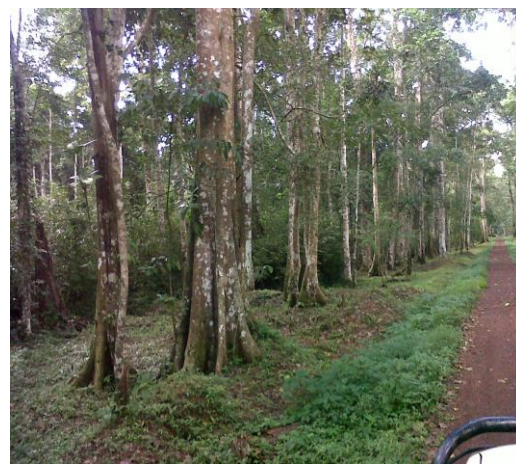




ANNUAL REPORT FOR FINANCIAL YEAR 2012/13



NATIONAL FORESTRY AUTHORITY

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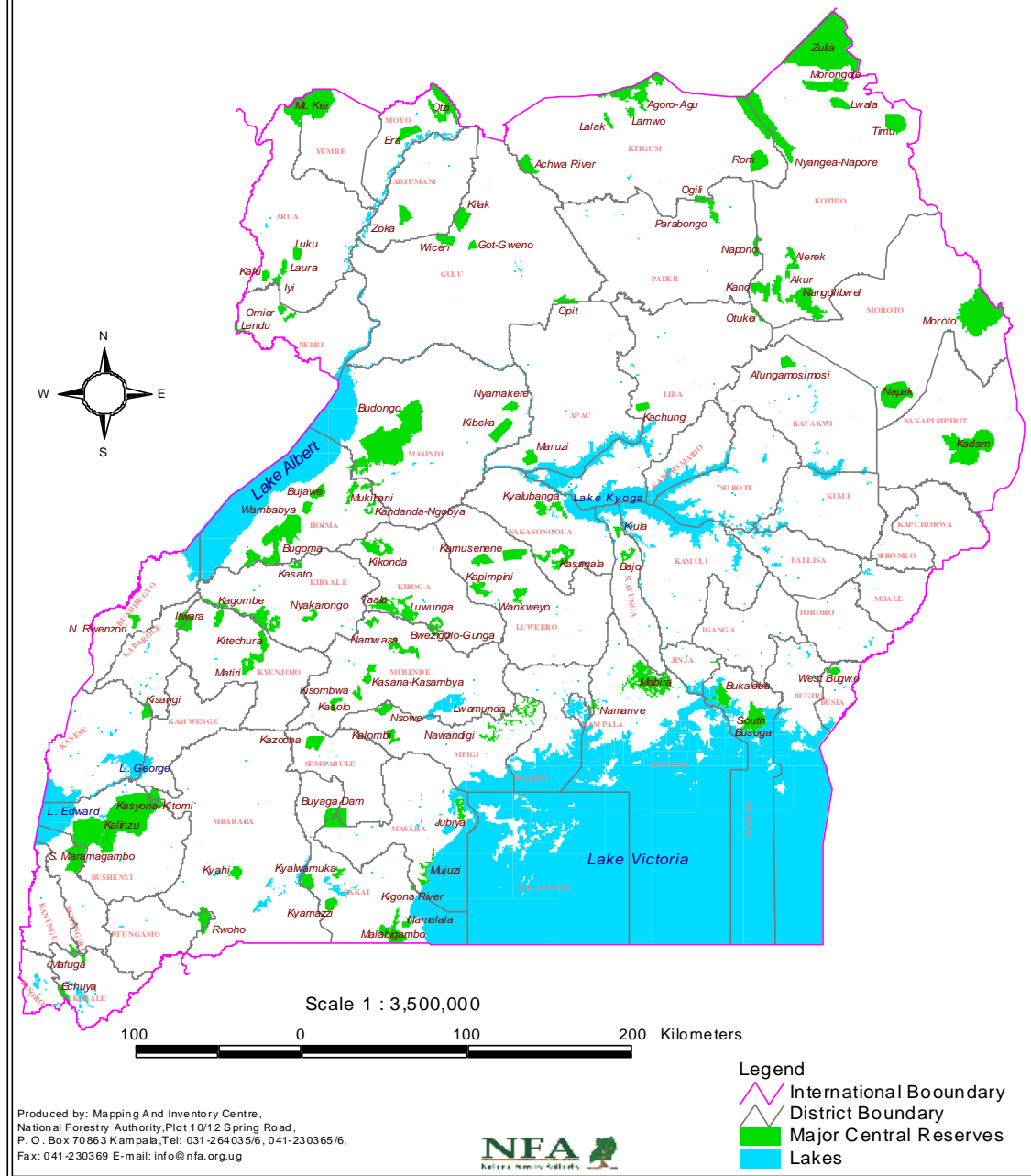
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AUGUST 2013

Major Central Forest Reserves of Uganda



FOREWORD

STATEMENT BY THE EXECUTIVE DIRECTOR

The Financial Year (FY) 2012/13 Annual Report shows achievements and against planned targets for FY 2011/12 which is the ninth year since NFA was launched on 26th April 2004. Section 75 of the National Forestry and Tree Planting Act, 2003 requires the Executive Director to prepare and submit an annual Report to NFA Board of Directors and the Ministry responsible for NFA the achievements during the FY.

The Annual Report documents the achievements for the financial year based on revised income estimates and targets from the NFA Business Plan 2009-2014. During FY 2012/13, NFA generated Uganda shillings (Ushs) **14,504,689,619bn** (Fourteen billion Five hundred four million six hundred eighty nine thousand six hundred nineteen). The internally generated revenue constituted Uganda shillings **6,565bn** (56.21%) amount less by **5.114bn** to what was expected. Uganda shillings **1,828bn** (43%) came from development Partners mainly the World Bank & Norway which supported carbon projects in North Rwenzori, Kasagala and Rwoho CFRs and FK partnership. Government of Uganda (GoU) contributed **6.109 bn** that funded wage bill, recurrent expenditure and development activities out of the expected US\$ **6.400 bn** which performed at 95.5%.

In accordance with the NFA Business Plan 2009-2014, replacement of some aging assets, especially the transport equipment. Three motorcycles and one Pickup for the carbon projects in Mbarara in Rwoho CFR. Investment in forest plantations mainly focused on maintaining the existing growing crop, especially the new crop in Rwenzori, Rwoho and other small plantation across the country. Management was focused to establish new plantations as a priority where 822ha were established in North Rwenzori (100) ha, Mbarara (163) ha, mafuga (145) ha, Lendu (115) ha and 142ha were planted in Opit. The main investment focus in natural forest conservation and maintaining the legal and physical integrity of the CFRs focused on external forest boundary opening where 103km were re-opened and marked with concrete pillars. In addition we maintained 33 km of forestry boundaries and 1,204 of encroachers left voluntarily from Luwunga & Kisombwa CFRs. Focused demand driven research continued to be carried out in both plantations and natural forests by NFA, National and International students 37 Research licenses were given out. Other forest management activities included forest inventories, 281ha restoration and enrichment planting of degraded areas. These were aimed at promoting sustainable management of forests.

NFA management fully recognizes the value and effectiveness of partnerships, these partnerships were promoted among stakeholders and interested parties (private tree farmers, NFA signed 3 CFM agreements with Local Communities adjacent to forest reserves of Kasagala and Mubuku CFRs. The partners were engaged in planting, conservation and management of CFRs.

Finally, I would like to express my warmest appreciation of NFA's highly committed Board of Directors, stakeholders and hardworking staff for their great contributions and achievements in FY 2012/13.

Yours Sincerely,

Michael Mugisa
EXECUTIVE DIRECTOR

ACRONYMNS

ACODE	ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT
AOP	ANNUAL OPERATING PLAN
BN	BILLION
CFM	COLLABORATIVE FOREST MANAGEMENT
CFR	CENTRAL FOREST RESERVE
CSOs	CIVIL SOCIETY ORGANISATIONS
CTPP	COMMUNITY TREE PLANTING PROGRAMME
EU	EUROPEAN UNION
EMCBPII	ENVIRONMENTAL MANAGEMENT CAPACITY BUILDING PROJECT II
FBEs	FOREST BASED ENTERPRISES
FK	FREDS KORPSET
FIS	FORESTRY INFORMATION SYSTEM
FRMCP	FOREST RESOURCE MANAGEMENT AND CONSERVATION PROGRAMME
FY	FINANCIAL YEAR
GIS	GEOGRAPHICAL INFORMATION SYSTEMS
GOU	GOVERNMENT OF UGANDA
IFM	INTERGRATED FINANCIAL MANAGEMENT
IUCN	INTERNATIONAL UNION FOR CONSERVATION OF NATURE
MOU	MEMORANDUM OF UNDERSTANDING
MTN	MOBILE TELECOMMUNICATION NETWORK
MWE)	MINISTRY OF WATER AND ENVIRONMENT
NaFORRI	NATIONAL FORESTRY RESOURCES RESEARCH INSTITUTE
NFA,	NATIONAL FORESTRY AUTHORITY
NTSC	NATIONAL TREE SEED CENTRE
PCRC	PERFORMANCE CONTRACT REVIEW COMMITTEE
REDD	REDUCING EMISSIONS FROM FOREST DEFORESTATION AND DEGRADATION
RFM	RESPONSIBLE FOREST MANAGEMENT
SHS	SHILLINGS
TMF	TROPICAL MOIST FORESTS
Ushs	UGANDA SHILLINGS
URA	UGANDA REVENUE AUTHORITY
UWA	UGANDA WILDLIFE AUTHORITY
WCS	WILDLIFE CONSERVATION SOCIETY
WWF	WORLD WILD FUND

EXECUTIVE SUMMARY

Back ground

The Financial Year (FY) 2012/13 report focused on meeting the overall Vision and Mission of NFA and with specific reference to the third year of the revised Business Plan 2009 - 2014. The Annual Report presents the achievements of Financial Year 2012/13 for activities planned for under the four strategic objectives namely: improving management of Central Forest Reserves; expanding partnership arrangements, supplying high quality products and services and attaining organizational sustainability.

Assumptions

The assumptions made during the planning process were partially achieved since some of the activities could not be met. However, the guiding assumptions were: (i) Expenditure was focused to meet contractual field work commitments focused on increasing forest cover and sustainable forest management; (ii) Improved staff retention through the review of employee reward and motivation systems, (iii) Timely release of funds from development partners and (iv) Adequate staffing levels.

Income and expenditure for 2012/13

Income: During FY 2012/13 NFA received 14.504bn out of expected Shs. 22.179bn which were realized from various sources to meet both the recurrent and development expenditures. The planned recurrent expenditure was Shs. 24.480 billion which was less by 9.976 bn. There was a gap in implementation of activities since the funds were not enough to undertake all the planned activities. Currently NFA's internally generated revenue is unable to meet most of the operational costs, yet previous investment costs have largely been funded from development partners.

Estimates of expenditure: For the FY 2012/13 NFA achieved from Non Tax Revenue (NTR) and Donors a total amount of 14.504bn out of expected Shs. 22.179billion, excluding depreciation of Shs. **0.558** billion. This amounts to an increase of 9% from the budget for 2011/12 and a reduction of 16% from the 2012/13 revenue estimates. Total recurrent expenditure, excluding investment in new plantation establishment and tending old plantation crops and capital costs decreased by 6% from the forecast budget for 2012/13

- **Payroll related costs:** Payroll related costs including provision for staff gratuity, amounted to Shs.5.35bn out of Shs. 4.743billion which was received from government towards the end of FY year 2012/13. Other personnel costs such as staff allowances among others performed at 61.04 % of the budgeted 2.359bn.
- **Forest costs:** Direct forest based costs of 3.7bn was capitalized in relation to plantation establishment and maintenance under the donor supported programs. During the FY 2012/13, 4.610 bn was spent showing the performance of 51.9% of the budgeted 8.890bn.
- **Investment in plantation stock:** Additional investment in plantation stock was done and NFA continued to maintain the entire crop that had been planted in earlier years. This was mainly in CFRs covered by the carbon financing arrangement with the World Bank and that in Northern Uganda supported by the Government of Norway funding and the already established and inherited plantations.

- **Capital expenditure:** The capital expenditure performed at 1.03bn which is 33% of 3.1bn budgeted for. This was far below given the fact that most of the assets have aged (beyond their useful life) such as the fleet and IT equipment. Otherwise most of the vehicles and motorcycles needed replacement. The capital expenditure for FY year 2011/12 noted the acquisition of additional 10 desk computers.
- **Enhancing Corporate Governance:** In order to enhance good governance, NFA cooperated with Civil Society Organizations in their role as watch-dogs of society to demand accountability in the management of CFRs. The aim was to promote a common understanding on the need to govern the CFRs in accordance with the policies and laws that provide for increased participation of the public in forest management and administration.
- **Seed:** NFA marked 7 seed stands and established 51ha of orchards in Kasagala and Okavu and katugo CFRs. A total of **7,965.38** kgs of indigenous seed and imported seed (178) kgs from Brazil were procured. 178kg of pine seed was imported from Brazil.
- **Seedlings:** 11,395,296 high quality seedlings of broadleaved, coniferous species and other planting materials e.g. bamboo were raised. This included seedlings meant for community tree planting, NFA own planting and for sale to public. NTSC was the major contributor and other regional nurseries located upcountry. Also 10,006 bamboo calms were produced.
- **Planting:** A total of 45,731ha cumulatively have been planted by the private sector and 822ha by NFA during this FY of 2013. This included replanting harvested areas in, Bugamba/Mbarara, Lendu, Mafuga and North Rwenzori
- **Tending:** 7,016ha of the young crop in South Busoga, Mwenge, Mafuga, Lendu, Katuugo, Rwoho, North Rwenzori and Bugamba were maintained according to standards of good practice such as weeding, pruning and thinning.
- **Roundwood:** NFA supplied 26,010.63m³ of round wood from both Natural forests and plantations. Natural Forests contributed 1,166.95m³ while the existing mature plantations produced 24,825.92m³ of saw logs from natural forests. Less contribution came from Natural forests due to the ban that was imposed on major timber producing districts in Uganda by Minister of water and environment in 2011.

TABLE OF CONTENTS

ACRONYMNS.....	IV
EXECUTIVE SUMMARY	V
BACK GROUND.....	V
TABLE OF CONTENTS	VII
LIST OF FIGURES.....	VIII
LIST OF TABLES.....	VIII
1. INTRODUCTION	1
1.1 BACKGROUND	1
1.2 VISION	1
1.3 MISSION.....	1
1.4 VALUES	1
1.5 OBJECTIVES	1
3.0 PLANNED ACTIVITIES, TARGETS AND PERFROMANCE INDICATORS	5
3.1 MANAGEMENT OF ALL CENTRAL FOREST RESERVES IMPROVED.....	5
3.1.1 <i>Restore the physical and legal integrity of CFRs</i>	5
3.1.2: <i>Responsible forest management of CFRs</i>	5
3.1.3: <i>Restore degraded natural forests</i>	6
3.1.4: <i>Develop forest plantations.....</i>	7
<i>Cap.3: High quality seedlings produced at NTSC, that has expanded to accommodate community tree planting program</i>	8
<i>Cap. 4: A well maintained plantation in Rwoho carbon project site (has started to be paid for carbon credits)</i>	8
3.1.5: <i>Sustainable management of woodland CFRs</i>	9
3.1.6: <i>Develop, maintain and disseminate forestry information</i>	9
3.1.7: <i>Develop infrastructure for effective management of CFRs</i>	10
3.2 EXPAND PARTNERSHIP ARRANGEMENTS	10
3.2.1: <i>Improving the Sanctity of CFRs through Partnership Arrangements</i>	11
3.2.2: <i>Partnerships for Improvement of Local Community Livelihoods from Forest-Based Enterprises</i>	11
3.2.3: <i>Partnership for Improvement of Knowledge and Skills in Forest Resource Management.....</i>	12
3.2.4: <i>Private-Public Sector Partnerships for Increased Social and Environmental Services from Central Forest Reserves.....</i>	13
3.3 SUPPLY FOREST AND NON FOREST PRODUCTS AND SERVICES	14
3.3.1: <i>Supply of quality Tree seed and planting materials</i>	15
3.3.2: <i>Supply of wood products from CFRs.....</i>	15
3.3.3: <i>Supply of non-wood products and services from CFRs.....</i>	16
3.3.4: <i>Supply of non-forest-related products and services.....</i>	17
3.3.5: <i>Business partnerships with the private sector to increase supply of forest products and services.....</i>	18
3.4 ORGANIZATIONAL SUSTAINABILITY	18
3.4.1: <i>Corporate governance for organizational sustainability</i>	19
3.4.2: <i>Resource mobilization for sustainability</i>	19
4.0 THREATS AND CHALLENGES.....	21
4.1 CHALLENGES	21
4.2 LESSONS LEARNT	21
4.3 RECOMMENDATIONS AND WAY FORWARD	22

APPENDIX 1	23
HEADQUARTER AND SUPPORT OFFICES	23
AUDITORS:.....	24
PRINCIPAL BANKERS:	24
A LIST OF EMPLOYEE’S OF NATIONAL FORESTRY AUTHORITY FOR THE FY 2012/13	25

LIST OF FIGURES

FIG.1 REVENUE ANALYSIS FOR SALE OF FORESTRY PRODUCTS FOR THE PERIOD 2012/13	3
FIG 2.ANALYSIS OF EXPENDITURE PERFORMANCE FOR FINANCIAL YEAR 2012/13	4

LIST CAPTIONS

<i>Cap .3: High quality seedlings produced at NTSC, that has expanded to accommodate community tree planting program</i>	<i>8</i>
<i>Cap .4: A well maintained plantation in Rwoho that has started to be paid for carbon credits.....</i>	<i>8</i>

LIST OF TABLES

TABLE 1: PHYSICAL AND LEGAL INTEGRITY OF CFRS RESTORED	5
TABLE 2: CFRS MANAGED RESPONSIBLY	6
TABLE 3: DEGRADED NATURAL FOREST RESTORED	7
TABLE 4: INCREASE IN AREA OF FOREST PLANTATIONS IN CFRS	7
TABLE 5: WOODLANDS CFRS SUSTAINABLY MANAGED	9
TABLE 6: FIS DEVELOPED, MAINTAINED AND DISSEMINATED	9
TABLE 7: LEVEL OF INVESTMENTS IN FOREST ASSETS AND INFRASTRUCTURE INCREASED	10
TABLE 8: IMPROVED SANCTITY OF CFRS THROUGH PARTNERSHIP ARRANGEMENTS	11
TABLE 9: AREA UNDER COLLABORATIVE FOREST MANAGEMENT INCREASED	12
TABLE 10: PARTNERSHIPS DEVELOPED AND IMPROVING KNOWLEDGE AND SKILLS IN RFM.....	13
TABLE 11: AREA OF PLANTATIONS MANAGED ON LICENSE	14
TABLE 12: QUALITY TREE SEED AND PLANTING MATERIALS SUPPLIED	15
TABLE 13: VOLUME OF WOOD PRODUCTS SUPPLIED FROM CFRS.....	16
TABLE 14: VOLUME OF NON-WOOD PRODUCTS AND SERVICES SUPPLIED FROM CFRS	17
TABLE 15: NON-FOREST-RELATED PRODUCTS AND SERVICES SUPPLIED.....	18
TABLE 16: BUSINESS PARTNERSHIPS WITH THE PRIVATE SECTOR DEVELOPED.....	18
TABLE 17: RESOURCES MOBILIZED FOR NFA SUSTAINABILITY	19
TABLE 18: HUMAN RESOURCES EFFICIENCY IMPROVED.....	20

1. INTRODUCTION

1.1 Background

This Annual Report covers the period 1st July 2012 to 30th June 2013. The Annual report follows the indicators outlined by the Business Plan 2009-2014 and Performance Contract between the Government of Uganda (GOU) represented by the Ministry of Water and Environment (MWE) and National Forestry Authority. This is the 3rd Annual Report in implementation of revised Business Plan. The indicators and targets are subject to annual reviews by the Performance Contract Review Committee (PCRC) and approval by the parties of the Performance Contract.

This Annual Report focused on all the activities implemented by all directorates as stated in the Annual Operations Plan (AOP). This report is about achievements supported by Non tax revenues (NTR) and support received from development partners in fulfillment of AOP budget estimates approved by the NFA Board of Directors and the Minister of Water and Environment.

1.2 Vision

The vision of NFA is “*a sufficiently forested, ecologically stable and economically prosperous Uganda*”.

1.3 Mission

Central Forest Reserves sustainably managed and high quality forestry related products and other services supplied to government, local communities and the private sector.

1.4 Values

To guide its operations, the Authority believes in:

- i. **Integrity** – being honest, reliable and truthful at all times.
- ii. **Excellency** – producing highly professional work, outstanding, and exceptional at work.
- iii. **Transparency** – openness and non-tolerance to sectarian tendencies and corruption.

1.5 Objectives

During the financial year 2012/13, NFA plans to implement the strategic objectives outlined in the Business Plan as shown hereunder:

- i. **Improved Management of all Central Forest Reserves** – resulting in improved conservation of biodiversity, sustainable yield of forest products and environmental health through agreed plans, research, investments, and responsible management.
- ii. **Expanded Partnership arrangements** – substantial increase of the area of forest reserves under joint management through partnership arrangements, with Private Sector, CSOs, NGOs, Government Institutions and local communities to promote new investments, benefit sharing, and efficient resource utilization.
- iii. **Equitable supply of Forest and non-forest products and services**– supply of quality forest and non-forest products and services, like timber, trees, planting materials, forest services, maps and technical advice to both public and private consumers on a contractual basis.
- iv. **Organizational sustainability** – To become organizationally self-sustaining and engender environmentally conscious, economic and social progress through sound technical forestry activities.

Financial Analysis of Income and Expenditure during FY 2012/13

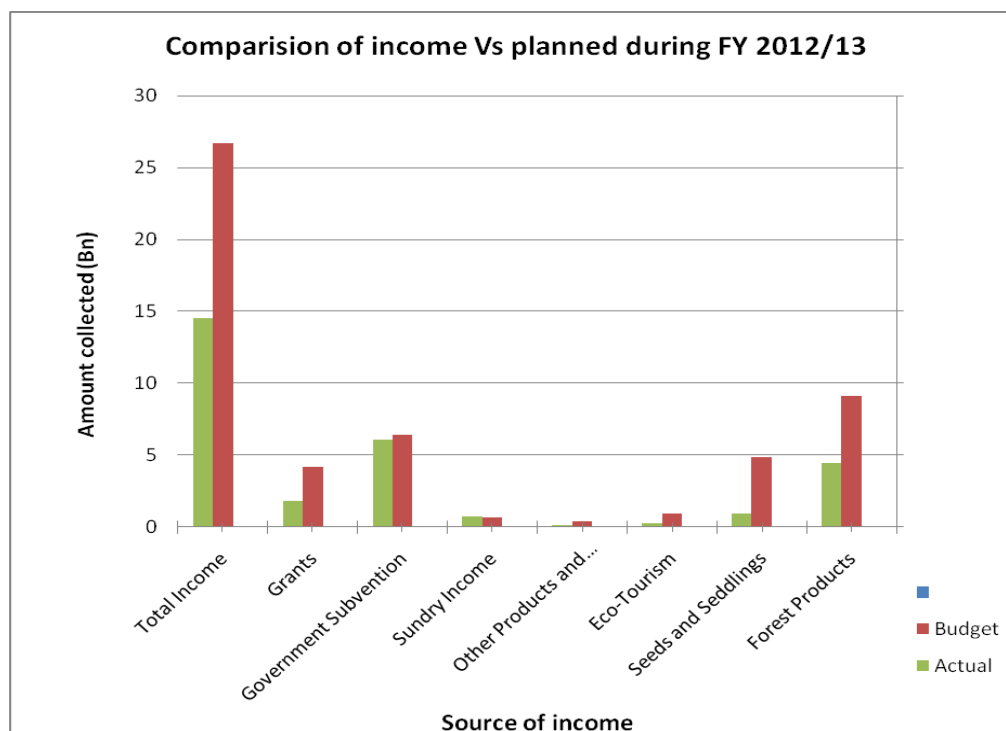


Fig.1 Revenue analysis for sale of forestry products for the period 2012/13

The above graph compares revenue performance for 2012/13. Revenue from sale of forest products decreased since there were no mature plantations to dispose off while a decrease in sale of seed/seedlings was partly affected by delayed importation of seed due to cash flow constraints.

Ecotourism revenue for FY 2012/13 showed an increase due to most ecotourism sites being managed privately and increased vigilance in monitoring by field staff. Other products and services produced more income than before as the organization received more consultancies than the previous FY of 2012. Sundry revenue decreased as there was less adhoc income from sale and management of license agreements similar to those of Katugo and Namasiga carried out during FY 2011/12. Revenue from Telecom masts increased with issuing of two more masts and appreciation of the dollar.

Government subvention showed a significant increase due to supplementary budget that catered for wage bill of 5.2bn for NFA staff salaries. Recurrent grants decreased significantly due to reduced World Bank carbon projects funding of tree planting in North Rwenzori and Kasagala CFRs.

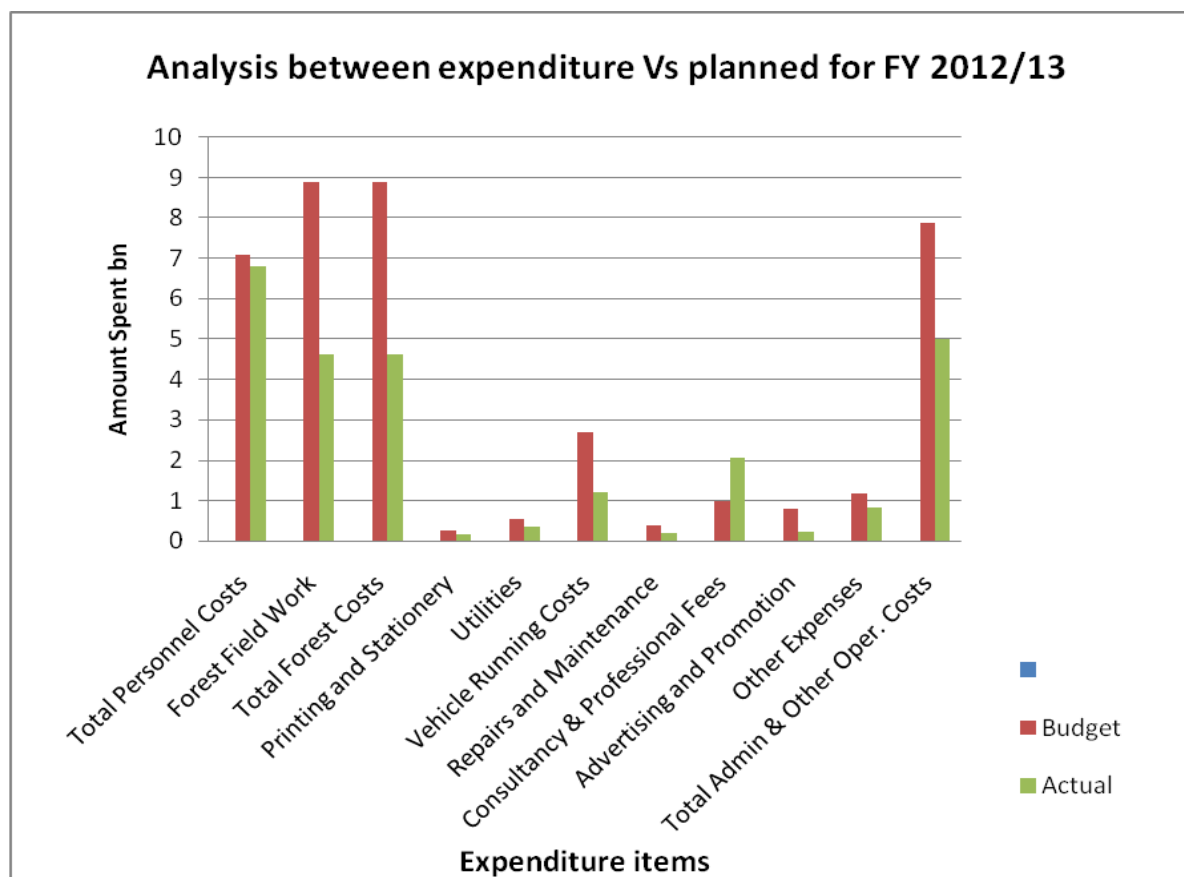


Fig 2. Analysis of expenditure performance for financial year 2012/13

The above graph shows performance expenditure for 2012/13, payroll costs remained high due to revision of staff salaries in last quarter of FY 2012 to match the inflation in the economy since inception salaries had not been reviewed.

Direct forest based costs significantly decreased due to less funds available for forestry investment and other related activities such as patrols and silvicultural practices. Much of the investments were mainly by World Bank funding project in North Rwenzori and Kasagala CFRs which later included carbon project in Rwoho.

Vehicle running costs decreased because there was no purchasing of new machinery especially vehicles and motorcycles and most of the fleet was not operating due to mechanical breakdown.

Consultancy and legal fees showed a significant increase as the organization was involved in major court cases where NFA lost many cases leading to several compensations.

Depreciation was minimal since there no new machinery acquired during the FY 2012/13, only old machines depreciated.

3.0 PLANNED ACTIVITIES, TARGETS AND PERFORMANCE INDICATORS

This Chapter outlines planned activities under each objective, targets, indicators for 2012/13, and physical achievements for the same financial year against planned targets as per AOP. The planned activities were implemented by all cost centers through the respective annual work plans.

3.1 Management of all central forest reserves Improved

These strategic objectives were implemented under nine priority areas as described in this section.

3.1.1 Restore the physical and legal integrity of CFRs

The total CFRs boundary length is over 11,000 Km; with Uganda Wildlife Authority (UWA) and Uganda National Roads Authority (UNRA) having marked the boundaries with concrete pillars, it is only Forest reserves (Local Forest Reserves and CFRs) that remain with non-visible boundaries and remain unprotected and prone to encroachment. 103 Km of Boundary resurvey done in Matiri, Towa, Bugoma, Kyamugongo , Ruti , Lobajo, Banda and Labajo CFRs. 15 km of Towa boundary was marked with 40 pillars and planted with live markers with support from WWF Project.

Table 1

Table 1: Physical and legal integrity of CFRs restored

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Length of Forest Boundary re-survey/ re-opening (km)	38	235	103	43
ii. Length of Forest Boundary maintenance (km)	29	34	33	97

Boundary maintenance was carried out in Kashyoha Kitomi, Kafu, Eria and Otze CFRs. 57 Km of road (Biking Trail) opened in Budongo under USAID Tourism for Biodiversity Project and continued to expand the trails in Kaniyo Pabidi to improve Tourist access to the Chimps.

3.1.2: Responsible forest management of CFRs

Under responsible forest management (RFM), NFA revised and reviewed Forest management plan for Kalinzu and resurveyed the boundary for Towa which was planted with 40 concrete pillars, supported by WWF. These are some of criteria for FSC certification conditions that portray a very well managed forest. Also Forest

Management plans for Kashyoha-Kitomi, Mt Kei, South Imalamagambo, Budongo, Bugoma, Otze-Zoka and Itwara were reviewed.

Table 2: CFRs managed responsibly

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Kalinzu CFR in Bushenyi and Towa CFR in Kalangala	2	2	0	-
ii. Develop criteria and indicators for CFRs	2	5	0	-

3.1.3: Restore degraded natural forests

Due to increased population and poverty several groups in Uganda have migrated to various areas and have ended up resettling in CFRs. The list of migrants has been dominated by Bakiga, Bafumbira and Basoga who have settled and degraded most of the forests in Uganda including forests in Kibaale, south Busoga and many others.

Eviction was carried out successfully in the CFRs of Bugoma, Kisombwa, Navugulu, Degeya, Buwa, Kalandazi and many others in Mpanga Sector. Eviction continued in CFRs of Ibamabaro, Rwesambya, Buhingiro and Omier in collaboration with the District authorities and Security Agencies. 6497 encroachers were evicted and over 7,084 Ha freed.



Cap.1: Encroachment on CFRs in kibaale that has degraded most of natural forests in Uganda



Cap.2: A resurveyed boundary for Towa CFR and well marked with concrete pillars, one way of resolving conflicts with communities.

Table 3: Degraded natural forest restored

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Area of woodlands and TMFs restored (ha).	0	232	0	-
ii. Affirmative silviculture for Bamboo regeneration	0	1,000	2	0.2
iii. Encroachment planting	279	360	581	78
iv. Enrichment planting	0	324	12	3.7

NFA restored 581ha of encroached forests by planting indigenous tree species in the woodlands, bush lands and TMFs of, Masamya, Navugulu, Natyonko, Mabira, and Lwamunda, Enrichment planting was carried out in Kalinzu CFR covering 12ha, in which trees species such Fagara, Newtonia, Markhemia, and Prunus tree species were used.

3.1.4: Develop forest plantations

NFA has taken advantage of the enabling policy & legal framework, the rising demand for forest products, the interest of the private sector to invest part of their money in tree growing and the enabling incentives for private tree planting to promote investment in forest plantations.

Table 4: Increase in area of forest plantations in CFRs

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Area in CFRs with new private plantations (ha)	-	7,500	0	-
ii. Area of industrial timber plantation established by NFA (ha)	958.8	786	822	104.6
iii. Area of industrial charcoal plantation established by NFA (ha)	1,019	600	0	0
iv. Demonstration plantation	0	122	39	31.96
v. Area of forest plantations weeded (ha)	9,133	8,180	7,016	85.8
vi. Area in CFRs with silvicultural tending (Thinning,). (ha)	1,176	3,206	386.3	12.05
vii. Area in CFRs with silvicultural tending (Pruning, Climber cutting). (ha)	1266.5	3,206	1326.6	41.4
viii. Distance of Firebreaks maintained (Km)	201.3	166	62.2	37.5
ix. Area demarcated for plantation development by private sector (ha)	2,100	10,000	790	7.9
x. Area of private plantations on CFRs verified and mapped (ha)	6,097	10,000	3,924	39.24

NFA has continued to implement its Timber Plantation Investment Strategy (NFA, 2006),

which aims at planting a total of 7,500 ha by private sector and 2,500ha by NFA per year in the country. During the FY NFA established a total of 822ha in various plantation areas, although the figure falls far below the target. This was due to a number of reasons including limited funds, unfavorable climatic conditions and grazers who destroyed a reasonable number of hectares in Mbarara (Buganda CFR) plantation area. The following hectares were planted during the FY 2012/13, Mafuga (145) ha, Mbarara (163) ha, Opit (142) ha, Lendu (115) ha, and North Rwenzori (100) ha. Overall 822 hectares of new plantations have been established out of the annual target of 1,386 hectares. Other areas planted in Natural Forests include; Kyoga (84) ha, these were established in Nile Bank (41) ha, Natyonko (31), Mbale and West Bubwe (12) ha.

A total of 7,016 ha were weeded out of a target of 10,544 ha while 1326.6ha were pruned and 386.3ha thinned in plantations of Mafuga, Mbarara, South Busoga, Lendu, Opit/Abera, Mwenge and Katugo.

110 hectares of plantation lost to fires in North Rwenzori (109) ha and Mbarara plantation (1) ha areas

104 Km of roads were maintained in plantations of Mwenge (19) km and Katugo (5) km. mafuga (80) km cumulatively only 104Km out of the annual target of 214 have been maintained. 1,533 hectares of plantations managed by cutting the climbers in Lendu, and Mbarara plantation areas.



Cap.3: High quality seedlings produced at NTSC, that has expanded to accommodate community tree planting program



Cap. 4: A well maintained plantation in Rwoho carbon project site (has started to be paid for carbon credits)

3.1.5: Sustainable management of woodland CFRs

Piloting sustainable production of fuel wood and charcoal from Kasagala CFR in Central Uganda is in progress where 2,019ha were established and enriched for high quality charcoal production. 3 Charcoal kilns were constructed including stores for keeping the charcoal however the structures have not been utilized yet because the trees are still immature. The project was supported by World Bank under EMCBP II.

Table 5: Woodlands CFRs sustainably managed

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
No. of woodland CFRs brought under productive management.	1	1		

During the implementation of EMCBP II, meetings were held with adjacent communities which yielded into signing and formation of two CFM groups after agreeing on rights and responsibilities of each party. Prior to the project, biodiversity zones were identified, and marked on the ground. 92km of Kasagala CFR were resurveyed and marked with concrete pillars to avoid conflicts with adjacent communities in future.

3.1.6: Develop, maintain and disseminate forestry information

NFA has disseminated forestry related information to different stakeholders through participation in workshops and shows. Several brochures, Magazines, quarterly & Annual reports, management plans and all other related information have been given out to the public. NFA is in a process of developing an appropriate Forestry Information System (FIS) in addition to the website in a bid to improve data storage and dissemination.

Table 6: FIS developed, maintained and disseminated

Performance Indicator	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
Level of FIS developed and operational (%).	-	30	0	

NFA disseminated information pertaining forest conservation creating awareness among communities through meetings/workshops, road shows and radio talk shows. 18 Radio talk shows and sport messages were aired out on various Radios and TVs.

NFA held meetings with partners that covered different audiences at national, district and community levels. 37 District stakeholder meetings were held in Mityana, Kyegegwa,

Mpigi, Mukono, Hoima, Masindi, Kibaale, Nebbi, Buvuma and others to secure support of the districts for removal of encroachers and control of all illegal activities.

3.1.7: Develop infrastructure for effective management of CFRs

NFA maintained a total of 161 km of forest roads for easy management of the Plantations and Natural forests.

NFA procured 3 motorcycles, 01 vehicle which was handed over to carbon plantation areas of Mbarara (Rwoho). Also NFA procured 14 Computers, 14 UPSs and 01 server to support the IFM system. The IFM is used to monitor financial performance of the organization. 02 accommodation blocks, 01 office block, 01 Toilet and 01 charcoal store all constructed in Kasagala supported by World Bank under EMCBP II.

Table 7: Level of investments in forest assets and infrastructure increased

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Length of Forest roads constructed (Km).	60	30	0	0
ii. Length of Forest road maintained (km)	46	253	104	41.1
iii. Motor cycles procured.	3	20	3	15
iv. Motor vehicles procured	03	5	1	20
v. Motor boats procured	0	1	0	0
vi. Motor cycles maintained and running	140	180	100	55.5
vii. Motor vehicles maintained and running	73	73	69	94.5
viii. Motor boats maintained and running	0	4	0	-
ix. No. of new buildings built-office.	01	2	1	50
x. No. of new buildings built-Ecotourism	0	0	0	-
xi. No. of new buildings built-Staff accommodation.	0	2	2	100
xii. No. of new buildings built-Store.	0	2	1	50
xiii. No. of new buildings built-Latrine.	0	2	1	50
xiv. No. of old buildings renovated and/or maintained-Bandas.	0	8	0	-
xv. No of new computers procured	10	42	14	33.33
xvi. No Photocopier machines	03	1	0	-
xvii. No of printers procured	05	6	0	-
xviii. No PBX	0	1	0	-
xix. No Scanners procured	0	1	0	-
xx. UPSs	10	41	14	34.15
xxi. GPSs	0	10	0	-
xxii. Voltage Stabilizers	0	10	0	-
xxiii. Fire beaters	110	300	0	-

3.2 Expand Partnership Arrangements

NFA continued to partner with a number of stakeholders namely, UWA, Jane Goodall, NAFORRI, Uganda Forestry Association (UFA), Nyabyeya Forestry College, Makerere University, Faculty of Nature Conservation, NEMA, IUCN, ACODE, FK Norway, Nature Uganda, WWF, Care Uganda and Woods Hole Research Centre in order to augment its capacity to effectively manage the CFRs. NFA worked closely with Makerere university to

promote research in various CFRs, 31 research licenses were issued across the country.

3.2.1: Improving the Sanctity of CFRs through Partnership Arrangements

NFA continued to sign more MoUs and continued to implement the exiting MoUs and Agreements with Uganda Forestry Association, Care International in Uganda and NaFORRI to improve the sanctity of the CFRs to mention but a few. NFA signed an MOU with Uganda Parliamentary Forum on Millennium Development Goals to win government on increased funding of forestry activities and secure their support on removal of encroachers from CFRs.

Table 8: Improved Sanctity of CFRs through Partnership Arrangements

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
No. of MoUs signed with partners	0	10	8	80
No. of Partnerships engaged in	4	10	5	50

During FY 2012/13, NFA signed eight (8) Memorandum of Understanding with various organizations for partnerships to increase tree cover in Uganda which included, National Environmental Protection Unit, Bakitara Engineering Works Ltd, Uganda Parliamentary Forum On Millennium Development Goals, Partners (Straight Talk Foundation And Nature Uganda) Implementing The British American Tobacco Biodiversity Partnership Project, Uganda Forestry Association, Alliance (Humanitarian Efforts & Relief Uganda, Uganda Muslim Youth Assembly And Uganda Muslim Teachers Association), International Centre For Research In Agro forestry, Nature and Livelihoods.

3.2.2: Partnerships for Improvement of Local Community Livelihoods from Forest-Based Enterprises

NFA partnered with 5 villages in Mbarara plantation area in Rwoho CFR through collaborative Forest management (CFM). NFA provided support through building their capacity, technical advice and provision of seedlings to plant in these five earmarked carbon project areas. Through mutual understanding these villages will earn carbon credit payments after NFA has sold to World Bank.

Table 9: Area under Collaborative Forest Management increased

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. No. of CFM agreements signed	08	5	3	60
ii. Area of CFRs managed under CFM agreements (Ha)	43,804	46,000	225,957	491.2
iii. No. CFRs managed under CFM agreements	46	48	15	31.3
iv. No. of HHs participating in CFM agreements.	778	400	2,013	503.3
v. No of community groups supported with grants	0	4	5	125
vi. No of groups initiated in CFM	0	33	23	69.7

During the period under review, 03 Collaborative Forest Management agreements (CFM) were signed with communities neighboring Kasagala and Mubuku CFRs and are geared towards improving their livelihoods and protecting the forests from encroachers. Restoration planting was done with support of Partners in Mabira, Lwamunda, Navugulu. 6CBOs completed negotiation for CFM in Mityana CFRs and 2 in Kalinzu CFR awaiting signing. 15 community associations in Lwamunda Sector and 5 in Mpanga Sector have been initiated to CFM process.



Cap.5: Executive Director NFA at a ceremony of signing a memorandum of understanding with a CBO



Cap .6: Executive Director NFA sensitizing encroachers in Mityana in attendance of District leadership

3.2.3: Partnership for Improvement of Knowledge and Skills in Forest Resource Management.

In order to build a responsible Forest Management (RFM) a good knowledge base and skills was attained through carrying out research in various CFRs. 37 out of 35 licenses planned for were given to Makerere and other international universities to carry out

research.

Table 10: Partnerships developed and improving knowledge and skills in RFM

Performance Indicator	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
No. of partnerships and/or licenses issued out for research in forest resources management.	22	35	37	105.7

NFA worked with research institutions of Makerere University, NaFORRI and other research institutions and individuals to carry out research on evasive species, pests and diseases CFRs. Furthermore, NFA will bring on board local and regional/international organizations, especially in areas of research, training, technology transfer, GIS and map production.

3.2.4: Private-Public Sector Partnerships for Increased Social and Environmental Services from Central Forest Reserves

Partnerships have been established with CBOs, NGOs and Private organizations to improve Forest Management: WWF provided direct funding of 103, 210,000 for Forest Certification activities to Kalinzu and Towa CFRs.

Funding of \$ 285,360 was approved for the 6th round of FK staff exchange programme with Ngorogoro Conservation Area Authority-Tanzania and Directorate of Forestry and Environment of Burundi. The exchange is ongoing with 2 Forest Supervisors in Burundi and Tanzania.

Partners working in the Ranges to support forest activities include USAID, CARE, JGI and WWF-CO. Coordination was done with DLGs, DFS, FSSD and UWA.

WWF- Sustainable Forest Management and Forest Certification Project completed pre assessment in Kalinzu and Towa CFRs with promising results. The process is being fast tracked through preparation of Kalinzu FMP.

NFA is participating in the development of the National Forest Standard based on FSC Standard with support of WWF. MOUs signed with WWF, Tree Talk, Bakitara Community Group and others are in process with Standard Chartered Bank, BAT, and USAID- AWF -T4B Project. Tree planting was done to celebrate 50 years of independence in Bunyoro region covering schools and administrative centres. Total of 78,160 seedlings were planted.

Table 11: Area of plantations managed on license

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. No. of active licenses issued out for private tree growing in CFRs (cumulative).	0	0	0	0
ii. Area of forest plantation established by Private Sector in CFRs (cumulative).	43,804	42,500	1,927	4.53
iii. Partnerships for carbon trade established.	0	35	1	2.9
iv. Pilot partnerships for integrated water resources management established.	0	35	0	0

NFA has partnered with national and international private companies and organizations on matters of carbon trade and climate change mitigation namely; Norway funding through NEMA for mitigation of oil impacts in the Albertine Rift, REDD+ and Woods Hole Research Centre. No new licenses for tree growing in CFRs were issued out in 2012/13 FY.

3.3 Supply Forest and Non Forest Products and Services

NFA focused at improving the facilities in order to effectively and efficiently deliver GIS services to its clients.

GIS Unit provided services and produced products for both internal and external consumption at NFA. This was in the form of various map products for officers especially for use in the field and outside customers.

The major work done was to map the carbon projects of Rwoho and North Rwenzori. In particular the reserves were demarcated into blocks and compartments as management units. Planted areas were also mapped indicating their ownership that is, whether they were planted by NFA or CFM groups. In addition, existing natural belts that were also mapped.

GIS unit designed and laid out maps showing different thematic areas in different parts of the country for external clients. Clients bought maps covering the Karamoja region, Lango, Acholi while others were interested in Central or Eastern Uganda. Other clients went away with high resolution imagery and got a detailed map of Doho Rice Scheme showing irrigation canals and other infrastructure. Also the GIS Unit generated a digital elevation model and determined the area that would be covered by water if a dam was built across river in Leye, Kole district. All these goods and services provided by GIS unit generated UG. shs.44,038,770.

3.3.1: Supply of quality Tree seed and planting materials

NFA expanded the capacity of NTSC to accommodate the Community Tree Planting Program (CTPP) and effectively supply quality tree seed and planting materials to meet the increasing demand for afforestation, reforestation programs in the country.

NFA marked and thinned only 8 ha of seed stand in Echuya CFR. A total of 22 ha of seed orchards were established in Rwoho (10) ha and Lendu (12) ha, procured 178 Kg of exotic pine tree seeds from Brazil and 6,499.5kgs of local seed.

Table 12: Quality Tree seed and planting materials supplied

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Area of seed sources orchards and stands established, marked and maintained in CFRs by the NTSC.	51	20	22	110
ii. Thin seed stands	363.5	385	8	2.1
iii. Amount of quality tree seeds collected (Kg) Imported	270	2550	178	6.98
iv. Amount of seed collected locally	8,750.5	27,672	6,499.5	2349
v. No. of quality tree seedlings and other planting materials produced.	7,999,536	10,010,256	11,395,296	113.8

During FY 2012/13 NFA, produced **11,395,296** seedlings of high quality for broadleaved, coniferous species and other planting materials against a target of **10,010,256**. Upcountry nurseries contributed **4,063,884** both coniferous and broad leaved tree seedlings that were mainly for community tree planting program (CTPP). NTSC produced **3,156,300** total number of seedlings of which 1,369,371 were pine seedlings and 1,786,929 broad leaved. The expanded tree nursery at NTSC continued to provide quality seedlings including grafted fruit trees 41,353 and ornamentals 52,197 to individuals and organizations. 6,499.5 Kg of indigenous seed of various species were procured while 178 Kg of pine seed were imported from Brazil.

3.3.2: Supply of wood products from CFRs

NFA supplied approximately 24,825.92m³ of round wood from the existing mature plantations that generated 1,950,644,361shillings. In addition, 1166.95m³ of saw logs were produced from natural forests that contributed 51,656,210 shillings. Also 17.758m³ of sawn wood were realized from NFA own saw milling activities in natural forests.

However NFA own sawmilling of wood did not perform well due to lack of appropriate machinery to convert the round wood. Low recovery from plantations own sawn timber caused by small logs and scattered over the forest resulting into less output.

Table 13: Volume of wood products supplied from CFRs

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Volume of timber harvested in plantations under license (m ³)	15,737.8	23,581	24,825.92	105.28
ii. Volume of timber harvested in Tropical High Forests under license (m ³)	43749	9,420	1,424	15.1
iii. Volume of sawn timber supplied from NFA sawmills	1,776	1,900	17,758	0.93
iv. Volume of timber confiscated law (enforcement)	1,026	-	374.25	-
v. No of utility poles	1,266	750	1,773	236.4
vi. No. of construction poles	0	21,450	115	0.54
vii. Treated fencing posts	1,756	27,000	3,908	14.5
viii. Volume of fire wood sold (stacked M ³).	1,418	89,531	50	0.06
ix. Tons of charcoal cleared for transportation	0.481	169	40	23.7
x. Tons of charcoal produced	481	40	0	-

NFA sold utility poles from plantation areas of Rwemintongole in Mbarara and Kyehara totaling to 1,773 poles worth 231,820,418 shillings. Construction poles were supplied from West Nile to communities within the area.

3.3.3: Supply of non-wood products and services from CFRs

The number of tourists received increased significantly from 459 to 3145 compared to last financial year 2011/12. NFA needs more funds to develop this sector since the organization is migrating from old traditional methods of revenue collection of (timber cutting) to a service based industry. This was registered in our major ecotourism sites of Mabira, Busingiro, Mpanga and Kalinzu.

USAID Tourism for Biodiversity Project was launched to support development of Ecotourism infrastructure in Kalinzu and Budongo CFR and strengthening community participation in Forest based enterprise development. T4B Project commenced work in Budongo and Kalinzu sites .Kalinzu has indication of high potential for attractions like canopy walk to boost tourism

Table 14: Volume of non-wood products and services supplied from CFRs

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. Maps	323	500	427	85.6
ii. No of ecotourism sites managed by NFA	4	5	4	80
iii. No of ecotourism sites managed by private	7	7	6	85.7
iv. No of tourists received in ecotourism sites	459	-	3145	-
v. Annual Carbon credits - afforestation (tons)	150	6,640	25,931	390.5
vi. Annual Carbon credits-charcoal (tons) e.g. Kasagala.	0	6,000	0	-
vii. No of Bamboo culms sold	5000	54,000	10,006	18.5
viii. Apiary (Honey, beeswax and propolis) (tons)	0.046	1.2	54	5.4

During FY year NFA raised 10,006 bamboo calms out of the target of 54,000, from which 2 ha were established. NFA is currently promoting Bamboo planting considering its wide range advantages including fast growing and little costs of maintenance. The number of calms raised were used for NFA's planting, sold some to stakeholders and others were given out to communities under community tree planting program. NFA established 120 bee hives in Kalinzu and Mubuku CFRs to promote honey harvesting and act as a model for local communities in the area. At the same time NFA, has established improved charcoal Kilns in Kasagala CFR for improved charcoal production.

3.3.4: Supply of non-forest-related products and services

During FY of 2012/13 NFA, managed to produce a total of 25,931 carbon credits accumulated in Rwoho plantation. The above credits were produced from certified only three blocks out of the five as follows; Carbon 2 (1,028 tco2e), Carbon 3 (4,732 tco2e) and carbon 5 (20171 tco2e). The major carbon partner is World Bank that buys one carbon credit at US \$ 4.15. Subject to the terms and conditions of the credits purchase agreement between NFA and World Bank, NFA and CFM groups that planted in carbon areas have the potential to earn of (25,931 * 4.15) giving a total US \$ 107,613.7.

Table 15: Non-forest-related products and services supplied

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. No. of Biomass monitoring briefs and technical report produced.	1	1	0	-
ii. No of copies of Land cover/ Biomass reports published and disseminated	0	1	0	-
iii. No of copies of plantation guidelines disseminated	0	0	0	--
iv. Percentage of land area mapped using the most recent satellite images	0	100	0	-

3.3.5: Business partnerships with the private sector to increase supply of forest products and services

NFA provided favorable operating conditions by licensing Busoga forestry company (BFC) which has through innovations and development of forestry value addition put on market improved charcoal made of wood chips (brikets) an intervention that would reduce deforestation. Also they have established electricity treatment plant that will provide market to crop established by private tree farmers in Busoga region.

Table 16: Business partnerships with the private sector developed

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. No. of pilot business partnerships licensed or established.	2	2	2	100
ii. Forest based enterprises established and in operation.	2	2	0	-
iii. No. pilot of incentive schemes in operation.	5	5	0	-

NFA licensed the New Forest Company (NFC) to establish plantation forest in western region. The company has gone ahead to establish electricity treatment plant in Mityana District, that provides market for Eucalyptus in the area.

3.4 Organizational Sustainability

NFA continued to improve its corporate governance portfolio through observing its core values of integrity, excellence and transparency. A total of 8 staff were trained in carbon credits, climate change, environmental management, planning, use of Geographic Positioning Systems (GPS)/Mapping and inventory and intelligence gathering in order to control illegal activities. Also ecotourism was identified as the major cash cow that would replace the traditional sources of revenue that involved timber cutting. Efforts have been directed to development of ecotourism strategy, building of data base and staff capacity.

3.4.1: Corporate governance for organizational sustainability

Decision making in relation to fleet management, financial management has been delegated to ranges, plantation areas and the NTSC. Human resource Manual developed is guiding the administration of the Authority. Monitoring and Evaluation systems are in place and gradually building the data bases. The system provides information to management for informed decision making. An Action Plan on good governance for FY 2013/14 to FY 2015/16 has been developed with the MWE and other lead CSOs.

Board at NFA has been involved in decision making to improve performance and effective use of resources. The policy formulation and oversight role has been well played as they are involved in mentoring and decision making together with senior management team. NFA is yet to establish Forestry Committees in key areas for improved management and accountability of resources in CFRs.

3.4.2: Resource mobilization for sustainability

NFA mainly relied on internal funding which financed 55.49% of its budget worth 6.468bn. This funding alongside government funding of 6.144 together with Non Tax Revenue (NTR) was used by NFA to fund planned activities during FY2012/13 . This was not enough to meet its operational costs and investment costs which was less by 7.369 bn. Government contribution increased due to inclusion of NFA wage bill on originally subvention amount provided.

Table 17: Resources mobilized for NFA sustainability

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
i. NFA internally generated ((Billion of Ugx).	9.807	11.679	6.468	55.4
ii. GoU public Good – funding committed ((billions of Ushs).	5.872	6.4	6.144	96
iii. Public goods and services- Grants from Development Partners (billion)	5.379	4.1	2.199	53.6
Grand Total (bn)	21.059	22.179	14.81	66.8

During FY 2012/13 NFA, internally generated 6.468bn a performance of 55.4% against 11.679bn budgeted for. Government of Uganda subvention received 6.144bn against 6.40bn this was because it included the wage bill.

NFA depended on internally generated revenue and partly development partners who funded the partial budget up to 14.8% with a total support of 2.199bn. The major development partner was the World Bank

During FY 2013 NFA employed 288 staff at various levels. The organization experienced high rate of turnover recording 56 exits comprising of %. Despite the continuous recruitment of highly skilled and qualified personnel, NFA continues to register a high rate of staff turnover with the resultant loss of well trained and experienced personnel. This is partly due to low salaries and unattractive benefits. An organization with a high rate of staff turnover will always remain young and inexperienced.

Much as staffs at various levels have been engaged in several trainings covering different disciplines, there is no capacity building policy to guide the process and thus no continuous professional development.

Table 18: Human resources efficiency improved

Performance Indicators	Achieved 2011/12	Planned 2012/13	Achieved 2012/13	Percentage (%)
Organizational structure reviews (No).	0	0	0	-
Staff trained in various short courses	100	50	17	34
Human resource Manual reviews.	0	0	0	-
Number of Environment Protection Force personnel	50	50	0	-
Number of interns taken up annually	121	30	31	103.3

NFA has put a priority on improving skills of both field and headquarter staff through training, in which 17 staff were trained to meet the current changes in the organization and challenges of globalisation. New skills for working and embracing stakeholders were imparted to suit in communities we are working with in the management of CFRs.

During the same FY 2012/13, 10 managers were recruited which included 2 accountants, 1 Auditor specialist, 3 Range managers, 4 sector Managers and deployed in various CFRs and Headquarters. 31 interns were received and trained in various disciplines under supervision of various directorates.

4.0 Threats and Challenges

4.1 Challenges

1. Limited funding continues to affect the field operations and the overall standing of the organization. Key activities like boundary demarcation, patrols, and evictions require substantial funding which is currently lacking.
2. Illegal activities remain high in the CFRs due to weak enforcement capacity. The vehicle fleet in the field is old and poorly maintained. Mobility of staff has reduced and contributed failure to control illegal activities.
3. The staff morale has been affected by poor facilitation resulting in low work output and sometimes indiscipline.
4. Plantations maintenance was not done in time due to lack of funds so most of them were covered by weeds which resulted in plantation fires
5. Staffing level at the forest level is low and participation of communities in forest management is still minimal but improving.
6. The EPF established to counter illegal activities is still facing many challenges ranging from the low numbers to inadequate facilities and low morale. Consequently there has been little change in the status of illegal activities in CFRs.

4.2 Lessons Learnt

1. The implementation of the AOP fell below the expected performance due to challenges above.
2. Failure to meet contractual obligations can undermine the future performance of NFA activities.
3. Forest service's especially masts, land and ecotourism contributed significantly to the revenue as opposed to forest products. Tourism development is the opportunity that needs to be tapped as opposed to harvesting forest products.
4. Mobilization of leaders and communities can create positive change for action.
5. Private Sector and CSOs are willing to Partner with NFA if we can demonstrate seriousness.

4.3 Recommendations and Way forward

1. The current level of funding cannot sustain activities for Forest Management hence the need to identify other sources of revenue. Key activities like boundary demarcation, patrols, plantation management require substantial funding. Planning/ budgeting should be realistic to avoid failed implementation.
2. Prioritization of allocation of available funds to key mandate areas and field transport.
3. There is need to reduce the current level of forest illegalities through prioritized funding of activities of the Environment Protection Police, paying patrol teams and increasing sensitization.
4. The infrastructure, equipment and transport in the field require overhaul.
5. The Core values of NFA should be encouraged in managing forest and financial resources. Staff discipline is key to success
6. Funds should be secured to ensure that activities in the Annual Operation Plan (AOP) are implemented with focus on key activities like boundary demarcation, patrols and plantation management.
7. Planning/ budgeting should be realistic to avoid failed implementation (over or under performance).
8. There is need to develop clear harvesting plans for identified natural high forests based on the Forest Management Plans and inventory data. This will eliminate suspicion from other stakeholders.
9. There is need to improve Sawmilling and exploit its potentiality in terms of revenue generation
10. There is need to bring on board other key development, hold Annual Budget conferences for all stakeholders including NGOs, Donor community and the private sector.

Appendix 1

Headquarter and Support Offices

1. **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
2. **Budongo Systems Range**
P. O. Box
Masindi, Uganda
Tel: 0392-752548
3. **Kyoga Range**
P. O. Box
Jinja, Uganda
Tel: 0392-736018
4. **Muzizi Range**
P. O. Box
Kyenjojo, Uganda
Tel: 0392-736020
5. **Achwa Range**
P. O. Box
Gulu, Uganda
Tel: 039-752549
6. **West Nile Range**
P. O. Box
Arua, Uganda
Tel: 0392-752547
7. **South Western Range**
P. O. Box
Bushenyi, Uganda
Tel: 0392-736023
8. **Lake Shore Range**
P. O. Box
Kampala, Uganda
Tel: 0312-111438
9. **Lendu Plantations**
P. O. Box
Nebbi, Uganda
Tel: 03392-736029
10. **Oruha Plantations**
P. O. Box
Kyenjojo, Uganda
Tel: 0392-736020
11. **Rwoho-Bugamba Plantations**
P. O. Box
Mbarara, Uganda
Tel: 0392-752550
12. **Mafuga Plantations**
P. O. Box
Kabale, Uganda
Tel: 0392-752546
13. **National Tree Seed Centre**
P. O. Box
Kampala, Uganda
Tel: 0312-114785

Auditors:

The accounts of the NFA were audited by the Auditor General in accordance with Section 78 of the National Forestry and Tree Planting Act.

Principal Bankers:

Stanbic Bank (Uganda) Limited
17 Hannington Road
P.O. Box 7131, Kampala

Standard Chartered Bank (U) Limited
5 Speke Road
P.O. Box 7111, Kampala

Citibank Uganda Limited
Plot No. 4 Ternan Avenue
P.O. Box 7505, Kampala

Bank of Uganda
Plot 37/43 Kampala Road
P.O.Box 7120 Kampala

A list of Employee's of National Forestry Authority for the FY 2012/13

	EXECUTIVE DIRECTOR'S OFFICE		
1	Mugisa Michael	Executive Director	Headquarter
2	Millie Goreeth Kiwanuka	Senior personal assistant	Headquarter
3	Katusiime Allan Ricky	Procurement Manager	Headquarter
4	Shaineh Zaidi	Procurement Assistant	Headquarter
5	Natumanya Rosette	Human Resource Manager	Headquarter
6	Kyohairwe Margret	Human Resource Specialist	Headquarter
7	Buyinza Sheillah	Human Resource Assistant	Headquarter
8	Lunakwita William Paul	Timber Yard Supervisor	Headquarter
9	Odeke Micheal John	Marketing Supervisor	Headquarter
10	Serumaga Gonza Kaita	Public Relation Supervisor	Headquarter
11	Kakooza Moses Davis	Librarian	Headquarter
		CORPORATE AFFAIRS	
12	Musamali Paul Buyerah	Director Coporate Affairs	Headquarter
13	Mugume Isaac	Coordinator Corporate Planning	Headquarter
14	Nkwanga Charles Joachim	IT Officer	Headquarter
15	Waiswa Richard	Coordinator Consultancies & Mgt Services	Headquarter
16	Rukundo Tom Ndamira	EIA & Research Specialist	Headquarter
17	Diisi John	Coordinator GIS/Mapping	Headquarter
18	Basemera Fridah Constance	GIS/Data Base Assistant	Headquarter
19	Mutyaba Joseph	GIS/ Catagraphy Specialist	Headquarter
20	Ariani Charles	Biomass Supervisor	Headquarter
21	Senyonjo.Edward	Remote Sensing Specialist	Headquarter
22	Elungat David Odeke.	Coordinator Inventory and Survey	Headquarter
23	Wonumbe Bernard Opar	Boundary and Surveys Specialist	Headquarter
24	Karuhanga Dennis Kareetwa	Data Base Assistant	Headquarter
25	Khabusi Tom	Boundary and Surveys Specialist	Headquarter
26	Kissa Sam	GIS Technician	Headquarter
27	Otuko Robert	Forest Supervisor	Headquarter
28	Ariho julius	Ag. M & E Specialist	Headquarter
29	Mugumya Xavier Nyindo	Coordinator Climate Change	Headquarter
		FINANCE&ADMINISTRATION	
30	Bwatala Suzanne Kavuma	Director Finance &Administration	Headquarter
31	Okudi Pamela Etonu	Administrative Specialist	Headquarter
32	Kyampaire Hope	Secretary Finance& Administration	Headquarter
33	Mwiima Abudalah	Stores Supervisor	Headquarter
		ACCOUNTANTS	
34	Nyamusana Julian	Financial Accountant	Headquarter
35	Mubiru Abdul	Senior Management Accountant	Headquarter
36	Kawumi Samuel Christopher	Accountant	Headquarter
37	Kasule Sarah Nakachwa	Cashier	Headquarter

		SUPPORT STAFF	
38	Ankunda Sheeba	Front Desk Officer	Headquarter
39	Katamba Misaki	Office Assistant	Headquarter
40	Rugambwa Dismas Batembe	Ag. Accounts/Admn. Assistant	Muzizi
		NATURAL FORESTS	
41	Hudson Jackson Andrua	Director Natural Forests	Headquarter
42	Twansiima Kellen	Secretary Natural Forests	Headquarter
43	Ndimukulaga James	Cord. Forest Products & Utilisation	Headquarter
44	Driciru Florence Fiona	Community Partnership Specialist	Headquarter
45	Ssekitto Rashid	Land Management Specialist	Headquarter
46	Kabi Maxwell	Utilisation Specialist	Headquarter
47	Etwoodu Levi Omacha	Coordinator Natural Forest Management	Headquarter
48	Ouna Jimmy J	Encroachment Prevention Specialist	Headquarter
49	Kusuro Michael	Forest Supervisor	Headquarter
50	Mubokhisa Robert	Forest Supervisor	Headquarter
51	Ddumba Hezekias	Forest Supervisor	Headquarter
		PLANTATION/FOREST UTILISATION	
52	Kikangi Israel	Ag. Director Plantations	Headquarter
53	Tugumisirize Obed Geoffrey	Plantation Developmernt Specialist	Headquarter
54	George Gasana	Sector Manager Bamboo	Headquarter
55	Mugisha Seth	Ag. Coordinator Plantations	Headquarter
		TREE SEED CENTRE NAMANVE	
56	Mununuzi David Jonathan	Manager	NTSC
57	Akello Caroline Pauline	Sec. Tree Seed	NTSC
58	Anite Harriet	Accounts/Admin.Assistant	NTSC
59	Kakooza Twaha	Gardener	NTSC
60	Ochwo Joseph Obbi	Lab Seed Technician	NTSC
61	Kakeeto Patrick	Seed Procuremet Specialist	NTSC
62	Malinga Michael	Tree improvement Specialist	NTSC
63	Bogere Stephen	Office Attendant	NTSC
64	Nabankema Apolonia Kyakuha	Forest Supervisor	NTSC
65	Ogwang David	Forest Supervisor	NTSC
66	Muteebwa Nathan	Driver-NTSC	NTSC
67	Lumala Moses Jamilu	Driver-NTSC	NTSC
68	Wandera Robert	Transport Assistant	NTSC
69	Anderu Kevin	Seed Stores Supervisor	NTSC
70	Ssenkunga Richard	Transport Assistant	NTSC
		TRANSPORT DIVISION	
71	Okanya Boniface	Transport Officer	Headquarter
72	Atuheire Fadson	Driver HQRS	Headquarter
73	Bukenya Vincent	Driver HQRS	Headquarters
74	Tumushabe Naboth Katanafa	Driver HQRS	Headquarter
75	Oundo Martin	Driver HQRS	Headquarter
76	Nabuti Patrick	Driver-HQRS	Headquarter

77	Tibarimu Ambrose Bwerere	Senior Transport Assistant	Headquarter
78	Yasin Abubaker	Driver-HQRS	Headquarter
79	Wanzala William Richard	Driver-HQRS	Headquarter
80	Mugerwa Patrick	Driver-HQRS	Headquarter
81	Mbaziira Tegras	Driver-HQRS	Headquarter
82	Baguma Ibrahim	Driver-HQRS	Headquarter
83	Abdul Ibrahim	Driver-HQRS	Headquarter
84	Kurima David	Driver-HQRS	Headquarters
		KYOGA RANGE	
85	Arinaitwe Reuben	Range Manager	Kyoga
86	Achola Judith	Accounts/Admn. Assistant	Kyoga
87	Drabile Robert(SM)	Moroto	Kyoga
88	Opio David	Nangolibwel beta,Moroto Sector	Kyoga
89	Simwoto C. Moses	Moroto beat,Moroto Sector	Kyoga
90	Maniraguha Stuart (S/M)	Namatale	Kyoga
91	Nafuna Mildred (S/M)	Jinja	Kyoga
92	Bedijo Geoffrey (S/M)	West Bugwe	Kyoga
93	Oundo Albert T'mon(F/S)	Namasiga, Bunya/Jinja	Kyoga
94	Onauro - Longinus (F/S)	Kumi Beat, Pingire Sector	Kyoga
95	Walusimbi Alice Nakku (F/S)	Tororo Beat/West Bugwe	Kyoga
96	Chepkuri NellyScovia(F/S)	Mbale Beat, Namatale Sector	Kyoga
97	Olupot Michael William (F/S)	Namatale	Kyoga
98	Wayeba Robert (F/S)	Mutai Beat, Bunya/Jinja Sector	Kyoga
99	Atugonza Fredrick Kasaija (F/S)	AchaliAg. S/M Mt. Moroto Sector	Kyoga
100	Elatum John Robert (F/S)	Bugiri Beat, West Bugwe	Kyoga
101	Mudini Albert (F/S/Ag. S/M)	Pingire	Kyoga
102	Nadunga Florence (F/S)	Iganga Beat, Bunya/ Jinja	Kyoga
103	Nawegulo Beatrice (F/S)	Namavundu	Kyoga
104	Wakoko David	Driver- Kyoga	Kyoga
105	Tashobya Godwin	Driver-Kyoga	Kyoga
106	Arimah D. Lameck	Transport Assistant	Kyoga
		LAKE SHORE RANGE	
107	Galima Stephen	Range Manager	Lake shore
108	Bako Jean Kawuki	Accounts/Admn. Assistant	Lake shore
109	Ahebwa Judith (S/M)	Najjembe Eco-Site	Lakeshore
110	Okot Michael (S/M)	Mpanga	Lakeshore
111	Ssebugwawo Dennis Mbalire(S/M)	Bugala	Lakeshore
112	Kegere Martin Mwodi (S/M)	Lwankima	Lakeshore
113	Giribo John (SM)	Masaka	Lakeshore
114	Magezi Muhammad (S/M)	Lwamunda	Lakeshore
115	Kisa David Ocama(SM)	Zirimiti	Lakeshore
116	Avuti Newton (F/S)	Lwamunda	Lakeshore
117	Abiyo Akule Patrick (F/S)	Lwankima/Lwankima	Lakeshore
118	Nakyobe Betty Bbosa (F/S)	Mpenja	Lakeshore
119	Adepo Joseph (F/S)	Zirimiti II	Lakeshore
120	Busobozi Harunah (F/S)	Zirimiti 1	Lakeshore

121	Bamusubire William (F/S)	Kazooba/Lwankima	Lakeshore
122	Byansi Paul (F/S)	Bugala	Lakeshore
123	Ojandu Charles O. (F/S)	Entebbe	Lakeshore
124	Byoonabye Jimmy (F/S)	Buvuma/Zirimiti	Lakeshore
125	Kanyesige Jolly (F/S)	Nagojje	Lakeshore
126	Nabakooza Rita (F/S)	Nandagi	Lakeshore
126	Ndahura Herbert (F/S)	Zirimiti	Lakeshore
127	Bigirwenkya Scovia (F/S)	Kumbu Masaka	Lakeshore
128	Nayebare Prosper Kakwara (F/S)	Lwankima	Lakeshore
129	Kulabako Abdul Deof (F/S)	Zirimiti	Lakeshore
130	Namuwoza Philip Geria (F/S)	Zirimiti	Lakeshore
131	Nsereko Yusuf (F/S)	Kyebe/Masaka	Lakeshore
132	Kirya Moses (F/S)	Mugoye/Bugala	Lakeshore
133	Okuni Zachary Zema (F/S)	Malagita/Lwankima	Lakeshore
134	Tumwebaze John (F/S)	Mpanga	Lakeshore
135	Katunguka Dennis (F/S)	Masaka	Lakeshore
136	Nambi Pauline (F/S)	Kakiri	Lakeshore
137	Yeko Torbert (F/S)	Namulaba/Lwankima	Lakeshore
138	Tumukunde Bymark	Driver-Lakeshore	Lakeshore
139	Nagasha Brenda	Kifu/ Namanve	Lakeshore
140	Tukahirwa Justus	Namulaba/ Lwankima	Lakeshore
141	Magezi Jimmy H.	Bukakata/ Masaka Sector	Lakeshore
142	Ayesiza Raymond	Bujumba/ Bugala Sector	Lakeshore
143	Basigirenda Boaz	Kyebe/ Masaka Sector	Lakeshore
144	Musisi Richard Bbira	Driver-Lakeshore	Lakeshore
145	Yiga Joseph	Driver-Lakeshore	Lakeshore
146	Mugenyi Herman	Driver- Lakeshore	Lakeshore
147	Asasiira Dannie	Driver- Zirimiti	Lakeshore
148	Onyolo Patrick	Driver-Lwamunda	Lakeshore
149	Ssemata Lawrence	Driver/Lakeshore Range	Lake Shore
		SOUTH WEST	
150	Leo Twinomuhangi	Range Manager	South West
151	Boonabaana Angella	Accounts/Admn. Assistant	South West
152	Acuti John Bosco (SM)	Kasyoha-kitomi	Southwest
153	Tumwesigye Alex M (S/M)	Kalinzu	Southwest
154	Kusiima Khamiat (F/S)	Kalinzu Beat	Southwest
155	Oyet Patrick (F/S)	Nkombe	Southwest
156	Nkosi Joshua (F/S)	Bikurunga	Southwest
157	Lusweti Florence (F/S)	Kasyoha-Kitoomi	Southwest
158	Muhereza Gideon Nzaana (F/S)	Mubuku	Southwest
159	Chemutai Francois Martin (F/S)	Kasyoha-Kitomi	South West
160	Ndyanabo Uzziah (F/S)	Kasyoha Kitomi	Southwest
161	Bamutonda Ivan	Driver-South West	South West
162	Kagina Naboth	Transport Assistant	South West
		ACHWA RANGE	
163	Arineitwe Enock Datsun	Range Manager	Achwa

164	Basemera Jacinta	Accounts/Admn. Assistant	Achwa
165	Atim Harriet (S/M)	Agoro Agu Kitgum	Achwa
166	Aber Judith (S/M)	Apac Sector	Achwa
167	Nekesa Esther (S/M)	Lira	Achwa
168	Baguma Wilfred (F/S)	Lira North	Achwa
169	Nyeko Milton (F/S)	Keyo	Achwa
170	Ochieng Paul (F/S)	Lamwo	Achwa
171	Aguti Gracious (F/S)	Aduku Apac	Achwa
172	Okellowange Seraphine (F/S)	Chwero	Achwa
173	Nakhaima Sebastian (F/S)	Kachung	Achwa
174	Owilli James Lokwang (F/S)	Abim	Achwa
175	Ajok Florence Ten(F/S)	Abera	Achwa
176	Odaga Andrew Joshua(F/S)	Abera	Achwa
177	Akot Lillian Obong (F/S)	Opit Plantations	Achwa
178	Angole Dorcus	Kachunh Beat	Achwa
179	Ochieno Paul Wafula	Transport Assistant	Achwa
180	Agaba Moses	Driver	Achwa
181	Okori Moses Wacha	Driver- Achwa	Achwa
		BUDONGO RANGE	
182	Amuge Jennifer Margret	Accounts/Admn. Assistant	Budongo
183	Owinyi Robert Kasigwa (S/M)	Kisindi Sector	Budongo
184	Odoi Juventus Boaz (S/M)	Budongo Sector	Budongo
185	Nuriat Tumanye (S/M)	Hill Reserves Ag. RM Budongo	Budongo
186	Walira Peter(S/M)	Kagadi	Budongo
187	Oribdhogu Donald (F/S)	Kabalye	Budongo
188	Senturo Richard (F/S)	Kyamugongo/Kisindi	Budongo
189	Owino Phibby (F/S)	Nyakuny /Hill Reserves	Budongo
190	Adoke Isaac Male (F/S)	Hill reserves	Budongo
191	Asiku Denis Wani (F/S)	Hill reserves	Budongo
192	Ayikobua Jimmy (F/S)	Kabalye	Budongo
193	Owere John Martin (F/S)	Biiso	Budongo
194	Kaahwa Tadeo (F/S)	Nyakafunjo	Budongo
195	Nyangoma RoseMary (F/S)	Hanga	Budongo
196	Kisira Fred (F/S)	Kisindi	Budongo
197	Guma Gard (F/S)	Kaseeta	Budongo
198	Sendakalo Andrew Peter	Kidoma/ Kisindi Sector	Budongo
199	Dongo Eridad (F/S)	Kyangwali	Budongo
200	Kansiime Caroline (F/S)	Bujawe	Budongo
201	Irumba Henry	Siiba/ Budongo Sector	Budongo
202	Emvi Ison	Kagombe/ Kagadi Sector	Budongo
203	Agaba Milton Bikundi (F/S)	Nyakalongo	Budongo
204	Kisembo Prisca Birungi (F/S)	Kiryango	Budongo
205	Gafabusa Vincent (F/S)	Katanga	Budongo
206	Mwambala James Salongo	Driver -Budongo	Budongo
207	Mugenyi Robert	Driver-Budongo	Budongo
208	Rwabiita Duncan	Transport Assistant	Budongo

		MUZIZI RANGE	
209	Muteeba Thomas Emmanuel	Range Manager	Muzizi
210	Kamukama Benjamin(S/M)	Itwara	Muzizi
211	Mugenyi Christine(S/M)	Matiri	Muzizi
212	Oguzu Byron(S/M)	Kasana -Kasambya	Muzizi
213	Beebwa Johnson Semanda(S/M)	Singo Hills	Muzizi
214	Tukashaba Evans R (F/S)	Bukomero	Muzizi
215	Tumwesige Wilfred (F/S)	Singo Hills	Muzizi
216	Kweyamy James B (F/S)	Itwara	Muzizi
217	Omoya Lamton Olum (F/S)	North Rwenzori	Muzizi
218	Kuule Solomon (F/S)	Mityana	Muzizi
219	Kamugisha Hillary (F/S)	Kasana Kasambya	Muzizi
220	Kibuuka John (F/S)	Lwamata	Muzizi
221	Mudhalya Grace (F/S)	North Rwenzori	Muzizi
222	Omwacha Peter Egesa (F/S)	Matiri	Muzizi
223	Akello Catherine	Rwenzori/ Itwara Sector	Muzizi
224	Kyalisima Richard (F/S)	Matiri (Muzizi)	Muzizi
225	Norman kyomuhendo	Driver-Muzizi	Muzizi
226	Baguma Sulaiman	Driver-Muzizi	Muzizi
227	Ruhimbazi Zaake	Driver-Muzizi	Muzizi
228	Nuwagira Innocent	Driver-North Rwenzori	Muzizi
229	Kato Edward Kayiwa	Driver-Muzizi	Muzizi
		WEST NILE RANGE	
230	Naguti Ferictance Rennie	Range Manager/Arua	West Nile
231	Okoth Richard	Accounts/Admn. Assistant /Arua	West Nile
232	Sabino Amadra (S/M)	Zoka/Otze /moyo	West Nile
233	Ojja Micheal Vulou(S/M)	Pakwach/nebbi	West Nile
234	Ndemere Stephen(SM)	Maracha/Arua	West Nile
235	Barirere Sam Barekye (F/S)	Pakwach /packwach	Westnile
236	Adriko Joel (F/S)	Maracha South/arua	Westnile
237	Asiku Stephen K C (F/S)	Ulleppe /packwach	Westnile
238	Ogen Richard Jonas (F/S)	Zoka/Otze	Westnile
239	Nyakuni Joakim A.B (F/S)	Mty.kei/koboko	Westnile
240	Okweny Jimmy (F/S)	Maracha North/arua	Westnile
241	Andreonzi Baker (F/S)	Otze Beat/moyo	Westnile
243	Mugenyi Robert	Otze Beat/moyo	Westnile
244	Ojiambo Dickson	Transport Assistant/arua	West Nile Range
245	Patrick Ocowun	Transport Assistant/arua	West Nile Range
		SOUTH BUSOGA PLANTATIONS	
246	Mutaryebwa Denis	Plantation Manager	South Busoga
247	Okello Sam Otim (F/S)	South Busoga	South Busoga
248	Turyasingura Proscovia (F/S)	South Busoga	South Busoga
		KATUGO PLANTATIONS	
249	Obedmoth Aldous	Plantation Manager	Katugo
250	Byaruhanga Narice	Sector Manager	Katugo

251	Odokonyero Geofrey Oneka	Sawmill Manager	Katugo
252	Yuwa Michael(F/S)	Katugo	katugo
253	Madrama Francis	Forest Supervisor	Katugo
254	Mubiru Benon	Tractor Driver-Katugo	Katugo
255	Yusufu Kivumbi	Driver-Kasagala	Katugo
		MWENGE PLANTATIONS	
256	Charity Chebet	Ag. Plantation Manager	Mwenge
257	Kirasi Simon(F/S)	Kikumiro	Mwenge
258	Ssemakula Christopher	Mwenge	Mwenge
259	Kunihira Florence(F/S)	Kagorora	Mwenge
260	Tanzekpe Genesisious Iba(F/S)	Mwenge	Mwenge
261	Sunday John Gumisiriza	Tractor Driver	Mwenge
		BUGAMBA PLANTATIONS	
262	Ogwayi Peter	Plantation Manager	Bugamba
263	Kabeireho Moses(S/M)	Mbarara	Bugamba
264	Kasemire Joyce(F/S)	Bugamba	Buagamba
265	Wakwale Khalid Budallah(F/S)	Bugamba	Buagamba
266	Kitiyo Benerd(F/S)	Bugamba	Buagamba
267	Turyahabwa Herbert	Kyahi	Bugamba
268	Kunihira Caroline(F/S)	Rwoho	Bugamba
269	Mbabazi Geoffrey	Bugamba	Bugamba
270	Bernard Mahera	Bugamba	Bugamba
271	Bataringaya Patrick	Driver -Bugamba	Bugamba
272	Gumisiriza Michael	Tractor Driver	Bugamba
273	Kanyike Moses	Driver-Bugamba	Bugamba
274	Katiko Joshua	Driver-Bugamba	Bugamba
		LENDU PLANTATIONS	
275	Oyiro Julius Dennis	Plantation Manager	Lendu
276	Niyonzima Gastone(S/M)	Lendu	Lendu
277	Tainage Samuel(F/S)	Lendu	Lendu
278	Watsombe Robert (F/S)	Lendu	Lendu
279	Emukedete Joseph (F/S)	Lendu	Lendu
280	Basooma Joshua	Driver-Lendu	Lendu
		MAFUGA PLANTATIONS	
281	Kyaligonza Herbert	Plantation Manager	Mafuga
282	Katwesigye R. Milton	Accounts/Admin Assistant	Mafuga
283	kigoolo Fredrick James(F/S)	Kirima	Mafuga
284	Kasimbazi Lemmy Rukiika(F/S)	Mafuga	Mafuga
285	Barugahare Vanancio(FS)	Mafuga	Mafuga
286	Mafabi William (F/S)	Kirima	Mafuga
287	Mwebaze William	Driver-Mafuga	Mafuga
288	Irumba James	Driver-Mafuga	Mafuga