I. VOTE MISSION STATEMENT

To increase quality coffee production, productivity, value addition, marketing and consumption.

II. STRATEGIC OBJECTIVE

1 Increase coffee production and productivity

- 2 Modernise post harvest handling and storage
- 3 Increase coffee processing and value addition

4 Increase consumption of Ugandan Coffee and its products locally and internationally

5 Increase mobilization and access to agricultural finance

6 Strengthen UCDA institutional capacity to deliver on its mandate

III. MAJOR ACHIEVEMENTS IN 2022/23

COFFEE RESEARCH

407,634 cuttings of CWDr materials initiated in rooting bins, 61,277 cuttings weaned.

155,384 cuttings including the batch of last FY availed to farmers. 1,400 cuttings used to gap fill mother garden of KR8, 9 and 10 at the Institute.

Generated 120 RITAs of which 100 of which were for KR4 and 1 RITA of KR9, each RITA hosting between 60 100 germinating embryos. Out of these, 2054 plantlets are currently undergoing weaning in humid plastic poly boxes with future prospects of being used as juvenile mother plants for generation of more plants via the mini cutting technique.

4 Robusta coffee hybrids are under cloning at different stages for advancement to Advanced Yield Trials. Maintained at least 90 cuttings of each of the selected hybrids in preparation for trial establishment.

Conducted grafting trial of Robusta varieties KR 8, 9 and 10 on Liberica root stocks. Trial results indicate highest grafting survival percentage of 73%.

COFFEE PRODUCTION AND PRODUCTIVITY

12,911,707 CWDR plantlets raised by NaCORI & ready for planting

44,219,000 Arabica seedlings generated & available for planting.

13,127,500 Elite Robusta seedlings were generated & ready for planting in Northern Uganda

11,517,340 CWDr plantlets were procured under a Cabinet Directive & distributed in 6 regions of Rwenzori, South-western to 2442 farmers, Central to 4021 farmers, Greater Masaka to 4872 farmers, Eastern to 1210 farmers & Western to 1281 farmers.

15,992,706 Arabica coffee seedlings were distributed under a Cabinet Directive to two regions of South Western and Rwenzori

Distributed 653 pruning saws to Central, Western, Eastern. 844 Bow saws were also distributed in the same regions, each with a spare blade for rehabilitation & renovation of old & less productive coffee trees.

136,505 old and un productive Robusta coffee trees stumped by 118 farmers in Western region.

FARMER EXTENSION

451 Farmer trainings conducted, benefiting 12,899 farmers. Emphasis was on BCTB management, coffee planting and farm establishment, coffee rehabilitation, fertilizer use, soil & water conservation, pests & disease control.

1,772 Farm visits conducted reaching out to 7,802 farmers.

Development of an App for coffee value chain actors registration & Geospatial M&E system is at final stage.

75 Radio talk shows conducted, focusing on GAPs, post-harvest handling, coffee rehabilitation, value addition, quality management, pests and disease management, sensitization on coffee regulations, the National Coffee Act and soil conservation measures.

VALUE ADDITION AND GENERIC PROMOTION

Conducted a barista training course for 42 youths to build skills in coffee brewing techniques & create employment.

Supported 11 higher institutions of learning and 09 government institutions with Coffee Brewing Espresso machines to promote domestic coffee consumption.

Promoted & marketed Uganda Specialty & fine coffee at 3 International exhibitions in Vietnam, Turkey & USA to show case & interest buyers into Uganda coffee.

Conducted one capacity building training for 39 roasters in Kampala in order to ensure compliance to the Coffee Regulations & improve their capacity to produce good quality coffee.

Promoted domestic coffee consumption at 10 local events including the International Coffee Day where the 11 hest nerformers were awarded

Tromoted domestic conce consumption at 10 local events including the international conce Day where the 11 best performers were awarded.

Initiated an MOU with Jinda Coffee Market as a partner in promoting Uganda coffee in China.

Developed a database of Coffee brands on China online market including their prices to inform marketing strategy for Uganda Coffee in Chinese markets.

Initiated discussions with Jas Blu, a coffee roastery in Shanghai as a venue for hosting a Cupping session in the Coffee City of China.

QUALITY ASSURANCE

Inspected & certified 2,907,107 bags-60 kgs for export to various global destinations 543,575 bags Arabica & 2,398,358 bags Robusta. 5738 export grade coffee samples 28,690 Cups were liquored Which is below the target by 21.6 % due to price fluctuations, compounded by fewer loading instructions from coffee buyers, also Seasonal variations which led to late ripening

Conducted 8 quality monitoring & supervision missions in Rwenzori, Kigezi, Eastern, West Nile & Elgon Regions.

Conducted an awareness & sensitization workshop for 380 Value chain actors on coffee Quality Assurance practices, Coffee Regulations, Coffee Act ,2021, Food Safety & Standards in Busoga, Bugisu, Rwenzori & Kigezi

3 Cup tasting sessions conducted in Iganga, Kamuli & Kasese.

Conducted a quality enforcement mission in Rwenzori Region-7 stores & 2 primary processing factories sealed off due to nonconformance to National Coffee Act, 2021.

Awareness created in Elgon region through talk shows on Coffee Act, 2021 for increased compliance to quality standards.

Trained 66 participants including exporters, traders, & farmers in Kasese on elementary Basic Quality Control.

IV. MEDIUM TERM BUDGET ALLOCATIONS

		2022	2/23	2023/24		MTEF Budge	et Projections	
		Approved Budget	Spent by End Dec	Budget Estimates	2024/25	2025/26	2026/27	2027/28
Decement	Wage	10.125	4.997	10.125	10.631	11.694	12.864	12.864
Recurrent	Non-Wage	50.542	5.698	32.611	33.264	39.916	53.887	53.887
Dest	GoU	4.273	0.000	2.020	2.020	2.424	3.394	3.394
Devt.	Ext Fin.	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	GoU Total	64.940	10.695	44.756	45.915	54.035	70.145	70.145
Total GoU+Ex	xt Fin (MTEF)	64.940	10.695	44.756	45.915	54.035	70.145	70.145
	Arrears	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	Total Budget	64.940	10.695	44.756	45.915	54.035	70.145	70.145
Total Vote Bud	lget Excluding Arrears	64.940	10.695	44.756	45.915	54.035	70.145	70.145

Table 4.1: Overview of Vote Expenditure (Ushs Billion)

	Draft Budget Estimates FY 2023/24			
Billion Uganda Shillings	Recurrent	Development		
Programme:01 Agro-Industrialization	42.736	2.020		
SubProgramme:01 Institutional Strengthening and Coordination	19.627	2.020		
Sub SubProgramme:01 Coffee Development	19.627	2.020		
001 Corporate Services	17.561	2.020		
004 Strategy and Business Development	2.066	0.000		
SubProgramme:02 Agricultural Production and Productivity	14.249	0.000		
Sub SubProgramme:01 Coffee Development	14.249	0.000		
002 Development Services	14.249	0.000		
SubProgramme:04 Agricultural Market Access and Competitiveness	8.860	0.000		
Sub SubProgramme:01 Coffee Development	8.860	0.000		
003 Quality and Regulatory Services	8.860	0.000		
Total for the Vote	42.736	2.020		

Table 4.2: Budget Allocation by Department for Recurrent and Development (Ushs Billion)

V. PERFORMANCE INDICATORS AND PLANNED OUTPUTS

Table 5.1: Performance Indicators

Programme: 01 Agro-Industrialization

SubProgramme: 01 Institutional Strengthening and Coordination

Sub SubProgramme: 01 Coffee Development

Department: 001 Corporate Services

Budget Output: 000014 Administrative and Support Services

PIAP Output: Enabled agricultural extension supervision system developed and operationalised

Programme Intervention: 010601 Strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security

Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets
				Target	Q2 Performance	2023/24
A functional Agriculture management information system	Number	2021-22	1	1	1	1

Budget Output: 010027 Global Coffee Trade Negotiations and Policy Advocacy

PIAP Output: Product markets for Uganda's key products mapped, profiled and market frameworks with countries of export interest negotiated

Programme Intervention: 010304 Strengthen capacities of public institutions in analysis, negotiation and development of international market opportunities particularly for the selected commodities

Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets
				Target	Q2 Performance	2023/24
Number of product markets developed	Number	2021-22	1	50	5	2
Number of product market frameworks with countries of export negotiated	Number	2021-22	6	2	5	3

Department: 004 Strategy and Business Development

Budget Output: 010022 Coffee Information Management

PIAP Output: Regular collection and disemination of agriculture data undertaken

Programme Intervention: 010601 Strengthen coordination of public institutions in design and implementation of policies including access to quality food and food security

Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets	
				0	Q2 Performance	2023/24	
Administrative Agriculture data collection system rolled out country wide	Yes/No	2022-23	0	1	0	1	

Sub SubProgramme: 01 Coffee Developm	nent					
Project: 1683 Retooling of Uganda Coffe	e Development	Authority				
Budget Output: 000003 Facilities and Eq	uipment Mana	gement				
PIAP Output: ICT-enabled agricultural	extension super	vision system dev	eloped and operation	onalised		
Programme Intervention: 010411 Streng	then the agricu	ltural extension sy	stem			
Indicator Name	Indicator Measure	Base Year	Base Level	202	2/23	Performance Targets
				Target	Q2 Performance	2023/24
No of districts using the ICT-enabled agricultural extension supervision system	Number	2021/2022	0	126	0	120
Number of districts using ICT enabled agricultural extension applications	Number	2021/2022	0	126	0	120
SubProgramme: 02 Agricultural Product	tion and Produ	ctivity				
Sub SubProgramme: 01 Coffee Developm	nent					
Department: 002 Development Services						
Budget Output: 000089 Climate Change	Mitigation					
PIAP Output: Land, water and soil conse	ervation praction	ces strengthened				
Programme Intervention: 010406 Promo	te sustainable l	and and environm	ent management p	ractices in line w	vith the agroecolo	gical needs:
Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets
				Target	Q2 Performance	2023/24
SLM practices intergrated within the extension service systems	Yes/No	2021-22	2			
Budget Output: 000090 Climate Change	Adaptation			- -		- -
PIAP Output: Climate smart technology	demonstration	and multiplicatio	n centres establishe	ed		
Programme Intervention: 010407 Streng	then agricultur	al research and te	chnology developm	ient		
Indicator Name	Indicator Measure	Base Year	Base Level	202	2/23	Performance Targets
				Target	Q2 Performance	2023/24
			1	l	1	
Number of Climate smart centres established in all the 8 ZARDIs	Number	2021-22	0			

Sub SubProgramme: 01 Coffee Development

Department: 002 Development Services

Budget Output: 000090 Climate Change Adaptation

PIAP Output: Capacity of Pest and disease Risk Assessors (PRAs) strengthened

Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets
				Target	Q2 Performance	2023/24
Number of Pest and disease Risk Assessments for high risk crops conducted	Number	2021-22	2			4

PIAP Output: Water management technologies promoted among smallholder farmers (e.g. water harvesting, irrigation).

Programme Intervention: 010404 Increase access and use of water for agricultural production

Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets
				Target	Q2 Performance	2023/24
Number of parishes supported with water management technologies	Number	2021-22	0			8

Budget Output: 010024 Coffee Production

PIAP Output: Quality inputs on the market

Programme Intervention: 010412 Strengthen the agricultural inputs markets and distribution systems to adhere to quality standards and grades

Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets	
				Target	Q2 Performance	2023/24	
In put traceability system in place	Yes/No	2022/23	0			1	
No. of input dealers, manufacturers, importers and exporters of inputs and agricultural products registered and licensed.	Number	2021/22	700			200	
Number of Coffee seedlings distributed	Number	2021/22	1317809103	5991610	16277646	0	
Number of farmer groups trained in quality seed production	Number	2021/22	700			500	

Budget Output: 010025 Coffee Productivity Management

PIAP Output: Coffee productivity enhanced

Programme Intervention: 010411 Strengthen the agricultural extension system

Sub SubProgramme: 01 Coffee Developm	nent					
Department: 002 Development Services						
Budget Output: 010025 Coffee Productiv	ity Manageme	ent				
PIAP Output: Coffee productivity enhan	ced					
Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets
				Target	Q2 Performance	2023/24
Number of unproductive trees stumped	Number	2021/22	16556380	0	136505	23000000
Budget Output: 010029 Support to Coffe	e Research					
PIAP Output: Demand driven agricultur	e technologies	developed				
Programme Intervention: 010407 Streng	then agricultu	ral research and te	chnology developm	ient		
Indicator Name	Indicator Measure	Base Year	Base Level	202	2/23	Performance Targets
Number of improved technologies and				Target	Q2 Performance	2023/24
Number of improved technologies and innovations adopted	Number	2021/22	4	2	1	3
Number of market responsive coffee varities developed	Number	2021/22	16	3	0	5
Number of research products and services suitable for industry developed	Number	2021/22	6			3
PIAP Output: Technology incubation cer	ntres establishe	ed and operational				
Programme Intervention: 010407 Streng	then agricultu	ral research and te	chnology developm	nent		
Indicator Name	Indicator Measure	Base Year	Base Level	2022/23		Performance Targets
				Target	Q2 Performance	2023/24
Number of parishes in which coffee agronomic practises are demonstrated	Number	2021/22	3502	0	0	1500
Number of prison farms with established seed multiplication centres	Number	2021/22	2			1
Budget Output: 010030 Support to Coffe	e Value Chain	Stakeholders				
PIAP Output: Farmer organizations stre	ngthened					
Programme Intervention: 010409 Streng	then farmer or	ganizations and co	ooperatives			
Indicator Name	Indicator Measure	Base Year	Base Level	202	2/23	Performance Targets
				Target	Q2 Performance	2023/24
No. of farmer groups trained along the value chain	Number	2021/22	500	100	60	1000

SubProgramme: 04 Agricultural Mark	et Access and C	ompetitiveness				
Sub SubProgramme: 01 Coffee Develop	pment					
Department: 003 Quality and Regulato	ry Services					
Budget Output: 010023 Coffee Marketi	ing					
PIAP Output: Ugandan coffee profiled	and branded fo	r speciality market	s.			
Programme Intervention: 010304 Stren opportunities particularly for the select			ons in analysis, neg	otiation and deve	lopment of interr	ational market
Indicator Name	Indicator Measure	Base Year	Base Level	202	2/23	Performance Targets
				Target	Q2 Performance	2023/24
Coffee brands promoted	Yes/No	2021-22	45	74	52	120
Programme Intervention: 010304 Strem opportunities particularly for the select Indicator Name			Base Level	202		
	ivicusui c					Performance Targets
				Target	Q2 Performance	Performance Targets 2023/24
Number of product markets developed	Number	2021-22	4	Target 8	·	Targets 2023/24
Number of product markets developed Number of product market frameworks with countries of export negotiated	Number Number	2021-22 2021-22	4		Performance	Targets 2023/24 10
Number of product market frameworks	Number	2021-22	4	8	Performance 5	Targets 2023/24 10
Number of product market frameworks with countries of export negotiated	Number fee Value Chain	2021-22	4	8	Performance 5	Targets
Number of product market frameworks with countries of export negotiated Budget Output: 010030 Support to Cof	Number fee Value Chain taff trained ngthen capacities	2021-22 Stakeholders s of public institutio	1	8	Performance 5	Targets 2023/24 1(

Indicator Name	Measure	Base Year	Base Level	202.	2/23	Targets
				Target	Q2 Performance	2023/24
Value chain actors trained	Number	2021-2022	757	60	99	1117

Budget Output: 320035 Quality, Standard and Accreditation

PIAP Output: coffee traders, primary processors, roasters, brewers, exporters inspected

Programme Intervention: 010305 Strengthen enforcement and adherence to product quality requirements including; food safety, social and environmental standards, grades, etc.

Sub SubProgramme: 01 Coffee Developm	ient					
Department: 003 Quality and Regulatory	Services					
Budget Output: 320035 Quality, Standard	l and Accredit	ation				
PIAP Output: coffee traders, primary pro	ocessors, roast	ers, brewers, expo	rters inspected			
Indicator Name	Indicator Measure	Base Year	Base Level			Performance Targets
				Target	Q2 Performance	2023/24

VI. VOTE NARRATIVE

Vote Challenges

There are increased incidences of Coffee mealy bugs, black coffee twig borer, aphids, scales, tailed caterpillars, coffee leaf rust, coffee berry disease, coffee wilt disease and red blister in Western, Northern, Greater Masaka, Eastern, South West and Rwenzori regions. However, farmers were advised to intensify sanitation to eliminate weeds in the garden, drench with Dimethoate pesticides for Root Mealy bugs, stump old fields for Antestia bugs and Stem borers, embrace communal approaches towards management of prevalent pests and diseases and as a last resort, spray their coffee with Imidachloprid and Tebuconazole to control BCTB.

Uncertainty in coffee plantlets distribution for Aug to Nov 2022 season. Generally, there was an overwhelming pressure and demand from coffee farmers who were mobilized earlier to prepare for the August to November 2022. Coffee planting season and the Government of Uganda changed strategy of providing coffee seedlings to farmers through the Parish Development Models. Despite short notice when the directive was given, seedlings were distributed but amidst serious logistical challenges, limited time frame to verify dug holes and delayed delivery of documents.

Shortage of containers is presenting a logistical challenge for export business of coffee in regards to coffee movement

Limited space of Lugogo coffee analytical laboratory to handle increased export samples. This is due to increased coffee production countrywide.

Inadequate funding for key activities and budget cuts on the approved budget is greatly affecting the implementation of the strategic plan and the National Coffee Road Map.

Limited funds disbursements. The current economic situation compelled government to reprioritize and cut down expenditure and less funds were released for the period which greatly affected implementation of field operations and hence productivity.

Travel abroad restrictions is affecting coffee promotion especially promotion through participation in international exhibitions, operationalization and coordination of China Representative Office to market Uganda coffee in Far East region.

High turnover of staff especially among the scientists due to uncertainty about the future of the entity

Plans to improve Vote Performance

UCDA plans to recruit special cardres such as Coffee Extension Officer, Coffee Technical Extension Officers, Laboratory Technicians among others to strengthen extensions services, inspections, Quality assurance along the coffee Value Chain. This will include trainings of staff to improve on effectiveness and efficiency of service delivery to coffee value chain stakeholders.

UCDA will continue to lobby for additional funding especially for value addition activities and development projects such as construction of Coffee Regional Laboratories, 1 in Mbale and 1 in Kasese in order to reduce turnaround time and easy access by the coffee stakeholders. Currently the whole country relies on one accredited Laboratory Located in Lugogo show ground, Kampala.

UCDA will continue to support NaCORI to undertake coffee research to produce high quality, and yielding varities which are drought, pest and disease tolerant.

UCDA will work with its political leadership and other stakeholders to ensure that the development of coffee regulations are completed to support the the National Coffee Act, 2021 in order for regulation and development of the coffee value chain.

UCDA will continue to undertake market research and promotion of Uganda coffee both domestically and internationally in order to increase foreign foreign and payments to farmers.

UCDA will continue to support its Value Chain Stakeholders through trainings, on various aspects of coffee Value chain, provision of extension services including price information dissemination.

VII. Off Budget Support and NTR Projections

Table 7.1: Off Budget Support by Project and Department

Billion Uganda Shillings	2023/24 Draft Etimates
Programme : 01 Agro-Industrialization	4,710,000
SubProgramme: 04 Agricultural Market Access and Competitiveness	4,710,000
Sub SubProgramme : 01 Coffee Development	4,710,000
Department: 003 Quality and Regulatory Services	4,710,000
Total For The Vote	4,710,000

Revenue Code	Revenue Name	FY2022/23	Projection FY2023/24
141541	Rent & Rates - Non-Produced Assets – from Gov't units	0.295	0.000
142111	Rent & rates – produced assets-From Private Entities	1.242	1.273
142119	Sale of bid documents-From Private Entities	0.017	0.008
142202	Other fees e.g. street parking fees	49.235	0.000
142211	Registration fees for Documents and Businesses	0.000	0.428
142302	Sale of non-produced Government Properties/assets	0.000	0.000
144149	Miscellaneous receipts/income		81.907
Total	· ·	50.789	83.615

Table 7.2: NTR Collections (Uganda Shillings Billions)

VIII. VOTE CROSS CUTTING POLICY AND OTHER BUDGETARY ISSUES

Table 8.1: Cross- Cutting Policy Issues

i) Gender and Equity

OBJECTIVE	To address how to assess the different implications for men and women of any planned policy action including legislation and programmes in UCDA functions at all levels
Issue of Concern	 Discrimination of special interest groups including women and youth in coffee interventions Human rights violence against women and children in coffee growing regions Limited access to information among youths and women
Planned Interventions	 Address discrimination among the interest group Adoption of Human Rights Based approach to planning Number of people trained on Gender and Equity
Budget Allocation (Billion)	2.100
Performance Indicators	 Rate of Gender and Equity information dissemination rate groups Adoption rate of of Human Rights Based Approach to Planning Number of Staff trained on Gender and Equity

ii) HIV/AIDS

OBJECTIVE	To address the impact of HIV/AIDS condition on the business of the Authority and make the best endeavor welbeing of staff
Issue of Concern	 Discrimination Victimization Stigmatization
Planned Interventions	 Provision of Staff medical insurance to support staff and families. Provide HIV equipment for prevention Sensitization of staff, and holding meetings with staff on HIV prevention and management.
Budget Allocation (Billion)	0.648
Performance Indicators	 Number of Staff and their families provided with medical insurance Number of Equipment provided for prevention No. of Staff sensitized against the spread of HIV/AIDS and treatment

iii) Environment

OBJECTIVE	To prevent pollution, meet compliance obligations and enhance the conditions of the environment		
Issue of Concern	 Climate change effect on coffee production Change in seasonality Environmental degradation 		
Planned Interventions	 Training on Sustainable land mg't Demonstrate water harvesting technology develop drought tolerance varieties Supply 200 kg of Cover crops to coffee farmers Supply 100000 shade trees to farmers Supply 6 solar dryers to coffee farmers 		

Budget Allocation (Billion)	2.103
Performance Indicators	 No. of Staff trained on sustainable land management No. of water harvesting technology demonstrated No. of drought tolerance varieties provided No. of cover crops supplied No. of shade trees supplied No. of solar dryers installed.

iv) Covid

OBJECTIVE	To maintain a healthy workforce and safe workplace		
Issue of Concern	 Exposure to COVID by staff Limited information Disruption of normal operations 		
Planned Interventions	 Provision of Personal Protective Gears to staff Sensitization of staff on prevention measures 		
Budget Allocation (Billion)	1.647		
Performance Indicators	 Number of Personal Protective Gears distributed to staff Number of staff sensitized on environment issues and mitigation measures Infection rate among staff 		

IX. PERSONNEL INFORMATION

Table 9.1: Staff Establishment Analysis

Title	Salary Scale	Number of Approved Positions	Number of filled Positions
ACCOUNTANT	3	4	2
Coffee Extension Officer	3	93	60
COFFEE SUSTAINABILITY MANAGER	5	1	0
Coffee Technical Officer	3	10	6
DRIVER	1	6	4
Finance Manager	7b	1	0
Human Resources Officer	3	2	1
ICT Manager	6	1	0
LABORATORY TECHNICIAN	2	5	4
LEGAL MANAGER	6	1	0
MARKETING AND PROMOTION COORDINATOR	5	1	0
MARKETING AND PROMOTION OFFICER	9	1	0
MONITORING AND EVALUATION OFFICER	3	2	1
Planning & Business Development Manager	6	1	0
PROCUREMENT MANAGER	7a	1	0
PROCUREMENT OFFICER	3	3	2
QUALITY ASSURANCE OFFICER	3	25	23
Senior Accountant	4	1	0
Statistician	3	1	0

Post Title Salary Scale No. Of No. Of No. Of No. Of Posts **Gross Salary** Total Annual Approved Filled Vacant Cleared for Per Month Salary Posts Posts Posts Filling (UGX) (UGX) FY2023/24 3 4 2 2 46,200,000 ACCOUNTANT 1 3,850,000 Coffee Extension Officer 3 93 60 33 3 3,850,000 138,600,000 COFFEE SUSTAINABILITY 5 1 0 1 1 7,900,000 94,800,000 MANAGER Coffee Technical Officer 3 10 6 4 2 3,850,000 92,400,000 DRIVER 6 4 2 1 1,652,000 19,824,000 0 14,250,000 **Finance Manager** 7b 1 1 1 171,000,000 2 Human Resources Officer 3 1 3,850,000 46,200,000 1 1 0 10,000,000 120,000,000 ICT Manager 1 1 6 1 LABORATORY TECHNICIAN 2 5 4 2,650,200 1 31,802,400 1 LEGAL MANAGER 6 1 0 1 1 10,000,000 120,000,000 0 10,800,000 MARKETING AND 5 1 1 1 129,600,000 PROMOTION COORDINATOR 9 1 0 1 MARKETING AND 1 9,000,000 108,000,000 **PROMOTION OFFICER** MONITORING AND 3 2 3,850,000 46,200,000 1 1 1 EVALUATION OFFICER Planning & Business 6 0 10,000,000 120,000,000 1 1 1 Development Manager PROCUREMENT MANAGER 0 12,500,000 150,000,000 7a 1 1 1 3 3 2 PROCUREMENT OFFICER 3,850,000 46,200,000 1 1 3 25 23 2 **QUALITY ASSURANCE** 3,850,000 46,200,000 1 OFFICER 4 0 6,910,000 82,920,000 Senior Accountant 1 1 1 3,850,000 46,200,000 Statistician 3 0 1 1 Total 22 126,462,200 1,656,146,400

Table 9.2: Staff Recruitment Plan