


Background paper on:

**Elements for the Preparation of the Strategic Plan 2017-2030**

Prepared by  
Stephanie Caswell and Ivan Tomaselli  
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**Background Paper – SP 2017-2030**



- Analyzes/reviews:
  - UNFF11 res. (E/2015/33) & Ministerial Dec.
  - 2030 Agenda for Sustainable Development
  - Other relevant commitments (e.g. Aichi, GEF)
  - UNFI: 4 GOFs and 44 actions
  - 10 SPs/strategies for forest-related IGOs
  - Views submitted by MSs and stakeholders
- Reviews role of regional/MG partners in IAF, including potential role of forest-based industries
- Based on these reviews:
  - Proposes an outline & elements for the SP
  - Offers initial views on 4POW 2017-2020

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## **Background: UNFF11 resolution guidance on SP 2017-2030**



Photograph by WWF/ Craig McFarland

- Purpose: SP will “serve as a strategic framework to enhance the coherence of and guide and focus the work of the IAF and its components”
- Elements/content: SP will
  - Be aligned with 5 new IAF objs
  - Incorporate a mission & vision, GOFs, relevant aspects of 2030 Agenda & other developments
  - Identify roles/functions of different actors
  - Include clear priorities for G3FNet (upgraded FP)
  - Identify framework for reviewing implementation
  - Address MAR
  - Address UNFF role in SDG review process
  - Outline a communication strategy
- SP will be operationalized through 4POWs beginning with 2017-2020

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## **Background: Views submitted by MSs/others on SP & 4POW**



- UNFF11 res. invites MSs and stakeholders to submit views on SP & 4POW 2017-20 (based on guidance in res.)
- 34 submissions received from:
  - 22 countries and EU
  - 8 international/regional organizations
  - 3 MGs (MGPoF, S&T, C&Y)
- Many contain specific proposals on focus/content/structure of SP & topics for 4POW
  - Reflect common ideas/themes/approaches but also differing views/perspectives
  - Annex 3 provides overview (30 Jan)

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### **Background: Observations from 10 intergovernmental SPs**

#### **7 International plans**

**CBD  
CITES  
FAO & FAO-Forestry  
ITTO  
Ramsar  
UNCCD**

#### **3 Regional plans**

**ACTO  
COMIFAC  
Rovaniemi  
(UNECE/ FAO)**

- Looked at 10 forest-related SPs/strategies
- Plans differ in timeframe, content, structure, format, detail, length
- At the center of each SP is a coherent set of:
  1. Goals/objs/priorities to advance core mandate
  2. 2<sup>nd</sup> tier set of targets/outcomes to meet goals/objs/priorities (most)
  3. 3<sup>rd</sup> tier of actions (some)
- In each case these goals/objs/targets/etc. were developed specifically for the SP
- NB: Forum taking different approach: SP to incorporate existing commitments developed at different times/fora – not in response to new IAF mandate

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### **Background: Role of partners in the IAF**



- UNFF11 res. envisions stronger role for regional/MG stakeholders
- Guidance on how to achieve this is general
- Ch. III of paper compiles many of the options for action proposed before UNFF11 or in recent submissions
- Could be useful to include some actions in SP/4POW to take forward the res.
- At minimum, SP should provide added guidance on what Forum should do to attract/engage key non-State actors, esp. private sector, donor NGOs, others absent to date

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## Background: Attracting forest-based industries

### Private sector interests

Enabling/investment environments  
Harvesting/production/processing  
Innovation/R&D  
Small & medium enterprises  
Market access/certification  
Legal logging...etc.



- For example, should the Forum:
  - Create private sector advisory group (FAO, ITTO models)?
  - Involve industry in G3FNet (e.g. re enabling environments)?
  - Include public-private interactive platforms?
  - Engage in public-private initiatives (e.g. TFA 2020)
  - Address industry interests in 4POWs?
- Forum has new opportunity to hear from industry on such matters:
  - WBCSD new MG focal point for industry
  - May advise on interests of small/medium enterprises as well as multi-nationals

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## Proposed outline/elements of SP 2017-2030 (Based on UNFF11 outcome, views, other SPs, etc.)



1. IAF mission & vision statements
2. Introduction/scene-setter
3. “Strategic approach” aligned with 5 IAF objs & incorporating existing forest-related goals/objs/targets/actions
4. Implementation framework
5. Review framework
6. Annexes as needed

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## Elements for the SP 2017-2030

### 1. IAF mission and vision statements



- Terms sometimes used interchangeably but there is a distinction:
  - A mission expresses why an organization/ entity exists (its raison d'être)
  - A vision expresses a desired end state
- IAF mission would express overall purpose/ goal of IAF based on IAF objs
- IAF vision would express Forum's view of ideal future state of forests (e.g. SFM)
- To have impact, mission/vision statements should be clear, concise (<25 wds) and memorable

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## Elements for the SP 2017-2030

### 2. Introduction - Scene-setter



Set the stage for readers/users by providing:

- Essential background info. on IAF, UNFF/CPF, UNFI, SFM concept, purpose of SP
- Global context
  - Key messages on importance of forests
  - Forest-related global trends, challenges/threats
  - New/emerging opportunities for enhanced action on forests (SDGs, GCF, Paris Agreement)
- Expected contribution of IAF in the global context
  - Strengths/comparative advantage of IAF
  - Niche role
  - Success factors to reach full IAF potential (e.g. industry engagement, functional G3FNet)

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## Elements for the SP 2017-2030

### 3. “Strategic approach”



- Would be at center of SP - Integrate the many existing forest-related commitments...
  - 4 GOFs
  - SDG15 targets, other relevant SDG targets
  - 44 national/international actions in UNFI
  - Para 14 of UNFF11 Ministerial Dec.
  - Aichi Biodi Targets
  - GEF6 SFM Strategy objectives/outcomes
  - REDD+/Paris Agreement
- ...into coherent set of goals/objs & associated targets & priority action areas that support and advance 5 IAF objs

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## Elements for the SP 2017-2030

### 3. Strategic approach – challenges



- Integration of existing forest commitments poses challenges -- agreed at different times/purposes, not for SP 2017-2030.
- As a result:
  - Existing goals/objs/targets/actions lack a hierarchical/tiered relationship -- don't always fit together
  - Language is blurred, e.g. many SDG targets read like goals/objs (soft language/no dates)
  - Commitments share common themes but there also gaps between:
    - GOFs & SDG15 targets
    - GOFs & UNFI actions
    - GOFs/SDG15 targets and IAF objs 2-5

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## Elements for the SP 2017-2030

### 3. Strategic approach – proposal



- How do we address gaps/integrate existing commitments w/out introducing new ideas/language?
- Solution: Introduce 2 “cross-cutting strategies” (CCSs) applicable to all 4 GOFs
- 1. CCS1- Focus on “legal, policy and institutional framework for SFM”.
  - Incorporate/provide space/chapeau for many SDG targets & UNFI actions on:
    - Cross-sectoral cooperation (IAF 2,4)
    - N-S/S-S/triangular cooperation (IAF 4)
    - Governance (IAF 5)
    - Public participation/awareness/education

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## Elements for the SP 2017-2030

### 3. Strategic approach – proposal



- 2. CCS2 – Focus on “effectiveness of IAF”
  - Include operational targets/actions based on UNFF11 res. E.g.:
    - Increasing coherence in global forest governance (IAF 3)
    - Enhancing the impact/relevance of Forum sessions & resolutions
    - Fully operationalizing G3FNet
    - Strengthening role of regional/MG partners in IAF

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## Elements for the SP 2017-2030

### 3. Strategic approach – conceptual framework

Supports all 5 IAF & integrates existing commitments:

<b>Tier 1</b>	<b>4 GOFs and 2 CCSs (relevant to GOFs 1-4)</b>
<b>Tier 2</b>	<b>TARGETS</b> to advance each GOF & CCS (drawing mainly on SDG targets but also ABTs, GEF, para 14 of UNFF11 Ministerial declaration)
<b>Tier 3 (4POW?)</b>	<b>PRIORITY ACTIONS</b> to meet targets (e.g. drawing/building on UNFI actions)

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### 3. Strategic approach – illustration (Annex 10)

TIER 1		TIER 2		TIER 3	SUPPORTS IAF OBJ:
GOFs	CCSs	RELEVANT TARGETS		ACTIONS	
GOF1		SDG 6.6 12.2 13.1 14.2 14.5 15.1 15.2 15.5 15.8.	ABT 5 7 9 11 14 15 MD11 14.a 14.g GEF SFM-2.3 3.5	V.6.o VI.7.d 7.e	1 5
GOF2		SDG 8.3 9.3 15.c 15.6	ABT 14 MD 11 14.e GEF SFM 2.4	V.6.f j y	1
GOF3		SDG 12.7	ABT 7 11 MD11 14.g (part 2)	V.6.p q x VI.7.f g GEF SFM 1.1	1
GOF4		SDG 15.a 15.b 17.1 17.2 17.3	MD11 14.h.i 14.i	V.6.i VI.7.a 7.b	1 5
GOFs 1-4	CCS1	SDG 1.4 2.2 2.4 4.4 5.a 8.2 12.2 12.a 12.5 13.3 15.c 16.3 16.5 16.6 16.7 16.10 17.6 17.7 17.9 17.16 17.14 1.17 17.19	ABT 2 3 GEF SFM 1.1 MD11 14.c 14.e	V.6.a b c d e h k l m n q r s t u v VI.7.h i j k l m n o p q t	2 3 4 5
GOFs 1-4	CCS2	Elaborate 3-4 operational targets for IAF		VI.7.r s MD11 14.d e i k	1 2 3 4 5

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## Elements for the SP 2017-2030

### 4. Implementation framework



- Essential part of any SP
- Provide general guidance on how different actors & mechanisms contribute to SP implementation
- Could include guidance on (Table IV.4)
  - Functions of UNFF/Sec./CPF
  - Focus/structure of Forum sessions/outputs & links between odd/even year sessions
  - MOI: RB, Trust Fund, priorities and operation of the G3FNet
  - Engagement/role of regional/MG partners
  - Voluntary commitments of MSs (e.g. para 14 Min. Dec.)
- Forum's 4POW would step down guidance in SP into specific implementation actions

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## Elements for the SP 2017-2030

### 5. Review framework – Internal MAR/reviews



- Provide general guidance on internal MAR/reviews & UNFF role in SDG review process
- UNFF11 res. identifies MAR-related tasks:
  - Assess progress on UNFI based on national reporting (cycle to take into account FRA/SDG review cycles)
  - Assess progress on resolutions. Need baseline inventory of actions (OPs) completed/underway/ needing attention (start with 2015?)
  - Evaluate progress toward SP goals/objs/targets
    - Need indicators – build on SDG indicators & FAO's related work on global forest indicators
    - Timing: End of each 4POW or in 2024 & 2030 as part of IAF reviews

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## Elements for the SP 2017-2030

### 5. Review Framework - Forum & SDG review



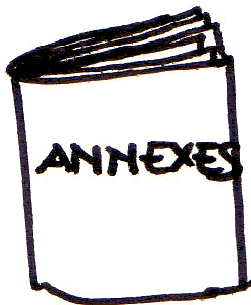
Photograph by WWF/ Craig Metelrand

- SDG review process/cycle TBD
- Paper on elements of a draft res. released last week – negotiations to start in May
- Theme for 2016 HLPF: “Ensuring no one is left behind” (July 2016)
  - SG report for session will be overview of where world stands on all 17 Goals
  - Will likely include data on forest cover (FRA 2015) and protected forests (UNEP/WCMC)
- Guidance in SP on Forum’s role to be considered once SDG review process is agreed.

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## Elements for the SP 2017-2030

### 6. Annexes



Provide useful info. not needed in body of SP, e.g.:

- 17 SDGs
- SDG15 targets & 6.6 (if not in body of SP)
- Priority actions (if not in body of SP)
- Communication strategy/highlights (if not in body of SP)
- Current 4POW
- Indicators to measure progress on SP targets
  - Statistical Com. agreed to 230 indicators for SDG targets
    - 2 focus on forests (15.1.1, 15.2.1)
    - Many others could be disaggregated for forests and applied to future SP targets

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### SP 2017-2030 as a communication tool



- Recommend SP be key part of IAF/UNFF communication strategy
- SP should:
  - Be reader friendly and accessible to all stakeholders
  - Function as a stand alone document
  - Be attractively published and widely distributed in UN languages
  - Include message from SG & forward from UNFF Dir./DESA USG
- Think about the title of the SP!

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### Initial thoughts on approach to 4POW 2017-2020



- Will set out “priority actions & resource needs” for UNFF12-15 based on guidance in SP. 3 proposals:
  1. Identify both operational & policy priority actions
    - Many operational priorities set out in UNFF11 res.
    - Policy priorities TBD. Flow from element 3 of SP & align w/SDG review topics
  2. For each action, specify:
    - Support activities/deliverables (workshops, etc)
    - Resource needs/sources (RB/XB)
    - Responsible parties (Table 5.2 illustrative format)
  3. Maximize synergies w/other 4POWs (e.g. FAO, UNECE-EFC, WB Forest Action Plan)

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## **Thank you for your attention!**



A strategic plan is a management tool which provides guidance on the overall direction of an organization or group in fulfilling its mission and mandate over a set time horizon.

It articulates goals or objectives and the actions needed to accomplish or advance them.

It helps ensure all parts of the organization or group work efficiently & effectively toward those goals or objectives.