



annual report 2014





Formed in 2006, UTGA is a Members organization of over 300 Growers in commercial forestry. It acts as a lobby group for enabling policy, legal, institutional, investment and financing environment. It also supports members to access inputs and services at more competitive terms than they would get individually.

VISION

A strong and profitable private sector led commercial forestry industry in Uganda.

MISSION

To promote a strong, profitable, efficient and high profile Ugandan commercial forestry industry that represents members' interests through a collective voice.

GOALS & OBJECTIVES

Overall goal: A profitable, efficient and high profile Ugandan commercial forestry industry.

Specific goals:

- To bring together all persons involved in timber growing in Uganda for collaboration and networking;
- To lobby to improve the investment environment for commercial forestry;
- To work to provide member benefits through collective purchases and sales;
- To promote and attract funding for the private sector to establish commercial timber plantations;
- To continuously engage in scientific research and development to improve establishment and maintenance of plantations;
- To promote member plantation practices to international standards and guidelines;
- To promote public awareness regarding the importance of timber growing;

- To promote continuous learning of members through sharing of experiences and training;
- To lobby for affordable financial services;
- To engage in activities that advance and help the furtherance of timber growing.
- To enter into partnerships conducive for the attainment of the Association's objectives;
- To work to leverage members' interests

VALUES AND CORE PRINCIPLES

Honesty: We are open and truthful in whatever we do and we condemn all forms of dishonesty

Accountability: We hold ourselves accountable to the highest level of ethical behaviour and responsibility for our actions, while maintaining integrity in our performance.

Mutual respect: We respect each other's views and contributions cognizant of the fact that each individual is endowed with different and unique capabilities which are useful to the attainment of the association's objectives.

Gender equality and diversity: In fulfilling our mission we treat men and women equally with fairness and we acknowledge, respect and celebrate the diversity within our membership.

Participation: We appreciate each other's participation and encourage all the members to actively participate in the affairs of the association.

UTGA is guided by the principles of integrity, transparency, solidarity, objectivity and fairness. Others are justice, non-partisan and non-discrimination.



CONTENTS

Chairman's Statement	5
General Manager's Report	7
Financial Report	
• Statement of comprehensive income	20
• Statement of financial income	21
• Statement of changes in reserves	22
• Statement of cash flows	23

CHAIRMAN'S STATEMENT

As we get closer to the end of our second term as a board, it gives me great pleasure to present UTGA's Annual Report 2014, which sets out for our members, partners and the general public what the association has achieved in the past year and proposed future plans.



Our time has been an eventful period, with many key developments in terms of enhancement of modern silvicultural practices and timber trade by our Members. While the national economic environment has been very challenging, it is encouraging that we continue to remain focused and with real hope that in the near future, our members will realize returns from investing in the "green gold mines"

This report highlights key achievements in 2014; the challenges interfaced with and planned activities for 2015.

MOU with Government (MWE)

After long and protracted engagements with the Ministry of water and Environment (MWE), a Memorandum of Understanding (MOU) was signed between the Government of Uganda and UTGA. This MOU provides a legal framework where UTGA is now recognized as a credible and legal entity that can deal and engage with Government and Development Partners in the development of the forestry sector.

UTGA Forestry Fair

UTGA together with the Sawlog Production Grant Scheme (SPGS) organized a Forestry Fair at which products and services entailed along the commercial forestry value chain were showcased by partners and providers. UTGA also hosted a Saw Milling Forum in which members were exposed to various technologies and innovations that harness forestry and this provided information about tree harvesting, processing and value addition. Many of our members are now aware of their possibilities.

Marketing and Timber Trade

During 2014, some of our early planters started looking for modalities of converting their 2nd thinning into marketable products. UTGA became a major player in trying to link its Members to existing markets while also attracting new ones. . As a result, a Programme officer in charge of Marketing was hired. Work has now started and we look forward to conclusive deals this year.

Challenges:

- i. Although we hoped to move faster and cover more mileage, this has not been possible due to delayed 2nd phase funding from our development partners (the Royal Norwegian Embassy (RNE) and the European Union (EU) thru' SPGS). We hope that this support will materialize in 2015 to enable us realize a lot ahead of us.
- ii. Members' contribution in terms of annual subscription fees has not been forthcoming despite our efforts to reach out to them – and this has a direct negative impact on sustainability.
- iii. The ban on CFR land allocations remains a real issue and we continue to persuade government to reconsider their position on this matter.

Plans for 2015

- i. With many of our members beginning to convert their 2nd and 3rd thinnings, the issues of value addition and timber markets penetration/development is going to take centre-stage in 2015.
- ii. We also hope that UTGA Phase II will be approved soon so that we accelerate value addition and secure a home for our association among others.
- iii. MWE/NFA has now agreed to review the CFR licenses with a view of allocating more land to those who have planted at least 50% of their allocations—this is a positive step in the right direction and we call for your support when verification of this process starts.

Appreciation

None of our achievements would have been possible without selfless service of the UTGA board, staff, our loyal members, our partners and stakeholders including RNE, MWE, NFA, SPGS and NORSKOG.

I believe 2015 and UTGA Phase II will bridge our members to the promised land and our association will be stronger than ever before.



BAKER AKANTAMBIRA * *Chairman-UTGA*

GENERAL MANAGER'S REPORT

A summary of key achievements



- An MOU between Government of Uganda and UTGA was signed;
- Annual General Meeting for UTGA Members and a Forest Fair were held;
- Annual meeting with RNE was held;
- Evaluation for UTGA phase I by RNE was concluded, giving positive recommendations for phase II;
- Recruitment for the Programme Officer Marketing was done;
- UTGA continues to support and develop commercial tree nursery operators and forest contractors through certification. 54 nurseries and 14 forest contractors were certified for 2014 by UTGA and SPGS

MARKETS

Today, demand for timber surpasses supply on the Ugandan market. The national demand for sawnwood is estimated to be 240,000 m³ per year, equivalent to 800,000 m³ of sawlogs (assuming 30% sawlog conversion efficiency - FAO, 2012). With a population growth rate of 4% (Uganda Bureau of Statistics, 2014) and the housing shortage in urban areas across the country, demand of timber and transmission poles continues to increase. Data from National Forestry Authority indicates that the annual allowable cut of round wood from natural forests of about 53,000m³ (NFA records-2008) cannot meet the deficit.





Over 39.4% of dwelling units in Uganda use mud and poles for their walls and 98.7% of the dwelling units use timber or poles (with iron sheets or grass-thatch) as a component for roofing (Uganda Bureau of Statistics, 2010). Thus poles for construction work will continue to find buyers at medium or small scale levels.

The financial rate of return in investing in timber growing, done at individual level, has been estimated to be 15% to 18%, including inflation. This makes business sense for investing in commercial timber plantations.

For UTGA, attracting, finding and growing markets for Members' wood gained imminence in 2014 as there were some plantations that required 2nd thinning and more trees that were considered mature albeit in scattered areas. Nileply (U) Ltd continued to be the biggest industrial buyer of forest wood. However 2014 saw an influx of new open market buyers of wood/logs that included Ever Green Woods (U) Ltd (EWI), Hong Hai U Ltd, Longshi, and Africa roofing Steel Ltd.

While government and construction companies remain the biggest consumers and users of timber, UTGA has in addition, made approaches to Uganda National Association of Civil Engineers and Constructors (UNABCEC) and Uganda Electricity Distribution Company Ltd. (UEDCL) who have indicated willingness to enter into long-term contractual business relationships. The market is largely driven by price rather than quality, but it is expected that demand of wood products from responsibly managed forests will increase when government, donor and other international agencies condition to finance only projects that take into account, responsible management of forests.

The demand for transmission poles is growing. Uganda's Rural Electrification Project coupled with the

ongoing construction of the Karuma and Isimba power dams plus massive regional electricity interventions in Ethiopia, Kenya, South Sudan, Rwanda and Burundi require enormous amounts of wood as construction material and poles as power transmission material.

Transportation makes up the biggest component of cost of wood/timber into Kampala, which is the biggest timber market area in Uganda. However Southern Sudan has also been a good destination for some timber from Uganda.

UTGA plans to strengthen, link into niche markets and make more visible, the need for green forest products which will increase access to markets for its Members because they have grown the trees while meeting required standards and will want to follow the chain of custody as part of legal wood/timber procurement.

INCONSISTENCIES IN THE MARKET

Owing to the informality of the current timber/wood markets in Uganda, there are fluctuations in terms of trade, rampant price fluctuation, monopolistic tendencies, under- declaration of wood volume and poor domestic markets in far flung areas out of Kampala. Collective bargaining for good prices was weakened by individualistic approaches to selling even if UTGA continues to position itself to be a major player in the market place on behalf of its Members.





Working with Ministry of Water and Environment (MWE) through the Forestry Sector Support Department (FSSD) and WWF Uganda, UTGA strived to help to address issues of illegal logging and enhance institutional, national and regional capacity to prevent illegal timber trade and charcoal production which are some of the drivers of degradation and deforestation. It is expected that designing interventions to address legality and sustainable market solutions will bring value to UTGA growers because it strives to bring formality and to put in place systems and structures.

ENGAGING WITH MEMBERS

72 new Members were registered in 2014 to give a total of 132 paid up Members for the year. UTGA collected UGX 6,590,000 as registration fees and UGX 38,875,000 as Membership fees.

	2014	2013	2012	2011
New Members	72	46	71	22
Paid up Members	144	172	176	80
Registration Fees	6,590,000	4,600,000	7,000,000	5,700,000
Subscription fees	38,875,000	48,085,000	46,070,000	22,000,000

UTGA had its 7th UTGA Annual General Meeting on Thursday, 27th March, 2014 at City Royal Resort Hotel in Bugolobi. It was attended by 90 Members. The AGM was concurrently held with a Forest Fair that took place in

the hotel gardens. Exhibitors included various suppliers of forestry tools & equipment and service providers along the forestry value chain.

At a joint Extra Ordinary General Meeting (EOGM) and Annual Technical Conference on 27/11/2014, Members agreed to transform the association into a company limited by guarantee and also to form a business arm. The decision to make UTGA a body corporate helps to limit the liability of the Members and makes UTGA a legal entity with powers to sue or be sued. These were not possible as a loose association. This was a direct result of a trip taken by some Board Members to South Africa where they were exposed to the form and workings of similar Member organisations.

The Secretariat organized a number of get-togethers at which Growers interacted and shared views on practices and learning from trainings. In 2014, there were field meetings for the clusters of Victoria, Central, Albertine, South-Western Uganda and joint one for Northern & West Nile.

The UTGA News, an online newsletter was periodically sent to Members, partners and stakeholders in the forestry sector. The Secretariat also used telephone, SMS messages and direct marketing to reach its Membership.

LOBBYING

As part of advocacy and lobbying initiatives, UTGA organized a forest excursion for Members of Parliament who sit on the Natural Resources Committee. The field day and meeting took place on 25/July/2014 and included visits to the plantations of 3 UTGA Growers. There was full engagement with the UTGA Board & Secretariat and deliberations on issues that include the need for government to leverage issues that support commercial tree growing and highlight associated environmental, social and economic benefits to Uganda.

ENCROACHMENT

Some Growers continued to suffer from encroachment in planned and planted areas, mostly on Central Forest Reserve (CFR) land. However, the National Forestry Authority (NFA) stepped up effort and in some areas worked with permit holders to sensitize, discourage encroachment and work with forest adjacent communities to engage in tree growing or find qualitative alternatives.

FOREST FIRES

While there were incidences of fires in 2014, these were few and far between. Eighteen (18) cases of fires were reported in the 1st fire season and nearly all were a result of uncontrolled bush burning. There were no fires reported in the 2nd fire season. UTGA Growers were rigorous in keeping the weeds low and cleaning fire and access lines to reduce risk.

SEED

While there was a depression in the global pine seed supply, UTGA imported 50 kg of PCH from Brazil and sold all to its Members. UTGA also got a donation of teak seed from SPGS.

Seed sold by UTGA in 2014

Seed	Amount (kg)	Net income (UGX)
Teak	230	11,473,715
Pine	50	12,400,000

COLLECTIVE PROCUREMENT

UTGA engaged external service providers to supply the Membership with chemicals, tools and equipment. Hangzhou Agrochemicals Ltd. continued to be a reliable source of quality chemicals for weed and termite control at a discounted rate for UTGA Growers.

There was specific importation of batches of high grade pruning saws and the production of reliable fire beaters in addition to pangas, hoes and other tools.

EVIDENCE-BASED SOCIAL & ENVIRONMENTAL BENEFITS

UTGA continued to encourage its Members to carry out their tree growing activities in a sustainable way owing to the fact that they directly impact on the environment.

We acknowledge the existence of visible and intangible social and environmental benefits realized up and downstream along the value chain. These include carbon sequestration, enterprise development, climate change mitigation, access to renewable fuel, poverty eradication, quality of life enhancement, corporate social responsibility in education, health and amenities such as clean water.

UTGA Members were encouraged to involve communities adjacent to their plantations in ways that help to create wealth and improve welfare usually by contracting local labour and supporting local infrastructure. In addition, there was an increase in employment in the forestry sector as well as benefits to communities. So far, current estimates are of 8,000 jobs created directly and 3,000 jobs indirectly along the current value chain. While growing trees is a climate change mitigation action, UTGA works to identify, advise and share knowledge with its Members to shape practices and policies that address climate change.

UTGA will continue to create a system of determining and capturing all evidence-based benefits.

PARTNERSHIPS

UTGA put effort in building and maintaining strategic relationships with a broad range of stakeholders including government and its bodies, development partners, civil society, academia, environmental and forestry-leaning bodies. UTGA continued to be part of the FSC Standard Development Group (SDG), Reducing Emissions from Deforestation and Forest degradation (REDD+) Programme in Uganda, Forestry Law Enforcement Governance & Trade initiatives (FLEGT) among others.

By April 2014, UTGA had signed a Memorandum of Understanding (MOU) with the Government of Uganda. This provides an institutional framework with which the Government of Uganda and UTGA will collaborate and cooperate to build a plantation based forest industry in Uganda.



DONOR MANAGEMENT

In 2014, UTGA continued to be supported by the Government of Norway through partnership with NORSKOG, a Members organisation providing technical support. Phase I of that support ended in June 2014 and the Royal Norwegian Embassy (RNE) Kampala provided bridging support to UTGA for the period July to December 2014, during which an application for Phase II support was prepared in consultation with the Members and sent to RNE.

In May 2014, UTGA was evaluated by an external Consultant from Finland together with a local Forest Consultant. The efficiency within the association was assessed to be satisfactory and relevant today, though they advised that emphasis should now shift to developing income sources for the organization and championing the interests of members in realizing profits from their investments as the plantations develop towards full maturity for harvesting. UTGA is optimistic that with Phase II support when it comes will help UTGA build its own sustainability mode.



Current state of commercial forestry in Uganda offers immense investment opportunities especially among the downstream activities along the value chain. UTGA hosted Global Environmental Fund (GEF) who came to Uganda to meet up with UTGA Growers on prospects of investing in the sector.



VALUE ADDITION

The trees are growing and with the transition into value addition, it is crucial to consult those that have already been there. UTGA invited Mr Hanns Lemm, then General Manager of Kilombero Valley Teak Company (KVTC) in Tanzania to talk, present and discuss with Growers, the alternatives available to them as they get into processing. The forum took place on 21/8/2014.



SPGS SERVICES

In 2014, SPGS continued to provide commercial forestry services in the areas of financial support, standards inspections, monitoring and training. The majority of SPGS supported clients are UTGA Members and so synergies that the two organisations enjoyed were for the good of the Growers.

UTGA and SPGS organized the 2014 Forestry Fair on 25/03/2014 at City Royal Resort Hotel, Bugolobi at which various players, suppliers and service providers along the forestry value chain showcased their products and services.

CERTIFICATION

In a bid to quality control those that provide services that is analogous to tree growing, UTGA and SPGS carried out audits for nursery operators and contractors. The aim was to share best practices with them, ensure their compliance to minimal standards and get a basis for recommending them to the Growers. Those that met the mark were awarded with certificates.

The UTGA secretariat embraced the concept of forestry certification (FSC) as one of the means to improve

commercial forestry management in Uganda that will benefit Members. This was premised on the fact that demand for certified timber and now poles has grown internationally and regionally. Over the next few years, this may manifest even in the local national markets. UTGA working with SDG Uganda hosted by Environmental Alert under the auspices of the Uganda Forest Working Group carried out a pilot forestry group certification exercise for four (4) UTGA Members in Mubende. Conceived earlier, the exercise was implemented in December 2014 with the help of two consulting firms; Havillah Co. Ltd and Earth Consult.

UTGA embarked on Forestry Certification with prospects of giving Growers access to developed markets with better returns. Thus members must have best practices in their plantations to improve on the quality of their timber products to enable them become competitive.

There are areas that need to be conserved and UTGA Members are usually encouraged to demarcate these areas that include wetlands, bands of natural forest, representative eco-systems, habitats for rare and endangered species and sites of archeological , cultural or historic interest.

CHALLENGES in 2014

- Chain of custody has not been a priority and therefore there is no system to help trace sources of timber within the country's commercial forestry value chain.
- We are at cross roads. Whilst there has been an influx of small & medium scale industrial buyers of wood, the offering price for the resource does not meet the expectation of the Growers.
- Limited technical knowledge in the downstream activities and availability of skilled and specialized expertise.
- Some Growers are lax at recording their transactions and will therefore have problems calculating cost against income to determine profitability of their investment.
- Some Growers have not yet registered their plantations as businesses which will affect their ability to make returns and offset costs against taxes when they harvest their trees.
- With the exception of the bigger tree growing establishments, the sector lacks a reliable Market Information System (MIS) that could provide factual information on resource and value chain components. Current information used in planning and decision making is to a great extent based on assumptions.
- The Presidential Ban on land allocation in CFR and the ensuing inability of commercial tree growers to access more land to continue planting and growing trees has worked against commercial forestry development.

WAY FORWARD in 2015 and BEYOND

- The sector should get a reliable Market Information System (MIS) that could provide factual information on resource and value chain components.
- Some of our Growers continued to carry out 1st thinning while the early planters engaged in 2nd and 3rd thinning operations. UTGA has and continues to attract, look out for and find industrial buyers for the forest products of our Members which at this time are mostly thinning.
- The transmission pole market both local and regional is elastic and continues to grow.
- UTGA will always endeavor to increase its Membership in order to maximize the advantages that come with economies of scale and scope.
- With the exception of the bigger tree growing establishments,
- UTGA Growers need to register their plantations as businesses and record all their transactions;
- Growers need to strengthen collective group action in negotiation and market approach



DENNIS DAVID KAVUMA * *General Manager*

BOARD

UTGA organized a training and retreat for the Board and committees on 25th and 26th September 2014 which was conducted by the Institute of Corporate Governance Uganda (ICGU). The main aim was to enhance corporate governance practices at Board level and strengthen best practices for sustainable organisational performance.

As of 31 December 2014, the Board was made up of the following Members elected by UTGA Members.

Chairman - Baker Akantambira

Vice Chairman - Gervase Ndyanabo

Secretary General - Isaac Ampeire

Treasurer - Henry Wamani

Other Members: Sam Zaramba, Lillibet Semakula, Moses Obeta, Alvera Ngoga, C.D Langoya

As laid out in the UTGA Constitution, Messrs Akantambira, Ndyanabo, Ampeire, Wamani and Ms. Ngoga are due to retire at the next Annual General Meeting but can be re-elected in different roles.

WORKING COMMITTEES

There are four working committees and these have played a very important role deliberating and putting effort to enable UTGA achieve its objectives. The committees are patronized as follows:-

Advocacy & Lobbying

Baker Akantambira	Chair
Robert Bariho	Member
Alvera Ngoga	Member
Sam Zaramba	Member

Finance & Audit

Vicent Kaija	Chair
Jackson Mwesigye	Member
Henry Wamani	Member
Lillibet Semakula	Member

Technical

C.D.Langoya	Chair
Philip Nyeko	Member
Fred Babweteera	Member
CTA/PTA	Member

Human Resource

Gervase Ndyanabo	Chair
Ponsiano Besesa	Member
Sam Zaramba	Member
Isaac Ampeire	Member

In 2014, the Advocacy & Lobbying, Technical and Human Resources (HR) committees met 3 times each while the Finance & Audit (F&A) met 5 times. Two of these committee forums were joint; one was between the advocacy and Technical while the other was between HR and F&A.

SECRETARIAT

General Manager -Dennis David Kavuma

Programme Officer Marketing - Lwanga Mwangala

Programme Officer - Irene Barbara Nakigudde

Accounts & Administration Officer - Annet Carol Nakayiza

Office Attendant - Violet Nafula

The Programme Officer was seconded for embedment to SPGS as part of learning and development initiatives.

The General Manager was part of the study tour of the Board team to South Africa. The trip was a study tour meant to expose the Members so that they could provide valuable input into the UTGA Business plan and application to RNE for phase II support. The purpose of the tour was to have a broader picture on the types, structures and functions of similar associations and how they help their Members along all the stages of the forestry value chain.

*Uganda Timber Growers Association
Financial statements
For the year ended December 31, 2014*

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2014

	Note	2014 Ugx	2013 Ugx
Revenue	2	558,288,813	392,468,653
Administrative expenses	3	(198,553,540)	(175,364,825)
Other Expenses	4	<u>(271,746,694)</u>	<u>(103,122,910)</u>
Operating Surplus		<u>87,988,579</u>	<u>113,980,918</u>

The financial statements on pages 5 to 14 were approved for issue by the Board of Directors on 15th April 2015 and signed on its behalf by:

Chairperson

Treasurer

The accounting policies and notes on pages 9 to 14 form an integral part of these accounts.

STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2014

	Notes	2014 Ugx	2013 Ugx
Non-current assets			
Furniture and Equipment	5	<u>20,650,788</u>	<u>23,120,236</u>
Current assets			
Inventory - Seed		-	9,066,200
Receivables	6	128,432,162	87,236,410
Cash at bank and in hand	7	<u>431,405,646</u>	<u>331,286,671</u>
		<u>559,837,808</u>	<u>427,589,281</u>
Total Assets		<u>580,488,596</u>	<u>450,709,517</u>
RESERVES AND LIABILITIES			
Reserves		534,703,208	446,714,629
Current liabilities			
Trade and other Payables	8	<u>45,785,388</u>	<u>3,994,888</u>
		<u>45,785,388</u>	<u>3,994,888</u>
Total Reserves and Liabilities		<u>580,488,596</u>	<u>450,709,517</u>

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Treasurer

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Uganda Timber Growers Association
Financial statements
For the year ended December 31, 2014

STATEMENT OF CHANGES IN RESERVES

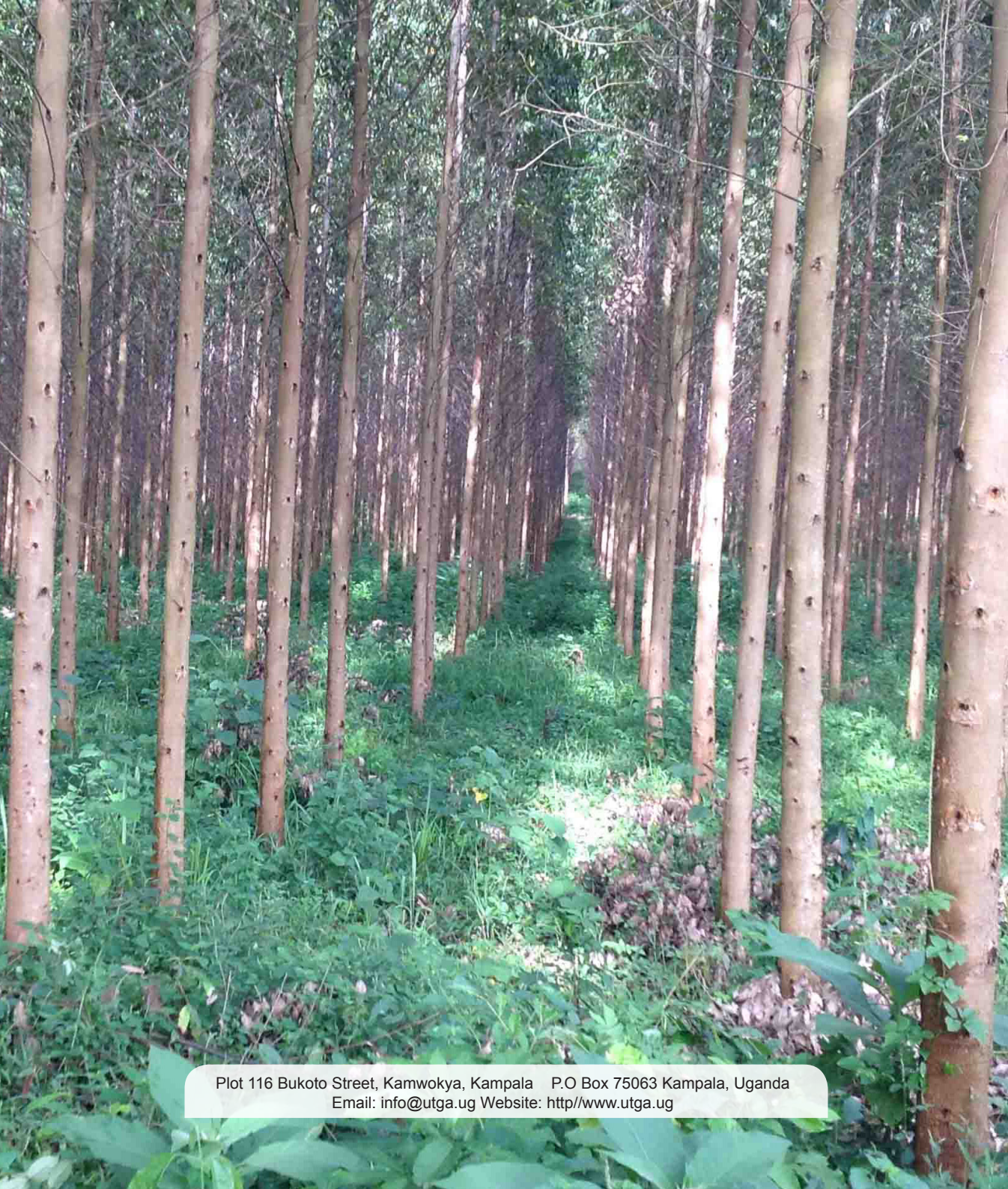
	Reserves
Year ended December 31, 2013	Ugx
At start of year	332,733,712
Operating Surplus as restated	<u>113,980,918</u>
At end of year	<u>446,714,629</u>
Year ended December 31, 2014	
At start of year	446,714,629
Operating Surplus	<u>87,988,579</u>
At end of year	<u>534,703,208</u>

The accounting policies and notes on pages 9 to 14 form an integral part of these accounts.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2014

	Note	2014 Ugx	2013 Ugx
Cash flows from operating activities			
Operating Surplus		87,988,579	113,980,918
Adjustments for:			
Depreciation of office equipment	5	6,895,047	7,736,385
Changes in operating assets and liabilities			
Increase/(decrease) in inventory		9,066,200	(1,585,382)
Decrease/(Increase) in receivables		(41,195,752)	(51,893,910)
Increase/(decrease) in trade payables		41,790,500	(1,628,350)
<i>Cash generated from operations</i>		<u>9,660,948</u>	<u>(55,107,642)</u>
<i>Net cash from operating activities</i>		104,544,574	66,609,661
Cash flows from investing activities			
Purchase of equipment		<u>(4,425,600)</u>	<u>(10,737,700)</u>
<i>Net cash used in investing activities</i>		<u>(4,425,600)</u>	<u>(10,737,700)</u>
Net (decrease)/increase in cash and cash equivalents		<u>100,118,974</u>	<u>55,871,962</u>
Movement in cash and cash equivalents			
At the start of the year		331,286,672	275,414,710
(Decrease)/ Increase in Cash and Cash Equivalents		<u>100,118,974</u>	<u>55,871,962</u>
Cash and cash equivalents at end of year	7	<u>431,405,646</u>	<u>331,286,672</u>

The accounting policies and notes on pages 9 to 14 form an integral part of these accounts.



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