



A PLATFORM FOR STAKEHOLDERS IN AFRICAN FORESTRY

PROFESSIONAL FORESTRY ASSOCIATIONS IN EASTERN AFRICA



AFRICAN FOREST FORUM WORKING PAPER SERIES

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Professional Forestry Associations in Eastern Africa

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Acronyms and abbreviations

AEAS	Association of Eritreans in Agricultural Sciences
AFF	African Forest Forum
AGM	Annual General Meeting
CBO	Community-Based Organization
CEO	Chief Executive Officer
COMFORT	Commercial Forestry Research and Training Group
CSO	Civil Society Organization
EA	Environmental Alert
EAWLS	East African WildLife Society
EDPRS	Rwanda's Economic Development and Poverty Reduction Strategy
EFA	Ethiopia Forestry Association
FAO	Food and Agricultural Organization of the United Nations
FD	Forestry Department
FSK	Forestry Society of Kenya
GA	General Assembly
KEFRI	Kenya Forestry Research Institute
KFWG	Kenya Forestry Working Group
MDG	Millennium Development Goals
MENR	Ministry of Environment and Natural Resources
MoU	Memorandum of Understanding
NDP	National Development Plan

NEC	National Executive Committee
NFA	National Forestry Authority
NFP	National Forestry Programme
NGO	Non-Governmental Organization
NORSKOG	Norwegian Forestry Association
PELIS	Plantation Establishment and Livelihood Improvement Scheme
PFA	Professional Forestry Association
PIRT	Presidential Investors' Round Table
REDD	Reduction of Emissions from Deforestation and Forest Degradation
SPGS	Sawlog Production Grant Scheme
TAF	Tanzania Association of Foresters
TAFORI	Tanzania Forestry Research Institute
TGNP	Tanzania Gender Networking Program
UFA	Uganda Forestry Association
UFWG	Uganda Forestry Working Group
UIA	Uganda Investment Authority
UMA	Uganda Manufacturers Association
UNDP	United Nations Development Programme
UTGA	Uganda Timber Growers Association

Foreword

The forestry sector in Eastern Africa has for a long time been facing various challenges including reduced real public funding, shortage of qualified staff, governance issues, and other external factors. These have impaired the way the public forest administrations have been operating, and are partly responsible for the noted massive rates of deforestation, forest degradation, in addition to conversion of forest land to other uses. Not surprisingly, these trends have a bearing on the many cases of moribund or non-existent professional forestry associations that have potential to improve the way the sector functions. It is this prevailing situation in the forestry sector that largely provided the motivation for this paper, which focuses on professional forestry associations (PFAs) as institutions that can assist in strengthening the forestry profession and practice.

Generally, PFAs aim to exchange information and experiences among foresters and to influence relevant policies and decisions. This is done in many ways but the commonest include formal or informal meetings, workshops or seminars, printed matter in journals, or network systems like websites. Some of the PFAs are commonly designated “institutes” and are responsible for accreditation of people to the profession. They may control admission to the profession, monitor professional practice, lay down requirements for continuing professional education/development and, as independent bodies, lobby their national governments on issues concerning the forestry sector. They uphold the public interest in the practice of professional forestry by ensuring the competence, independence, professional conduct and integrity of members. Their aim is to encourage the highest standards of ethical and professional performance amongst members through education, accountability and codes of ethics and performance standards. All PFAs, whether offering accreditation or not, offer possibilities for improving standards within the profession, for lobbying and for public education and information.

This report has been made possible through collaborative efforts of the African Forest Forum and Mr. Jones Ruhombe Kamugisha, who was responsible for writing this report, and credit should go to him.



Prof. Godwin Kowero

Executive Secretary, African Forest Forum

Executive Summary

This study was commissioned by the African Forestry Forum (AFF) to document the establishment and operation of Public Forestry Associations (PFAs) in the Eastern Africa region and also to explore opportunities for co-operation with AFF. The study relied heavily on analysis of qualitative primary and secondary data. Secondary data was obtained from the desk reviews of literature. The study also relied on e-mail communication and internet search.

It is noted that in general, establishment of PFAs is driven mainly by the need to:

- ▶ have closer association, collaboration and networking among the foresters and other stakeholders to provide services effectively;
- ▶ promote public awareness on forestry as a productive sector that contributes to national development and the importance of forests in environmental amelioration;
- ▶ raise visibility of forestry in national strategic plans and budgets;
- ▶ improve the public image on forestry management and development, which also calls for increased professionalism and accountability of the foresters; and
- ▶ enhance personal development and status for individual members.

Wherever they exist, all PFAs have stated visions, missions, strategic plans, objectives and activities to be carried out. It has been noted that performance of individual PFAs varies with countries in terms of member recruitment and participation, effectiveness in meeting intended objectives and service delivery. Almost all the PFAs have a weak financial base, are largely donor dependent, have poor participation of the members arising from low personal motivation and the busy schedules, they lack of legal mandate to regulate foresters and enforce codes of ethics and standards, have limited communication and networking with stakeholders and have limited grass-roots reach and penetration.

However, there are some opportunities for operating PFAs in the region including enabling forestry policies and legislation, support from national agencies responsible for forestry and the increasing interest in forestry at all levels, especially in connection with climate change, water, food security, poverty eradication and biodiversity conservation. Other opportunities arise from possible collaboration between the PFAs and the AFF especially in the areas of:

- ▶ information sharing and networking;
- ▶ research on specific topical forestry issues;
- ▶ capacity building in establishment of the PFAs;
- ▶ empowerment of the PFAs for financial sustainability;
- ▶ developing Guidelines of best practice for forming PFAs; and
- ▶ developing/enforcing professional ethics and standards among foresters in the region.

CHAPTER 1 Introduction

DEFINITION OF A PROFESSIONAL FORESTRY ASSOCIATION

In its broadest meaning, a forestry association is a group of people who are interested in forestry or forest industries. Their activities are concerned with the forest and its products, or the group may derive all or part of their livelihood from the forest or its products. Many such associations would not be termed "professional": the words "forest" or "forest products" may not even appear in their title. Nevertheless, their activities - directly or indirectly, permanently or temporarily - may be concerned with the forest and its products. In a narrower sense, a PFA is restricted to a group of specialists with the same interests in forestry or forestry industries, who gain most of their livelihood from their forestry activities and who perform duties directly concerned with their own profession.

FUNCTIONS OF THE PROFESSIONAL FORESTRY ASSOCIATIONS

Generally PFAs aim to exchange information and experiences among foresters and to influence relevant policies and decisions. This is done in many ways but the commonest include formal or informal meetings, workshops or seminars, printed matter in journals, or network systems like websites. Some of the PFAs are commonly designated "institutes" and are responsible for accreditation of people to the profession. They may control admission to the profession, monitor professional practice, lay down requirements for continuing professional education/development and, as independent bodies, lobby their national governments on issues concerning the forestry sector. They uphold the public interest in the practice of professional forestry by ensuring the competence, independence, professional conduct and integrity of members. Their aim is to encourage the highest standards of ethical and professional performance amongst members through education, accountability and codes of ethics and performance standards.

Some PFAs provide some of the functions of institutes by supporting exchange of information, generally through journals and newsletters, providing the opportunity for networking and often offering in-service training courses or other professional development. Many of them are involved in public education. They are independent of governments, and may often lobby on behalf of the forestry sector interests. But they do not control the right to practice as a forester, as the institutes do. All PFAs, whether offering accreditation or not, offer possibilities for improving standards within the profession, for lobbying and for public education and information.

SCOPE AND OBJECTIVES OF THE STUDY

The study of the PFAs was commissioned by the African Forestry Forum (AFF) to cover the Eastern Africa region (Burundi, Eritrea, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, and Uganda). The study evaluates the current status of the PFAs and explores opportunities for co-operation with AFF. The main objective of the study was to evaluate the performance of the PFAs and their influence/impact in the forestry sector and national development in the countries mentioned above. The study also aimed at creating understanding of the environmental factors that affect the establishment and function of such associations. The specific objectives were to:

- 1) Collect information on existing professional associations/societies, how long they have been active, mode of establishment, their current state (including status, number of members, activities, and influence/impact on forestry development);
- 2) Analyze the strengths and weaknesses of the existing PFAs and propose ways through which they could be strengthened;
- 3) Analyze the environment on issues (opportunities and threats) that are relevant to establishing professional forest associations in countries where they do not exist; and
- 4) Identify the ways the professional associations can be firmly linked with the AFF;

METHODOLOGY

The study relied heavily on a qualitative approach that involved collection and analysis of primary and secondary data. Primary data was collected using interviews and discussions with the key stakeholders in the PFA, government officials and Civil Society Organizations (CSOs) (Appendix 2). Secondary data was obtained from the desk reviews of literature. The study also relied on e-mail communication and internet search. It was difficult to establish contacts with PFAs of Ethiopia, Burundi and Sudan. Additionally the responses from some countries lacked the depth of information needed. Hence there was very limited coverage in these countries. However, the case studies from Kenya, Rwanda, Tanzania and Uganda provided sufficient information to draw useful lessons.

CHAPTER 2 Findings and discussion

INTRODUCTION

Two major categories of forestry association were identified namely non-profit making and profit-making associations (Francois, 1966). The non-profit making associations are composed of professionals that contribute to promoting research and spreading knowledge in forestry and forest products. They are also interested in protecting forests as part of sound environmental management. The examples of non-profit making associations in the region that were studied are:

- ▶ Uganda Forestry Association (UFA)
- ▶ Forestry Society of Kenya (FSK)
- ▶ Tanzania Association of Foresters (TAF)
- ▶ Uganda Forestry Working Group (UFWG)
- ▶ Uganda Timber Growers Association (UTGA)
- ▶ Kenya Forestry Working Group (KFWG)
- ▶ Ethiopian Forestry Association (EFA)
- ▶ Association of Eritreans in Agricultural Sciences (AEAS)

This category of PFAs acts as useful mouthpieces through which information, knowledge and skills can be communicated or transferred to the public, and play an important part in deciding forest policy. Sometimes they act as pressure groups on governments and legislatures. An example of a profit-making association that was studied was the Uganda Timber Growers Association (UTGA), which was established to make it easier for members to establish commercial forest plantations and in the long run assist them to process and market their forest products. The objectives here emphasize the wise administration of the forest through modern techniques in silviculture and exploitation, bearing in mind ever-changing economic conditions. They also exercise a considerable influence on the formulation and development of forest policy.

The membership for individual associations varies. In some cases, all the members have technical and professional training in forestry. This is especially so for TAF, FSK, UFA and EFA. However, there have been other associations formed based on interest to support good forestry practice and development rather than professional qualifications. Actually in some cases the members do not have professional training in forestry, but they are glued together for forestry pursuits. Examples are the KFWG and UFWG.

ESTABLISHMENT AND MEMBERSHIP

The establishment of forestry associations in the region dates back to 1976 with the registration of TAF and FSK in 1979. UFA was registered as an NGO in 1985. EFA was established in 1992, but it has been generally inactive. In Eritrea, there is no professional forestry association. However, forestry is one of the specializations under the Association of the Eritreans in Agricultural Sciences (AEAS), established in 1994.

Common to all the PFAs was that the idea to establish an association was conceived by practicing foresters, mostly working in government agencies. In particular, the Forestry Departments in the respective countries took oversight of inaugurating and providing initial facilitation to nurture the development of the associations. In Tanzania and Kenya, the Ministries responsible for forestry have also continued to play important patronage roles. Establishment of the PFAs was driven mainly by the following factors:

- ▶ the need for closer association, collaboration, information exchange and networking among the foresters so as to provide services effectively;
- ▶ the need to promote public awareness on forestry as a productive sector that contributes to national development and the importance of forests in environmental amelioration;
- ▶ the need to raise visibility of forestry in national strategic plans and budgets;
- ▶ the need to improve the public image on forestry management and development, which called for increased professionalism and accountability of the foresters; and
- ▶ the need to enhance personal development and status for individual members.

These factors have in one way or the other influenced the performance of the individual associations, in terms of recruitment of members and their participation in the activities of the Association. TAF has attracted over 1,000 members, while the FSK has about 400 members. Uganda has the least number of members among the East African nations, with less than 100 members. Common to all Associations was that the personal expectations of the individual members on the benefits accruing from the association were strong drivers to winning the commitment and actual participation of the members. In particular, where individuals felt they did not derive benefits, their commitment to participate was apparently stifled. To this end, TAF plans to create incentives that will attract members to get involved. With UFA, the foresters have generally responded poorly to registering and participating in the association's activities.

MISSIONS

Each PFA has a Mission Statement which generally reflects the main thrust of the intent of establishing it. In general they tend to hinge around promoting sustainable management of

the forestry resources in the respective countries. The goals and activities are specifically matched to achieve the Missions. Generally, the activities address the following:

- ▶ awareness creation in forestry sector;
- ▶ lobbying and advocacy for forestry policy and development;
- ▶ networking and information sharing;
- ▶ research and training in forestry;
- ▶ provision of advisory services; and
- ▶ consultancies.

The Mission Statements for some of the associations are outlined in Box 1. From the Mission Statements, it is noted that the focus of these PFAs is similar in intent to some of the associations in the developed world. Unlike in the developed, however, professionalism and accountability to the general public did not seem to be issues of emphasis at the inception of the PFAs. It is eventually dawning on the PFAs that it was a serious omission which they must address. Consequently, TAF, FSK, and UFA are all grappling with processes to institute codes of ethics and standards of practice for their members.

Box 1: Mission statements

Uganda Forestry Association (UFA)

The Mission of UFA is to contribute to appropriate, efficient and environmentally sound forest resource management practices

Tanzania Association of Foresters (TAF)

To provide professional advice and support for sustainable management and use of Tanzania's forest resource, with significant contribution to the socio-economic development

Forestry Society of Kenya (FSK)

To promote professionalism and well-being of Kenyan forestry through sustainable forest practices, partnership, advocacy and providing regulatory and advisory services.

Uganda Timber Growers Association (UTGA)

UTGA exists to:

- ▶ Provide public awareness, advocacy and lobbying for the commercial forestry sector

in the country;

- ▶ Promote training, research and development in commercial forestry;
- ▶ Promote competitiveness of the commercial forestry sector;
- ▶ Promote strategic partnerships through networking and information sharing.

Uganda Forestry Working Group (UFWG)

The mission of the network is to promote the development of the forestry sector and simulate all forestry stakeholders to respond appropriately to changes and challenges within the sector

Kenya Forestry Working Group (KFWG)

To promote sustainable advocacy, research, networking, and partnerships development for improved livelihoods for all Kenyans.

Source: Respective Strategic Plans.

GOVERNANCE

The organizational and functional attributes of the PFAs were assessed to understand how they are governed. Of specific interest were legal status, organizational structures, administrative functions, roles, powers and accountability of authorities, adherence of the members to the core values and access to information.

Legal Status and Effect on Governance

TAF, FSK and UFA are legally registered as non-government organizations (NGOs). In the case of UFA, the association is also registered as Company. KFWG is legally recognized as a sub-committee of the East African Wild Life Society (EAWLS). EAWLS is a registered NGO drawing membership from all over the world. Kenya's Forestry Act (2005) provides for the membership of FSK to the Board of Directors of the Kenya Forestry Service. This provision strengthens further the legal status of FSK and enhances its voice to influence forestry policy development in the country.

Registration provides the legal mandate and institutional confidence that enables the PFAs to function effectively. The functioning of the PFAs is further defined by the respective

constitutions and rules governing the individual associations. These instruments empower the members and their leaders to participate in meaningful decision-making processes.

On the other hand, the Uganda Forestry Working Group (UFWG) is an informal network of forestry-related CSOs and individuals. There is no doubt that it has had success in influencing forestry sector developments. However, some of its decisions may face legal challenges. Such challenges have already been experienced by UFA in the implementation of the Code of Ethics. It has been argued that UFA does not have the legal mandate to punish erring and corrupt professionals. Consequently, UFA is going through a process of tabling a Bill in Parliament seeking to legally establish UFA as a professional association that will be able to promote professionalism among the members, and hold them accountable to the public, in accordance with the Code of Ethics.

Despite the weaknesses in the legal provisions, there is consensus that PFAs play a pivotal role in influencing forestry policy and development. In addition, most of the associations recognize the importance of the informal social relations in building cohesion among members over formal structures.

Organizational Structures

In general, the organizational structures of the PFAs consists of the General Assembly (or the Annual General Meeting, AGM), the National Executive Committee (NEC), and the Secretariat. The AGM is the supreme organ of the PFAs, with responsibility for the vision, overall policy formulation, election of the NEC and approval of the budget and activities. The AGMs also give the members a forum to debate on various forestry issues, exchange information, develop networks and enjoy the social interaction among the forestry fraternity. Under such a forum, foresters are able to discuss freely and communicate outside the ordinary formal contacts. The NEC is responsible for the overall management of the activities of the PFA. The Secretariat drives the daily functions of the association, and determines the level of participation in planning and execution of activities. The efficiency and sustainability of the Secretariat is dependent on its internal management capacity, ability to form strategic alliances with key individuals, and the management of the external relations. The composition of the secretariat varies depending on the individual association as follows:

- ▶ TAF employs an Executive Officer, a Finance and Administrative Officer, Programme Officer and Publicity Officer. Employment of support staff has made it possible for the Secretariat to implement activities and promptly respond to the needs of the members;
- ▶ FSK employs an Executive Officer. Previously, most of the work was handled by members of NEC. The challenge here was that most of the members of NEC were also employed in various sectors, and this limited their availability;

- ▶ UFA Secretariat is run by the General Secretary/Administrator who conducts daily business of the association and is assisted by the Office Assistant. The two are volunteers, with little or no incentives to keep them working effectively;
- ▶ UTGA is still establishing a Secretariat which is to consist of salaried workers. However, the Executive Committee works promptly and efficiently, in a business-like manner, to address emerging issues. Their motivation is the business; and
- ▶ UFWG's Secretariat is Environmental Alert (EA), a member organization selected for its own good placement (in terms of personnel and the activities that are related to those of the Association) to perform the work of the Secretariat. While mainstreaming the activities of the PFA into those of a member organization is attractive and ensures implementation, there is a danger for mixing up the functions of the PFA and those of such an organization.

Administrative Functions

Given the large membership and geographical spread over the individual countries, the associations are inevitably faced with administrative challenges demanding for institutional arrangements that promote effectiveness, efficiency, participation, transparency, responsiveness and equity. To this end, TAF and FSK have established zonal offices to encourage decentralized functions and elicit more active member participation. So far 11 such offices have been established by TAF, and only one has been inaugurated by FSK. UFA has not yet moved in this direction. However, TAF experience showed variation in the level of activity, with some zones being more active than others.

Codes of Ethics and Standards

The codes of ethics are principles and rules of conduct applied to govern a group or organization and help to monitor personal performance and integrity. Standards of Professional Practice deal with professional practice and relate to competence and stewardship. To be effective, the codes of ethics and standards should be enshrined in the principal laws and by-laws, so that application does not fall prey to legal interpretation and challenge. The institutionalization of codes of ethics and standards of practice is important in promoting personal and professional integrity in the sector. Consequently, the need to establish corporate bodies to enforce these standards, ethics and code of conduct is a major concern in the region. The situation varies with different countries as follows:

- ▶ TAF has incorporated the Code of Ethics into its Constitution and is in the process of lobbying for the enactment of a law that enforces its functioning;
- ▶ A Code of Ethics drafted by UFA is awaiting enactment; and
- ▶ In Kenya, a Code of Ethics has been drafted and includes committing all foresters to a certification and licensing scheme before practicing and monitoring their integrity.

Implementation of the codes of ethics will require training of trainers, information sharing and learning lessons from successful similar schemes, in order to build the capacity of the members of associations to handle this new area of responsibility. Also, such schemes will be of practical usefulness where all the stakeholders in the forestry sector accept and uphold the standards as (i) proactive for promoting integrity, professionalism and the integrity of the forest resources, (ii) clearly written and easily understood by the stakeholders, (iii) achievable, useful, and applicable to everyday practice, (iv) measurable and enforceable, and (v) timeless in applicability.

However, that code of ethics and standards are not a panacea for combating corruption and mismanagement plaguing the forestry sector. Forestry governance is often a mirror of the general national trends. Where there are weak governance systems with absence of central authority to enforce law and order, inadequate institutional and legal framework and deficient in capacity, especially human-power and finance, are often the key determinants. Such situations expose management of the forest resources to the control of interest groups and undue political interference.

It is generally observed that lack of executive authority in a country and breakdown in law enforcement systems often fuel corruption and undermine personal and institutional integrity. Misuse or mismanagement of forest resources has often escalated during the times of political or authority vacuum, as was experienced in Uganda in 1970-80's, Rwanda (in 1990's), Ethiopia (1990's) and Kenya (2007-8).

Availability of Information

For good governance to exist in both theory and practice, members of PFAs have a right to information and access to it. Various methods have been used by the associations to disseminate information to their members and other stakeholders. The AGMs, brochures, reports and websites are some of these. TAF has got an active website; FSK is still developing its own, while UFA does not have any. However, the level of information flow to the members is in general still very low.

EFFECTIVENESS

The idea of organizational effectiveness is important for knowing whether the organization is actually achieving its intended objectives. This in turn depends on how the organization is designed, how its functions are defined and hence how processes and people are managed. Each of the associations has a clearly stated Mission, objectives and activities, against which this assessment was made under the general themes below.

Fora for Forestry Professionals

The associations are providing fora in which various forestry-related issues are discussed, and information disseminated to a wide public. The main organ to facilitate this has been the AGMs. In addition, scientific conferences have been organized, mostly within the same period as the AGMs, attracting a wider range of interest groups. During the conferences, scientific papers are presented and discussed. The fora provide individuals and institutions the opportunity to learn and contribute to own development. Through these fora, the public has been educated on specific forestry topics, some of which have been controversial, and scientific guidance in forestry practices has been provided. They are also useful for guiding and firmly establishing the association's priorities.

The performance of individual associations varies. FSK and TAF have been actively and effectively holding their mandatory meetings. Each year, different themes are addressed. These meetings have been effective means of discussing issues affecting the forestry sectors with key policy makers. For such associations where AGMs have been conducted consistently, there have been clear strategies developed to guide advocacy, information sharing, research, and public awareness. As a result, PFAs have contributed significantly to raising the profile of forestry in their respective countries. For UFA, the AGMs have been very irregular, hence denying the members opportunities to interact. Members also miss out the opportunity for influencing policies and decisions in sector development.

The AGMs are not only costly, but challenging in terms of organization. However, the quality of information shared and the impact is worth the effort. While UFA has many times failed to raise funds for the AGMs, FSK and TAF have on the other hand attracted funds from government through their responsible Ministries and donors. For instance, the Ministry of Natural Resources and Tourism has over the last four years consistently funded about 60% of the cost of TAF Scientific Conference/AGMS. Similarly, UNDP has provided support to FSK for the twin function. This shows that governments and donors recognize the value of these fora, and are willing to invest in them.

National Policies and Decisions

The PFAs have generally been upfront in influencing forestry and related policy and practice. FSK has worked closely with Kenya Forestry Services to develop forestry policies and guidelines. TAF and UTGA have similarly promoted practical forestry innovations and policy developments in Tanzania and Uganda respectively. Based on well researched information presented by highly respected forestry professionals, these policy advocates have been able to convince decision makers at political and technical levels. Some of the policy changes influenced through the PFAs include:

- ▶ reversal of an official decision in Tanzania to sell Teak Plantation to a private company;

- ▶ the re-branding of the Shamba system in Kenya under the Plantation Establishment and Livelihood Improvement Scheme (PELIS) and the development of related Guidelines;
- ▶ the development of Guidelines for growing Eucalyptus in Kenya and Tanzania; and
- ▶ the UFWG successfully spearheaded action to save Mabira forest from degazettement in 2007, a landmark advocacy action that has become a reference for collective action for environmental and socio-economic rights in Uganda and East Africa.

In Uganda, UTGA demonstrated to the Presidential Investors' Round Table (PIRT) and the Uganda Investment Authority (UIA) the profitability of commercial forest plantations for economic growth and development. The PIRT is an influential forum that facilitates identification of crucial interventions that Uganda needs, and UTGA saw it as a strong vehicle of change that would attract more investment and encourage the growth of domestic investment. As a result, forestry has been recognized as one of the core productive sectors of the 2010 National Development Plan (NDP) and also as one of the investment opportunities under UIA. Already local and international firms have been attracted to commercial forest plantation development.

The successes mentioned above should not give the impression that the PFAs have done it all. In each country there are policy issues that still need to be addressed, and so far the associations have yet to show up on these. For instance, KFS and KFWG are grappling with establishing policies and guidelines on dryland-forestry, farm-forestry, forestry on private land, charcoal production and trade and fighting degazetting protected forests. In Uganda, there are issues of reluctance of government to deal with encroachers in the central forest reserves, degazettement of central forest reserves and weak governance and corruption in the forestry sector. Tanzania faces similar challenges.

Research, Training and Public Awareness

The associations have used targeted audience to advocate for forestry issues and promote attitude change towards sustainable forestry practices. Among the target groups are high profile decision makers, political leaders (such as members of Parliament), investment authorities, national planners, public servants and the general public. The information needs were identified by the individual associations and packaged in a way that creates clear understanding of the issues and proposed solutions to address them.

To provide information, the associations use policy research reports, policy briefs, newsletters, flyers and governance tools/guidelines, as catalysts of change. FSK, TAF, and to a less extend UFA, have presented papers in different fora to demonstrate that Eucalyptus is not as harmful as depicted by some environmentalists, and hence providing public confidence in growing eucalyptus (Nshubemuki, 2007; Wesangua, 2009). In Tanzania, TAF publishes the Journal of Tanzania Association of Foresters, which has scientific research information useful for advocacy and general awareness.

Despite the efforts of the PFAs, the level of awareness and compliance with existing laws is still wanting in all the countries. Therefore, stakeholder mobilization and awareness creation will still remain key functions of the associations. Research and development will continue to be applied to raise salient issues affecting the sector, which may include defining the policy environment, technological development, economic and social advancement and forestry management for profitability. To this end, the associations will need to invest financial and human resources to get reliable information to inform their stakeholders, and also make informed decisions.

Networking, Information Sharing and Partnerships

The functions of public mobilization, information sharing, advocacy and influencing policies and decisions thrive well when done in partnerships and networks with various stakeholders. Apparently, associations like TAF, UTGA, FSK, KFWG and UFWG have developed strategic alliances with key stakeholders, including political leaders, donors, technical departments and the community-based institutions. For instance, the partnership between UTGA and the Sawlog Production Grant Scheme (SPGS), UIA, Uganda Manufacturers Association and NORSKOG has generated important synergies in terms of financial sustenance, capacity building and emergence of a favourable policy environment for investment in commercial forest plantations. TAF and FSK have effervescent partnerships with forestry research and education institutions, which provide a strong information base for advocacy while KFWG and UFWG enjoy strong partnerships with forestry-related NGOs and CBOs, with which they often share roles and leverage resources. The development of networks has mostly depended leaders, in terms of their ability to establish and nurture such relationships. It has been more effective with the PFAs that have well-established Secretariats, capable of following up issues promptly.

EFFICIENCY

The efficiency of the associations is assessed in terms of utilizing the available human, physical, financial resources and the use of administrative systems that promote efficiency.

Utilisation of Human Resources

Kenya, Uganda, Tanzania and Ethiopia boast of large numbers of foresters compared to Burundi, Rwanda, Eritrea and Sudan. PFAs provide an opportunity to tap into this vast human resource with a wealth of expertise and experiences. Unfortunately, the majority of the foresters and related professionals are not members. In Kenya, out of the estimated 5,000 foresters in the country, only 400 have been registered. Similar observations were made for Tanzania and Uganda. Additionally, out of the registered members, probably 30% in each of the three countries were active. The associations are still wanting in recruiting and utilizing the great potential of professionals in their respective countries.

NECs are responsible for running the business of the associations. In most cases, however, they are not fully devoted to the cause of the association. The majority, are full-time employees in other organizations and hence have limited time for the association. Retired foresters have somehow filled the gap, like in the case of FSK and UFA, albeit as volunteers. With no incentives, the performance of the volunteers tends to ebb with time. A Secretariat with full-time Executive Officer is seen as a better option to handle day-to-day activities of the association. Where they exist, staff have been effectively utilised.

Utilisation of Physical Facilities

The physical facilities of the associations include offices with equipment to enable the staff work effectively, and in some cases like TAF, other assets like land and a Guest house. In cases like UFA and FSK, they are still dependent on their mother departments for office accommodation, which is likely to compromise their independence in decision making processes. TAF is planning to construct its own offices. The utilisation of the physical facilities depends on the number of the staff of the secretariat, the funded activities and indeed existence and possession of the requisite facilities. In general, the associations do not have a strong asset base.

Optimal use of Financial Resources

Funds for most of the PFAs derive from specific projects. In such cases, the activities and outputs are defined. Additionally, there are inherent administrative systems to monitor performance. Consequently the resources are put to optimal use against planned outputs. Another source of funds is membership fees and subscriptions. However, with the narrow base of membership as noted above, this has proved to be an unreliable source of income, its potential notwithstanding. Periodic financial audits provide checks for efficient use of the resources and value for money. However, some PFAs like UFA take long to conduct such audits as they cannot hire credible auditors. Most of the PFAs do not have much by way of financial capital.

Administrative Systems

Annual Work Plans are approved by AGMs and NECs have the responsibility to oversee implementation by the Secretariat. This is the main administrative control. The PFAs do not have written internal policies to guide administration. There is urgent need for guidelines on incentives to recruit and retain paid-up membership, fund-raising and those to promote participation of members in consultancies and publications.

RELEVANCE

Relevance to National Strategies

The importance of CSOs is clearly underscored in the national strategic plans, such as Uganda's National Development Plan, Kenya's Medium Term Plan - Strategy for National Transformation, Tanzania's National Strategy for Growth and Reduction of Poverty and Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS). Generally, the CSOs present platforms for engaging with government on policy and strategic plan dialogues, undertaking advocacy roles, enhancing participation of stakeholders and delivering services to the communities. To this end, PFAs, as part of the CSO family, are well placed to play aforesaid roles with regard to the forestry sector. In Tanzania and Kenya, CSOs have been more assertive in forestry. In other countries, there are little or no activities. Instead other non-professional associations have been more vocal on forestry issues than the foresters themselves.

Relevance to Stakeholders Needs

PFAs must be sensitive to the needs of their stakeholders in order to stay relevant and win their support. The associations have realized that personal individual member benefits are important incentives for participation. In their Strategic Plan, TAF has devised strategies to ensure that the members are encouraged to take responsibilities such as contributing articles to their journal and playing roles at Zonal levels. FSK has similar plans. The PFAs will be tasked to identify and utilize the different competencies of the members, or help the members to develop their skills in order to remain relevant to sector developments.

Relevance to the Changing Global Trends

All associations recognize the global trends in the forestry sector. Their Visions, Missions and Objectives tend to be eternal and hence remain relevant and sufficiently aligned and responsive to changing global trends in the sector. Currently they are positioning themselves to harness opportunities arising from the climate change debate.

FINANCIAL VIABILITY

The associations have similarities in the historic trends in their financial status. With no resources at all in the beginning, the associations depended on the spirit of volunteerism of the founder members, until they started a search for funds from subscriptions, consultancies, service contracts and donors. Some associations like TAF and FSK have attracted funding from their own national governments. In general, all the PFAs are not financially self-sustaining. This poses a major threat to their functioning. Subscription from members forms the most reliable source of income, and yet the majority of members are not compliant. It is only TAF that reported innovative mechanism that ensures payment - all

members have accepted deduction of their salaries at source, and the money is passed on to TAF by the employers. This way TAF has been able to sustain many activities. However, the funds are still insufficient to support activities of its Strategic Plan.

LEADERSHIP

The effectiveness to influence constructive changes in forestry policies, plans decisions at national and sub-national levels depends largely on the capacity of the members of the PFAs to engage in the planning and implementation processes. In turn, this depends on the ability of the respective leaders, especially the NECs, to initiate and steer the processes. As alluded to earlier, most of the operatives are part-time since they also hold offices of their primary employment or are volunteers. This adversely affects their availability and commitment. Moreover, NEC members who work with the mainstream civil service are not effective as spokespersons as government policies do not allow them to speak on sensitive issues, except with permission. This affects the freedom of expression that is one of the cardinal intentions for establishing the PFAs.

Nevertheless some of the PFAs exhibited ability to make things happen (vide UTGA versus PIRT). Similar observations have been made on TAF and FSK. Ultimately however, the quality, impact, performance and sustainability of the PFAs are influenced by the leadership, credibility of the group, getting a political champion to support the cause and accessing high level policy dialogue. Skills to lobby and advocate for forestry and mobilize stakeholders are other factors that influence functioning of the PFAs. In practice the associations which are purely forestry professional, such as UFA, FSK and TAF, are less endowed with these skills, compared with the multi-disciplinary associations like UTGA, UFWG and KFWG. The limited skills means that the PFAs are unlikely to significantly influence policy processes.

CHAPTER 3 Profiles of PFAs

TANZANIA ASSOCIATION OF FORESTERS

TAF was established in 1976. It operates in all regions of Tanzania. The organization has over 1,000 members (2009), and 11 institutions. Most of the members come from higher learning and research institutions, the government and NGOs. On the specialty continuum, TAF has members with specialties in all aspects of forestry, environmental, wildlife and natural resources management and beekeeping. TAF offices are currently housed in Moshi, but there are plans to shift to Dar-es-Salaam.

Mission

TAF Mission is to provide professional advice and support for sustainable management and use of national forest resources, with significant contribution to the socio-economic development and environment conservation.

Objectives

- ▶ Foster public interest in forestry and in environment conservation;
- ▶ Form a forum for all engaged in forestry and in environment conservation;
- ▶ Advance and promote the forestry profession;
- ▶ Collect and disseminate information relating to forestry and environment conservation;
- ▶ Advocate for equitable cost and benefits sharing accruing from the management and utilization of forest resources amongst all stakeholders;
- ▶ Undertake economic ventures to ensure financial sustainability of the Association; and
- ▶ Co-operate and liaise with other organizations in and outside Tanzania on matters of mutual interests.

Key activities

- ▶ Representing the views of forestry whenever it is deemed important;
- ▶ Actively engaging in forestry to enhance sustainable community development and bringing about natural resource conservation;
- ▶ Supporting/reviewing the role of forestry in social development and poverty reduction;
- ▶ Publishing a journal containing articles on forestry and related subjects, or any other materials that advance the goals of the Association;
- ▶ Holding meetings, seminars, conferences and training to discuss and exchange information;
- ▶ Organizing study tours for foresters and stakeholders;

- ▶ Advocating for equitable cost and benefit sharing in the management and utilization of forest biodiversity;
- ▶ Undertaking such economic ventures and fund raising activities as the association may deem appropriate; and
- ▶ Undertake any other activity which the association may deem useful in achieving the goals of the Association.

Governance of TAF

The governance structures and their respective functions are clearly defined by the Constitution. These include

- 1) Patron,
- 2) Board of Trustees,
- 3) Foresters' Council,
- 4) AGM,
- 5) NEC,
- 6) Zonal General Meetings, and
- 7) Zonal Executive Committee meetings.

The AGM is the supreme policy-making organ of the association and is responsible for the election of NEC, the Patron and the Board of Trustees. AGMs have been held regularly for almost the last two decades. Implementation of activities is vested in the NEC composed of 14 elected Members and one co-opted member. The tenure of office for the NEC is two years and it meets every three months. Day-to-day functions are coordinated at the Executive Office.

The Patron, who is the Minister responsible for forestry, guides and harmonizes the functions of the association, gives it prominence and visibility and assists in soliciting for material resources. The Board of Trustees ensures that the assets of TAF are properly managed. The Foresters' Council (yet to be established), is the organ that ensures professionalism among all persons, institutions/and or groups practicing forestry through a Code of Ethics that has the following objectives:

- ▶ adopt best professional practices and advocate good forest management;
- ▶ nurture the culture of upgrading professional knowledge and skills;
- ▶ accurately use the most appropriate and quality data, methods and technology to efficiently render services to the public;
- ▶ strive for professional development and actively assist and encourage others to advance the forestry knowledge;
- ▶ act and conduct to uphold and enhance the honour, dignity, integrity, standing and reputation of the forestry profession; and

- ▶ put the interest of TAF, community and the Nation above those of the individual or interest group.

The creation of eleven (11) Zones has decentralized the functions of TAF and allowed for greater participation grass-root level. At the zonal Offices there is a Zonal Executive Officer, assisted by Programme Officer, Finance and Administrative Officer and Publicity Officer. The zonal offices submit reports and work plans endorsed by Zonal Executive committee to NEC.

Effectiveness

TAF has helped the forestry sector to achieve government objectives for social-economic growth through actively participating in public sensitization and tree planting and improvement of livelihoods of villagers in Arusha, Kilimanjaro, Iringa and Mbeya regions. The Annual Scientific Conferences, AGMs and the Journal of Tanzania Foresters have been useful tools for sharing and disseminating professional information to the public, but especially with persons in high positions of decision making. TAF has also acted as “Trade Union” to defend and protect the rights of its members against unfair treatment of its members by employers. This is in itself a motivation to the members.

The activities at lower level vary from zone to zone, with some zones slightly active and others moribund. To this end, TAF has not had as great a success as envisaged. Northern and Southern Highland zones are the only ones that have taken a lead in grassroots operations. The activities are project-based and depend on the funding opportunities available for projects. Where such projects are missing, there are few or no TAF activities.

Efficiency

The TAF National Executive Office handles day to day functions of the Association, with a thin support staff consisting of the Finance and Administrative Officer, Programme Officer and Publicity Officer. The zonal offices have similar staff. This arrangement has helped the association to respond promptly to emerging issues and perform according to its plans. TAF has a force of over 1,000 persons, most of whom are highly qualified and experienced. This resource is not fully tapped. The challenge has been how to ensure active participation of members, whose internal motivation may lean more towards personal gain. TAF also needs to equip its offices with basic office equipment, find resources for implementation of its Strategic Plan and maintain transparent financial management systems that will enhance confidence among its various stakeholders.

Relevance to Issues

TAF has been identifying emerging issues affecting its performance and ensuring their integration in its Constitution and activities. In 1999, the constitution was revised to accommodate the contribution of the association in attaining the Millennium Development

Goals (MDGs). In particular, gender equality and equitable cost/benefit sharing of forest products and services amongst all stakeholders were addressed. Further, the constitution was revised in 2004 to accommodate establishment of Executive Office and incorporate procedures for tenure of office, establishment of zones and involvement of the association in economic activities as a mechanism for meeting its own operational costs. The Code of Ethics has also been incorporated in the Constitution to ensure discipline of all practicing foresters.

Financial Viability

The association derives its income from the sources defined in the Constitution. These include:

- 1) annual or other fixed contributions by its members;
- 2) revenue from projects;
- 3) consultancy fees;
- 4) revenue from property; and
- 5) donations.

TAF emphasizes implementation of activities “which can give the greatest impact” with available resources. The association has put in place internal procedures to guide management of funds, including auditing accounts on an annual basis. Implementation of activities has invariably been affected by limited funds.

Stakeholder Environment

TAF has developed good working relationships with the Ministry of Natural Resources and Tourism and more specifically with the Forestry and Bee Keeping Division, which has created a stable platform for their performance. NEC also works through its Zonal Executive offices to reach grassroots.

Leadership Issues

The responsibilities of NEC and the Zonal Executive Committees are described in the Constitution. Nonetheless, the performance of TAF is a reflection of a long history of good leadership, right from inception. NEC has been committed in ensuring that the objectives of the association are met. In general, the leaders are respected by members, government and the general public. They have shown great passion for success, protection of members and contribution to sustainable forest management in the country. The main challenge facing the leaders is the limited time they devote to TAF business.

Strategic Planning

TAF has developed a Strategic Plan that spans 2008–2014. The plan was developed through a participatory process and approved by the AGM. Three Key Result Areas were

agreed namely (i) better forest management, (ii) members welfare improved, and (iii) TAF well managed. The plan also describes actions aimed at strengthening TAF offices to effectively and efficiently implement it, including mobilization of human, material and financial resources. The plan has clear targets with performance indicators.

Networking and Partnership Issues

The Ministry of Natural Resources and Tourism recognizes the role of TAF in having a sound forestry policy, profession and programmes. In implementing its activities TAF cooperates with national and international organizations involved in environmental conservation and management. Nationally, the association works with TANGO, Fem Act, HakiArdhi and Tanzania Gender Networking Program (TGNP). There has been considerable support from Sokoine University of Agriculture and Tanzania Forestry Research Institute (TAFORI) in terms of professional and financial assistance. TAF also works closely with District authorities, CBOs, NGOs and frontline communities. Partnerships with communities started in 1986 with four villages of Karatu District, aimed at promoting afforestation and forest conservation.

Electronic Linkage Issues

TAF provides forestry literature to its stakeholders to improve forest management. In this regard, it is electronically linked to the outside world through website www.taftz.org. It plans to develop new and improve the existing leaflets on trees, woodlands and forests. The website will continue to be an important strategy for disseminating information. All these require new funding.

FORESTRY SOCIETY OF KENYA

The FSK was registered in 1979 to provide a forum for professional foresters for reasons given in 2.2 above. FSK virtually remained dormant until 2006. The motivational factors for renewed effort to make the Society active included the need to bring the professionals together, create order and discipline within the forestry profession and instil a deeper sense of professionalism among upcoming foresters, the latter having been abandoned over the preceding years.

The new Forestry Act (2005) recognizes FSK as a professional body to promote professionalism and ethical conduct. With the members of internationally renowned foresters, FSK wields respect from policy and decision makers at national and sub-national levels. The society has taken advantage of this and reached out to policy and decision makers and the general public to improve the profile of forestry in the country.

Mission

FSK's mission is to promote professionalism in Kenyan forestry through sustainable forest practices, partnership, advocacy and providing regulatory and advisory services.

Goal

FSK aims to strengthen professionalism in the forestry, promoting sustainable forest management and influence national policy on forest governance. The core values include professionalism, integrity, team work and transparency.

Objectives

The main objectives of the society are to:

- ▶ Provide a forum for professionals in forestry and other interested persons to discuss, disseminate information and express opinions on matters pertaining to forestry;
- ▶ Advance the science and practice of professional forestry in Kenya;
- ▶ Generate and maintain interest in forest and tree protection and productive forestry; and
- ▶ Improve networking among forestry professionals, governments, communities, NGOs and donors in development of forestry and management of the environment in Kenya.

Governance

The organs of FSK as outlined in its constitution include:

- 1) Patron,
- 2) Council,
- 3) Board of Trustees,
- 4) General Assembly (GA), and
- 5) NEC.

The GA is the supreme body of the society and meets annually. The society is in the process of recruiting a Chief Executive Officer (CEO) and accounts staff to run the day to day activities of the society.

Effectiveness

The GA and conferences have been useful in providing information to the general public and debating salient issues such as the controversy on eucalyptus, the shamba system, bio-fuel production, carbon trade and REDD. Through the debates and public talks, FSK has influenced some changes in the policies and public attitudes. In particular, KFS has adopted recommendations from the conferences in the development of forestry policies and guidelines. For instance, the establishment of PELIS came out of the recommendations of the 2008 National Forestry Conference as an approach to rehabilitate deforested areas.

Similarly, the Eucalyptus debates provided core material for KFS in developing guidelines for growing the species. FSK is also engaged in rehabilitation of MAU Conservation Area.

There are still some challenges in the sector including resuscitation of sawmills, management of plantation forests, dryland forests, farm forests, forests on private land, the charcoal industry, climate change and carbon trade, recovery of encroached and illegally allocated forest land and enforcement of standards.

The society still has the task of ensuring professionalism and improving the public image of its members through enhanced personal and institutional integrity. A Code of Ethics has been drafted but is not yet implemented. Moreover, most of the foresters in the country are not members and hence will not be bound by the code. The society is lobbying the Ministry responsible for forestry to establish a “Registration Board” that will commit all foresters to certification and being licensed before practicing.

Efficiency

FSK boasts of a pool of 400 professional members, but only about one-quarter of these were reportedly actively involved in its activities. The society has yet to recruit the majority of foresters in the country to create a critical mass of membership for impact.

Relevance

The society participates in national strategic planning processes, such as Vision 2030 and the National Forestry Master Plan, and relevant legislation activities. It takes advantage of its affirmative status under the law to ensure the participation, provide the needed information, conduct forestry-related research and training and conduct relevant advocacy. Its conferences are usually designed to address topical issues in the sector and priorities in the Vision 2030, the National Forest Master Plan and relevant global issues and trends thereof. FSK has a Strategic Plan that positions the society to promote sustainable forestry management through public awareness creation, conducting research and training, lobbying and advocacy and provision of advisory services.

Financial Viability

Sources of funding for FSK include:

- 1) annual subscriptions,
- 2) donations for projects/activities, and
- 3) revenues from consultancy initiatives.

FSK currently depends mainly on membership fees to run its functions. There is some funding for specific activities from Embassy of Finland, Kenya Forest Service (KFS), Kenya Forestry Research Institute (KEFRI), KFWG, National Museums of Kenya, United Nations

Development Program (UNDP) and Food and Agricultural Organization of the United Nations (FAO). The society is not financially self sustaining. Its strategies to increase funding include (i) prompt payment of subscriptions from an increased membership, (ii) support to projects, (iii) sale of society regalia, and (iv) a more aggressive approach to consultancy services.

Stakeholder Environment

The society has attracted participation of a wide range of stakeholders in the forestry since the first National Forestry Conference in 2006. There are active partnerships with institutions like KFS, KEFRI, Moi University, Kenyatta University and Egerton University. National and international NGOs, community based organizations (CBOs), the private sector and political and technical leaderships at various levels are among the stakeholders that have attended and benefited from the public fora and national forestry conferences.

The Ministry of Environment and Natural Resources (MENR) and KFS value KFS's contribution to sustainable forestry development. Thus, FSK is represented on the KFS Board and hence participates in decisions for the sector. Accordingly, outcomes of the national forestry conferences and public fora have shaped forestry policies and guidelines.

The Forests Act (2005) provides for community involvement in managing forests. FSK has not tapped the potential of working together with these communities. Creation of regional chapters offers an opportunity for this. Areas of interface include public awareness creation and technical skills development, management capacity enhancement and advisory service delivery. The society has also been able to bring together and share experiences with similar forestry professional associations such as UFA and TAF, who have been attending National Forestry Conferences. FSK also has linkages with the Commonwealth Forestry Association.

Leadership

Many of the leaders of FSK are civil servants. It was felt by some members that these have not been effective as spokespersons for the society, since they are not permitted to speak on sensitive issues without government permission. This reduces their freedom of expression, although this is one of the main principles for founding such an organization. As noted before, such leaders do not have enough time for the activities of the society.

Strategic Planning

FSK is in its final stages of developing a Strategic Plan. The plan has been developed through a participatory process involving the FSK Council and its partners. The Board of Directors of KFS, senior managers, researchers and other members provided input to the development of the plan. The following are the objectives of the plan:

- ▶ strengthening the management structures of FSK;
- ▶ advocating and lobbying for good forest practice;
- ▶ strengthening partnerships and build alliances;
- ▶ enhancing the capacity and knowledge base of members;
- ▶ initiating regulatory mechanisms for professional practice;
- ▶ improving the financial base of FSK; and
- ▶ providing consultancy advisory services.

The strategy clarifies priorities, thus giving the PFA a way to assess its performance. In addition, the strategic plan will be used to make decisions, improve performance, support equity and help the PFA to use resources optimally.

Networking and Partnerships

FSK has maintained links with UFA, Sudan Forestry Association, TAF and Commonwealth Forest Association, involving exchange of information, joint planning activities and participation in the annual meetings of FSK, TAF and UFA. FAO has supported some members to attend meetings.

Electronic Linkage

FSK has been using e-mail system as a means of communicating to its clients and users for working to achieve its goals. A new website has been established and is being tested.

UGANDA FORESTRY ASSOCIATION

UFA was initiated in 1985 to bring together individual foresters and people working or interested in forestry. The establishment of UFA focused more on strengthening collaboration between members. The then Forest Department (FD) got interested and organized a Steering Committee. UFA was initially registered as an NGO in 1986, and then later registered as a company in 2001 and re-registered in 2005, in compliance with the Non-Governmental Organizations Registration Statute (1989).

Since 2008 UFA has been undergoing reforms to strengthen itself as a professional body. The reform includes enactment of the relevant law, establishment of a Code of Ethics and Standards to guide performance its members. When this is done, UFA will become an independent body for instituting standards in the sector for better service hence eliciting greater confidence from the public.

Vision

“Uganda has a dynamic, sustainable forestry and a stable environment”.

Mission

Contribute to efficient and environmentally sound forest resource management practices.

Goal

Ensure a sustainable forest sector that is contributing to the social-economic development and environmental protection through production of goods and services.

Objectives

The objectives of UFA are to:

- ▶ create and maintain public understanding of the value of forests in daily lives;
- ▶ promote forestry in improving agricultural productivity, provision of employment, contribution towards poverty alleviation and food security;
- ▶ serve as an advocacy channel for forestry and networking with other professional bodies;
- ▶ create a forum for exchange of ideas among foresters and other interested parties;
- ▶ establish and maintain contact with all stakeholders through public information;
- ▶ co-operate with government and non-government agencies in formulating and implementing the forest policy.

Governance

UFA was initially run by members working in the then Forest Department and Makerere University. Subsequently, UFA was run by an Administrator, a General Secretary and a President who gradually devolved power to the Administrator in 2002- 2003. Currently, the organs of UFA as outlined in its Constitution include:

- 1) Patron,
- 2) General Assembly,
- 3) NEC,
- 4) Working Committees and
- 5) Secretariat.

The General Assembly is the supreme body of UFA and elects the NEC headed by the President. The President is responsible for the overall guidance of the implementation of policy decisions. The Secretariat is run by the General Secretary/Administrator who conducts daily business of the PFA and is assisted by an Office Assistant. Initially, these were the only full time and paid employees of the association. Currently they work as volunteers. The General Assembly through the NEC sets up permanent or temporary committees to tackle specific issues as may be determined at the appropriate time. The membership and numbers depend on the issues to be handled.

The main forum for both information sharing and feedback has been through the AGMs. However, due to financial constraints, these take too long before being conducted. The General Assembly was last held in 2006 but the attendance of the paid-up members was below the quorum. Quarterly NEC meetings are rarely held, mainly due to financial constraints. The NEC does not meet to address professional issues. Most of its meetings are on administrative and management issues.

Effectiveness

UFA's first eight years were very hectic and productive. The Association was instrumental in ridding Forest Reserves of massive encroachment, halting degazetting of Namanve Forest Reserve to build a stadium and creating broad awareness on the value of forests. This success was due to the fact UFA was being led by its founding members and the host institution (Forest Department) was very supportive. Around 1992, the leaders got more time-demanding duties and could no longer volunteer adequate time to UFA and thereafter set in a period of decay. UFA has not been an effective lobby and advocate for forestry policy reforms and development. Instead other environmental NGOs have had greater influence in the sector. UFA lacks the capacity to collect relevant information, mobilize members, lobby, and provide guidance in fighting corruption and professional misconduct.

In general, UFA has been silent where its voice was most expected, especially in advocating for forestry, promoting responsible forest management, or rising against corruption and misconduct by some of its members. It has not taken advantage of its position to mobilize and authoritatively lobby and influence changes and there is no system to monitor its performance or that of its members. Arising from this, UFA has drafted a Code of Standards and ethics, but their implementation is dependent on the enactment of a law that puts in place UFA as a professional association that is able to register and certify professional foresters.

Efficiency

All members of the secretariat are working full time, but without remuneration. This reduces their commitment and effectiveness. Commitment from its members is also low given that most have full-time salaried duties. The key challenge is how to motivate office bearers to work harder for effective growth of the association. The association also suffers from a severe shortage of logistics. Because of haphazard, intermittent and inconsistent financial condition of UFA, there is no elaborate administrative system in place. But where specific project funding has been obtained, the necessary financial management procedures have been followed to ensure efficient achievement of planned activities.

Relevance

The functioning of CSOs like UFA is fully embraced in Uganda's national and sub-national planning frameworks. The National Development Plan (NDP) (2010/11 – 2014/15) describes the productive partnership between government and CSOs. They are expected to cooperate with government in fighting corruption, service delivery and advocacy. In particular, the Uganda Forestry Policy (2001) describes the roles of CSOs to include:

- 1) mobilizing and sensitizing local people;
- 2) supporting active participation in managing forests and trees;
- 3) supporting the provision of advisory services; and
- 4) ensuring that the concerns of the underprivileged are incorporated into national development.

In implementing the Uganda Forestry Policy, the National Forest Plan (2002) recognizes the role of the civil society in holding government to account, as well as sensitizing and promoting forest sector development, and provides for the strengthening of structures and processes that encourage civil society to participate in important decision-making fora, and to promote forest-related NGOs and civil society networks. Despite this enabling policy environment, UFA has not been able to function effectively.

Financial Viability

According UFA's Articles of Association, the sources of funding include membership and subscription fees, donations, fund-raising, service charges and endowments. Compliance by members in paying membership and annual subscription fees is very low. Even if there was better compliance, the volume of fees is not enough to sustain UFA's activities. UFA has been resource poor for most of its life, which means that it is not in a position to carry out activities that would attract keen interest of its members. Survival of UFA has largely depended on a few funded projects. These included support from:

- ▶ The Canadian Embassy, British High Commission and Norwegian Forestry Society on office, audio-visual and public address equipment;
- ▶ The then Swedish Institute and NORAD to hold conferences respectively on "Deforestation in Uganda" and "The Eucalyptus Dilemma";
- ▶ American Society of Foresters with literature;
- ▶ FAO based NFP Facility through UFWG to undertake sensitization of communities on the new approaches to forestry advisory services delivery following the forestry sector reform; and
- ▶ European Union to strengthen UFA as a professional association.

In general UFA has not competed favourably to win contracts as had been envisaged when it registered as a profit-making company. Regarding financial management, UFA monitors

finances for the funded activities. However, there has been no audit of accounts since 2007 due to lack of funds to hire an auditor.

Stakeholder Environment

The association has no detailed analysis of its stakeholders to understand their roles and responsibilities. However, it is clear that these can be categorized into:

- 1) foresters,
- 2) government agencies,
- 3) other NGOs and CBOs,
- 4) donors,
- 5) corporate bodies and
- 6) general public.

Members are mostly practicing foresters.

Leaders

The leadership of UFA is provided by the NEC. Being volunteers, the leaders lack the needed drive. There has been limited effort to mobilize members into active participation to influence forestry developments. In addition, the leaders lack the skills to lobby and advocate for forestry. To a great extent these factors account for the current poor visibility of the association.

Strategic Plans and Programmes

UFA has no strategic plan. Activities of the association depend on availability of funds. There have been efforts to mobilize funds to implement some activities but without much success. Because of the different sources of funding, programmes are developed in accordance with the requirements of the sources of funds. Although the activities are related to the Mission of the association, they tend to be more specifically defined by the intent of the source of funds. If the association had its own funds, probably it would be easier to prioritize the activities in accordance with the Mission.

Networking and Partnerships

UFA has established linkages with the FSK, with which they exchange information and share experiences. UFA has attended several Annual General Conferences in Kenya and FSK was also represented at the 2010 AGM of UFA. There is no other formal or informal network or partnerships with other like-minded forestry professional associations.

Electronic Linkage

There are plans to establish a website. Communications with other associations are still weak and have not yet resulted into meaningful relationships.

UGANDA TIMBER GROWERS ASSOCIATION

UTGA was formed in 2006, bringing together individuals and private firms with interest in developing commercial timber growing in the country. Largely private sector led, the members of the association were driven by the opportunities in investing in fast-growing and high-yielding timber plantations to address the eminent shortage of timber in Uganda. It was realized that the current supply of timber from the existing natural forests and plantations fell far below the demand and that the gap between supply and demand was rapidly widening in the face of dwindling forest resource base.

UTGA originated from studies conducted by the Sawlog Production Grant Scheme (SPGS) which revealed that commercial forest plantations were profitable investment ventures that would bring economic benefits to Uganda. Attracted by profitability and the financial incentives from SPGS, the private sector saw an opportunity in forestry. However, there was need for investors to have a collective voice to promote the venture to the wider public and influence policy for a favourable investment environment. To join the association, one is required to be involved in tree growing for a period of at least a year. Since its establishment, the membership of UTGA has grown from 20 to over 100, and the area planted has increased to 15,000 ha.

Mission

The mission of the UTGA is to promote:

- 1) public awareness, advocacy and lobbying for commercial forestry in the country;
- 2) training, research and development of commercial forestry;
- 3) competitiveness of commercial forestry; and
- 4) strategic partnerships through networking and information sharing.

Objective

Ensure a sustainable commercial forestry industry through effective lobbying, public awareness, research, acquisition of forestry inputs and markets as well as partnerships for effective commercial forestry.

Key activities

The association undertakes the following activities:

- ▶ collection and dissemination of relevant information on commercial forestry;

- ▶ bulk importation of quality forestry inputs for members;
- ▶ capacity building, including supporting research and training. The association also undertook a study which among other things came out with the recommended cost of establishment of a forest plantation on a hectare basis. The study also came out with recommended best practices in commercial forestry; and
- ▶ lobbying for the improvement of the commercial forestry sector.

Governance

The Organs of the UTGA include (i) General Assembly, (ii) NEC, and (iii) Secretariat. General Assembly is responsible for the vision, overall policy formulation, election of the NEC and approval of budgets and activities. UTGA is managed by the NEC which comprises seven members elected by the General Assembly every two years. The NEC provides operational strategic guidance in planning and supervising activities of the secretariat, resource mobilization, creation of awareness, and promotion of UTGA objectives. NEC reports to the General Assembly. The Secretariat is responsible for day-to-day management and implementation of activities. The Secretariat reports to NEC.

Effectiveness

As mentioned earlier, UTGA was quick to recognize that the (Presidential Investment Round Table, PIRT) is an entry point to influence policy development to support investment in commercial forest plantation. PIRT is a forum set up by the President to help investors in addressing hindrances to their investments in the various sectors. UTGA has had meetings with the President of Uganda, the line Minister, the Natural Resources Committee of Parliament, National Forestry Authority (NFA)), Forestry Resources Research Institute and other institutions. All this has been geared towards promoting and acquiring support for the sector. The Association has also been able to provide relevant information to the members and other stakeholders through publications.

UTGA has contributed to improvement of the capacity of the members and service providers through supporting Commercial Forestry Research and Training Group (COMFORT). Priority research needs are identified by the association and implemented through COMFORT. UTGA is also involved in student placements for internship positions so as to acquire practical skills in commercial forestry. The association imports forestry inputs which are sold to its members at cost prices. These inputs include tree seed and herbicides. UTGA is still in the process of recruiting the team to manage the Secretariat.

Efficiency

UTGA's de-layered organizational structure is less costly in terms of resources and time. It has established a high-quality administrative system that permits quick decision making.

Relevance

UTGA promotes forest plantation development as an investment venture. The promotion of commercial forestry plantations is in line with the provisions of the National Development Plan (with looks at forestry as one of the primary growth sectors in Uganda), Uganda Forestry Policy (2001), and the National Forest Plan (2002).

Traditionally, forestry practices have been dominated by extractive use of the resources, with minimal afforestation and reforestation programmes, and tree growing has been promoted as an environmental concept. This has not had substantial response from the public. Through its information dissemination strategy (also with assistance from SPGS) UTGA has attracted the wider public to view forest plantations as viable investment. The new idiom is “Plant trees for wealth and health”. Through studies, UTGA seeks to remain relevant by providing technical guidance to its members through periodic updates, technical publications, field learning events and sourcing cheap inputs. These have enhanced internal cohesion among members and attracted demand for its services from non-members. Regular meetings help UTGA to sculpt new ideals that keep it afloat.

Financial Viability

The main sources of funding for UTGA are member subscriptions, grants and donations. The members pay subscription promptly, being encouraged by the benefits they enjoy from the association.

Stakeholder Environment

UTGA works with government and non-government organizations, and the communities to promote commercial forest plantations. As a manager of the Central Forest Reserves, NFA has been supportive by providing land under license. The Ministry of Finance, Planning and Economic Development and the UIA have particularly been positive in ensuring favourable policy environment. Similarly the PIRT has helped to improve the profile of forestry in national planning.

To encourage participation of communities, UTGA has removed the 25 hectare minimum planting requirement to join it. This now paves the way to welcome small growers, including community groups, to the fold. UTGA supports any person undertaking tree planting provided it is for commercial reasons. The association is empowered by the availability of grant funds to its members through the SPGS. The scheme reimburses 50% of the establishment costs (3 years) of tree growing to those registered under the scheme, on recommendation from UTGA. These funds are an incentive for people to invest in the otherwise long-term venture.

Leadership

The success of the association is related to good track record of the leaders. They have a visionary strategic purpose that focuses on attaining the mission of the association, upholding a shared vision among the members and promoting participation of stakeholders in defined roles and responsibilities.

Strategic Planning Programmes

UTGA has a comprehensive Strategic Plan to guide its activities. The plan focuses on:

- ▶ creating public awareness and lobbying for conducive government policies for commercial forestry (e.g. taxation, licensing, land, funding) and lobbying for long-term funding;
- ▶ increasing knowledge and skills through research and training;
- ▶ promoting competitiveness and profitability of commercial forestry through accessing inputs at reasonable costs, better market strategies for the products and value addition;
- ▶ promoting strategic partnerships through networking and information sharing; and
- ▶ building institutional capacity to effectively execute the business of the Association.

Monitoring and Evaluation

The leadership is able to identify, mobilize and utilize the different skills and experiences among the members and facilitates them to perform for the benefit of the entire association. Establishment of COMFORT as a forum for discussing the research and training issues was innovative, and has added technical confidence among the members. Similarly, using the members' forest plantations as learning aids, visiting different sites on quarterly basis by most members to learn from one another is highly creative, providing an audible laboratory that provides memorable lessons for those physically seeing plantation-related issues on-farm.

Networking and Partnerships

The major partners include:

- ▶ NFA – the landlord, providing the needed land for tree growing;
- ▶ Contractors – trained under the SPGS to provide skilled and semi-skilled labour for forest plantation development;
- ▶ UIA – for creating an attractive investment climate;
- ▶ Uganda Manufacturers Association (UMA);
- ▶ Donors through mainly SPGS;
- ▶ Norwegian Forestry Association (NORSKOG) – a capacity building partnership;

- Forestry in South Africa and the Norwegian Forestry Group - research and training institutions, all of which have contributed to exposure to better forest plantation management.

Electronic Linkages

UTGA is mainly linked to the SPGS website, but plans to link with others like the Norwegian forest owners cooperative.

UGANDA FORESTRY WORKING GROUP

UFWG is a network of CSOs and academic and research institutions engaged in the forestry sector in Uganda. It was formed in 2001 to provide a platform where the various stakeholders in forestry sector would meet, deliberate on and influence developments in the sector as well as independently monitor the implementation of the national forestry policy, legislation and plan.

Mission

The mission of the network is to promote the development of the forestry sector and stimulate all forestry stakeholders to respond appropriately to changes and challenges within the sector.

Activities

UFWG has been engaged in implementation of the National Forestry Program (NFP) with support from the National Forestry Program (NFP) Facility based at the Food and Agricultural Organization in Rome.

Governance

Environmental Alert (EA) hosts UFWG and provides the Secretariat. Since its inception, EA has been coordinating activities of the network. In order to enhance sector prioritization and documentation of field evidence in line with UFWG priorities, the secretariat has applied evidence-based advocacy on selected issues requiring policy engagement at the national and sub-national levels. The larger membership of UFWG in the process gains quick access to evidence on the ground from partners.

Financial Viability

The NFP-Facility provides financial support to the network to expedite implementation the NFP. There is a big funding gap between what the NFP-Facility can provide and what is needed to implement activities of the UFWG.

KENYA FORESTRY WORKING GROUP

KFWG was formed in 1995 at a time when FSK was dormant, and has attracted membership from individuals, organizations and institutions (government and non government, local and international) and grass root community organizations concerned with promoting sound forest management and conservation practices in Kenya. Its mission is to promote sustainable advocacy, research, networking, and partnerships development for improved livelihoods. It has been an important stakeholder in the financial support for FSK, but also a strong competitor for financial sources.

ETHIOPIAN FORESTERS ASSOCIATION

The Ethiopian Foresters Association was established in 1992, aimed at organizing foresters of Ethiopia under one banner so as to enable them influence policy for forest conservation and contribute to sound forestry development. The association was to act as a vanguard in voicing the state of conditions of forests of Ethiopia and to bring forth the plight of forestry and the dismal situation of forest resources in the country.

However, since its formation, there has been no remarkable activity, except a few annual national meetings. Nevertheless, there exist a few foresters who still have optimism about the contribution of the association and its role in addressing salient issues in forestry development in the country. The deforestation and land degradation of Ethiopian highlands is one of the issues of concern in the public domain. To this end, the association is viewed as an institution that can contribute to the formulation of forestry policies, rules, regulations and guidelines, and also the implementation of forestry activities.

Drivers of Rejuvenation of the Association

The poor performance of EFA is partly attributed to lack of dedication by professionals. The leaders of the PFA were not committed to achieving the intended goals of the association. This was also reflected in the absence of regular meetings and limited information sharing among its members. There is little or no attempt to influence government policies and decisions affecting forestry. This is exacerbated by the generally low profile accorded to forestry in terms of government priorities. The revival of the association hinges on the establishment of strong leadership that is able to stand for it. It will also require awareness creation among the foresters. To build the interest of the members to participate, dialogue should be structured on real issues affecting forestry.

Opportunities

Food security and poverty re-education are government priorities. Since forestry contributes to these, EFA can use this as an entry point for advocating for forestry. Additionally, the

continued destruction of forest resources in the country sends an outcry, for which a national coalition/ organization would serve as a useful vehicle to sound one voice against the vice. The national and global concerns such as the climate change issues provide another build-on factor.

ESTABLISHING A PFA

Rwanda

Rwanda has not yet established a PFA. However, the foresters have indicated the desire of forming one aimed at raising the profile of forestry in the country. The PFA will create a common voice that can advocate for forestry matters. The focus is to establish an association that brings together all professional foresters. However, there is need to work very closely with the non-professionals since in most cases such persons wield powers of influence that would be useful in forestry developments.

Eritrea

Eritrea has no PFA. Forestry is one of the specialized arms under Association of Eritreans in Agricultural Sciences (AEAS). AEAS is an agglomeration of various professionals working in various sectors of agriculture and natural resources. It was established in 1994, with the objective of addressing the possible threats and to contribute to the achievement of food security and environmental conservation. The focus is on conducting research that can help to boost agricultural production. The reason for having such an association was simply the number of professionals was too small. With increasing number of professionals in forestry, however, AEAS aspires to have various specialized associations.

Benefits of establishing a PFA

Although forestry contributes to national development, its economic importance is rarely appreciated by policy makers. The PFA would thus be a voice to create the needed profile for fairer budgetary allocations. A PFA will also expedite information exchange, networking and partnerships, especially with similar PFAs in the region. Additionally, the association would result in benefits to individual members, such as access to information and opportunities for skills development.

Proposed Steps for Establishing a PFA

The following were suggested as important steps towards the establishment of the PFA:

- ▶ create an ad hoc NEC to mobilize resources for establishment of the PFA. The NEC will be responsible for creating awareness, recruiting members, drafting legal instruments and preparing for the inauguration of the PFA;
- ▶ solicit for technical support and funding to carry out the foregoing;

- ▶ organize a symposium aimed at mobilizing stakeholders on the need for a PFA, discuss the draft Constitution and other legal instruments and elect the office bearers;
- ▶ register the association; and
- ▶ launch the Association.

SYNTHESIS STRENGTHS AND WEAKNESSES OF PFAS

Strengths

- ▶ Most of the countries have knowledgeable and experienced forestry professionals, and the number is increasing. This is an asset.
- ▶ In general, there has been solidarity among foresters, which is good for developing a more structured relationship.
- ▶ The PFAs provide fora for information sharing, interaction, collaboration, networking and partnership development. Regular AGMs and Scientific Conferences and publications have kept stakeholders informed and updated in knowledge and new technologies.
- ▶ Strong involvement of foresters in advocacy for forestry has enhanced the protection and sustainable management of forest resources.
- ▶ The legal status, clear organizational structures and defined roles of leaders have supported the functioning of the PFAs.
- ▶ The development of Strategic Plan for PFAs provides clear direction and targets.
- ▶ Committed leadership steers the individual PFAs to effectively meet their objectives.

Weaknesses/Threats

- ▶ All PFAs have a weak financial base, and are largely donor dependent.
- ▶ Lack of legal mandate to regulate foresters and enforce codes of ethics and standards.
- ▶ The busy schedules of the executives of PFAs arising from their routine employment.
- ▶ Low motivation of the members, which leads to poor participation. On average, only 30% of the members of PFAs are actually active participants.
- ▶ Limited networking with other actors in the forestry sector.
- ▶ Weak communication systems.
- ▶ Weak grass-roots reach and penetration. They tend to be more active in the capitals.
- ▶ Limited knowledge and skills among foresters for effective advocacy on forestry issues.
- ▶ Inadequate researched information to inform advocacy at top levels of decision making.
- ▶ Irregular meetings.
- ▶ Poor links with the private sector.
- ▶ Weak internal management structures and controls.

Opportunities

- ▶ Supportive forestry policy and legislation.

- ▶ Support from the Ministries, agencies and departments responsible for forestry.
- ▶ Increasing recognition and interest in forestry at all levels, especially regarding climate change, water, food security, poverty eradication and biodiversity.
- ▶ Potential for synergistic local and international partnership.
- ▶ Increasing business opportunities enhancing the participation of the private sector, civil society and individuals in forestry developments.
- ▶ Representation in decision making bodies in the forestry sector.
- ▶ Unsustainable forestry management which provides entry points for a positive change.
- ▶ Opportunities for consultancies and research for income generation.

CHAPTER 4 Factors in Establishment or Functioning of Professional Forestry Associations

POLICY AND LEGAL ISSUES

The legal status of the association is important as it defines the institutional confidence and affects its capacity to function effectively. The legal status of the associations differed ranging from the informal network of forestry-related CSOs through a registered NGO (established by law or otherwise) to a limited company. Government policies on forestry (Forest policy and law and NFPs) should recognize the role of the PFAs in forestry development, including advocacy, public awareness, networking, and best practices in managing forest resources.

A PFA should also have a constitution or charter that guides its functioning. The charter should define the organizational structures, the roles and responsibilities of office bearers, and terms of office, and any other issues that may be relevant to the proper functioning of the PFA. The objectives of the PFA should be well defined within the legal framework so as to be binding, especially to hold foresters personally accountable to the public, promote professionalism in the sector and having a firm basis for generating revenue.

To function effectively, PFAs should also be cognizant of the prevailing government policies and regulations, and the strategic directions, in order to be relevant to national development. Hence the PFAs are to position their advocacy messages in such a way so as to reflect the contribution of forestry to national themes such as economic growth, poverty eradication, food security, job creation, among others. In order to raise the profile of forestry, the PFAs should be able to provide high-level decision makers with evidence-based information that shows relevance to the national agenda.

ECONOMIC

The financial needs of the PFAs immensely outstrip the revenues from membership fees and subscriptions. Financial resources are needed to implement activities. Therefore, leadership should focus on resource mobilization as a priority. This may include looking for consultancies and sourcing funds from donors. To attract the members to participate in consultancies, there is need to develop mechanisms for sharing contract fees if members

are to carry out the contacts on behalf of the associations. Joint ventures between PFAs and individual institutions (such as educational, training and research institutions), and national and international NGOs, could be pursued as a strategy for fund-raising. To improve efficiency in financial management and improve productivity, the PFAs should recruit competent, qualified and highly motivated staff in all key areas.

INSTITUTIONAL

The PFA must define and be clear of its mandate right from the beginning. Such mandate should have legal backing. Clear mission, goals and objectives right from the formative phase are important, and should be understood, owned and nurtured by all members. Failure to articulate this accurately leads to lack of shared vision and commitment of the members to contribute to desired outcomes of the association. The PFA should be structured in a manner that it will be able to raise funds from all sources, enforce professionalism among foresters and provide an independent platform for advocacy.

Visionary, innovative, and pro-active leadership is needed to steer the establishment and development of viable PFAs. In particular, the NEC and its Secretariat must have strong-willed and respectable personnel, dedicated to the cause of the PFA. The Secretariat should be light, composed of competent and full-time staff. Volunteerism has been an essential element among the members who initiate and nurture the PFAs until they are able to stand on their own in terms of financial sustainability. There must be a group of individuals who should be ready to sacrifice in order to promote the association and give it initial momentum for its development. However, it should be noted that volunteerism cannot sustain a PFA and should in any case not go below the NEC.

STAKEHOLDERS

A PFA cannot work successfully without the support and participation of its stakeholders. The PFA has to identify the various categories of stakeholders, especially those with supportive functions such as technical and financial leverage. In its initial stages the PFA must work to create awareness among the stakeholders about the mandate, objectives and activities of the PFA, in order to elicit their confidence to participate. Additionally, the stakeholders would know their rights, roles and expected benefits of participation. The key stakeholders of a PFA are its members. In fact the strength of any PFA depends on the number and commitment of its membership. Leadership must invest heavily in recruiting and expanding membership.

Information dissemination is a powerful tool in promoting awareness and influencing policy and attitude changes. Such information should be backed by well-researched data and be well packaged to convince the target audience. High level decision makers such as

politicians should be among the target groups. Information packaging is important to facilitate successful lobbying.

POLITICAL

Politicians at various levels are the ones that make the key decisions that affect the sector. Quite often, foresters expect automatic support from politicians because of the socio-economic and environmental values of forests in national development. Rather than criminalizing their interests (votes), PFAs need to engage the political leaders at all levels (Presidents, Ministers, Parliaments, sub-national leaders) and deliberately and consistently provide them with information on the need for “sustainable forest management for sustainable votes”.

SOCIO-CULTURAL

PFAs should take into consideration the benefits to the communities and the general public. A grassroots constituency is a firm buttress for sustainability.

CHAPTER 5 Areas of Collaboration between PFAs and AFF

PFAs offer opportunity for professional foresters to more effectively help countries attain sustainable forest management. National systems need to consolidate whatever achievements have been made in this regard and to mainstream current global decisions affecting the sector accordingly. Based on the foregoing, below are possible areas where AFF could enhance the development and performance of PFAs in the region.

INFORMATION SHARING AND NETWORKS

PFAs are at different levels of development and experience. By promoting information sharing, AFF is likely to enhance the performance of PFAs through messages that are informative and energizing. The following may be considered:

- ▶ support to publications;
- ▶ electronic linkages;
- ▶ workshops, symposiums and meetings;
- ▶ start a database with all the addresses and e-mails of the PFAs;
- ▶ disseminate outputs of meetings of different conferences and meetings; and
- ▶ support visits, especially continental visits to share knowledge.

RESEARCH ON SPECIFIC FORESTRY ISSUES

Decision makers are likely to respond more effectively to evidence-based advocacy. There are emerging issues within the forest sector that need to be clarified through research. AFF could leverage funding for some PFAs to undertake specific research studies to provide the needed information.

CAPACITY BUILDING ESTABLISHMENT OF PFAS

Successful performance of PFAs depends largely on the human capacity (including numbers of personnel and skills). It is clear that many PFAs have limited skills to enable them perform. AFF can enhance capacities through training in specific skills including communication, fundraising and management.

EMPOWERMENT FOR FINANCIAL SUSTAINABILITY

All PFAs are financially unsustainable and yet they have important tasks to perform in the sector. To this end, AFF could make a contribution to enhancing the ability of these associations to be financially sustainable. A study in this context is recommended.

CONVERGENCE

AFF may wish to consider developing a guideline of best practices regarding the A-Z of forming a PFA at national level including legal, structure, membership and financing issues. It may also develop a performance auditing scheme against which various PFAs can be regularly audited and certified. AFF may wish to conclude memoranda of understanding (MoU) with various PFAs through which it can guide them to perform better, while at the same time making them local hosts of AFF chapters.

Annex 1

Table 1: People with whom discussions were held

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