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The Trinity of Restoration

Faith, Policy, and the Carbon Market

KAMPALA/GULU
On March 2, 2026, the air at the Church of Uganda's Provincial headquarters was thick with more than just prayer; it was charged with the energy of a new, green revolution. As the Church officially launched its ambitious 15-Million Tree Campaign, a significant handshake took place that may well determine the future of Uganda's climate resilience.

At the center of this movement was Kijani Forestry, stepping onto the national stage not just as a participant, but as the primary technical engine for a spiritual mandate.

From unutilized Land to Diocesan Forest Reserves
The most transformative element of this partnership is the Church's bold plan to establish Diocesan Forest Reserves. Moving beyond scattered woodlots, the Church intends to utilize significant tracts of previously underutilized land to create permanent, protected forests managed under the Kijani Model.

This model integrates indigenous species recovery with



Rt. Rev James Ssebagala, chair of Household and Community Transformation receives seedlings from Kijani's Paul Mukiibi

demonstrations of smallholder agroforestry models integrating woodfuel and timber species as well as on-field biochar production and use—ensuring that these reserves aren't just collections of trees, but self-sustaining ecosystems. By establishing these reserves, the Church is effectively creating a "Green Endowment"—protecting biodiversity while generating long-term value through carbon credits and

sustainable forest products.

A Social License to Grow
The event was a masterclass in strategic alignment. By standing shoulder-to-shoulder with the Church's leadership, Kijani secured something more valuable than any grant: a Social License.

In direct consultations, the Bishops of Kitgum and Northern Uganda dioceses voiced immense confidence in Kijani's boots-on-the-ground model. The

numbers discussed were staggering—a tentative commitment to plant 770,000 trees across the Acholi sub-region alone. By utilizing Church-owned lands for these new reserves, Kijani is turning "sacred space" into "productive space," bypassing traditional community entry barriers and planting seeds of change directly into the heart of the parish.

From Grassroots to Government
The launch also served as a critical bridge to the halls of power. Kijani's leadership engaged directly with the Deputy Speaker of Parliament and the Chairperson of the Parliamentary Committee on Natural Resources.

This wasn't just small talk. Kijani successfully socialized its sophisticated carbon-offset model—supported by the Microsoft-Rubicon contract—positioning the company as a key player implementing the National Climate Change Mechanisms Regulations 2025. The takeaway was clear: Kijani is the partner the government needs to meet national carbon goals.

Kijani employs 890 in Northern Uganda

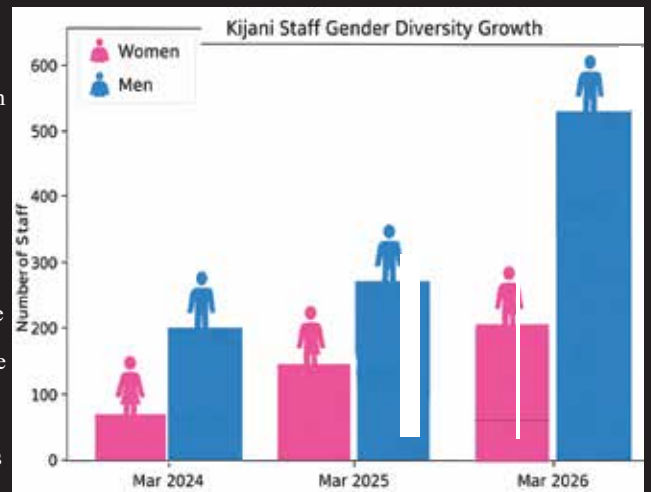
GULU -- The latest workforce data from Kijani Forestry tells a story of more than just organizational growth; it represents a significant contribution to the socio-economic transformation of Northern Uganda. As Kijani scales its operations to meet the ambitious goal of planting 30 million trees this year, it has emerged as a major engine for Local Economic Development (LED) and a critical solution to regional unemployment.

In just two years, Kijani has nearly tripled its headcount, growing from 332 staff in 2024 to 897 in 2026. This rapid expansion directly translates to hundreds of new jobs for youth and professionals in the Acholi, Lango, and Teso and Karamoja sub-regions. By providing stable, formal employment, Kijani is injecting significant purchasing power

into local markets, stimulating small businesses, and improving household resilience.

Kijani's commitment to inclusive growth is evident in its gender diversity metrics. In 2024, there were only 77 women in direct employment with Kijani. But by 2026, the number has more than doubled to 260.

Beyond direct salaries, Kijani's expansion significantly bolsters Local Service Tax (LST) revenues for local governments both in Gulu City, and in the districts of deployment. These contributions provide Local Governments with the necessary domestic revenue to fund essential services like healthcare, education, and infrastructure, creating a virtuous cycle of development that begins with a single sapling.



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Paying Farmers to Fertilize own Crops

GULU -- A new kind of harvest is taking place in northern Uganda. It is not one that is reaped in grains or tubers, but in a dark, crumbly substance that is fundamentally altering the economic and ecological landscape of rural communities. What began as a technical soil improvement practice is rapidly evolving into a high-integrity income stream, proving that environmental stewardship is becoming a profitable practice for farmers to implement.

For the serious producers partnering with Kijani Forestry, biochar has become a "win-win" asset. The financial results are unmistakably clear: farmers who commit to high-quality production are on pace to significantly increase, and in many cases, nearly double their total annual earnings.

The mechanics of this "Black Gold" economy are built on trust and efficiency. Kijani Biochar pays farmers for every verified batch of high-quality biochar produced. In a region where agricultural markets can be volatile and payments often delayed, Kijani's predictable timeline is a game-changer. Payments are typically disbursed within two to three weeks of verification. This reliability allows farmers to plan for the future with

Making Biochar the Kijani Way

- Dig a one meter conical hole, making it clear. Stock buckets of water nearby.
- Gather dry organic waste like maize stalks, sorghum, pigeon peas etc. Do not use green or wet material.
- Stack dry twigs in interlocking pyramid about 20cm deep, so that the initial fire will burn hot and fast. Set the fire and get ready to add biomass once the fire is burning.
- Feed biomass slowly, avoid adding too much at once and spread biomass evenly using a long stick.
- Maintain an even strong flame, it should stay bright and cover the whole full surface. If one side weakens or smokes, adjust the biomass to let more air.
- Pour water quickly and evenly over the entire kiln. Use at least 3 buckets of water. Quenching must be done while the biochar is still hot to stop smoke and make it extra spongy.
- Bag your biochar and label it accordingly. It is now ready for use.



A farmer bags biochar produced from twigs and dry grass, ready for fertilising the soil

confidence, knowing exactly when they can invest in their households or their farms without abandoning their regular cropping cycles.

While the cash incentives provide immediate relief, the long-term value of biochar goes far beyond the initial payment. In a unique circular model,

farmers do not sell the physical biochar; they keep it. By applying it to their own fields, they are investing in the very foundation of their livelihood: the soil.

Biochar acts as a permanent soil enhancer, improving structure, supporting moisture retention during dry spells, and helping crops utilize nutrients with

unprecedented efficiency. Over time, many producers find that the resulting gains in crop productivity and long-term soil health actually outweigh the cash earned from production. They are essentially being paid to fertilize their own soil!

Kijani to establish Ethics Committee



GULU -- Kijani Forestry is officially breaking new ground with the development of a landmark Code of Business Conduct, Ethics, and Integrity. Titled 'The Kijani Way,' this framework is designed to serve as the immutable foundation for all stakeholder engagements as the company scales its operations across Uganda.

Michael Tebere, Chair of the Kijani Committee on Business Conduct, Ethics, and Integrity, describes the initiative as a comprehensive commitment to the highest ethical standards. "The Kijani Way provides specific guidance and direction for our growth," Tebere notes. He emphasizes that for the 74,903 farmers and various landowners partnering with the company, this code guarantees a relationship built on

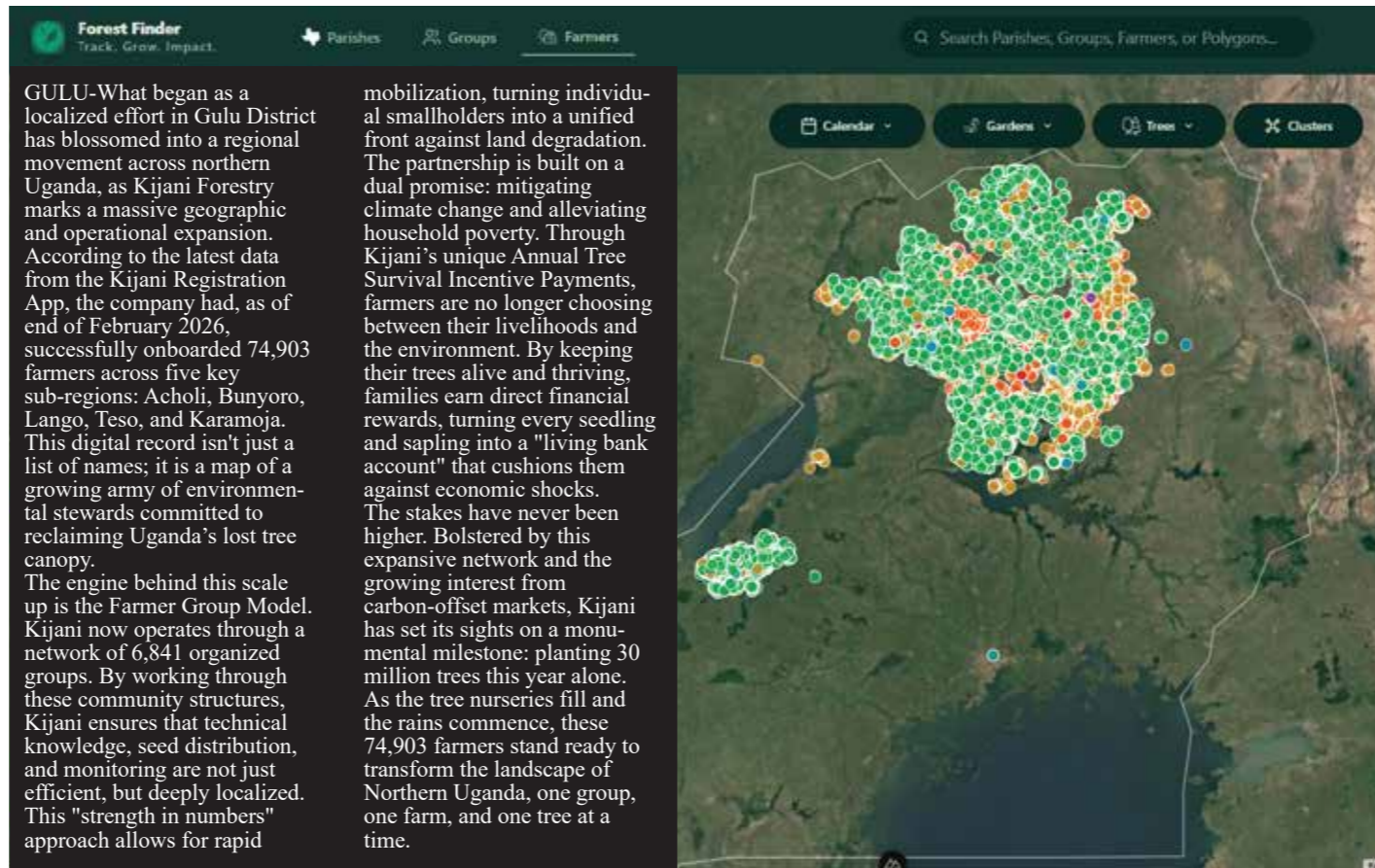
transparency and truth.

This commitment to ethics is not just about corporate governance—it is a critical driver of market value. By ensuring transparency in the value co-created with local communities, Kijani ensures its carbon credits attain the "Four Highs" sought by global buyers: high integrity, high quality, high value, and high impact.

This ethical fortification comes at a pivotal moment. Following the January 2026 signing of a massive contract with Microsoft and Rubicon Carbon to offtake 20 million carbon credits from Northern Uganda over 15 years, 'The Kijani Way' ensures that Kijani remains a trusted global leader in the carbon frontier.

74,000 farmers and Counting

Kijani expands to 30 Districts



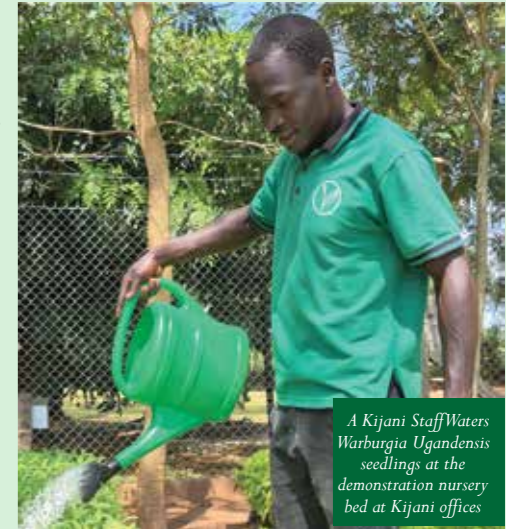
GULU—What began as a localized effort in Gulu District has blossomed into a regional movement across northern Uganda, as Kijani Forestry marks a massive geographic and operational expansion. According to the latest data from the Kijani Registration App, the company had, as of end of February 2026, successfully onboarded 74,903 farmers across five key sub-regions: Acholi, Bunyoro, Lango, Teso, and Karamoja. This digital record isn't just a list of names; it is a map of a growing army of environmental stewards committed to reclaiming Uganda's lost tree canopy. The engine behind this scale up is the Farmer Group Model. Kijani now operates through a network of 6,841 organized groups. By working through these community structures, Kijani ensures that technical knowledge, seed distribution, and monitoring are not just efficient, but deeply localized. This "strength in numbers" approach allows for rapid

mobilization, turning individual smallholders into a unified front against land degradation. The partnership is built on a dual promise: mitigating climate change and alleviating household poverty. Through Kijani's unique Annual Tree Survival Incentive Payments, farmers are no longer choosing between their livelihoods and the environment. By keeping their trees alive and thriving, families earn direct financial rewards, turning every seedling and sapling into a "living bank account" that cushions them against economic shocks. The stakes have never been higher. Bolstered by this expansive network and the growing interest from carbon-offset markets, Kijani has set its sights on a monumental milestone: planting 30 million trees this year alone. As the tree nurseries fill and the rains commence, these 74,903 farmers stand ready to transform the landscape of Northern Uganda, one farm, one tree at a time.

Kijani Forestry Saves Warburgia Ugandensis from the Brink

AMURU -- In the quiet, sprawling landscape of Oloro Village, Ogweta Parish located in Pogo Sub-County, Amuru District, a silent but monumental rescue mission is unfolding.

Here, across a massive 1,000-acre restoration site on community-owned land, Kijani Forestry is working to reverse an ecological tragedy. The focus of this mission is, among others, the Warburgia ugandensis, an iconic medicinal tree that has been teetering on the brink of local extinction.



A Kijani Staff Waters Warburgia Ugandensis seedlings at the demonstration nursery bed at Kijani offices

A Species Under Siege

Known commonly as the East African Greenheart, or Abac in Acoli, Warburgia ugandensis is a cornerstone of traditional African medicine. For centuries, its bark and leaves have been prized for their potent antimicrobial, antifungal, and anti-inflammatory properties. It is, quite literally, a living pharmacy.

However, this value became the species' undoing. Because of its legendary healing powers, wild populations were decimated by over-exploitation. Bark was stripped faster than the trees could regenerate, and habitat loss further squeezed the survivors into tiny, isolated pockets. Across much of Northern Uganda, the Greenheart had become a ghost, a memory held only by the elders.

The 10,000-Seedling Milestone

Kijani Forestry is now changing that narrative. Paul Mukiibi, one of the three Co-Founders and lead brain behind Kijani's restoration efforts, has spearheaded an intensive effort to propagate this difficult-to-raise species. Through specialized nursery techniques, the company has successfully raised a staggering 10,000 seedlings.

"This isn't just about planting trees for the sake of numbers," Mukiibi explained during the visit of a Church of Uganda team to the restoration site. "Raising 10,000 Warburgia ugandensis seedlings represents a comprehensive commitment to biodiversity. We are bringing back an endangered tree species that holds the key to community health and ecological balance."

The primary destination for these 10,000 saplings is the flagship Restoration Project in Oloro Village. This 1,000-acre site serves as a vital corridor for indigenous species recovery. By planting the Greenheart on community land, Kijani is ensuring that the restoration process is inclusive, benefiting the very people who have traditionally relied on the forest for their wellbeing.

The Oloro site provides the perfect

microclimate for the Greenheart to thrive. As these seedlings take root in the Amuru soil, they will begin the slow process of restoring the woodland's natural profile, providing habitat for local fauna and stabilizing the soil.

Restoring the Link to Traditional Healing

The most profound impact of this project, however, is social. In rural Uganda, where access to modern pharmaceuticals can be limited or expensive, the Warburgia ugandensis is a vital resource. Mukiibi points out that the rarity of the plant had left local herbalists in a desperate position, often traveling long distances only to find dead or dying trees.

By reintroducing 10,000 of these "medicine trees," Kijani is restoring a cultural lifeline. Once these trees reach maturity, local herbalists will have sustainable and abundant access to the bark and leaves needed for their remedies. This ensures that traditional knowledge can be passed down to the next generation without the fear that the fundamental tools of the trade have vanished.

The Kijani Way: Beyond Carbon

While Kijani Forestry is a leader in the carbon market, recently signing a historic contract with Microsoft and Rubicon Carbon, the Warburgia project highlights a deeper ethos. This is 'The Kijani Way': an ethical commitment to high-integrity, high-impact restoration that values biodiversity and community heritage as much as carbon sequestration.

In Oloro Village, the return of the Greenheart is more than a botanical success; it is a symbol of resilience. As these 10,000 trees grow, they will stand as a testament to what is possible when modern forestry science and community-led restoration walk hand-in-hand.



Delegates at the Sustainable Charcoal Transitions Workshop in Limuru, Kenya

Uganda's Modern Charcoal Industry takes Shape

LIMURU, KENYA -- For years, the global conversation around "clean cooking" has often treated charcoal as a relic of the past—a fuel to be transitioned away from as quickly as possible. However, at a landmark workshop held in Limuru this February, the narrative shifted dramatically toward a more pragmatic and inclusive future.

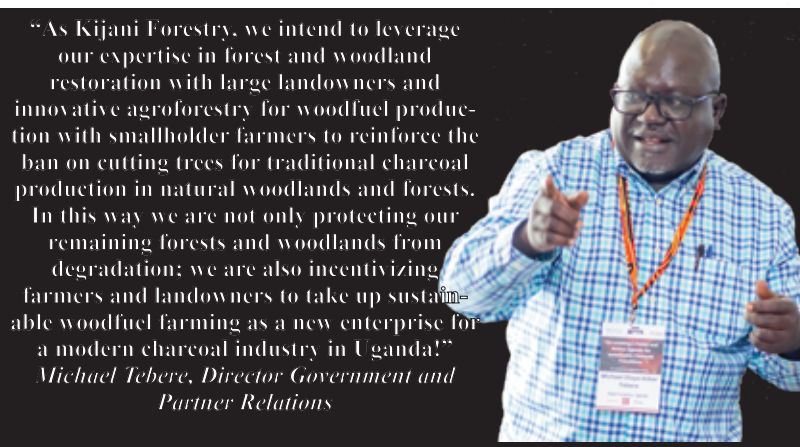
Representatives from six African governments, including Uganda's Ministry of Energy, met with international researchers and private sector leaders to discuss and issue a powerful communiqué: it is time to stop ignoring charcoal and start modernizing it.

For Kijani Forestry, this international consensus is more than just news; it is a profound validation of the "Modern Charcoal" model we have been building on the ground for years.

The workshop's primary message was one of realism, noting that with an estimated 395

million people in sub-Saharan Africa relying on charcoal, the fuel is not disappearing anytime soon. Instead of pushing the sector into the shadows of informality, the delegates called for "opening the stack", formally recognizing charcoal as a critical, resilient component of the household energy mix.

One of the most significant takeaways from Limuru was the urgent call to end the biomass bias by refusing to lump charcoal with other fuels like dung or firewood. The communiqué highlighted that charcoal has a vastly different emissions profile and that its frequent demonization in policy circles often stems from a lack of nuanced research. By distinguishing between "traditional" and "modern" charcoal, the delegates echoed Kijani's core belief that the problem is not the fuel itself, but rather the efficiency and sustainability of its production. And specifically, for Kijani, the



"As Kijani Forestry, we intend to leverage our expertise in forest and woodland restoration with large landowners and innovative agroforestry for woodfuel production with smallholder farmers to reinforce the ban on cutting trees for traditional charcoal production in natural woodlands and forests. In this way we are not only protecting our remaining forests and woodlands from degradation; we are also incentivizing farmers and landowners to take up sustainable woodfuel farming as a new enterprise for a modern charcoal industry in Uganda!"
Michael Tebere, Director Government and Partner Relations

sustainability of modern charcoal starts with the restoration of forest and woodland to ensure a resilient and sustainable supply of tree seed for its decentralized Nursery Hub Model that engages farmers through innovative agroforestry approaches for farming woodfuel as an

enterprise. This shift in perspective identifies a massive opportunity for innovation, specifically in sustainable production methods, tree seed collection and banking, improved kilns, and circular bio-waste products.