

REPUBLIC OF NAMIBIA

**DRAFT ANNUAL REPORT FOR  
1<sup>st</sup> April 2001 – 31<sup>st</sup> March 2002**

**DIRECTORATE OF FORESTRY  
MINISTRY OF ENVIRONMENT AND TOURISM**

## FOREWORD

The year 2001/2002 has been a year of many triumphs as well as tribulations for the Directorate of Forestry (DoF). It is sad to note that the DoF lost its work force through death during the year in review, while some officials also found green pastures elsewhere outside the DoF. It is however encouraging to note that the DoF received dedicated and energetic young men and women from training institutions. The forestry sector has also enjoyed full support from the political arena. Apart from the budget that is fully supported and approved by the parliamentarians, the sector was also fortunate to get both the Forest Legislation and Forest Policy approved by the law-makers of this country. The great honor is given to the head of state Dr. Sam Nujoma who finally signed the Forest Act in December 2001, despite the fact that it was the holiday season to the majority of the working force in Namibia. With the approval of the two above-mentioned guiding documents, the DoF staff members are facing a challenge to implement these documents in order to achieve sustainable forest management.

There is a need to realize what is set in the DoF's Strategic Plan. It has been a tradition that forestry in Namibia could not make any progress without the involvement of the foreign expatriates' technical support. This year marks a significant change in staff arrangements. The most long serving director of forestry who was not a Namibian, Dr. H. O. Kojwang left the public service of Namibia after laying the foundation of the sector in the country. His departure marks the starting point of the Namibians to be fully responsible and accountable for their own affairs. Hence the call to all forestry staff in Namibia to take their work seriously cannot be spared.

We acknowledge the support we have been receiving from the donor community. Their support makes it possible for us to run the DoF in a manner it has been done.

There is a need to be proactive in respect to sustainable forest management and forest resource utilization to ensure that forest contribution to the people's livelihood is vividly visible. Let us be aware of HIV/AIDS and put all the necessary mechanisms in place to avoid further infections to our employees and the rest of Namibians. Let us also join hands in growing trees for a green Namibia

**J. S. Hailwa**  
**ACTING DIRECTOR OF FORESTRY**

## 1. INTRODUCTION

The Directorate of Forestry (DoF) is entrusted with the management, protection and conservation of Namibia's forest resources. The role of the DoF is based on three pillars: environmental, economical and social. These are evident from the mission of the DoF: *“to practice and promote the sustainable management of forests and other woody vegetation with the involvement of local communities, in order to supply products and services to enhance socio-economic development of Namibians, while maintaining and enhancing the other environmental and conservation functions of the resources”*. Due to the vital role that the DoF is engaged in especially when it comes to management and conservation of forest resources, the DoF has offices in all the thirteen political regions of Namibia. It should also be noted that regulating utilization of forest resources is an immense task, as it is the livelihood of most (if not all) of the rural communities. In order to succeed in her work, the DoF has come up with programmes as well as targets of achievements. The main programmes of the Directorate of Forestry are:

- Public Sector Capacity Building
- Environmental Forestry
- Community-Level Management of Natural Resources
- Farm Forestry

### 1.1 Report Purpose

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This report aims to provide an account of the activities carried out by the DoF during the financial year under review. It documents ways in which government funds allocated to the DoF were spent. This is indeed a measure of progress made in the development of the forestry sector, as well as an identification of constraints to the implementation process.

### 1.2 Composition of the Report

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For the sake of clarity, the report is organized in the following manner: it will lay down the programmes of the DoF, as well as her principles (values). Furthermore, the Organisational Structure; Achievements and Constraints; Donor support projects; the Human Resource Issues; Finance.

### 1.3 Organisational Structure

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The Directorate of Forestry is located under the Department of Natural Resource Management, in the Ministry of Environment and Tourism. The DoF has the capacity 419 employees of which 328 are filled (78 %). The directorate is divided into two divisions: Forest Research and Forest Management (see Table 2).

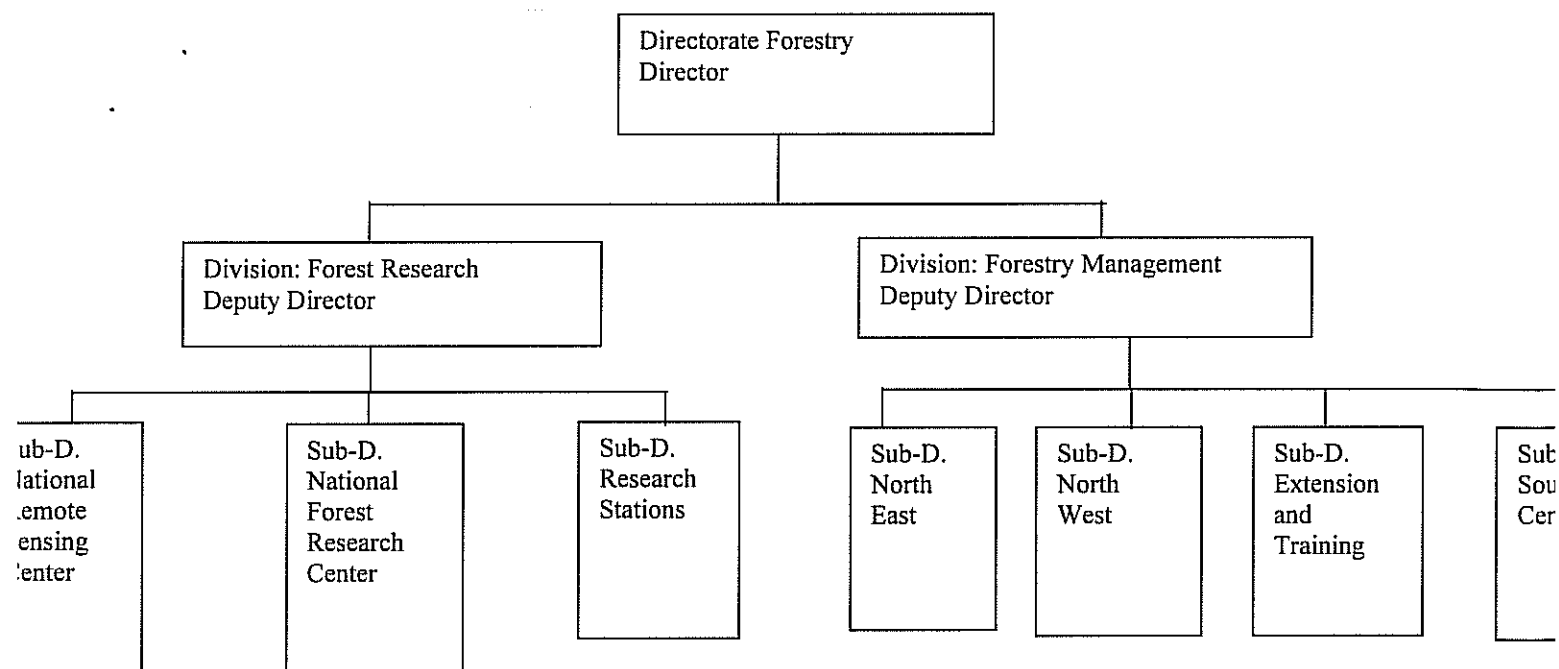


Figure 1: Directorate of Forestry Organizational Chart

## 2. Forest Research

The main function of the division is to collect data, investigate and develop new sustainable forest management technologies, test biodiversity conservation strategies and make forest information available. This division is critical as it provides support to the Forest Management Division. It actually provides a platform for informed decision-making.

The Research Division is divided into three (3) sub-divisions: the National Remote Sensing Centre (NRSC); Research Programmes and Research Stations (Figure 1). Although the National Forest Inventory (NFI) is not a sub-division, it is worth mentioning as one of the most important sections in this Division, and it deals with field based measurements (inventories) of forest resources countrywide. The National Remote Sensing Centre on the other hand deals with the application of Geographic Information System and Remote Sensing at national level. The Research Programmes section is mandated to develop and coordinate forest research projects in the Directorate of Forestry. The Research Stations are responsible for implementing research projects in the field.

### 2.1 Achievements of the Research Division

During the financial year under review, the division has registered significant achievements in some areas. The following achievements are worth mentioning:

- The inventory fieldwork of Oshikoto, Bukalo (Caprivi region), Otjituu (Otjozondjupa region), Onankali (Oshikoto Region), Rehoboth (Hardap region) and Mashare (Kavango region) were carried out and the reports are finalized.
- A new inventory programme which uses Visual Basic (version 6.0) has been developed by a consultant hired through Namibia-Finland Forestry Programme. This solves the problem that the NFI had with the FORTRAN source code programme which proved to be cumbersome, as every time a parameter in the programme needed to be changed, one had to send a problem to Finland and then wait for an answer which could take a couple of days or weeks.
- The Woody Resource Monitoring methodology has been developed with some degree of success. The testing of the methodology in the field has shown a positive and statistically significant correlation between tree and shrub cover and the band 4 (Infrared) of Landsat TM7. This project aims at providing information on the state of forest resources nation wide. It is being developed by a partnership (i.e. the NRSC and the NFI).
- The NRSC has been engaged in providing technical assistance to communities. For example, the King Nehale mapping project that was based on indigenous knowledge was successfully completed. This (King Nehale) project was done in partnership with Rossing Foundation. Furthermore, the NRSC has also been engaged in Uukwaludhi, Nkure-nkuru and Sikanjabuka. In all these areas, the task of the NRSC was to conduct a natural resource survey for potential conservancies and community forest areas. Additionally, the NRSC also mapped the Impalila Island. Maps of all these areas are available at the Directorate of Forestry.
- The NRSC won a tender for mapping bush encroachment in Namibia, particularly the central areas. This is a project being implemented by the Directorate of Environmental Affairs, and funded by the Government of Finland. This project is in its final stages of completion as most of the data has been collected, processed and analyzed. What remains is the integration of the satellite imagery for image classification and final output.
- The NRSC has also been awarded an opportunity to generate a Digital Terrain Model (DTM) for the North Western and Southern parts of Namibia. These are areas allocated for conservancies and a DTM helps to provide information on elevation, which has influence on the type of vegetation and wildlife species. This information is critical for suitability analyses. The DTM for the south is completed and that of the north west is nearing completion.
- Fire scar mapping continue to be carried out at the NRSC. This is done in addition to the overall fire management by the Directorate at large. The fire scar map for 2001 is depicted in Figure 2.

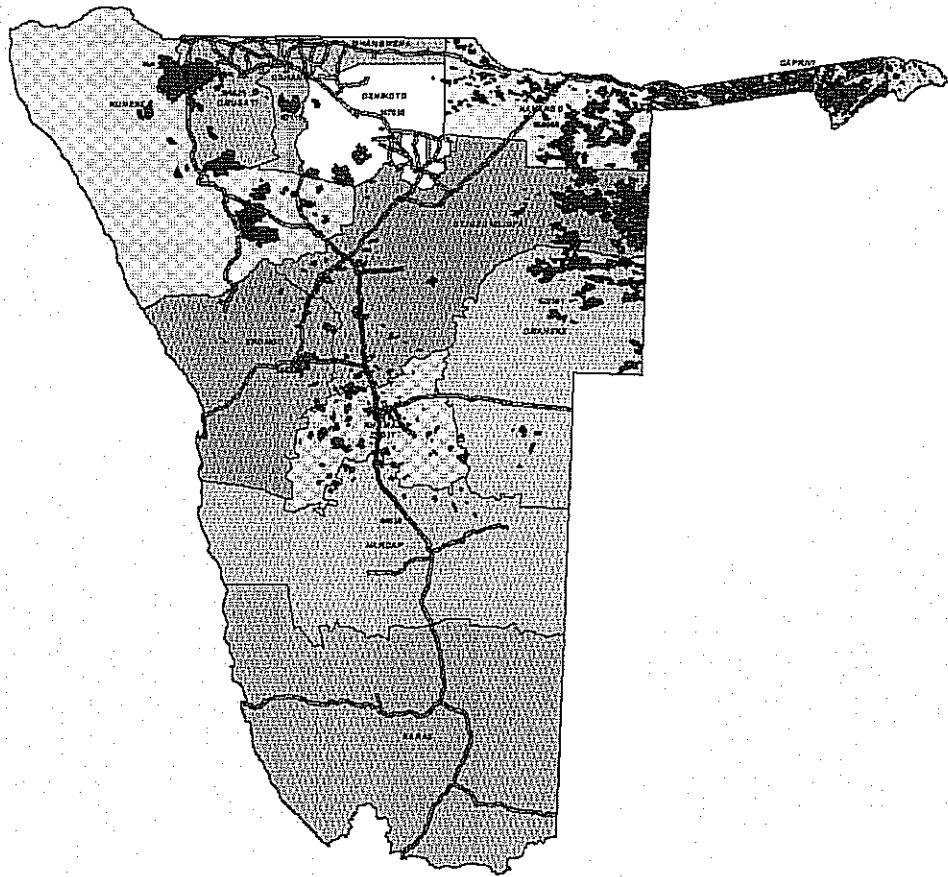


Figure 2: Fire Scar Map for 2001

- The Ogongo Agricultural College mapping project has been successfully completed. The output has been sent to the college and the NRSC received satisfying comments from the college pertaining to the quality of work conducted.
- The Tourism Option Plan for North-west area is ongoing and will be completed in the new financial year (2002/2003).
- The Forestry Research Workshop that brought together various researchers in the field of natural resources was held on March 12-13, 2002. This paved a way for the strategic plan that is aimed to guide the development of forest research in Namibia.
- The proposal on the Improvement, Promotion and Commercialisation of Indigenous fruit trees that was developed by the DoF and submitted to the Food and Agriculture Organisation (FAO) of the United Nations has been approved as a TCP project. The implementation is scheduled for the new financial year

(2002/2003). This will enable research staff to assist communities in increasing benefits derived from indigenous fruit trees.

- The Research Networking System for the Research Division was developed with the assistance of the Namibia Finland Forestry Programme. This is aimed at improving collaboration between the Division and other research-oriented organizations.
- One research project was developed and implemented (i.e. *Terminalia sericea* management trial) and one old research project has been revived (i.e. the Fire management trial at Kanovlei). The *Terminalia sericea* management trial is aimed at improving the quality of droppers, while the Fire management trial is aimed at the assessment of fire effects on the savanna ecosystem.
- The monitoring of the mopane shrub land management trial was carried out according to schedule. The data analysis is scheduled for the new financial year (2002/2003).

## 2.2 Main Constraints

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It should be noted that had it not been for the committed staff and management, the Research Division would not have managed to perform like it did during the financial year under review. The year under review was characterized by a number of challenges (constraints), which include the following:

- Budgetary limitations hamper the successful implementation of the development plans of the research programmes. It should be noted that most (if not all) of the forest research activities are carried out *in situ* (i.e. in the field), which implies much traveling and working odd hours. The limited budget also prevents staff members from attending international conferences and workshops that are indispensable for researchers.
- Lack of transport is also one of the major constraints crippling the division. This problem is more pronounced at research stations, which have to operate under tough conditions, which require strong 4x4 drive vehicles in very good conditions.
- High staff turnover is still one of the factors negatively affecting the division. This hampers long term planning for the development of the division. Furthermore, it is also a loss in financial terms, as the directorate invests in training staff members who leave for greener pastures at the end of their training.
- Accommodation at Forest Research Station is also worth noting. It should be noted that research stations are generally remotely located, and as a result, staff members do not have a choice of buying houses within the vicinity. Consequently, they have to put up with very tough living conditions. For

example, the accommodation for workers in Kanovlei is generally a threat to human survival.

- Lack of permanent appointments of the top managers including the Deputy Director for Forest Research and other key positions such as Chief Forester for Research Stations has also affected the division negatively.

### 3. Forest Management

The management division deals with the day to day operations of the DoF which include:

- Law enforcement
- Reforestation and Afforestation
- Community forestry
- Environmental Forestry
- Forest biodiversity and conservation

#### 3.1 Major Achievements

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The Forest Management division has recorded significant progress in a number of areas:

- Computerization of the permit and accounting systems. This has brought a great improvement in the services offered by the directorate, as it allows for automatic saving and quick generation of reports.
- The Forestry Fire team trained a total of 94 persons from different political regions through the National Emergency Management Unit in Windhoek, in fire fighting. The participants composed of community members, representatives of constituencies and civil servants from different ministries. Additionally, the DoF also created awareness on fire effects through drama and posters.
- Illegal harvesting of forest resources was seriously monitored. The DoF managed to confiscate large amounts of forest resources through law enforcement operations. These composed of timber, curios, fuel wood, etc.
- Despite the harsh climatic conditions of Namibia, the DoF has been making progress in both afforestation and reforestation. During the financial year under review, the DoF with the help of various communities nation wide managed to plant an area of 150ha. It should be noted that due to the scarcity of water, trees are planted at various locations where water is available, and particularly in homesteads.
- In an attempt to control forest/veld fire, the DoF has decided to emphasis awareness creation. In so doing, the DoF is involving all stakeholders and in



particular various communities in fire prevention and fighting. During the financial year under review, a total of 1009km was cleared by communities.

- The DoF has also adopted into the trend for natural resource planning. During the financial year concerned, a management plan for Oshandumbala community forestry pilot area was both developed and implemented. The Ontanda pilot community had also gradually started to implement its forest management plan.
- The DoF has also recognized the need to participate in the awareness creation regarding HIV/AIDs. Posters to this regard were produced and awareness thus created among community members.
- The DoF has also increasingly helped a number of ministries and various individuals in dealing with problem bees. Consequently, the DoF has promoted bee keeping among communities for income generation.
- The DoF also held a national annual planning workshop which was attended by all its development partners. This is critical as it provided a form of master plan for forestry in Namibia. During this workshop, Strategic objectives were also revised and updated.
- Following the approval of the New Forestry Development Policy and the Forestry Act of 2001, the DoF held workshops aimed at creating a common understanding among its staff members. This was done prior to implementation in order to prevent confusion or different interpretations of the documents.

### 3.2 Main Constraints

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The Forest Management division has also been operating among a number of constraints:

- Slowness in repairing vehicles has affected the division's operations badly. There are vehicles that have been in garages for more than a year (e.g. the truck in Rundu has been in the garage since March 2001). The cause for these delays is mainly the lengthy procedure for servicing vehicles which include sending them through the Maintenance Section, the budgetary constraints as well as the inability to process requisitions on time by the Finance section of our Ministry. To be able to solve some of these problems, there is a need to get rid of very old vehicles that have of late become liabilities for the directorate.
- Lack of vehicles is one of the main constraints impeding progress regarding forestry activities. For example, there are some stations which have no vehicles at all. Some have only one very old vehicle that spends most of its time in the garage. As a result, the work suffers.

- Delays in processing payments for community members who clear and maintain fire cutlines (fire breaks) have resulted in increased incidences of forest/veld fires. This is mainly because some of the community members loose patience and resort to burning forest areas as a form of punishment to the DoF.
- Budgetary limitations are one of the principal problem negatively affecting forestry operations especially in the regions. For example, the DoF needs adequate capital to purchase appropriate fire fighting equipment, which requires huge sums of money. Fire is a national problem, and should be treated as such. If the DoF is to effectively suppress forest/veld fires, then more resources need to be made available.
- The lack of computers and other equipment such as photocopiers at regional offices has also created difficulties during the implementation process of the work plans. This is especially more serious as the services provided by the DoF (e.g. permits) are fast getting computerized. For example, the Bukalo Forestry Office has no photocopier.
- Uncontrolled forest/veld fire is still a major problem. For example, during the financial year under review, more than 4 million hectares of land were destroyed by fire. Furthermore, clearing of fire-breaks (cutlines) is not possible due to the high cost of fuel and maintenance of the equipment involved. It has also been observed that fire-breaks created by communities alone are not enough to control fires.
- The bureaucracy involved in getting confiscated forest products auctioned has resulted in forest products rotting at various offices. This is a very serious matter as it is depriving the Government potential revenue. Furthermore, it creates a bad image for the DoF, as owners of confiscated products watch them rotting while they could have used them profitably.
- The absence of confirmed Head of the Directorate and Deputy Director creates a problem when it comes to long-term decisions.

## 4. Finance

### 4.1 Budget and Expenditures

The DoF received a budget of N\$16,848 920.00 of which N\$15,248 920.00 was for recurrent and N\$1,600 000.00 for capital (Development) budget. The total expenditure during the financial year under review amounted to N\$14,818 558.55, representing 87.9%.

The recurrent budget was well utilized, with a total expenditure of N\$14,460 027.00 (94.8 %). Despite the fact that the DoF made some savings on the overall budget, a few votes were over spent. These include salaries, subsistence and traveling allowances as well as on transport. This was due to increased staff members and a constant budget that does not change despite the filling of posts. The over spending on transport is attributed to maintenance of very old vehicles.

On the capita (development) budget, it is disappointing to report that most of the money was not spent, as evident from the total expenditure of N\$358,530.56, representing 22 % of the capital (development) budget. This was due to a number of reasons including the fact that development projects are done in partnership with other Government Departments and Ministries. For example, the purchasing of vehicles is coordinated by the Maintenance Sub-Division within the MET. This office was approached last year to handle the issue of ordering vehicles and all the necessary information was provided to them. Unfortunately, at the end of the day they failed to deliver. The construction of the Nkure-nkuru Office also suffered due to the Department of Works' failure to appoint builders on time.

### 4.2 Revenue

The income generated from forests is huge but difficulty to quantify, as it comes in many indirect forms (such as feed for wildlife, aesthetic value for tourism, fuelwood, etc.). Despite the complications involved in determining the income derived from forests, the DoF managed to raise a total of N\$402,644.83 (see Table 1 below).

Section	Seedlings (N\$)	Forest Products (N\$)	Permits (N\$)	Others (N\$)	Total (N\$)
North East	43,636.46	19,225.72	99,218.00	0	162,080.18
North West	35,995.00	17,967.00	27,365.00	2,201.72	83,528.72
South Central	24,751.75	14,851.05	59,404.20	42,000.00	141,007.00
NFRC	12,945.00	0	2,758.00	325.93	16,028.93
<b>Total</b>	<b>117,328.21</b>	<b>52,043.77</b>	<b>188,745.20</b>	<b>44,527.65</b>	<b>402,644.83</b>

Table 1: Revenue Generated by DoF in 2001/2002

## 5. Human Resources Development and Management

The DoF has made significant progress in human resource development. This is evident from the number of scholarships awarded to staff members through the Namibia-Finland Forestry Programme (NFFP).

### 5.1 Field Attachments

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A number of students from tertiary institutions were attached to the DoF for internships. For example, the NRSC had a maximum of four (4) students (i.e. two from the University of Namibia and two from the Polytechnic of Namibia). A number of students from Ogongo Agricultural College and the Polytechnic of Namibia were also attached at a number of Offices such as Rundu and Ongwediva District Forestry Offices, and at Okahandja Forestry Research Centre.

### 5.2 Training of Stakeholders

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The DoF has contributed immensely towards capacity building at national level during the financial year under review. A number of training sessions were held across the country. For example, the NRSC offered GIS related short courses to various Government Ministries such as Defense, Local Government, Mines and Energy, Lands, as well as to private companies (e.g. Urban Dynamics, Emcon Consultants, Wilderness Safari) and Non-Governmental Organisations such as World Wildlife Fund.

The DoF also concentrated on training community members on how to manage forest resources more sustainably and on income generation. For example, ten (10) community members from Community Forest Areas of Ohepi and Ekolola received training in wood curving at Valombola Vocational Technical College for a period of three weeks. Through the acquired skills, these community members can now produce curios, furniture, etc for income generation. Community members have also been trained in fire fighting in the northern and northeastern regions.

### 5.3 Staff Development

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The DoF has also demonstrated its commitment to developing its human resources through a large number of enrichment (short) courses organised. Forestry staff members attended approximately fifty-eight (58) different short courses in general. Although most of these courses were held in Namibia, there is a few which were held abroad.

Additionally, ten (10) staff members with Certificates in Forestry have been sent to Ogongo Agricultural College to upgrade their qualifications into Diplomas. Additionally, five staff members left for Australia, South Africa and Britain for B Sc and M Sc degrees.

### 5.4 Resignations

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The 2001/2002 financial year has seen the resignation of the then Director of Forestry, Dr. Harrison Kojwang. Additionally, a Technician, two (2) Clerical Assistants and two (2) Forest Guard also left the DoF service.

### 5.5 Losses of Human Resources due to Death

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The increased death rate in Namibia has also affected the DoF. This is evident from a total number of 15 staff members who passed away. This figure is extremely too high for a Directorate with a current total staff component of 328 (4.6 %). This is especially critical when one looks at the number of people entering the DoF and those leaving as represented in Figure 3. Consequently, this indeed cripples forestry operations in the country. The worst part is the fact that those who are dying are the experienced ones. This means that the DoF will have to increase its training budget in order to train new recruits annually.

### 5.6 Filling of Vacant Positions

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Following the resignation of Dr. Kojwang, Mr. Hailwa was immediately appointed as an Acting Director as effect from May 2001. Additionally, Mr. Nyambe and Mr. Chakanga were appointed as Acting Deputy Directors for Forest Research and Forest Management respectively. The above-mentioned trio constituted the management team of the DoF. This management team did a commendable job in terms of leading the DoF. However, there is a need to fill the top positions in the DoF on a permanent basis.

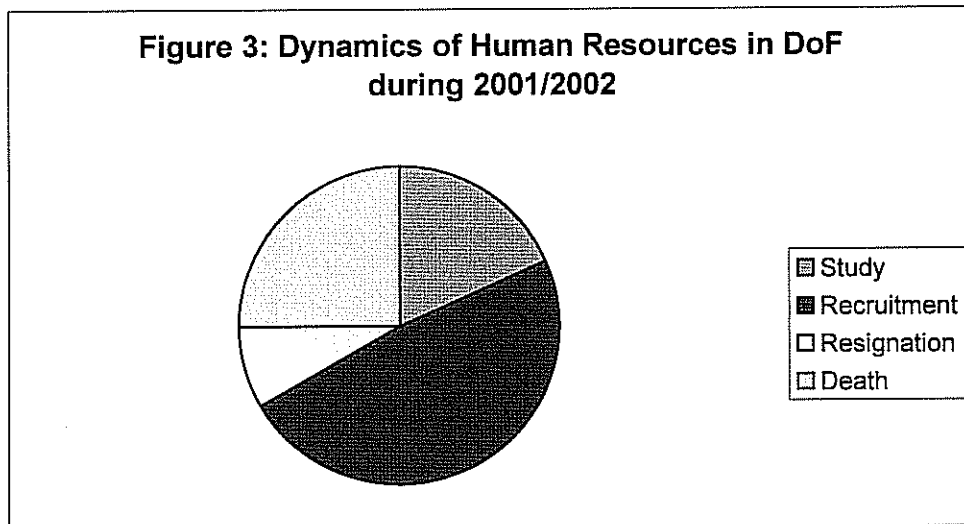
Lower ranks in the DoF are being gradually filled. Out of the total establishment of four hundred and nineteen (419), three hundred and twenty eight (328) are filled, representing 78 % (see Table 2). Among all the filled positions only one is occupied by a non-Namibian. There is however a great need to fill the labourer positions, as these are critical in carrying out work on the ground. There is currently 27 positions for labourers that are vacant (see Table 2).

#### DIRECTORATE OF FORESTRY ESTABLISHMENT 2001/2002

Post	Establishment	Currently Ffilled	Currently Vacant	Budgeted for 2001/2002
Director	1	0	1	yes
Deputy Director	2	1	1	Yes
Chief Forester	7	3	4	Yes
Principal Forester	8	3	5	Yes
Senior Forester	11	6	5	Yes
Foresters	5	3	2	Yes
Chief Technicians	5	2	3	Yes

Technician	21	20	1	Yes
Rangers	45	35	10	Yes
Forest Guards	43	38	5	Yes
Chief Clerk	1	1	0	Yes
Clerks	3	2	1	Yes
Clerical Assistants	19	18	1	Yes
Operator Driver	22	16	6	Yes
Artisan	2	2	0	Yes
Workhand	44	42	2	Yes
Leader Labourer	14	12	2	Yes
Equipment Attendant	11	5	6	Yes
Watchmen	56	47	9	Yes
Laborer	99	72	27	Yes
<b>Total</b>	<b>419</b>	<b>328</b>	<b>91</b>	

Table 2: DoF Establishment and Filling of Posts



## 6. Partnership in Forestry Development

The development of forestry in Namibia is made possible by the support of both the government of the Republic of Namibia and the financial and technical assistance from Development partners or donor countries such as the government of Finland, through the Namibian-Finland Forestry Programme (NFFP), the government of Germany through the Community Forestry in North Eastern Namibia (CFINEN) implemented by the German Development Service GDS (DED), and through the SADC/GTZ Okongo Community Forestry Project (Sustainable Management of Indigenous Forests), and the government of Denmark through Community Forestry and Extension Development (CFED)

### 6.1 Namibia-Finland Forestry Programme (NFFP)

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The NFFP's phase 1 ended in March 2001 and phase 2 started in May 2001. This support is directed towards Participatory Integrated Forest Management (i.e. Community Forestry and Environmental Forestry); Institutional Capacity Building (i.e. Human and Infrastructure development) and Information and Planning (i.e. National Remote Sensing Centre, National Forest Inventory and Forest Management Planning Unit). During the said financial year, the office and house constructed by the NFFP at Bukalo in Caprivi Region were completed. The NFFP phase II continued to support students sent for training during phase I. Additionally, two (2) students were sent to Britain, one (1) to Australia and two (2) to South Africa under the funding of the NFFP phase II, during the financial year under review. The NFFP is also credited for her continued financial support to various components of the DoF, amounting to N\$1,589 128.00 in total. It is also worth noting the fact that the NFFP has contributed significantly in solving the transport problem that severely affects forestry operations in Namibia. Two (2) vehicles were purchased during the said financial year.

### 6.2 SADC/GTZ Project on Indigenous Forest Management

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This project is based in Ohangwena Region, and Omauni area in particular. Through this project, the Okongo Community Forest has been established. The project so far has managed to build an Office, a community hall and a house during the 2001/2002 financial year. Furthermore, a community savings account has been established and is currently operational. The project also managed to import domesticated Guinea Fowls which have been distributed to community members for income generation. The total financial support for this project during the financial year under review amounts to N\$400 000.00.

### 6.3 DED Project on Community Forestry in North Eastern Namibia

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The DED project is promoting community forestry in Caprivi, Kavango and part of Otjozondjupa regions. The assistance of the DED project in forest development comes in a form of assisting communities to establish their own nurseries by training them and

providing them with the necessary material. Also worth noting is the project's approach in encouraging community members to utilize dead wood, by training them in producing marketable products from dead wood such as pen cases, picture frames, etc. This is indeed a strategy for conserving live trees. The establishment of community forests and community orchards is also some of the project's main focus. The total financial assistance for the financial year under review stood at N\$2,000 000.00.

#### 6.4 Community Forestry and Extension Development (CFED)

The CFED project is in its second phase, and is scheduled to end during the next financial year (2002/2003). This project has also contributed immensely in terms of providing capacity to communities through short courses. The project also provided two scholarships to DoF staff for qualifying training in South Africa and Zimbabwe. Its total budget for the financial year under review amounts to N\$2,000 000.00. The CFED's phase I ended in October 2001. The current extension is just for eighteen (18) months in order to consolidate its achieved goals and thus facilitate the taking over of its activities by the DoF.



## 7. Conclusion

The DoF has made enough progress in terms of laying the foundation for community forestry, providing information and other services to clients, filling of posts, human resource development, planning and policy development. However, very little has been achieved in terms of forest research and environmental forestry. Forest/veld fires are still a major challenge that the DoF can only address if support is obtained from all levels of Government, and if all stakeholders get committed to controlling these fires. There is a need for stakeholders such as the Ministry of Works, Transport and Communication to actively participate in the clearing of fire-breaks, or alternatively the Maintenance Sub-Division within the Ministry of Environment and Tourism. On tree planting, the DoF has made progress by planting 150ha, however, still need to be done, especially in terms of planning for tree planting so as to involve all stakeholders and to secure water for the survival of trees.

The main constraints outlined in this report need urgent attention from management. For example, the overall budget especially Personnel expenditure need to be increased in order to accommodate expansion in staff component and forestry operations. It is a matter of fact, that DoF activities are field based, meaning that without money for S & T and for overtime, very little fieldwork can be carried out. Also worth attending to is the transport constraint. It is advisable to develop a procurement plan for vehicles so as to gradually do away with very old vehicles that have proven to be too costly to maintain.

On training the DoF is doing very well. However, more still needs to be done especially when it comes to specialised training such as bee keeping. When it comes to qualifying training, it is advisable for DoF to also apply for funding through the Ministry of Higher Education and Employment Creation in order to accommodate candidates not allocated the NFFP scholarships. Furthermore, training should focus in specialized areas such as forest economics, community forestry, etc.

There is also a great need for management to plan in advance so as to spend the budget accordingly. The issue of not spending funds allocated for capital project reflects badly on the DoF at large.

A delay in filling the Director's position is also negatively affecting the long-term planning of the institution. Unless one is permanently appointed, one cannot have a vision for an organization due to uncertainties. This also prevents those in acting capacity from embarking on long-term projects that may not be accomplished during their acting term of office.

Finally, it is important to note that the DoF has in general made significant progress in all spheres of operation. Better performance is actually anticipated in the next financial year (2002/2003).

