uganda, especially the poor and vulnerable"

Section 52 of the Act mandates NFA to sustainably manage CFRs, and to promote and develop private forestry. Accordingly, NFA manages, in a sustainable manner, the 506 CFRs totaling 1,265,742 ha.

## 1.2 Our Vision

“To contribute to a sufficiently forested, ecologically stable and economically prosperous Uganda”

## 1.3 Our Mission

“To manage Central Forest Reserves on a sustainable basis and to supply high quality forestry-related products and services to Government, local communities and the private sector”

## 1.4 Functions of NFA are to:

- i. Develop and manage all central forest reserves (numbering 506 with a total area of about 1,265,742 Ha);
- ii. Identify and recommend to the Minister, areas for declaration as central forest reserves including amendment of such recommendations;
- iii. Promote innovative approaches for the local community participation in the management of central forest reserves;
- iv. Prepare and implement management plans for the central forest reserves and to prepare reports on the state of the central forest reserves and such as reports as the Minister may require;
- v. Establish procedures for the sustainable utilization of Uganda's forest resources by and for the benefit of the people of Uganda;
- vi. Co-operate and coordinate with National Environment Management Authority and other lead agencies in the management of Uganda's forest resources;
- vii. In conjunction with other regulatory authorities, to control and monitor industrial and mining developments in central forest reserves;
- viii. In consultation with other lead agencies, to develop, or control the development of tourist facilities in central forest reserves;
- ix. Enter into an agreement or other arrangements with any person, for the provision of forestry services, subject to such charges as may be agreed upon;

# 5.0 Rights of NFA clients

## 5.1 Undertaking to External Clients

- To our external clients, we undertake to:
- Welcome all of you with a smile all the time
- Put your needs first
- Treat you with courtesy, consideration and respect
- Listen and respond appropriately to your concerns
- Have qualified and supportive staff to attend to you
- Deal with all your issues with efficiency, fairness and integrity
- Be reliable, honest, and friendly beyond your expectation.
- Provide you with all necessary information possible to resolve your complaints
- Attend to your complaints expeditiously and as a matter of utmost priority

## 5.2 Undertaking to NFA Employees

To each other as employees, we undertake to:

- Treat each other as partners in the success of our common business
- Listen to opinions from each other for new ideas on how to improve services
- Value and appreciate the contribution of every member of staff to the service of our clients
- Regard ourselves as internal customers who must treat each other with respect, courtesy and honesty
- Create forums to share information
- Proactively share information in promoting the standard of our services
- Give timely feedback to each other about our work performance
- Continually empower and develop our skills through training and benchmarking



## 4.0 Our client service principles

We will demonstrate our commitment to excellent client services by:

- Professional and efficient management of client enquiries.
- Treatment of client enquiries seriously, aiming for the right answer the first time.
- Politeness, courtesy and clarity about what can and cannot be done.
- Fair treatment of all clients and recognition of their point of view.
- Actively seeking client views to help us improve our service quality.
- Promoting equal opportunities in all areas of our product and service delivery.

### 4.1 Clear Communication

- We commit to assign our clients a specific contact person who will take ownership and responsibility of your enquiry or transaction and to help address any complaint you may have until it is resolved.
- We commit to provide you with clear explanations regarding your options in terms of NFA products and services.
- We commit to resolving any mistakes fairly, openly and honestly.

### 4.2 Timely Communication

- We commit to defined response periods for dealing with clients.
- We commit to responding to client enquiries and complaints within one working day of receipt.
- We commit to interacting with you on financial matters in a straightforward, transparent and timely manner.

### 4.3 Communication on Licensing

- We will respond to all clients applying for tree planting licenses or concessions within 24 hours on the status of licenses.
- We will communicate all decisions about applications for licenses within 2 days from the date of formal submission of the application.

- x. Carry out or commission research for the purposes of conservation, development and utilization of forests and for the conservation of biological resources and genetic resources; and
- xi. Ensure the training of forestry officers and other public officers in the development and sustainable management of forests.

The NFA may, in addition to the functions specified above, perform any of the following functions in accordance with a contract entered into for the purpose, and subject to such charges as may be agreed upon:

- i. Inspect, monitor, and coordinate local governments in the management of their respective local forest reserves, and produce reports on the state of local forest reserves as the minister may require;
- ii. Provide technical support and guidance to the district forest officers in their delivery of forestry advisory services relating to community forests, private forests, the promotion of tree planting, growing and forestry awareness;
- iii. Supervise and train local governments in the implementation of the provisions of The National Forestry and Tree Planting Act, 2003 relating to planting, protection and conservation of trees and forests;
- iv. Advise on innovative approaches for the local community participation in the management of local forest reserves;
- v. Advise on, and support the preparation of management plans for the local forest reserves, private forests and other forests on private land;
- vi. Liaise with the National Environment Management Authority in the protection of Uganda's forest resources, and the evaluation of environmental impact assessments undertaken for eligible forestry projects.





## 3.0 Our commitments

### 3.1 Corporate Services

We are committed to providing our clients with environment impact assessments, forestry management consultancy services, Geographical Information Systems (GIS), and surveys & mapping services. Our corporate service offers will be customized to unique client needs and delivered in constant consultation with our clients.

### 3.2 Management of Natural Forests

Our commitment is to transparently execute the management of CFR's including conservation of biodiversity, sustainable forest utilisation, land development and management. We commit to do this in consultation with clients and communities neighbouring CFRs

### 3.3 Development and Management of Plantations

It is our duty to provide high quality services in order to facilitate development of plantation forests, promote private forestry, advisory services, harvesting activities and supply of timber, seeds and seedlings to the market.

Under this mandate our services include; Advisory Services, Plantation Development, Saw Mill Centre and the Tree Seed Centre.

### 3.4 Environmental Protection

We shall initiate and join our clients and other stakeholders in activities aimed at conserving and improving the environment. We shall also ensure that our activities, such as tree harvesting, tree planting and ecotourism development among others are managed in a manner that satisfies the economic and social aspirations of our clients without compromising the integrity of the environment.

### 1.5 Key Results Areas

The key results are:

- i. Improve Management of Central Forest Reserves – targeting improved conservation of biodiversity, sustainable yield of forest products and environmental health through agreed plans, research, investments, and responsible management.
- ii. Expand Partnership Arrangements – with a wide range of stakeholders, aiming at increasing the area of forest cover, responsible management of CFRs, new investments, benefit sharing, and efficient resource utilisation.
- iii. Equitably Supply Forest & Non-Forest Products and Services – aiming at providing both the public and private consumers, on commercial basis, with quality forest products, planting materials, forest services, and other non-forest products & services such as maps and technical advice, taking due consideration for the livelihoods of the forest adjacent communities.
- iv. Attain Organisational sustainability – this objective include all aspects of sustainability required for an organization's stability that engenders environmentally conscious economic and social progress.

### 1.6 Our Products

- Tree seedlings of imported and local species
- Fruit tree seedlings
- High quality milled timber
- Large quantities of fire-wood for public institutions
- Land-cover maps of 1990 series and 2005 series.
- Digital Elevation Models ideal for hydrological studies and planning

### 1.7 Our Services

- Training and advisory services in tree nursery management and forestry
- Environmental Impact Assessment for small and large projects
- Eco-tourism services like forest walks, bird-watching, primate-tracking in selected central forest reserves i.e. Mabira, Budongo, Mpanga, e.tc.

- Gardens for out-door events and functions
- Geographical Information Systems (GIS) using the latest software
- Forest inventories
- Biomass studies and monitoring
- Forest surveys using modern equipment like Global Positioning System
- Baseline studies for carbon sequestration projects such as carbon trade.

## 2.0 NFA organisational Structure

