



## The Roadmap for advancing structured implementation of the Uganda National Forest Stewardship Standard, July 2019.



Participants in the Stakeholders Workshop at Hotel Africana, Kampala Uganda,  
Photo Credit: Environmental Alert

**Compiled by Environmental Alert, the host for the Standards Development Group Secretariat.**

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## 1.0 Introduction

This document presents the National roadmap for operationalization of the Uganda National Forest Stewardship Standards (NFSS)<sup>1</sup>. It presents the Vision, Mission and objectives of the roadmap as well as the key outputs/results areas and the related strategic actions for implementation of the roadmap. These were consolidated from a National Stakeholder’s dialogue organized by the Uganda Forest Working Group<sup>2</sup> in collaboration with the Ministry of Water and Environment; the Forest Stewardship Council; and the World Wide Fund for Nature – Uganda Country Office (WWF-UCO) and a later from a follow-up workshop that finalized on the final roadmap. The dialogue and follow-up workshop reflected on practical modalities to advance structured implementation of the Uganda NFSS.

## 2.0 Background

Recently Uganda’s NFSS was approved and launched by the FSC<sup>3</sup> and the MWE on 27<sup>th</sup> April 2018 and 6<sup>th</sup> June 2018, respectively. It became effective since 1<sup>st</sup> September 2018. This was considered a great achievement as it positions Uganda as the 1<sup>st</sup> and 8<sup>th</sup> country in Africa and the world respectively to prepare an NFSS.

**Notable** is that the NFSS development process in Uganda started in 2013. The process involved highly consultative and active participation of various stakeholders based on their mandates, roles and responsibilities including both the duty bearers and rights holders. It was guided by the FSC principles and procedures in this respect. Thus, the process was led by the SDG–Uganda<sup>4</sup> that comprised of members (i.e. forestry sector stakeholders) categorized based under the three chambers of **Environment, Social and Economic** selected from the NFSS National Consultative Forum Members. The SDG-Uganda then selected their leadership comprising of a Chairperson and Vice Chairperson to ensure that the process was in agreement with all the FSC requirements and principles. They were regularly and routinely supported by the SDG-Uganda Secretariat hosted at Environmental Alert. The Secretariat mobilized and coordinated stakeholder participation in the process. Besides, working with partners, they mobilized resources to support implementation of the agreed actions as part of the process. This forum provided space at the national levels for consultation and soliciting stakeholder’s views and concerns on several drafts of the NFSS as part of the processes.

The process in Uganda—from inception up to completion—was supported and funded through contributions by several partners namely: - *WWF-Uganda Country Office, Environmental Alert<sup>5</sup>, Care International in Uganda, Global Woods, Forest Stewardship Council, SDG-Uganda members, Uganda Timber Grower’s Association, Havilah Company limited, the Forest Sector Support Department, The Ministry of Water and Environment, and Anti-Corruption Coalition Uganda.*

The Standard was approved and officially launched by the FSC Director General Kim Carstensen and the Honorable Minister for Water and Environment of the Republic of Uganda, Mr. Sam Cheptoris, who congratulated FSC and the SDG for developing the standard and pledged the government’s support to ensure its implementation. The standard came into use effective 1<sup>st</sup> September, 2018.

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<sup>1</sup> The Uganda NFSS is available at: <http://ufwg.ervalert.org/wp-content/uploads/2018/07/FSC-STD-UGA-01-2017-EN.pdf>

<sup>2</sup> See Box 1 for further information about UFWG.

<sup>3</sup> See Box 1 for further information about FSC.

<sup>4</sup> See Box 1 for further information about SDG-Uganda.

<sup>5</sup> See Box 1 for further information about Environmental Alert.

Implementation of the standard is already ongoing particularly by the private sector particularly the timber plantation companies. Others like the Uganda Timber Growers Association in collaboration with the WWF-UCO are applying the standard to inform group certification process by smallholders.

Albeit the operationalization, it was thought important to have an implementation roadmap for the NFSS following a more structured approach and based on key stakeholders information and participation. It is on this basis therefore that Environmental Alert—the host for the SDG-Uganda Secretariat—organized and held a stakeholder’s dialogue and follow-up workshop to reflect on practical modalities to advance structured implementation of the Uganda NFSS.

The dialogue and follow-up workshop engaged highly interactive and participatory approaches to allow free sharing of information, knowledge and ideas among the participants. Technical presentations, group tasks and plenary discussions were utilized to this end. Furthermore, there was analysis and synthesis of the participant’s feedback and views from group presentations to inform the development and finalisation of the roadmap.

The National Roadmap operationalizes the Uganda’s NFSS and provides priority actions to catalyze the implementation of the Standard in the country.

### **3.0 Vision, Mission and overall objectives of the Roadmap**

#### **3.1 Vision of the roadmap**

‘Uganda’s Forests managed sustainably

#### **3.2 Mission of the roadmap**

To promote sustainable forest management for social, economic and environment benefits

#### **3.3 Overall objective of the roadmap**

To promote certification of forest management and forest products as a tool to attain sustainable forest management

**Table 2. Consolidated National stakeholders' NFSS Roadmap Framework**

Key result/output area	Strategies Required/Practical Action	Who is responsible /Who to take lead?	Potential stakeholder to support financially and technically	Realistic Timeframe for Implementation
<b>A. Institutional Arrangements (Transformation of the SDG and the National Consultative Forum)</b>				
	<p>A.1 Development of the new TORs for the transformation of the SDG-Uganda in the current phase of operationalization of the Uganda NFSS. It was agreed that SDG becomes a semi-formal entity</p> <p><i>- Leadership and governance structures to be Instituted</i></p> <p><i>-host institution for the semi-formal arrangement should be agreed</i></p>	SDG-Uganda; Uganda Forestry Working Group; Environmental Alert	Ministry of Water and Environment (MWE), FSC, WWF-UCO, Care International in Uganda	By December 2019
	A.2 Transformation of the National Consultative Forum in the current phase of operationalization of the Uganda NFSS, The institutional set of the National Consultative Forum be maintained as is i.e. a loose forum, which can be mobilized for engagement when there is need	National Forestry Consultative Forum members, - Secretariat	MWE Environment, WWF-UCO	By December 2019
	A.3 Mainstreaming of the NFSS into all legal and Institutional Frameworks of Government including academia/integrating the provisions of the NFSS in the ongoing policy review for the forestry policy <i>-Advancing FLEGT</i>	MWE, Uganda National Bureau of Standards, Makerere University	Forest Sector Support Department (FSSD), Uganda Revenue Authority,	By December 2019
	A.4 Development of Memorandum of Principles for the transformed SDG	SDG-Uganda Secretariat		By December 2020
	A.5 Development of the MoU between FSC and the Ministry of Water and Environment	FSC; MWE	FSC; MWE	October 2019
<b>B. National Level Procedures and Guidelines</b>				

<b>Key result/output area</b>	<b>Strategies Required/Practical Action</b>	<b>Who is responsible /Who to take lead?</b>	<b>Potential stakeholder to support financially and technically</b>	<b>Realistic Timeframe for Implementation</b>
	B.1 Simplify the NFSS so that the forest manager can use it	SDG-Uganda; Uganda Forest Working Group	FSC, WWF-UCO	December 2019
	B.2 Develop a communication, awareness and dissemination strategy targeting certification of the various categories of forest owners/ managers - Sign an MoU between FSC and UFWG	Uganda Forest Working Group	FSC, FAO, WWF-UCO	By April 2020
	B.3 Identification of sites that qualify to be intact forest landscapes in Uganda	National Forestry Authority; Uganda Wildlife Authority; Uganda Forest Working Group	National Forestry Authority (NFA), Uganda Wildlife Authority (UWA),	By June 2020
	B.4 Adoption of “A good practice guide for identifying High Conservation Vs across different ecosystems and production systems” developed by HCV Resource Network and FSC	Forest Sector Support Department (FSSD); Ministry of Water and Environment	FSC, FAO, WWF-UCO	By July 2020
	B.5 Conduct a National Risk analysis and the social and environment impact assessment for the standard	FSSD; Ministry of Water and Environment; Uganda Forest Working Group	FSC, FAO, WWF-UCO	By December 2019
	B.6 Develop mechanism for promoting FSC certification in the Eastern African regions	FSSD; Ministry of Water and Environment; SDG-Uganda; Uganda Forest Working Group	WWF-UCO; UNFAO	By February 2020

<b>Key result/output area</b>	<b>Strategies Required/Practical Action</b>	<b>Who is responsible /Who to take lead?</b>	<b>Potential stakeholder to support financially and technically</b>	<b>Realistic Timeframe for Implementation</b>
	B.7 Adoption and domestication of the FSC Chain of Custody certification standard with informed guidance on how they apply to Uganda	FSSD; Ministry of Water and Environment; Uganda Forest Working Group	WWF-UCO; UNFAO	By December 2019
	B.8 Domesticate and implement the FSC ecosystems services procedure	MWE	International Union for Conservation of Nature (IUCN); WWF-UCO; UNFAO	By December 2019
Unfavorable operating environment	B.9 Development an advocacy strategy	Uganda Forest Working Group; SDG-Uganda	FSC, UNFAO, WWF, Care International in Uganda	Starting June 2020
<b>C. Targeted institutional capacity building for the transformed SDG-Uganda and other key stakeholders in respect to advancing forest certification in Uganda</b>				
	C.1 Develop and implementation of the institutional capacity development plan	SDG-Uganda; Uganda Forestry Working Group; FSC	FSC, UNFAO, WWF, Care International in Uganda	Starting June 2020
<b>D. Awareness and general capacity development</b>				
	D.1 Responsive and targeted awareness among key stakeholders (including: Local Governments, Universities, Training Colleges) by printing hard copies and conducting targeted dissemination	SDG-Uganda; Uganda Forestry Working Group; FSC	FSC, FAO, WWF-UCO	December 2019
	D.2 Stakeholder mapping and training needs assessment	SDG Secretariat	WWF-UCO	By Dec 2020
	D.3 Development of training programmes, starting with programmes for policy level decision makers, technical advisory service providers, forest managers, and contractors	SDG-Uganda; Uganda Forestry Working Group; FSC	WWF-UCO	By Dec 2020

<b>Key result/output area</b>	<b>Strategies Required/Practical Action</b>	<b>Who is responsible /Who to take lead?</b>	<b>Potential stakeholder to support financially and technically</b>	<b>Realistic Timeframe for Implementation</b>
	D.4 Provide technical advisory/ extension services as needed	FSSD, Uganda Forestry Working Group; FSC		By Dec 2020
	D.5 Training of certification extension agents that can be accredited by CBs and other people who may not be accredited, but have the skill to prepare forest owners/ managers for certification (extension service providers)	FSC	WWF-UCO; UNFAO	By August 2021
	D.6 Establish East Africa regional structures in Uganda to support operationalization of the standard	FSSD, Uganda Forestry Working Group, FSC		By November 2021
	D.7 Creation of demonstration natural forests.	Members of SDG – Uganda and the Uganda Forest Working Group	NFA; UWA;	By 2021
	D.8 Conduct technical backstopping and support to users of the standard	SDG – Uganda members	WWF-UCO	Continuous
<b>E. Monitoring Use of the NFSS/Periodic Reviews</b>				
	E.1 Develop a monitoring unit that should be led by the reformed SDG-Uganda	SDG – Uganda Secretariat		By December 2020
	E.2 Keeping track of how and extent to which the standard is being used to monitor quality of forest management at national and/or institutional level	SDG – Uganda Secretariat	FSC; Commercial Tree Plantation companies; WWF-UCO	By December 2022
	E.3 Developing data bases for monitoring results and a feedback mechanism & linking the institutions involved	SDG – Uganda Secretariat	FSC; Commercial Tree Plantation companies; WWF-UCO	By June 2021
	E.5 Capture and present issues that require review following the FSC procedures and Standards	SDG – Uganda Secretariat	WWF-UCO	By June 2020
<b>F.0 Market development</b>				

<b>Key result/output area</b>	<b>Strategies Required/Practical Action</b>	<b>Who is responsible /Who to take lead?</b>	<b>Potential stakeholder to support financially and technically</b>	<b>Realistic Timeframe for Implementation</b>
	F.1 Target private sector in construction, donor agencies, big corporate companies to buy certified timber	FSC, FSSD, Uganda Timber Grower's Association (UTGA)	WWF-UCO; UNFAO	By December 2020
	F.2 Influence procurements at Public Procurement & Disposal of Public Assets Authority (PPDA), Uganda Local Government Association, Local Governments for legal or certified forest products	SDG-Uganda, Uganda Forestry Working Group; FSC, FSSD	FSC, WWF-UCO	By July 2022
	F.3 Link certified FMUs with export markets for FSC certified products	FSC	WWF-UCO; UNFAO, European Union	By December 2020
	F.4 Certification of UWA for non-traditional products such as tourism, carbon and other non-timber products	FSC	UWA; WWF-UCO	By December 2020
	F.5 Gazettement of market areas/ Traders Associations where certified markets can be sold and or accessed	MWE; UTGA	European Union	By December 2020
	F.6 Establish a virtual online market for certified products	SDG-Uganda Secretariat	UNFAO, European Union	By December 2020
Undertaking study for markets in Uganda, the Eastern Africa Region, and beyond	F.7 Commission of national, regional study of markets	Secretariat	FSC	By December 2019
Establishing quality standards for forest products across the	F.8 Domestication and promotion of the International chain of custody standard	Certified forest companies, NFA, UTGA	Ministry, Certification bodies, FSC	By August 2019

<b>Key result/output area</b>	<b>Strategies Required/Practical Action</b>	<b>Who is responsible /Who to take lead?</b>	<b>Potential stakeholder to support financially and technically</b>	<b>Realistic Timeframe for Implementation</b>
value chain in line with market requirements				
Promotion of forest products (including timber and non-timber)	F.9 Showcasing certified forest products, Lobbying	Certified forest companies, SDG, Secretariat	FSC, Ministry, WWF-UCO, Uganda Forestry Working Group	By December 2019

#### **4.0 Conclusions and way forward**

It's timely to advance implementation of the roadmap for effective operationalization of the Uganda NFSS for responsible forest management in Uganda. Resources mobilization is required to support implementation of this roadmap. Moving forward, the SDG-Uganda secretariat will pursue further targeted engagements with stakeholders who can potentially support technically and financially in respect to implementation of the roadmap.

## 5.0 Web links to the presentations made during the engagement

1. The Role of FSC in Promoting Responsible Forest Management through National Standards development, <https://drive.google.com/file/d/1nL6JJKGer7JLv9ILkoRoVrzPwbLtmjV3/view?usp=sharing>
2. A brief on the Standard Development Process for Uganda <https://drive.google.com/file/d/15OdHS5ka2BkD2JXq9iAVjT3JAjhVK18g/view?usp=sharing>
3. The linkage between the Uganda NFSS to the existing Forest policy and legal framework; Key provisions, applications and opportunities The NFSS for Uganda <https://drive.google.com/file/d/15OdHS5ka2BkD2JXq9iAVjT3JAjhVK18g/view?usp=sharing>
4. Examples of key cases that are operationalizing the Uganda NFSS to bring out lessons and experiences [https://drive.google.com/file/d/12O\\_GrqJHahf6X9JpJtHtuEOuqBbbRWnA/view?usp=sharing](https://drive.google.com/file/d/12O_GrqJHahf6X9JpJtHtuEOuqBbbRWnA/view?usp=sharing)
5. Key consideration in the development of a comprehensive roadmap for implementation of the NFSS [https://drive.google.com/file/d/1c89hZTyE6rfla2g7k\\_0oB3Ljuwyk0SI0/view?usp=sharing](https://drive.google.com/file/d/1c89hZTyE6rfla2g7k_0oB3Ljuwyk0SI0/view?usp=sharing)

## Box 1: About the FSC International; UFWG; SDG-Uganda and Environmental Alert.

### About the FSC International

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The Forest Stewardship Council (FSC®) is an international multi-stakeholder organization established in 1993 to promote responsible management of the world's forests. Further information about FSC International is available at: <https://ic.fsc.org/en>

### About the Uganda Forestry Working Group (UFWG)

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**UFWG** was formed in **2001** to provide a platform where the various stakeholders in forestry sector met and deliberated on and influenced developments in the sector as well as independently monitor implementation of the National Forestry Policy and National Forest Plan. The **UFWG Secretariat** is hosted by **Environmental Alert**.

**Vision:** The Vision of UFWG is, '*sustainably managed forestry sector contributing to improved livelihoods, national economy and ecological integrity.*'

**Mission:** The Mission of UFWG is, '*to promote the development of the forestry sector and stimulate all forestry stakeholders to respond appropriately to changes and challenges within the sector.*'

**For More Information contact:** The Secretariat of the UFWG Network, C/O Environmental Alert, Kabalagala off Ggaba Road, Behind Kirabo Kya Maria Building, P.O. Box 11259, Kampala; Tel:+256414510547; Email: [envalert@envalert.org](mailto:envalert@envalert.org); Website: <http://enr-cso.org/>

### About the Forestry Standards Development Group Uganda (SDG-Uganda)

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The **SDG-Uganda** comprises of key forestry stakeholders including: *research and academia, civil society, private sector and government ministries, departments and authorities*. These were selected during the national consultative forum, which informed the development of the NFSS for Uganda. The stakeholders are categorized into the social, economic and environment chambers to meet the FSC requirements for stakeholder engagement. The SDG Uganda has 25 members and is certified by FSC International. Its major role was to develop the Uganda NFSS based on the FSC guidelines and principles. This is a role which was delegated to them by the UFWG during the national consultative forum on the Uganda NFSS. The SDG Uganda has a Secretariat, which is currently hosted at Environmental Alert. The role of the secretariat is to mobilize and coordinate stakeholder's participation in the formulation and implementation of the Uganda NFSS.

### About Environmental Alert (EA)

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**EA** was founded in **1988** and in the year **2018** marked **30 years** of contribution to improved livelihoods and development in Uganda through several interventions in sustainable agriculture, environment, natural resources management, water, sanitation and hygiene. EA is officially registered with the NGO Board as a Ugandan non-governmental organization, incorporated as a company limited by guarantee. EA is governed by an independent Board that is responsible for providing strategic oversight of the organization including ensuring its integrity as a voluntary service organization.

EA is a *1<sup>st</sup> prize winner of the Energy globe award for environmental sustainability-2005 under the category, earth.*

EA is a *member of the International Union for Conservation of Nature (IUCN) and a Member of The IUCN National Committee for Uganda.*

**EA's vision** is a, '*Resilient and dignified communities, managing their environment and natural resources sustainably.*'

**EA's mission** is to, '*advocate for an enabling environment, sustainable natural resources management and food security for targeted communities through empowerment and policy engagement.*'

**Program and institutional Components:**

- a. *Environment and Natural resources management;*
- b. *Food security and Nutrition;*
- c. *Water, Sanitation and Hygiene;*
- d. *Finance and Administration;*
- e. *Resource mobilization and Investment.*

**Scale of Implementation:**

EA operates in selected districts for generation of evidence to inform policy engagements on agriculture, environment and natural resources at National and International levels. Currently EA's operations are in over 30 districts across the country. EA undertakes area wide targeted awareness on selected issues in agriculture, environment and natural resources engagements

**EA hosts Secretariats for following CSO networks:**

- a) The Network for Civil Society Organizations in Environment & Natural Resources Sector (ENR-CSO Network) - <http://enr-cso.org/>;
- b) Uganda Forestry Working Group - <http://ufwg.ervalert.org/>;
- c) The Standards Development Group (for promotion of responsible Forest Management in Uganda); and
- d) Promoting Local Innovation in ecologically oriented agriculture and natural resources management (PROLINNOVA-Uganda Network) - <http://www.prolinnova.net/uganda>;
- e) National Renewable Energy CSO Network.

Further information about Environmental Alert is available at: <http://ervalert.org/>