BACKGROUND PAPER

ELEMENTS FOR THE PREPARATION OF THE STRATEGIC PLAN 2017-2030

Prepared for the Secretariat of the United Nations Forum on Forests

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LIST OF ACRONYMS

4POW	Quadrennial program of work
ABT	Aichi Biodiversity Target
ACSFI	Advisory Committee on Sustainable Forest-Based Industries
ACTO	Amazon Cooperation Treaty Organization
AFF	African Forest Forum
AHEG	Ad hoc expert group
APFNet	Asia-Pacific Network for Sustainable Forest Management and Rehabilitation
ASEAN	Association of Southeast Asian Countries
ASG	Assistant Secretary-General
BIP	Biodiversity Indicators Partnership
C&I	Criteria and indicators (for sustainable forest management)
CBD	Convention on Biological Diversity
CCS	Cross-cutting strategy
CFRQ	Collaborative Forest Resources Questionnaire
CGF	Consumer Goods Forum
CIFOR	Center for International Forestry Research
CITES	Convention on International Trade in Endangered Species of Flora and Fauna
CLI	Country-led initiative
COFFI	Committee on Forests and Forest Industries
COFO	Committee on Forestry (FAO)
COMIFAC	Central African Forests Commission/Observatoire des Forets d'Afrique Centrale
COP	Conference of parties
CPF	Collaborative Partnership on Forests
CSAG	Civil Society Advisory Group
CSD	Commission on Sustainable Development
DESA	Department of Economic and Social Affairs
DSD	Division of Sustainable Development
EAC	East African Community
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ECO	Economic Cooperation Organization
ECOSOC	United Nations Economic and Social Council
ESCWA	United Nations Economic and Social Commission for Western Asia
ELD	Economics of Land Degradation
FAO	Food and Agriculture Organization of the United Nations
FLEG	Forest law enforcement and governance
FRA	Forest Resources Assessment
FSC	Forest Stewardship Council
FSG	Forest Solutions Group
G3FNet	Global Forest Financing Facilitation Network
GA	General Assembly of the United Nations
GCF	Green Climate Fund
GEF	Global Environment Facility
GFEP	Global Forest Expert Panel
GFIS	Global Forest Information Service
GM	Global Mechanism

GOF	Global Objective on Forests
HLPF	High Level Political Forum on Sustainable Development
IAF	International Arrangement on Forests
IBA	Brazilian Tree Industry
ICFPA	International Council of Forest and Paper Associations
ICRAF	World Agroforestry Center
IEA	International Energy Agency
IFAD	International Fund for Agricultural Development
IFFA	International Family Forest Alliance
IGO	Intergovernmental organization
INBAR	International Network for Bamboo and Rattan
IPBES	Intergovernmental Platform on Biodiversity and Ecosystem Services
ITA	Implementation and technical advice
ITTA	International Tropical Timber Agreement
ITTC	International Tropical Timber Council
ITTO	International Tropical Timber Organization
JMA	Joint mitigation and adaptation
IUCN	World Conservation Union
IUFRO	International Union of Forest Research Organizations
LCTPi	Low Carbon Technology Partnerships initiative
LDC	Least Developed Country
LFCC	Low forest cover country
MAR	Monitoring, assessment and reporting
MD11	Ministerial declaration of the high level segment of UNFF11
MDG	Millennium Development Goal
MEA	Multilateral environmental agreement
MG	Major Group
MGPoF	Major Group Partnership on Forests
MG S&T	Major Group – Scientific and technological communities
MOI	Means of implementation
NDC	Nationally determined contribution
NFP	National forest program
NGO	Non-governmental organization
NLBI	Non-legally binding instrument on all types of forests
OP	Operative paragraph
PEFC	Programme for the Endorsement of Forest Certification
R&D	Research and development
Ramsar	Ramsar Convention on Wetlands of International Importance
RB	Regular budget
RECOFTC	Regional Community Forestry Training Center for Asia and the Pacific
REDD	Reducing emissions from deforestation and forest degradation in developing countries
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SDSN	Sustainable Development Solutions Group
SFM	Sustainable forest management
SG	Secretary-General of the United Nations
SID	Small Island Developing State

SLM	Sustainable land management
SOFO	State of the World's Forests (report)
SPC	Secretariat of the Pacific Community
SPI	The Science-Policy Interface (UNCCD)
SWOT	Strengths, weaknesses, opportunities, threats
TAG	Trade Advisory Group
TFA	Tropical Forest Alliance
TPS	Tehran Process Secretariat
TFD	The Forests Dialogue
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDA	United Nations Development Account
UNDP	United Nations Development Program
UN-DPI	United Nations Department of Public Information
UNECE	United Nations Economic Commission for Europe
UNECLAC	United Nations Economic Commission for Latin American and the Caribbean
UNEP	United Nations Environment Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESWA	United Nations Economic and Social Commission for Western Asia
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
UNFI	United Nations Forest Instrument
UNFFS	UNFF Secretariat
USG	Under Secretary General
WBCSD	World Business Council for Sustainable Development
WRI	World Resources Institute

I. INTRODUCTION

1.1 The International Arrangement on Forests (IAF) and the United Nations Forum on Forests (UNFF) were established by ECOSOC in 2000 (E/2000/35). Fifteen years later, on the basis of the Forum's recommendations at its 11th session (UNFF11, 4-15 May 2015), ECOSOC adopted a comprehensive resolution (E/2015/33[1]) to strengthen the IAF beyond 2015 by, *inter alia:*

a. Extending the IAF to 2030 (para 1.a)[2];
b. Clarifying the components and partners of the IAF (Box I.1) (para 1.b and c);
c. Updating the objectives of the IAF (Box I.1) (para 1.d);
d. Establishing core functions for the Forum, Forum Secretariat and Collaborative Partnership on Forests (CPF) (paras 3, 17, 20);
e. Strengthening the functioning of the Forum by, *inter alia*: (para 6)
   - Developing a strategic plan for the period 2017-2030 to be operationalized through quadrennial programs of work (4POWs), beginning with the period 2017-2020
   - Restructuring Forum sessions and enhancing intersessional work to maximize the impact and relevance of the Forum's work
   - Holding annual sessions, with odd-year sessions dedicated to discussions on "implementation and technical advice";
f. Strengthening the functioning of the CPF (paras 21-24);
g. Reaffirming the validity of the Non-legally binding instrument (NLBI) on all types of forests and agreeing to replace the Instrument's reference to the Millennium Development Goals (MDGs) with an appropriate reference to the Sustainable Development Goals (SDGs) (paras 7 and 8);
h. Recommending that the UN General Assembly (GA):
   - Rename the NLBI as the "United Nations Forest Instrument" (UNFI)[3] (para 9)
   - Extend the Global Objectives on Forests (GOFs) contained therein to 2030 in line with the 2030 Agenda[4] (para 9)
   - Consider strengthening the Forum Secretariat, taking into account the provisions of the UNFF11 resolution (para 19);
i. Upgrading the Facilitative Process to the "Global Forest Financing Facilitation Network" (G3FNet) and providing guidance on its operation (para 13);
j. Enhancing collaboration with regional/subregional organizations and processes to facilitate implementation of the UNFI, the strategic plan 2017-2030 and the 4POWs, and relevant aspects of the 2030 Agenda, and provide coordinated inputs/recommendations to Forum sessions (paras 25-28);
k. Enhancing the involvement of Major Groups (MGs) and other stakeholders in the IAF, in particular leaders from the private and non-governmental sectors, and enhancing the Forum's interaction with these stakeholders (paras 29-33);

[1] E/2015/33 is referred to as the UNFF11 resolution throughout this background paper. The text of E/2015/33 as submitted by the UNFF11 chair is contained in Annex 2.
[2] Parenthetical para numbers refer to paragraphs in the UNFF11 resolution.
[3] The NLBI is referred to as the UN Forest Instrument (UNFI) throughout this background paper.
[4] The outcome document of the UN Summit for the adoption of the post-2015 development agenda is entitled "Transforming Our World: The 2030 Agenda for Sustainable Development". The post-2015 development agenda is referred to as the 2030 Agenda throughout this background paper.

l. Contributing to the implementation, follow up and review of forest-related aspects of the 2030 Agenda, including the SDGs and associated targets, as well as the work of the High Level Political Forum (HLPF) on Sustainable Development (paras 34-37);
m. Requesting the Secretariat to undertake various activities in support of the above provisions (paras 14.a, 14.f, 16.c, 16.d, 26, 33).

BOX I.1 – COMPONENTS, PARTNERS AND OBJECTIVES OF THE IAF

The IAF is composed of the UNFF and its Member States, the Forum Secretariat, the CPF, the G3FNet and the UNFF Trust Fund. The IAF involves as partners interested international, regional and subregional organizations and processes and Major Groups and other stakeholders. The objectives of the IAF are:

1. To promote the implementation of sustainable management of all types of forests, in particular implementation of the UN Forest Instrument.
2. To enhance the contribution of all types of forests and trees outside forests to the 2030 Agenda.
3. To enhance cooperation, coordination, coherence and synergies on forest-related issues at all levels.
4. To foster international cooperation, including North-South, South-South and triangular cooperation, as well as public-private partnerships and cross-sectoral cooperation at all levels.
5. To support efforts to strengthen forest governance frameworks and means of implementation, in accordance with the UN Forest Instrument, in order to achieve SFM.

1.2 Section XIII of the UNFF11 resolution also establishes a Working Group of the Forum with a time-bound mandate to develop proposals for the Forum's consideration on (a) the strategic plan for 2017-2030 and the 4POW for 2017-2020 (1.1.e above) and (b) replacing the reference to the MDGs in the UNFI with an appropriate reference to the SDGs (1.1.g above).

1.3 The Working Group will be convened in one session by 30 March 2017 followed by a half-day special session of the Forum to consider the Group's recommendations. The Working Group's deliberations will be assisted by an open-ended ad hoc expert group (AHEG) which will meet up to two times in 2016 to develop proposals for the Group's consideration. The first AHEG (AHEG1) is scheduled to convene 25-27 April 2016 in New York.

1.4 To facilitate informed discussions at AHEG1, the Forum Secretariat commissioned two consultants to prepare this background paper with the following objectives:

a. Analyze the following documents and materials:
   - The UNFF11 resolution on the IAF beyond 2015
   - The Ministerial Declaration of the high level segment of UNFF11: International arrangement on "The forests we want beyond 2015" (MD11)
   - Views submitted by Member States and others
   - The UNFI, including the GOFs and national and international actions
   - The 2030 Agenda, particularly the SDGs
   - The current strategy documents of relevant international organizations

b. Assess the involvement of regional/subregional organizations and processes and MGs and other stakeholders, including the private sector, in the IAF and the potential role and contributions of forest-based industries.

c. On the basis of a and b, propose draft elements for the preparation of the strategic plan 2017-2030 and offer initial views on the 4POW 2017-2020.

1.5 Chapter II of the background paper provides background information and analyses pertaining to 1.4.a above. Chapter III provides the regional and stakeholder assessment noted in 1.4.b. Chapter IV discusses and proposes the outline and elements for the preparation of the strategic plan 2017-2030. Chapter V offers initial views on the 4POW 2017-2020.

II. BACKGROUND INFORMATION AND ANALYSIS

A. UNFF11 guidance on the strategic plan 2017-2030

2.1 According to paragraph 38 of the UNFF11 resolution on the IAF beyond 2015, the Forum will develop a concise strategic plan for the period 2017-2030 to **"serve as a strategic framework to enhance the coherence of and guide and focus the work of the IAF and its components".** Box II.1 summarizes the resolution's guidance on the content of the strategic plan. Given the extent of the guidance, the Working Group may find it challenging to develop a plan that is both concise and fulfills the expectations expressed in the resolution.

BOX II.1 – UNFF11 GUIDANCE ON THE STRATEGIC PLAN 2017-2030

Purpose: To serve as a strategic framework to enhance the coherence of and guide and focus the work of the IAF and its components (para 38)

Elements: The strategic plan should (para 39):

- Be aligned with the objectives of the IAF
- Incorporate:
  - A mission and vision
  - The GOFs
  - The forest-related aspects of the 2030 Agenda, taking into account significant forest-related developments in other forums
- Identify the roles of different actors
- Identify the framework for reviewing implementation
- Outline a communications strategy to raise awareness of the work of the IAF.

And should:

- Include clear priorities for the G3FNet (para 13.b)
- Address monitoring, assessment and reporting (MAR), taking into account existing data collection systems (para 16.c)
- Outline the role and contribution of the Forum to the implementation of the 2030 Agenda (para 36)

Operationalization: The strategic plan will be operationalized through quadrennial programs of work (4POWs) which set out priority actions and resource needs, beginning with the period 2017-2020 (para 40)

B. Views submitted by Member States and others

2.2 Consistent with paragraph 45 of the UNFF11 resolution, the Secretariat invited Member States and relevant stakeholders to provide their views and proposals on the two matters referred to in paragraph 1.2 by 15 January 2016. As of 30 January 2016, the Secretariat had received submissions from the following countries and organizations had submitted views on the strategic plan and 4POW:

Member States: Canada, Chile, China, Cote d'Ivoire, European Union (EU) and its 28 Member States, Gabon, Georgia, Ghana, Japan, Liberia, Madagascar, Mauritius, Mexico, Mongolia, Myanmar, Norway, Pakistan, Philippines, Republic of Korea, Switzerland, Venezuela.

Others: FAO and its Regional Forestry Commission (RFC) Secretariats, International Network for Bamboo and Rattan (INBAR), Major Groups Partnership on Forests (MGPoF), Major Group – Scientific and Technological Communities (MG S&T), Tehran Process Secretariat for LFCCs, UN Economic Commission for Latin America and the Caribbean (UNECLAC), UN Economic and Social Commission for Western Asia (UNESCWA).

2.3 The views expressed brought forward many interesting ideas and proposals (Annex 3). These included specific suggestions on the focus, content and/or structure of the strategic plan and topics for the initial 4POW, including a concrete proposal from Switzerland illustrating the format and possible text of the plan based on the Ramsar Strategic Plan 2016-2024. The views put forward reflect a number of common themes and possible approaches, as well as differing perspectives

C. UN Forest Instrument: GOFs and national and international actions

2.4 The "Non-legally binding instrument on all types of forests" was adopted by the Forum and GA in 2007. Based on the Forum's recommendation at UNFF11, the Second Committee of the GA adopted a resolution in December 2015 renaming the instrument the "United Nations Forest Instrument" to signal its connection to and endorsement by the UN.[5] The purpose of the UNFI is to:

a. Strengthen political commitment and action at all levels to implement effectively sustainable management of all types of forests;
b. Enhance the contribution of forests to the achievement of the internationally agreed development goals, including the MDGs, in particular with respect to poverty eradication and environmental sustainability;[6] and
c. Provide a framework for national action and international cooperation.

2.5 Sections II and III of the UNFI outline its principles and scope. Paragraph 4 of section III defines SFM as follows:

> "Sustainable forest management, as a dynamic and evolving concept, aims to maintain and enhance the economic, social and environmental values of all types of forests for the benefit of present and future generations."

2.6 Section IV lists the four shared GOFs agreed by the Forum in 2006 (Box II. 2) and reaffirms the commitment of Member States "to work globally, regionally and nationally to achieve progress towards their achievement" by 2015.[7]

2.7 Sections V and VI (paragraphs 6 and 7) are the heart of the UNFI and were the focus of the negotiations leading to the adoption of the Instrument in 2007. These sections set out, respectively, 25

[5] The GA resolution also extends the timeline of the GOFs to 2030 in line with the 2030 Agenda.
[6] The reference to MDGs will be replaced by an appropriate reference to the SDGs.
[7] "2015" will be replaced with "2030" reflecting the 4 December 2015 GA resolution extending the GOFs to 2030.

"national policies and measures" and 19 "actions on international cooperation and means of implementation" to achieve the purpose of the Instrument.

BOX II.2 – FOUR SHARED GLOBAL OBJECTIVES ON FORESTS

1. Reverse the loss of forest cover worldwide through SFM, including protection, restoration, afforestation and reforestation, and increase efforts to prevent forest degradation
2. Enhance forest-based economic, social and environmental benefits, including by improving the livelihoods of forest dependent people
3. Increase significantly the area of protected forests worldwide and other areas of sustainably managed forests, as well as the proportion of forest products from sustainably managed forests
4. Reverse the decline in ODA for SFM and mobilize significantly increased, new and additional financial resources from all sources for the implementation of SFM

2.8 The linkage between the 4 GOFs and the 44 national and international actions is largely implicit. The GOFs clearly encompass a number of the actions directly or indirectly. Other actions are "cross-cutting" in nature and are relevant to the achievement of two or more GOFs and often all the GOFs. These actions include, for example, scientific and technical/technological cooperation, partnerships, cross-sectoral policies, and forest law enforcement and governance (FLEG). The importance of such cross-cutting actions to achieving SFM is reflected in the post-2015 IAF objectives 4 and 5 (Box I.1) and the Forum's third core function on promoting governance frameworks and enabling conditions at all levels to achieve SFM.

D. The 2030 Agenda and Sustainable Development Goals

2.9 The UN Summit in September 2015 adopted the outcome document "Transforming our world: The 2030 Agenda for Sustainable Development" with the overarching goal to eradicate poverty and achieve sustainable development. At the center of the 2030 Agenda are 17 Sustainable Development Goals (SDGs) (Annex 4) with 169 associated targets. According to paragraph 55 of the 2030 Agenda, the SDGs are "integrated and indivisible, global in nature and universally applicable" and the targets are "aspirational and global".

2.10 The text of the final SDGs and targets is substantially as transmitted to the GA by its Open Working Group on SDGs in August 2014. Many targets have a target date for achievement by 2030 or in some cases 2020, while other targets are open-ended. The language of some targets is definitive utilizing action verbs (e.g. protect, restore, establish, integrate) while other targets use elastic language (e.g. promote, enhance, strive). Each SDG except SDG17 (means of implementation) includes numerically listed targets followed by alphabetically listed targets, suggesting that the alpha targets may have a different status than the numerical ones.

D.1. Forest-related aspects of the SDGs

2.11 "Sustainably managing forests" is a core aspect of SDG15. Targets 15.2 and 15.a focus exclusively on forests and SFM. Forests are also explicitly mentioned in targets 15.1 and SDG6.6 (on water) and are implicitly covered in targets 15.4-15.9, 15.a and 15.c[8] (Box II.3). While the SDG15 targets do not follow the language of the GOFs, there are thematic linkages between them, particularly with GOFs 1 and 4, as well as gaps (Table II.1). Some targets not covered by the GOFs have close links to the

[8] Targets 15.7 and 15.c address wildlife poaching/trafficking. Targets 15.a and 15.b address mobilizing resources.

national and international actions set out in the UNFI. This suggests that the UNFI as a whole (GOFs and actions) should be looked at in the context of the SDGs.

BOX II.3 – SDG15 AND ASSOCIATED TARGETS AND SDG6.6

SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, **sustainably manage forests**, combat desertification, and halt and reverse land degradation and halt biodiversity loss**.**

- 15.1 By 2020 ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular **forests**, wetlands, mountains and drylands, in line with obligations under international agreements.
- **15.2 By 2020 promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and substantially increase afforestation and reforestation globally.**
- 15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.
- 15.4 By 2030 ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development.
- 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and by 2020 protect and prevent the extinction of threatened species.
- 15.6 Promote fair and equitable sharing of benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.
- 15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products.
- 15.8 By 2020 introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.
- 15.9 By 2020 integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.
- 15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.
- **15.b Mobilize significant resources from all sources and at all levels to finance SFM and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.**
- 15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities.

SDG 6.6: By 2020, protect and restore water-related ecosystems, including mountains, **forests,** wetlands, rivers, aquifers and lakes

Table II.1 – Thematic linkages and gaps among SDG15 targets, SDG 6.6, GOFs and UNFI actions

Themes in SDG15 targets	SDG targets	GOFs	UNFI actions
Conservation, restoration, reforestation, afforestation, SFM, degradation, invasive species	15.1 15.2 15.5 15.8 6.6	1	V.6.o; VI.7. d
Benefits	15.4 15.6	2	V.6.d and f; VI.7.k
Species protection	15.5	-	V.6.x; VI.7.f and g
Financial resources	15.a 15.b	4	V.6.i; VI.7.a and b
Wildlife poaching, trafficking	15.7 15.c	-	VI.7.h, I and j
National/local development plans/processes	15.9	-	V.6.l; VI.7.c

2.12 Well-managed forests also contribute broadly to sustainable development and human well-being as recognized in IAF objective 2 (Box I.1), the Ministerial Declaration of the high level segment of UNFF11 (MD11), and previous UNFF ministerial declarations. Thus, forests and the forest sector are crucial to achieving, and can be affected by, many of the other SDGs and associated targets, including SDG1 (poverty eradication), SDG2 (food security and nutrition), SDG3 (health), SDG5 (gender equality), SDG7 (sustainable energy), SDG8 (sustainable economic growth), SDG9 (infrastructure and innovation), SDG12 (sustainable consumption and production), SDG13 (climate change), SDG16 (peaceful and inclusive societies, justice, accountable institutions) and SDG17 (means of implementation). These contributions should be highlighted in the IAF strategic plan and communication strategy.

D.2 Third International Conference on Financing for Development

2.13 According to paragraph 40 of the 2030 Agenda, the SDGs are to be met "within the framework of a revitalized Global Partnership for Sustainable Development, supported by the concrete policies and actions as outlined in the outcome document of the Third International Conference on Financing for Development" (13-16 July 2015, Addis Ababa). The Addis outcome document, entitled "A global framework for financing development post-2015", was adopted by the GA on 27 July 2015 (A/Res/69/313).

2.14 In paragraph 13 of the Addis outcome document, countries affirm they "will support sustainable agriculture, including forestry, fisheries and pastoralism" (emphasis added). They also recognize the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (FAO 2013). In paragraph 63, countries "encourage the mobilization of financial resources from all sources and at all levels to conserve and sustainably use biodiversity and ecosystems, including promoting sustainable land management, combatting desertification, drought, dust storms and floods, restoring degraded land and soil and promoting sustainable forest management" (emphasis added).

D.3 2030 Agenda follow up and review process and the Forum's potential role

2.15 The SDGs and associated targets are in effect as of 1 January 2016. According to paragraphs 47 and 48 of the 2030 Agenda, the HLPF under the auspices of ECOSOC and the GA will have the central role in overseeing the "follow up and review" of the SDGs and targets at the global level. The HLPF, which meets annually, is mandated to conduct regular State-led reviews and thematic reviews, including on cross-cutting issues, of the implementation of the 2030 Agenda, "with inputs from other intergovernmental bodies and forums, relevant UN entities, regional processes, major groups and other stakeholders". Thematic reviews are to "reflect the integrated nature of the Goals, as well as the interlinkages among them"

2.16 The work of the HLPF will be informed by annual SDG Progress Reports prepared by the SG in cooperation with UN system agencies and by a periodic Global Sustainable Development Report. Every four years, beginning in 2019, the HLPF will meet under the auspices of the GA at the head of state and government level to provide political guidance on the 2030 Agenda, identify progress and emerging challenges, and mobilize further actions to accelerate implementation.

2.17 **SG report on review at the global level**. In January 2016, the Secretary-General (SG) released a report on "critical milestones towards coherent, efficient and inclusive follow up and review at the global level" of Agenda 2030. The report proposes, *inter alia*, that the HLPF review all 17 SDGs within a

four-year period (culminating in its quadrennial meeting under the GA) and that each HLPF session could typically include four parts: (1) review of overall progress based on the annual SDG progress report and national and regional reviews; (2) review of progress in specific areas based on an annual theme which could also include an in-depth review of a subset of SDGs; (3) review of SDG17; and (4) consideration of new and emerging issues. In a table illustrating the thematic review approach (part 2), SDG15 is shown for possible in-depth review in 2017, together with SDG2 (food security), SDG13 (climate change) and SDG 14 (oceans).

2.18 The SG report acknowledges the important role of ECOSOC functional commissions (which include the Forum) in supporting the HLPF's thematic reviews and recommends that the functional commissions take the following steps: (1)reflect on the implications of the 2030 Agenda for their respective work areas; (2) examine their agendas and methods of work to ensure they are able to respond to HLPF requests for inputs within the scope of their regular meetings; and (3)reflect on their ability to convene and engage critical actors relevant to their contributions to the 2030 Agenda.

2.19 The proposals and options contained in the SG report will be discussed over the coming months through an intergovernmental process under GA auspices. A final proposal is expected by the July 2016 meeting of the HLPF.

2.20 **SDG indicators**. In related work, in December 2015, the "Inter-Agency and Expert Group on Sustainable Development Goal Indicators" issued a report (E/CN.3/2016/2) proposing a global indicator framework for the follow up and review of the SDGs. The draft framework is comprised of 227 indicators for measuring progress toward the 169 SDG targets. Four indicators focus on forests (indicators 15.1.1, 15.2.1, 15.2.2, 15.b.1). The Group's proposal will be considered by ECOSOC's Statistical Commission at its March 2016 session.

2.21 **Role of the Forum**. Section X of the UNFF11 resolution stresses the need to ensure coherence and consistency between the IAF and the 2030 Agenda and paves the way for the UNFF to play an active role in contributing to the follow up and review of relevant aspects of the 2030 Agenda, in particular the SDG targets and global indicator framework. Paragraph 36 of the resolution also provides that the strategic plan 2017-2030 should outline the role and contribution of the Forum to the implementation of the 2030 Agenda (Box II.1). The precise nature and scope of this contribution, including the specific role of the Forum, the Forum Secretariat and possibly the CPF, and the guidance to be included in the strategic plan in this respect, can be better determined once the GA decides the modalities of the 2030 Agenda review process.

E. Other significant forest-related developments

2.22 In addition to adoption of the 2030 Agenda, other significant forest-related developments at the global level include, *inter alia*:

- Adoption by the CBD COP in 2010 of the 20 Aichi Biodiversity Targets as part of the Strategic Plan for Biodiversity 2011-2020 (Annex 5). Targets 5 and 7 explicitly mention forests/forestry, but many other targets are also relevant to forest biodiversity.
- The goal, objectives and outcomes of the 6th replenishment of the GEF SFM Strategy (2014-2018) which provides a second funding envelope of USD 250 million for forests in addition to

funds available through the GEF focal areas on biodiversity, climate change and land degradation (Table II.2)[9].

- The inclusion of forests and ecosystems in the eight-point Results Management Framework of the Green Climate Fund (GCF) (Table II.3).[10]
- Forest-related commitments in the UNFCCC Paris Agreement (discussed below).

Table II.2 - Goal, objectives and outcomes of the GEF6 SFM Strategy

Goal: To achieve multiple environmental benefits from improved management of all types of forests	
Four Objectives	**Six expected outcomes**
1. Maintained Forest Resources: Reduce the pressures on high conservation value forests by addressing the drivers of deforestation	1. Cross-sector policy and planning approaches at appropriate governance scales avoid the loss of high conservation value forests. 2. Innovative mechanisms avoid the loss of high conservation value forests.
2. Enhanced Forest Management: Maintain flows of forest ecosystem services and improve resilience to climate change through SFM	3. Increased application of good management practices in all forests by relevant government, local community (both women and men) and private sector actors. 4. Increased contribution of sustained forest ecosystem services to national economies and local livelihoods of both women and men.
3. Restored Forest Ecosystems: Reverse the loss of ecosystem services within degraded forest landscapes	5. Integrated landscape restoration plans to maintain forest ecosystem services are implemented at appropriate scales by government, private sector and local community actors, both women and men.
4. Increased Regional and Global Cooperation: Enhanced regional and global coordination on efforts under 1, 2 and 3 through the transfer of international experience and know-how.	6. Improved collaboration between countries and across sectors on the implementation of SFM.

Table II.3 - GCF Results Management Framework

Mitigation Strategic Impacts	**Adaptation Strategic Impacts**
Reduced emissions from:	**Increased resilience from:**
1. Energy generation and access	1. Livelihoods of people and communities
2. Transport	2. Infrastructure and built environment
3. Buildings, cities, industries and appliances	3. Health, food and water security
4. Forests and land use	**4. Ecosystems and ecosystem services**

2.23 **Paris Agreement**. In 2011, the UNFCCC COP agreed to establish a process to "develop a protocol, other legal instrument or an agreed outcome with legal force under the Convention applicable to all parties". In December 2015, COP21 adopted the "Paris Agreement" to strengthen the global response to climate change (Box II.4). Under Article 4 of the Agreement, each party commits, *inter alia*, to prepare, communicate and maintain successive "nationally determined contributions" (NDCs) that it intends to achieve in this regard, including domestic mitigation measures. These NDCs are at the heart

[9] The GEF6 SFM Strategy builds on the GEF5 SFM/REDD+ Strategy launched under the 5th replenishment (2010-2014) as a cross-cutting strategy and financial incentive mechanism with a funding envelope of USD 250 million.
[10] The GFC website states that as of January 2016, the GFC "has raised USD 10.3 billion equivalent in pledges from 48 state, area, and city governments. The objective is for all pledges to be converted into contribution agreements within one year from the time at which they are made".

of the Paris Agreement and will be communicated by parties every five years and recorded in a public registry maintained by the UNFCCC Secretariat. Forests/SFM can be expected to be part of NDCs for many countries. NDC-related forest information and inventories could be included in national reporting on progress in implementing the UNFI.

BOX II.4 - PURPOSE OF THE PARIS AGREEMENT (ARTICLE 2)

The Paris Agreement "aims to strengthen the global response to the threat of climate change, in the context of sustainable development and efforts to eradicate poverty, including by:

(a) Holding the increase in the global average temperature to well below 2 degrees C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5 degrees C above pre-industrial levels, recognizing this would significantly reduce the risks and impacts of climate change;
(b) Increase the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production;
(c) Making finance flows consistent with a pathway towards low greenhouse gas emissions and climate resilient development."

2.24 Article 5 of the Paris Agreement addresses forests explicitly. Article 5.1 provides that parties to the Agreement "should take action to conserve and enhance, as appropriate, sinks and reservoirs of greenhouse gases… including forests" (emphasis added). Under Article 5.2, "Parties are encouraged to take action to implement and support… the existing framework as set out in related guidance and decisions already agreed under the Convention for:

> policy approaches and positive incentives for activities relating to reducing emissions from deforestation and forest degradation, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries; and
>
> alternative policy approaches, such as joint mitigation and adaptation approaches for the integral and sustainable management of forests, while reaffirming the importance of incentivizing, as appropriate, non-carbon benefits associated with such approaches." (emphasis added)

2.25 While these actions are couched within the Convention's existing framework and agreed decisions, the references to "integral and sustainable management of forests" and "non-carbon benefits", though qualified, open the door to looking at forest benefits holistically in the climate context.[11] Paragraph 55 of the COP21 decision adopting the Paris Agreement "recognizes the importance of adequate and predictable financial resources, including for results-based payments, as appropriate, for the implementation" of the above policy approaches and positive incentives.

2.26 Other provisions of the Agreement refer to GHG removals, sinks and reservoirs and encompass forests implicitly. These include Articles 4.1, 4.13 and 4.14 on NDCs and Article 13.7.a on preparing national inventories. Also relevant are paragraphs 27, 31 and 37 of the COP21 decision on enhanced accounting and transparency. Article 6 establishes a voluntary "mechanism to contribute to the mitigation of greenhouse gases and support sustainable development" which might also offer opportunities for promoting SFM.

[11] The most recent UNFCCC SBSTA (June 2015) focused on REDD+ related matters, including design and implementation of alternative policy approaches for the "integral and sustainable management of forests" and methodological issues related to non-carbon benefits.

2.27 The Paris Agreement and COP21 decision open the door to potentially greater synergies between the Forum and the UNFCCC. For example:

- Article 14 provides for a "'global stocktake" of implementation of the Agreement every five years, with the first global stocktake to be undertaken in 2023. The mid-term review of the strategic plan in 2024 could take into account the results of this initial stock taking.
- Paragraph 74 of the decision calls for the launch of a work plan on capacity building for the period 2016-2020 which will, *inter alia*, assess how to increase synergies and collaboration with institutions under and outside the Convention. This offers an opportunity to enhance synergies and collaboration with the Forum, Secretariat and CPF.

2.28 The Paris Agreement will be open for signature at UN Headquarters in New York from 22 April 2016 to 21 April 2017 and will enter into force once ratified by 55 parties to the UNFCCC which account "in total for at least an estimated 55% of total greenhouse gas emissions". An Ad Hoc Working Group under UNFCCC will prepare for entry into force and the first meeting of the parties to the Agreement.

F. Analysis of 10 forest-related strategic plans and strategy documents

2.29 A number of CPF and other forest-related international and regional organizations currently operate on the basis of a strategic plan or similar strategic framework. The consultants reviewed 10 strategy documents which provide useful reference points for considering the content and format of the strategic plan 2017-2030, recognizing that the IAF is not a single organization. As shown in Table II.4, these strategy documents have planning horizons ranging from 5 to 12 years and vary in length from about 4 to 45 pages. Some organizations like ITTO and Ramsar have a regular cycle of strategic planning.

Table II.4 – Overview of 10 forest-related strategic plans/strategy documents

Organization	Title	Horizon (years)	Approx. pages[12]	
			Plan	Annexes
UNCCD	Ten-Year Strategic Plan & Framework 2008-2018	10	12	-
CBD	Strategic Plan for Biodiversity 2011-2020 – Living in harmony with nature	9	14	-
ITTO	ITTO Strategic Action Plan 2013-2018 (5th plan)	5	18	5
FAO	Reviewed Strategic Framework 2010-2019	9	27	-
FAO Forestry Department	Strategy for Forests and Forestry 2010-2019	9	8	-
Ramsar	The Ramsar Strategic Plan 2016-2024 (4th plan)	8	16[13]	21
CITES	CITES Strategic Vision 2008-2020 (2nd vision)	12	4	-
UNECE/FAO Forestry & Timber Section	Rovaniemi Action Plan for the Forest Sector in a Green Economy (adopted 2014)	By 2020	32	13
ACTO	Amazonian Strategic Cooperation Agenda 2011-2019 (2nd plan)	8	36	-
COMIFAC	Convergence Plan for the Conservation and Sustainable Management of Forest Ecosystems in Central Africa 2015-2025 (2nd plan)	10	32	-

[12] Page numbers are estimates. The documents utilize various fonts, font sizes, margins and page layouts; some are text only while others have been published with headliners, graphics and photos – all of which affect page length.
[13] This is the length of the text version of the Ramsar plan. The published version may be longer.

2.30 Table II.5 provides an overview of the content and elements of the 10 strategy documents. As can be seen, the documents vary in terms of terminology used and document structure. They also differ in areas of emphasis and context. For example:

a. The UNCCD 10-Year Strategic Plan and Framework 2008-2018 describes in detail the Convention's implementation framework, including the updated functions of its subsidiary bodies and financing mechanisms in meeting the plan's "strategic and operational objectives".
b. The ITTO Strategic Action Plan 2013-2018 contains a number of examples of indicators for measuring progress towards its strategic priorities.
c. The FAO Reviewed Strategic Framework 2010-2019 gives significant attention to context, including an in-depth discussion of the main global trends and challenges with direct implications for FAO's areas of work.
d. Both the FAO and ITTO strategies set out the comparative advantages of the respective organizations (Annex 6).
e. The FAO Strategy for Forests and Forestry is aligned with and sits within the broader context of the FAO Reviewed Strategic Framework 2010-2019.
f. The Ramsar Strategic Plan 2016-2024 contains a detailed table (Annex 1 of the plan) outlining the "tools, actions and resources", "key actors" and "indicator(s) and baseline" associated with each of its 19 targets. Annex 2 of the plan links Ramsar targets to the Aichi Biodiversity Targets.
g. The Rovaniemi Action Plan for the Forest Sector in a Green Economy contains a suite of 113 "possible actions" and identifies "possible actors" for each action, including governments, international and regional organizations, partnerships, private forest owners, certification systems, the scientific community and other stakeholders.
h. ACTO's Amazonian Strategic Cooperation Agenda also focuses on a detailed set of concrete activities to be undertaken to meet each of its strategic objectives which are framed by a series of topics and subtopics.
i. The COMIFAC Convergence Plan identifies cross-cutting "axes" or objectives to address such issues as research and development, communication, public awareness, education and training.
j. The COMIFAC and UNCCD plans identify a series of shorter-term "operational objectives" (e.g. two to five years) to complement their longer-term strategic objectives.

2.31 **Core feature of all strategies**. Despite their differences, at the center of all the strategy documents is a set of strategic goals, objectives or priorities (cluster 2 in Table II.5), each with a set of associated targets, outcomes, results and/or actions (cluster 3 in Table II.5), which together support the overarching objectives or core mandate of the organization as set out in the relevant treaty, charter or other establishing document. In all cases, the strategic goals/objectives/priorities and associated targets/outcomes/actions were elaborated in the context of developing the strategic plan and therefore have a clear hierarchical relationship and form a cohesive whole.

2.32 Nearly all the strategic plans also provide for the development of indicators to provide a consistent approach to assessing, monitoring and reporting progress on, and identifying trends related to, the targets/outcomes/actions set out in the plans. The UNCCD, ITTO and Ramsar strategic plans include indicators or examples of indicators as part of their plans. The CBD, CITES and FAO Forestry strategies (as well as the 2030 Agenda) call for the development of indicators as an essential follow up process. For example, the Strategic Plan for Biodiversity 2011-2020 is supported and supplemented by

an elaborate ongoing process to identify and measure "headline indicators" and "operational indicators" for assessing global trends and, on a voluntary basis, national trends towards the Aichi Targets.

Table II.5 – Elements of 10 forest-related strategic plans/strategy documents

Key Element	UNCCD	CBD	ITTO	FAO	FAO Forestry	Ramsar	CITES	Rovaniemi	ACTO	COMIFAC
1. Contextual information (order varies by plan)										
- Forward/preface			x	x		x		x	x	x
- Acknowledgements						x		x		x
- Executive summary				x						
- Mission	x	x	x			x			x	x
- Vision	x	x		x		x		x	x	x
- Introduction/background/history	x		x		x	x	x	x	x	x
- Purpose of the strategy		x	x	x		x	x	x	x	x
- Rationale/importance of resource		x				x				
- Organization mandate/objectives	x	x	x	x					x	x
- Global context: trends/challenges/ recent development			x	x	x	x				
- Core functions				x	x					
- Strengths/comparative advantage			x	x						
- Core values/principles					x			x	x	x
2. Goals/objectives/priorities										
- Strategic/global goals		5		3	3	3	3	5		
- Strategic objectives/directions	4			5	1	1	16	29	10	10
- Cross-cutting axes/objectives									2	8
- Operational objectives	5									37
- Strategic priorities			6		25					
3. Targets/impacts/results/actions to achieve goals/objectives/priorities										
- Expected impacts	7									
- Expected outcomes/results	21		26		6					37
- Targets		20				19				
- Actions/activities/examples			48					113	100+	
4. Implementation										
- Implementation/institutional framework (roles/functions/actors)	x		x			x		x	x	x
- Support mechanisms		x								
- Financial resource needs			x						x	x
- Indicative funding targets			x							
5. MAR										
- Monitoring/review/evaluation	x	x	x			x			x	
- Indicators/examples indicators	9		35			70				x
- Baselines						58				

F.1 Strategic plans as communication tools

2.33 Several of these organizations use their strategic plans not only as internal guidance documents but also as communication and outreach tools for a wide range of governmental and non-governmental stakeholders, including the donor community. For example:

- The full text of the ITTO, Ramsar[14], Rovaniemi and ACTO strategic plans have been attractively formatted and published in official languages with pictures and graphics highlighting key points and information.
- ACTO's Amazonian Strategic Cooperation Agenda includes a communication strategy as an important part of the plan.
- UNCCD, CBD and ITTO have developed brochures or leaflets highlighting their respective strategic objectives, targets and priorities and associated outcomes and actions.
- CBD has developed graphic icons for each of the 20 Aichi Biodiversity Targets which are intended for promotional purposes, including fund raising (Annex 5). The icons are used as headers in a set of "quick guides" which introduce the target, explain key terms and provide examples of national actions and indicators.
- UN-DPI has also developed icons for the 17 SDGs. Each icon contains a short-hand reference to the SDG (e.g. "No poverty" for SDG1, "Zero hunger" for SDG2, "Climate action" for SDG13). The icon for SDG15 includes a tree and birds above two horizontal lines depicting the ground and the words "Life on land".

F.2 Arrangement versus organization

2.34 Although the IAF is not an international organization, the UNFF at its center is an intergovernmental body with many components and features in common with other intergovernmental organizations (Table II.6). Like them, the Forum is comprised of Member States, is supported by a secretariat, is funded through assessed and voluntary contributions[15], and accredits NGO observers to its meetings and involves them in its work.[16] Although the Forum is not an implementing agency like many other international organizations, it has the potential to facilitate implementation of SFM through the G3FNet, assuming sufficient funds and human resources are forthcoming.

2.35 What makes the IAF different and perhaps more complex is the CPF which is voluntarily affiliated with and supportive of the Forum but is not subsidiary to it. However, while the CPF and its association with the Forum is unique, Table II.6 shows that the UNCCD and CBD also have affiliated bodies and support mechanisms/partnerships which are partly or largely independent of the organization but which are relevant to its functioning and to the implementation of its strategic plan. These include the GEF (financing mechanism for the Rio conventions, among others); UNCCD's Global

[14] Refers to the Ramsar Strategic Plan 2009-2015. The latest Ramsar plan is not yet published.
[15] The UNFF and its secretariat are supported in part by the UN regular budget which is based on assessed contributions from UN Member States.
[16] See "Review of the provisions and arrangements of 10 intergovernmental organizations for involving Major Groups and other stakeholders", paper prepared for the UNFF Secretariat by Jan McAlpine, August 2015.

Mechanism (GM)[17] and SPI and ELD initiatives[18]; and the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES)[19] and Biodiversity Indicators Partnership (BIP)[20], both with links to CBD.

Table II.6 – Comparing the IAF/UNFF and six international forest-related organizations

Organization/ Arrangement	Components/Mechanisms						
	Main body	Subsidiary bodies	Secretariat	Assessed contributions from Parties/ Members[21]	Trust fund or other voluntary account	NGO observers and partners	Affiliated body/ group
IAF	UNFF	-	UNFFS	UN regular budget (UNFF allocation)	UNFF trust fund	x	CPF
UNCCD	COP	x	x	x	x	x	GEF GM SPI ELD
CBD	COP	x	x	x	x	x	GEF IPBES BIP
ITTO	ITTC	x	x	x	x	x	-
FAO	Conference	x	x	x	x	x	-
Ramsar	COP	x	x	x	x	x	-
CITES	COP	x	x	-	x[22]	x	-

III. CURRENT AND POTENTIAL ROLE OF PARTNERS IN THE WORK OF THE IAF

3.1 The UNFF11 resolution on the IAF beyond 2015 sets out among the IAF objectives to "Foster international cooperation, including North-South, South-South and triangular cooperation, as well as public-private partnerships and cross-sectoral cooperation at all levels" (IAF objective 4, Box I.1). It also emphasizes that the objectives of the IAF beyond 2015 should be achieved through the actions,

[17] The Bonn-based GM is a specialized body of the UNCCD established in 1998 to increase the effectiveness and efficiency of existing financial resources for sustainable land management (SLM) and mobilize and channel additional financial resources to developing countries.

[18] The Science Policy Interface (SPI) includes 20 scientists worldwide and aims to facilitate dialogue between scientists and policy-makers to ensure delivery of policy relevant knowledge and advice on desertification, land degradation and drought. The Economics of Land Degradation (ELD) Initiative, hosted by GIZ, highlights the value of SLM and analyzes the economics of land degradation.

[19] IPBES is an intergovernmental body established under UNEP auspices in 2012 to assess the state of the planet's biodiversity and ecosystem services and address the needs in this regard of CBD and other MEAs and help ensure their work is complementary. IPBES is supported by a secretariat in Bonn, a Technical Support Unit hosted by Norway, a Multi-Disciplinary Expert Panel and a trust fund.

[20] The BIP is a network of over 40 organizations established in 2006 to develop indicators to assess progress toward the CBD's 2010 Biodiversity Target and now the 2020 Aichi Biodiversity Targets. BIP is supported by funding primarily from the GEF and European Commission.

[21] The core budgets of the FAO Forestry Department and the UNECE/FAO Forestry and Timber Section are funded through assessed contributions from Member States to the regular budgets of FAO and the UN.

[22] The CITES Trust Fund supports administrative costs of the secretariat, COP and subsidiary bodies. Parties are expected to contribute to the trust fund in accordance with the UN scale of assessment. Additional external voluntary funding, primarily from the European Commission, supports small projects.

individually and collectively, of Member States, international, regional and subregional organizations and processes, MGs and other stakeholders (paragraph 2).

3.2 A number of provisions in the UNFF11 resolution reflect the intention of the Forum to strengthen the involvement of these important partners in the work of the IAF and to enhance the Forum's interaction with them (Annex 7). However, for the most part these provisions are relatively general in nature. There is an opportunity for the Working Group of the Forum to consider more concrete actions in the context of the strategic plan 2017-2030 and/or the 4POW 2017-2020 to take forward the relevant provisions of the UNFF11 resolution.

3.3 In order to better understand the role of the partners in the work of the IAF, the involvement of regional/subregional organizations and processes, MGs and other stakeholders, and the private sector in the IAF is reviewed, and the potential role and contribution of forest-based industries are examined. Actions are also proposed to take forward relevant provisions of the UNFF11 resolution which could be considered for inclusion in the strategic plan and/or initial 4POW.

A. Involvement of regional/subregional organizations in the IAF

3.4 The UNFF11 resolution sets out unambiguously the need for the involvement of regional and subregional organizations and processes in the work of the IAF/Forum, requesting the Forum to strengthen its collaboration with them to facilitate the implementation of UNFI, including the achievement of its GOFs. It also invites relevant regional and subregional mechanisms to consider developing or strengthening programmes on SFM which could facilitate implementation of the UNFI and forest-related aspects of the 2030 Agenda. The resolution further invites Member States to consider establishing or strengthening regional and subregional processes or platforms for forest policy development, dialogue and coordination to promote SFM.

3.5 Regional /subregional approaches can help countries facing common problems take effective action to protect the forest and help them to contribute to the achievement of the goals, objectives and targets on forests. Regional approaches add value to national initiatives and global commitments, while national action is the backbone of efforts to improve sustainable management of all types of forests. Therefore, regional initiatives are a complement for work at the national level.

3.6 There are a number of regional/subregional initiatives, mechanisms, institutions, organizations and processes that have impact on forests. Some have provided their inputs in the UNFF session deliberations. They are:

1. Amazon Cooperation Treaty Organization (ACTO);
2. African Forest Forum (AFF);
3. Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet);
4. Association of Southeast Asian Nations (ASEAN);
5. Central African Forests Commission (COMIFAC);
6. East African Community (EAC);
7. Economic Cooperation Organization (ECO);
8. Forest Europe;
9. Montreal Process;
10. Tehran Process Secretariat for Low Forest Cover Countries (TPS LFCC);
11. Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC);

12. South African Development Community (SADC);
13. Secretariat of the Pacific Community (SPC);
14. UN Economic and Social Commission for Asia and the Pacific (UNESCAP); and
15. UNECE/FAO Forestry and Timber Section. [23]

3.7 Many of these are treaty-based organizations either with a focus on forests (e.g. COMIFAC) or with broad geo-political mandates of which forests is one aspect (e.g. ACTO, ASEAN, EAC, SADC). Others are voluntary forest initiatives among like-minded countries (e.g. AFF, APFNet, Forest Europe, Montreal Process, Tehran Process). Some of these organizations regularly attend Forum sessions while others participate less frequently. Eight were represented at UNFF11. Some of these are high-level processes on forests and all are often cited as successful examples of regional/subregional initiatives. Box III.1 illustrates the case of COMIFAC.

BOX III.1 – CASE OF THE CENTRAL AFRICAN FORESTS COMMISSION (COMIFAC)

The Treaty on the Conservation and Sustainable Development of the Forest Ecosystems of Central Africa, called "The COMIFAC Convergence Plan" (signed in February 2005 and came into force in September 2006, ratified by six of the 10 signatory States), established a subregional organization, called the "Central Africa Forests Commission" (COMIFAC).

Organization and objectives

COMIFAC is an organization set up to guide, develop and implement harmonized forest and environmental policies in Central Africa. COMIFAC works to help Central African countries develop and implement harmonized forest and environmental policies with a view to conservation and sustainable management of forest resources.

The first COMIFAC Convergence Plan defined the common intervention strategies of the States and development partners of Central Africa in the conservation and sustainable management of forest ecosystems. The COMIFAC Council of Ministers recently adopted the second Convergence Plan for 2015-2025 (see chapter II of this paper) which will serve as the reference and coordination framework for all interventions in the field of conservation and sustainable management of forest ecosystems in Central Africa.

High-level process –Heads of State have met periodically to address common issues related to forests and set the Organization's guidelines for implementing commitments as defined in article 1 of Title I of the Treaty. Council of Ministers' meetings are conducted regularly.

Multi-stakeholder Engagement

COMIFAC participates in several international conferences and regional meetings:

- Accompanies its member countries to all major international conferences where forest and environment issues are discussed;
- Ensures central participation in international dialogue on forests and the environment;
- Supports broader participation of stakeholders in the international dialogue on forest and environmental issues;
- Helps defend the subregion's common positions at international and regional levels during negotiation meetings.

CEFDHAC (Conference on Dense and Humid Forest Ecosystems in Central Africa) is a COMIFAC partner

[23] These regional/subregional processes and organizations are those which have submitted their regional reports to UNFF11 on progress in implementing the UNFI.

responsible for ensuring multi-stakeholder engagement to promote conservation and sustainable use of forest resources in Central Africa. It manages the consultation process within the subregional forum and national fora and their specialized committees. It is considered a forum for dialogue and consultation, based on inclusion of all stakeholder groups in the subregion. It is also a forum for proposals, where ideas contribute to decision-making at political levels on forest and environmental issues in the subregion.

Implementation of The Convergence Plan

COMIFAC has pursued its mission of coordinating subregional initiatives, projects and programs in the past few years. Some examples of subregional projects and programs are: PACEBCo, REDD+ Projects, TRIDOM, MRV, REDDPAC, the Certified Forest Enhancement Program (PPECF) regional program, Non-Timber Forest Products Project, PEFOGRN, ITTO/JICA, GIZ and PARAFE projects, and others. COMIFAC has worked to enable the subregion to develop legislative standard-setting instruments for the harmonization of forest policies and for their internalization at country level.

Achievements

COMIFAC has gained experience over the years since its inception. The accomplishments include the capacities to systematically mobilize subregional actors at international meetings through subregional consultations to prepare common and concerted positions within the framework of international dialogue. The institution has been very active at international meetings, alongside its member countries, evidencing its key role in the field of biodiversity conservation and preservation of the global environment. COMIFAC's attainment level was estimated at 71% in 2014, reflecting COMIFAC's robust performance.

3.8 UNFF11 recognized the important contribution to SFM played by regional and subregional organizations and processes and the need to strengthen their involvement in the Forum's sessions and intersessional work. Table III.1 summarizes the views expressed on the achievements, strengths and weaknesses of the IAF to date[24] and the provisions of the UNFF11 resolution for strengthening regional/subregional involvement in the IAF beyond 2015.

3.9 Evidence of actual achievements is central to the UNFF performance. Examples of regional organizations such as the COMIFAC engagement in international dialogue on forests is expected to play a role in the way the UNFF implements the IAF. The efforts of regional organizations show the commitment and interest in implementing the GOFs.

3.10 Table III.2 presents possible follow up actions to UNFF11 to strengthen regional/subregional involvement in the IAF, which could be considered for inclusion in the strategic plan and/or initial 4POW.

B. Involvement of Major Groups and other stakeholders in the IAF

3.11 The participation of a wide range of forest-related stakeholders in the decision-making process is a prerequisite for the achievement of SFM as recognized in principle 2.c of the UNFI[25]. The

[24] Views expressed during the UNFF11 preparatory process.

[25] Principle 2.c of the UNFI states that "Major Groups as identified in Agenda 21, local communities, forest owners and other relevant stakeholders contribute to achieving SFM and should be involved in a transparent and participatory manner in forest decision-making processes that affect them, as well as in implementing SFM, in accordance with national legislation". Major Groups identified in Agenda 21 include women, children and youth,

involvement of MGs and relevant stakeholders (NGOs in general) is vital to the work of the IAF beyond 2015 and to the effective implementation of the UNFI and the strategic plan 2017-2030. Promoting the involvement of MGs and other stakeholders in the IAF, in particular leaders from the private sector and NGOs, including forest industries, local communities and philanthropic organizations, and enhancing the Forum's interaction with such stakeholders is urgently needed. (The involvement of the private sector and the role and contribution of forest-based industry are reviewed in chapters III. C and D, respectively.)

Table III.1 –
UNFF11 provisions to strengthen regional/subregional involvement in the IAF

<table>
<tr><th colspan="2">Achievements</th><th>UNFF11 resolution response to weaknesses</th></tr>
<tr><td colspan="2">• In some regions, work of regional processes entails undertaking extensive preparations at regional and subregional levels, prior to Forum sessions
• Harmonization of reporting for the Global FRA 2015 through the CFRQ developed with regional data-collection partners</td><td rowspan="2">• Forum will restructure sessions and enhance intersessional work to maximize impacts and relevance, including by fostering an exchange of experiences and lessons learned among countries, regional/subregional and non-governmental partners and CPF. (para 6.b)
• Odd-year Forum sessions will serve as an opportunity for CPF and its members, regional/subregional organizations and processes, MGs and other relevant stakeholders to provide technical advice and input to the Forum. (para 6.g.i)
• Secretariat will consult with regional / subregional organizations and processes on means to enhance collaboration between them and the Forum, including implementing the strategic plan and 4POWs. (para 26)
• Member States are invited to consider establishing or strengthening regional/ subregional processes or platforms for forest policy development, dialogue and coordination to promote SFM. (para 28)
• Regional/subregional organizations are invited to consider developing or strengthening programmes on SFM to facilitate implementation of the UNFI/GOFs and provide coordinated inputs to Forum sessions. (para 27)</td></tr>
<tr><th>Strengths</th><th>Weaknesses</th></tr>
<tr><td>• Some regional processes help implement Forum resolutions and decisions, as they are closer to implementation of SFM, and benefit from local experience
• Serve as a bridge for promoting Forum objectives at regional and national levels</td><td>• Weak interface between the Forum and regional organizations and processes, including the regional commissions
• Lack of synergy among regional and subregional processes in implementing the NLBI/GOFs and Forum resolutions and decisions
• Not all regions hold regular meetings or have used their potential for involvement in implementation of the NLBI
• Absence of a legally binding instrument
• Regional organizations with only observer status do not have their views taken into consideration</td></tr>
</table>

indigenous people and their communities, non-governmental organizations, local authorities, workers and trade unions, business and industry, scientific and technological communities, and farmers.

Table III.2 – Possible UNFF11 follow up actions on regional/subregional engagement

Areas / Elements	Actions / Improvements the Forum may wish to consider
1. Mechanism for Engagement	• Invite the FAO regional forestry commissions and UN regional economic commissions to serve as platforms for strengthening regional coordination to implement the strategic plan, the UNFI and forest-related aspects of the 2030 Agenda; monitoring and assessing progress; and providing coordinated inputs on these matters to the Forum. • Spell out the mechanism by which the Secretariat will engage with regional/subregional bodies and processes to help implement UNFF decisions.
2. Communication	Improve communication between the Forum and regional and subregional processes by strengthening the Secretariat's regional liaison function (e.g. by establishing a regional liaison desk officer) and developing web-based regional communication tools (newsletters, portals, etc.).
3. Regional Meetings	• Organize regional meetings with the support of regional/subregional partners (e.g. UN regional economic commissions, FAO regional offices, COMIFAC, ACTO, ASEAN) in support of the strategic plan. • Invite other CPF organizations (e.g. ITTO) and other initiatives to convene regional meetings on topics related to the Forum's 4POW, consistent with their mandates.
4. Work Program	• Encourage the UN regional economic commissions, FAO regional forestry commissions and other regional/subregional organizations to develop work programs on forests, taking into account the work of the IAF and forest-related aspects of the 2030 Agenda. • Establish linkages between the Secretariat, the above commissions and the Regional Development Banks to foster cross-sectoral engagement. • Establish liaison offices/desks to work on developing and coordinating joint regional programs and organizing regional dialogue platforms. • Actively engage regional and subregional organizations in supporting the work of the IAF through NFPs at regional and national levels. • Facilitating participation of MGs in regional/subregional processes/platforms for forest policy development, dialogue and coordination to promote SFM.
5. Travel Support	• Support travel of non-UN regional/subregional representatives to Forum sessions.
6. Sharing Experience	• Organize "region days" during Forum sessions to highlight regional perspectives and promote regional success stories related to the 4POW.
7. Awareness Raising	• Work with regional/subregional entities to raise the profile and awareness of forests both within the UN and at regional and national levels, e.g. through common operational guidelines for SFM.
8. Outcome and Analysis	• Advance implementation of the UNFI by carrying out gap analyses at national and regional levels.

3.12 The UNFF11 resolution establishes that among the core functions of the UNFF is to strengthen high-level political engagement, with the participation of MGs and other stakeholders, in support of SFM. It also invites Member States to consider enhancing the participation and contributions of MGs and other stakeholder representatives in CLIs (paragraph 32). A core function of the Secretariat is to liaise with and facilitate the participation and involvement of MGs and other stakeholders, among others, in the activities of the Forum (paragraph 33).

3.13 The UNFF11 resolution directs a number of actions to the UNFF Secretariat in the short-term, including engagement of leaders from the private sector and non-governmental organizations (NGOs) in the Forum´s work and enhancing the Forum´s engagement with them (paragraph 33), for instance, through the World Business Council for Sustainable Development (WBCSD), WRI, The Forests Dialogue,

and others. Therefore, it is essential to promote active and effective participation by MGs and other relevant stakeholders in the development, implementation and assessment of forest-related national policies, measures and programmes.

3.14 The participation of MGs and other stakeholders under the UNFF are subject to the ECOSOC's rules of procedure.[26] The categories of NGO accreditation to ECOSOC and UNFF are: i) general consultative status; ii) special consultative status; and iii) roster NGOs. The level of involvement in which an accredited NGO may intervene and participate in formal sessions of the Forum is greater for those categorized as "general status". For instance, "special status" NGOs are not allowed to propose items for UNFF agendas, and "roster NGO" involvements are further limited. Besides the limitation to propose items for agendas, they cannot speak or circulate statements at UNFF meetings. However, even with "general status", the involvement of MGs and other stakeholders in UNFF meetings is limited.

3.15 Table III.3 summarizes the views expressed on the achievements, strengths and weaknesses of the IAF to date[27] and the provisions of the UNFF11 resolution for strengthening MG/stakeholder involvement in the IAF beyond 2015.

Table III.3 – UNFF11 provisions to strengthen MG/stakeholder involvement in the IAF

<table>
<tr><th colspan="2">Achievements</th><th>UNFF11 resolution response to weaknesses</th></tr>
<tr><td colspan="2">• Multi-stakeholder dialogue and MG initiatives (in Brazil, Ghana and Nepal)
• Enhanced coordination among MGs, including creation of the MG Partnership on Forests (MGPoF)
• Bringing innovative ideas and different points of view to the political dialogue
• Active involvement of MGs has helped in achieving progress in certain areas, such as combating illegal logging
• Submission of joint MG background/discussion papers to the Forum at its 9th, 10th and 11th sessions</td><td rowspan="2">• Forum will restructure sessions and enhance intersessional work to maximize impacts and relevance, including by fostering an exchange of experiences and lessons learned among countries, regional/ subregional and non-governmental partners and CPF. (para 6.b)
• High-level segments may include a "partnership forum" involving the heads of CPF member organizations and leaders from the private sector, philanthropic and civil society organizations and other MGs. (para 6.d)
• Odd-year Forum sessions will serve as an opportunity for CPF and its members, regional and sub-regional organizations and processes, MGs and other relevant stakeholders to provide technical advice and input to the Forum. (para 6.g.i)
• A core function of the Secretariat is to liaise with and facilitate participation and</td></tr>
<tr><th>Strengths</th><th>Weaknesses</th></tr>
<tr><td>• Provide different perspectives on issues
• Make the process more transparent and increase ownership of resolutions and decisions
• Closer to on-the-ground implementation, with close links to communities;</td><td>• Forum is not attractive to many stakeholders, as they do not see any practical impact on the ground emanating from decisions
• Lack of sufficient funding to support full and effective participation of MGs in Forum and related meetings
• Some MGs can feel marginalized and unheard,</td></tr>
</table>

[26] Participation in formal sessions of the UNFF is governed by ECOSOC Rules of Procedure Governing NGOs (E/5715/Rev2, 1992). The consultative relationship between the UN and NGOs is addressed in ECOSOC resolution 1996/31 (E/1996/31), which outlines the eligibility requirements for an NGO to obtain "consultative status" with ECOSOC, rights and obligations of NGOs in consultative status, procedures for the withdrawal or suspension of consultative status, the role and functions of the ECOSOC Committee on NGOs, and the responsibilities of the UN Secretariat in supporting the consultative relationship.

[27] Views expressed during the UNFF11 preparatory process.

• Well placed to raise awareness on the international forest policy dialogue at the local level • Can help promote follow-up actions on the ground at national and subnational levels	especially when they have a low institutional capacity • No mechanisms to implement recommendations related to and coming from MGs • Lack of involvement from academia and science, as well as business and industry (see III.C and D) • Not much innovation in MG participation since the establishment of UNFF	involvement MGs and other stakeholders in the Forum's activities. (para 17.a.vi) • The provisions of OPs 14 to 16 of GA resolution 67/290 will apply *mutatis mutandis* to the Forum. (para 30) • Member States are invited to consider enhancing the participation and contributions of MGs and other stakeholder representatives in CLIs. (para 32) • The Secretariat will promote the involvement of MGs and other stakeholders in the Forum's work, in particular leaders from the private and non-governmental sectors, including forest industries, local communities and philanthropic organizations, and enhance the Forum's interaction with these stakeholders. (para 33)

3.16 A review of arrangements for the participation of MGs and other stakeholders in 10 intergovernmental organizations (IGOs) was carried out following UNFF11 and relevant information is presented in an August 2015 background paper on MGs and other stakeholders[28]. The report also offers options for strengthening the involvement of MGs and stakeholders in the future work of the IAF.

3.17 Drawing on this report, including views contained in Annex 3, Table III.4 presents possible UNFF11 follow up actions to strengthen stakeholder engagement in the IAF, which could be considered for the strategic plan or initial 4POW.

C. Involvement of the private sector in achieving the objectives of the IAF

3.18 Among the main functioning of the UNFF is to convene, as needed, high-level segments during sessions of the Forum to accelerate action towards SFM and address forest-related global challenges and emerging issues. The UNFF11 resolution also states that leaders from the private sector, philanthropic and civil society organizations and other MGs, among others, are to be included in partnership forums during such segments (paragraph 6.d).

3.19 Unequal engagement of MGs and other stakeholders has been cited as a major concern in an independent assessment report on the IAF[29]. On one hand, some MG representatives, including indigenous peoples, youth, and the scientific and technical community have contributed to UNFF since its inception. On the other hand, other stakeholders, including main environmental NGOs, business and industry, are absent from the UNFF. Commercial private sector forestry representatives argue that

[28] McAlpine, J., Background Paper: Review of the Provisions and Arrangements of 10 Intergovernmental Organizations for Involving Major Groups and Stakeholders, August 2015. The 10 organizations reviewed are: i) CBD; ii) CITES; iii) FAO; iv) ITTO; v) Ramsar; vi) UNCCD; vii) UNEP; viii) UNFF; xi) UNFCCC; and x) World Bank (WB).

[29] Blaser, J. et al., Report of the team of Independent Consultants, Independent Assessment on the International Arrangement on Forests (IAF), September 2014, New York.

Table III.4 –
Possible UNFF11 follow up actions on MG/stakeholder engagement

Areas / Elements	Actions / Improvements the Forum may wish to consider
1. Mechanism for stakeholder engagement	• Establish a multi-stakeholder advisory group as a mechanism for strengthening stakeholder engagement through detailed discussion and consideration of the views of MGs (including the private sector) and as a channel for MG input into the Forum. • Encourage Governments to collaborate with MGs at the national level. • Encourage Member States to provide voluntary contributions to the UNFF Trust Fund to facilitate stakeholder participation in Forum sessions and intersessional work. • Consider establishing each MG focal point(s) as an organizing partner to facilitate communication and streamline outreach with key MG actors at regional and subregional levels. • Add an MG representative as an observer to UNFF Bureau meetings. • Establish clear guidelines for enhanced Secretariat engagement with MGs.
2. Means of participation	• Increase the time allocated to multi-stakeholder dialogues. • Include thematic sessions led by MGs during odd-year Forum sessions on implementation and technical advice. • Allow stakeholder experts equal opportunities to speak and engage at informal intersessional meetings of the UNFF and contribute ideas to outcomes and reports. • Include MG recommendations in SG reports. • Use MG experts to carry out intersessional work, including as consultants. • Establish a roster of, and structure for, MGs/non-governmental experts. • Encourage MGs to hold side events and roundtables during Forum sessions focused on priority actions contained in the 4POWs. • Encourage MG representatives to work with individual delegations in preparation for and during Forum sessions and AHEGs. • Support MGs and other stakeholders to provide independent reports on progress in implementing the UNFI.
3. Communication	• Encourage MGs to improve communication on global forest policy within their broad networks to become more inclusive and relevant to the IAF. • Encourage MGs to provide reports to odd-year Forum sessions on their activities in support of the strategic plan and 4POW. • Encourage Member States to promote the website maintained by the Children & Youth MG as a vehicle for engaging youth in their countries. • Add links on the UNFF website to the MGPoF website and other MG websites which host information on initiatives in support of the Forum.
4. Financial resources	• Ways to enhance resources for participation of MGs in Forum sessions. • Urge CPF to invite MGs to participate in CPF initiatives within their areas of expertise. • Establish a mechanism for providing funding to MGs/MGPoF/other stakeholders to enhance their effectiveness at all levels. • Recommend that national and global forest-related funds create windows to support MG activities, engagement in the IAF and collaboration with governments.
5. Partnership	• Urge MGs to create networks to address cross-cutting issues, such as poverty reduction, illegal logging, incentive measures, market access, land tenure, and women's, youths' and children's rights, and reflect these in Forum resolutions. • Request the CPF and Secretariat to develop stronger partnerships with donor NGOs.

they are not engaged with the UNFF since its policy discussions are rather abstract and have no economic consequences that would compel private sector representatives to actively participate in the Forum. A general view of the involvement of the private sector and forest industry to date and the provisions of the UNFF11 resolution to strengthen this involvement is presented in Table III.5.

3.20 The background report on the review of 10 IGOs already mentioned in 3.16 also examines their engagement of the private sector. The involvement of the private sector varies among the organizations from simple participation as an observer in COP meetings to extensive participation in COPs, subsidiary bodies and technical panels, such as CBD's Subsidiary Body on Scientific, Technical and Technological Advice and the CITES Standing Committee, among others.

Table III.5 – UNFF11 provisions on involving the private sector in the IAF

<table>
<tr><th colspan="2">Achievements</th><th>UNFF11 resolution response to weaknesses</th></tr>
<tr><td colspan="2">• UNFF has had no achievements when it relates to the private sector</td><td rowspan="3">• High-level segments of the Forum may include a "partnership forum" involving the heads of CPF member organizations and leaders from the private sector, philanthropic and civil society organizations and other MGs. (6.d)
• The Secretariat will promote involvement of MGs and other stakeholders in the Forum's work, in particular leaders from the private and non-governmental sectors, including forest industries, local communities and philanthropic organizations, and enhance the Forum's interaction with these stakeholders. (33)</td></tr>
<tr><th>Strengths</th><th>Weaknesses</th></tr>
<tr><td>• Commercial private sector invests more than governments in forestry
• Forest industry associations are proactive in several international fora
• Closer to on-the-ground implementation, with close links to communities; well placed to raise awareness on the international forest policy dialogue at the local level
• Can help promote follow-up actions on the ground at national and subnational levels</td><td>• Forum lacks more inclusive policy processes compared to other multilateral fora (e.g. CBD, ITTO)
• Inertia of the Forum to define and implement a practical way to regulate global forest conservation and SFM
• UNFF policy discussions are rather abstract and do not focus on issues of interest to industry and business
• Many of the challenges for sustaining forests lie outside the forest sector and cross-sectoral communication, including with the private sector, has not yet taken place in the UNFF process
• Insufficient links to SFM discussions in private sector (e.g. validation of FLEG, certification, procurement)
• No representation of the private sector in the CPF
• Lack of involvement from forest industry</td></tr>
</table>

3.21 Some IGOs, such as ITTO and the FAO Forestry Department, engage the private sector / forest industry in their work. In the ITTO, in order to enhance participation of the private sector and civil society in the relevant activities of the organization, the Council invited trade and industry and civil society representatives to establish open-ended advisory groups to contribute to the work of the Council. As a result, the Trade Advisory Group (TAG) and Civil Society Advisory Group (CSAG) were established. The TAG comprises representatives of tropical forest industries, timber exporters and importers, timber trade and industry consultants, and trade and industry associations. TAG hosts the Council's annual discussions on the world timber market. CSAG comprises representatives of a range of environmental and civil society NGOs with interests in tropical forests and aims to provide an

opportunity for local voices and experiences to be heard in the Council. CSAG regularly participates in panels during Council sessions. The Council has provided financing to support the participation of representatives of both groups in Council sessions. The model of the TAG and CSAG could be an attractive approach to providing input to the Forum and also potentially in advance of the development of the SG reports to the Forum.

3.22 Similarly, the FAO Forestry Department through the Advisory Committee on Sustainable Forest-based Industries (ACSFI) engages relevant stakeholders which give guidance to FAO´s work. Thus, FAO's efforts working with the private sector have been recognized through its responsibility for the ACSFI. Box III.2 illustrates the ACSFI´s experience in engaging forest-based industries.

3.23 The absence of the commercial private sector from UNFF fora is a major concern because this category is a major investor in forestry, has the main responsibility for the implementation of SFM and is also involved in conversion of the forest to other land uses on a large scale. The absence of the private sector is a cause of imbalance in views influencing decision-making process about forests. Therefore, increasing their engagement in the UNFF process is imperative. Particularly, engagement of the private sector federations, companies and investors, major environmental NGOs, foundations, opinion makers and globally active policy-makers from major economic sectors needs to be improved in the UNFF process.

BOX III.2 – CASE OF THE ADVISORY COMMITTEE ON SUSTAINABLE FOREST-BASED INDUSTRIES (ACSFI) - FAO

Organization and objectives

ACSFI is an FAO statutory body composed of senior executives from the private industry sector worldwide. The main objective of ACSFI is to provide guidance on activities and programs of work of the FAO Forestry Department on issues relevant to the paper and forest products industry, in support of member countries efforts to progress towards sustainable development.

Members

The membership includes heads of forest industry and forest growers' associations, as well as company executives from 20 countries.[30] The ACSFI consists of no less than 15 and no more than 30 leading experts familiar with problems of forest industries, designated by the FAO Director-General. They serve in their personal capacity and at their own expense, reflecting broadly the interests of producer and consumer countries and representative of all regions. Representatives of international financial institutions, civil society, including the private sector, may participate in the discussion of specific items on the agenda of a session.

Inputs of the ACSFI to FAO´s Program of Work

- SDGs: All activities will have to be reported against the SDGs, including SDG15 (see Box II.3). Two indicators for SDG15 should be (i) increase of forest area; and (ii) increase of carbon stocks in forests.
- State of the World's Forests (SOFO) Report: ACSFI is reviewing and contributing to SOFO2016 on "Forests and Agriculture - Land Use Challenge and Opportunities".
- Biotechnology: ACSFI participates in the discussions on biotechnology in forest trees, forest industry and products. ACSFI has provided recommendations to the FAO Forestry Department.

[30]The member countries include Argentina, Australia, Belgium, Brazil, Canada, Chile, China, Colombia, Finland, France, Germany, Ghana, India, Japan, New Zealand, Portugal, Russian Federation, South Africa, Sweden and the United States of America.

3.24 Table III.6 presents possible follow up actions to UNFF11 which could be considered as part of the strategic plan and/or initial 4POW.

Table III.6 – Possible UNFF11 follow up actions on private sector engagement

Areas / Elements	Actions / Improvements the Forum may wish to consider
1. Subject/Theme	• Include cross-sectoral issues outside the forest sector that affect forestry in the UNFF process. • Effectively address the private sector´s interests in timber harvesting, product production, processing and trade, certification, investment conditions, incentive measures and enabling environments, etc.
2. Mechanism for stakeholder engagement	• Establish an industry advisory group to advise on how to better integrate and involve private sector in the sessions and work of the IAF and generate interest in the IAF from business. • Undertake a comparative review of how other international organizations interact with the private sector and industries.
3. Means of participation	• Ways to ensure open participation of the private sector in Forum sessions and intersessional work, encouraging them to submit position papers and other inputs. • Convene a half-day partnership forum during odd-year sessions of the Forum, with participation of the private sector. • Encourage CPF to engage the private sector in relevant CPF initiatives.
4. Partnership	• Develop a strong partnership with WBCSD. • Facilitate the creation of networks of the private sector and industry to address cross-cutting issues, such as trade, land tenure and land use policies. • Encourage business and industry participation by raising the profile of the Forum in the private sector. • Form partnerships with private sector, together with CPF partners, to implement specific decisions of the Forum.

C.1 World Business Council for Sustainable Development (WBCSD)

3.25 In a very positive move, WBCSD has recently offered to represent the MG on “business and industry” in the Forum. This constitutes an excellent opportunity for the Secretariat to work closely with WBCSD to design platforms at Forum sessions of interest and relevance to industry, as well as for the Forum to include priority actions of interest to industry in the 4POW 2017-2020.

3.26 WBCSD work programs cover all aspects of sustainable development in business, including two major programs on forests: the Forest Solutions Group (FSG) and the Low Carbon Technology Partnerships initiative (LCTPi). Box III.3 highlights FSG´s work in business leadership in promoting sustainable forest-based solutions.

3.27 The Low Carbon Technology Partnerships initiative (LCTPi) is led by WBCSD together with the International Energy Agency (IEA) and the Sustainable Development Solutions Network (SDSN). LCTPi brings over 80 companies together to deliver business solutions to climate change, including forest-based solutions focusing on three areas: SFM, innovation, and technological development in pulp processing and forest products. Member companies are committed to end deforestation and eliminate illegal timber from supply chains in the context of climate change, e.g. forests as carbon sinks and forest products as effective solutions to the bio-economy. LCTPi seeks to create frameworks for low-carbon investment through a strengthened dialogue between the private sector and government.

BOX III.3 – CASE OF THE WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD) – FOREST SOLUTIONS GROUP (FSG)

Organization and purposes

WBCSD is a CEO-led organization of forward-thinking companies that stimulates the global business community to create a sustainable future for business, society and the environment. It aims to be the voice of business that supports the private sector/companies in scaling up value-added business solutions and taking shared action to drive business action on sustainability. WBCSD recently became the UNFF MG focal point for business and industry.

WBCSD focuses its work through the following main activities:

- Clusters – Grouped into six clusters: i) climate and energy; ii) ecosystems and landscape management; iii) safe materials and products; vi) social impact; v) sustainable lifestyles; and vi) water. The clusters work on business solutions and members are asked to engage in at least one of these clusters.
- Sector and Value Chain – Nine priority areas where business can have significant impact; among them the Forest Solutions Group (FSG)
- Capacity Building – WBCSD Leadership Program
- Redefining value program – Good corporate performance

FSG provides business leadership in expanding sustainable forest-based solutions to meet societal needs by 2020 and beyond. It is considered a global platform for strategic collaboration among value chain partners, including suppliers and producers, buyers and customers, and innovation and technology partners, to promote SFM, ensure sustainable supply of wood and other forest products, and expand markets for responsible forest products.

FSG Members

FSG works with some of the largest private sector players in forest products and related forest industries. It has 20 major member companies, which represent nearly 35% of annual global forest, paper and packaging sales with operations and sales in 120 countries.[31] Member companies agree to follow a set of principles and responsibilities for forestry-related business, showing commitments to sustainable development[32], including support to significantly improve SFM and advance forest certification. Each member is required to publically report progress against these principles in accordance to internationally recognized reporting standards.

FSG´s Work:

- Best practices for SFM: Expand SFM by encouraging best practices through forest certification and other innovative means;
- Sustainable value chains & procurement: Increase number of companies adopting responsible sourcing practices and policies for wood and paper-based products;
- Values & benefits of forest products: Articulate and demonstrate forests and forest products as carbon

[31] FSG core members include Empresas CMPC, Fibria, Grupo Portucel Soporcel, International Paper, Metsä Group, Mondi Group, SCA, SCG Paper, StoraEnso, Suzano Pulp and Paper, UPM and Weyerhaeuser. FSG associate members include 3M, Andritz, AkzoNobel, Ikea, Procter & Gamble, Pöyry, PricewaterhouseCoopers, and Unilever. In addition, there are two observers, The Forests Dialogue (TFD) and the National Council for Air and Stream Improvement (NCASI). The WBCSD itself has about 200 members from more than 35 countries and 20 major industrial sectors, involving some 1,000 business leaders globally.

[32] A set of Principles and Responsibilities include: i) Management and Governance; ii) Resource Management; iii) Fiber Sourcing; iv) Eco-efficiency and Emissions Reduction; v) Climate Change Mitigation; vi) Health and Safety; vii) Community Well-being & Stakeholder Engagement; viii) Human Rights and Labor Standards; and ix) Reporting.

sinks as a climate solution.

FSG Stakeholder Engagements:

- Contribute to multi-stakeholder dialogue to urge collaborative action on the priority issues facing the world's forests;
- Engage a diversity of interests to foster relationships and build trust around contentious forest issues;
- Collaborate with key stakeholders through continuous and open dialogue and be a trusted partner driving concerted action to deliver sustainable solutions;
- Connect with critical audiences and influence policy frameworks through targeted communication and outreach;
- Seek change through consensus-based collaboration aimed at immediate action and long-term progress.

3.28 Thus, strengthening partnership with the private sector and providing a platform for dialogue with, and engagement and involvement of, leaders from business and industry and non-governmental sectors, including their inclusion in ministerial segments of the Forum, is central to the implementation of the IAF, empowering them to participate in the decision and policy-making process.

D. Potential role and contribution of forest-based industries in the IAF

3.29 The contributions of forest-based industries to the economy, and also to food security, energy supply, environmental stability and human well-being are well recognized. As the demand for forest products is continuously growing due to increase in populations and income, and forest resources are decreasing, the forest-based industries will continue to play a crucial role in achieving sustainable development and should become actively engaged in contributing to the IAF.

3.30 Major areas of contribution of forest-based industries in SFM include management, conservation, sustainable forest development, and the promotion of sustainable patterns of production and consumption of forest goods and services. In many countries, forest industry and private forest owners are the main actors responsible for forest management. The forest industry also has the opportunity to influence decisions with regard to regional and national forest-related policies. The forest-based industry is the driving force in providing value-added to forest and forest land as well as providing employment and revenues.

3.31 Therefore, UNFF should actively promote the involvement of the private sector in implementing the UNFI, including facilitating the efforts of Member States to "create enabling environments to encourage private-sector investment, as well as investment by and involvement of forest users and forest owners and other relevant stakeholders, in SFM, through a framework of policies, incentives and regulations" (UNFI paragraph V.6.h).

3.32 In order to achieve the purpose of the UNFI, and taking into account national policies, priorities, conditions and available resources, Member States should also:

i) Establish or strengthen partnerships, including public-private partnerships, and joint programmes with stakeholders to advance the implementation of sustainable forest management (UNFI paragraph V.6.m);

ii) Develop financing strategies that outline the short-, medium- and long-term financial planning for achieving SFM, taking into account domestic, private-sector and foreign funding sources (UNFI paragraph V.6.i); and
iii) Encourage the private sector, civil society organizations and forest owners to develop, promote and implement in a transparent manner voluntary instruments, such as voluntary certification systems or other appropriate mechanisms, to develop and promote forest products from sustainably managed forests harvested in accordance with domestic legislation, and to improve market transparency (UNFI paragraph V.6.x).

3.33 In implementing the UNFI, the private sector and forest-based industry play a critical role in the achievement of SFM and this is increasingly recognized. Of the 81 national reports submitted to UNFF11, 61 countries reported having mechanisms in place for consultations with the private sector. Twenty-nine countries considered their mechanisms effective while the majority of others considered them at least partially effective. This is expected to improve gradually as a result of post-2015 UNFF discussions.

3.34 In reality the private sector is increasingly engaged in national and regional programmes for productive, sustainable forestry, maintenance of biological diversity, technical assistance, forest certification, research and development (R&D), and so on. For instance, the Brazilian Tree Industry (IBÁ) is the association responsible for institutionally representing the planted tree production chain, from the field to the industry, with its main stakeholders. The association represents 61 companies and 9 state entities that provide products obtained from planted trees, with special mention to wood panels and laminated flooring, pulp, paper, energy forests and biomass. It also represents independent planted tree producers and institutional investors. They also support initiatives related to certification of tree plantations to promote SFM. IBÁ advocates on behalf of the industry's interests with officials and governmental agencies, entities of the planted trees production chain and important sectors of the economy, social and environmental organizations, universities, schools, consumers and the press—domestically and internationally.

3.35 The private sector has, for instance, worked in close collaboration with FAO through the FAO Advisory Committee on Pulp and Paper. One case of the forest-based industry engagement in the FAO forest policy decision-making process is the International Council of Forest and Paper Associations (ICFPA), which provides a forum for member association executives to discuss issues of interest to the international forest and paper industry, such as sustainable forestry standards, climate change, and environmentally sound forest products (see Box III.4).

3.36 The ICFPA has consultative status with ECOSOC and FAO. The ICFPA holds joint events and communicates common positions at international conferences such as the UNFCCC, the FAO Committee on Forestry (COFO) and the HLPF predecessor, the CSD. Member associations agree on key policy statements on behalf of the global industry, which are presented to government leaders around the world by ICFPA members and highlighted in various international meetings such as COPs, UN sessions and other forums.

3.37 The ICFPA advocates on behalf of the industry and its sustainability and works collaboratively with FAO's ACSFI (see Box III.2) to develop research that can inform government policies by recognizing forestry's potential as a solution to global needs.

BOX III.4 – CASE OF THE INTERNATIONAL COUNCIL OF FOREST AND PAPER ASSOCIATIONS (ICFPA)

Organization and purposes

ICFPA is an organization of national and regional forest and paper industry associations whose purpose is to:

- Serve as a forum of global dialogue, coordination and cooperation among forest and paper associations;
- Represent the global forest and paper industry in international organizations;
- Develop common positions on issues of mutual interest; and
- Coordinate action by member associations.

Members

ICFPA has 18 members which represent more than 30 national and regional forest and paper associations around the world.[33] Together, ICFPA members represent countries with over 90 percent of global paper production and half of global wood production.

ICFPA´s Activities:

- Participation in International Conferences
  - UN Global Compact Meeting - discussed emerging corporate sustainability and responsibility issues for business and industry that are relevant to the SDGs.
  - WBCSD – FSG Meetings - to achieve coordination on forest and sustainability issues. FSG represents international forest and paper companies. ICFPA and FSG are coordinating on carbon neutrality of biomass, forest certification issues, and climate change policies.
  - PEFC Stakeholder Dialogue - presented research findings and awareness programs related to consumers' perception and expectations of sustainable paper and wood products.
- Major issues included are:
  - SFM, forest plantations, climate change and sustainability, illegal logging.

3.38 Other examples of industry engagement in international forest initiatives include the New York Declaration on Forests and the Tropical Forest Alliance 2020. The NY Declaration on Forests is a non-legally binding political declaration issued at the UNSG Climate Summit in September 2014 and endorsed by more than 170 signatories, including national and subnational governments, private companies, indigenous peoples' organizations, and non-governmental and civil society organizations. It is an independent initiative, not an agreed UN declaration.

3.39 The NY Declaration states that "*Forests are essential to our future*" and shows the first global timeline to reduce natural forest loss in half by 2020, and strive to end it by 2030. Also, it calls for restoring degraded landscapes and forest lands by 2020. Companies and civil society, together with other stakeholders, commit to meet the objectives of the Declaration, addressing forest loss or enhancing restoration. The Declaration set out a significant commitment of public–private partnerships. For instance, one of the promising partnerships cited is the Tropical Forest Alliance 2020 which was established by the Consumer Goods Forum (CGF) and the United States government in 2012 and consists of partnerships between consumer companies, governments and banks.[34]

[33] ICFPA members include forest and paper associations from Argentina, Australia, Brazil, Canada, Chile, China, Europe, Finland, France, Germany, India, Japan, Lebanon, New Zealand, Portugal, Russia, South Africa, South Korea, Spain, Sweden, Thailand, and United States of America.

[34] Current TFA 2020 Partners include Indonesia, Liberia, the Netherlands, Norway, the United Kingdom and the United States. The TFA Secretariat is hosted by the World Economic Forum in Geneva.

3.40 The Tropical Forest Alliance (TFA) 2020 is a public-private partnership in which partners take voluntary actions to reduce tropical deforestation related to key agricultural commodities by 2020.[35] TFA partners include governments, the private sector, civil societies and other stakeholders. It is a network of more than 400 companies with annual sales surpassing US$3 trillion,[36] designed to help reduce tropical deforestation through public-private cooperation. TFA 2020 contributes to mobilizing and coordinating actions by the partnership to address commodity-driven tropical deforestation, using a range of approaches such as market, policy and communications. To this end, TFA 2020 is engaging with governments, a range of civil society organizations active in producer and consumer nations, multinational corporations, and other stakeholders.

3.41 The TFA 2020 is expected to be a leading global alliance for sustainable commodity production, tropical SFM and sustainable development. The private sector partners have taken leadership to commit themselves to achieving zero net tropical deforestation by setting quantitative forest conservation and restoration targets for 2030. Thus, the importance of the private sector in addressing the challenge of forest sustainability needs to be emphasized.

3.42 All of the above industry initiatives and partnerships contribute in one way or another to meeting the objectives of the IAF and demonstrate the importance of establishing a meaningful interaction between the Forum and forest-based industries, which are the most important actors in the forest sector in many countries.

3.43 Implementation of concrete actions based on the policy decisions of the UNFF is primarily the responsibility of Member States, using public resources as well as mobilizing private investments as necessary through suitable policy incentives. While several countries have integrated the IPF/IFF proposals for action and UNFF resolutions into their NFPs and some have established national forest funds, many have not. Many developing countries expressed dissatisfaction over the lack of capacity to ensure implementation of SFM at the national level.

3.44 In terms of sources of SFM funding, in general forest financing can be categorized as national and international, public and private. Private forest finance greatly exceeds public financing, and national financing far exceeds international. Thus, the major part of forest financing is national and private. So, it is worthy to stress the importance of the private sector.

IV. ELEMENTS FOR PREPARATION OF THE STRATEGIC PLAN 2017-2030

4.1 Based on the foregoing information and analysis, including views submitted by Member States and others (Annex 3), it is proposed that the strategic plan 2017-2030 have a relatively simple structure as outlined in Box IV.1. The body of the plan would be comprised of the following five main elements: (1) Mission and Vision statements for the IAF, (2) Introduction, (3) Strategic approach linking the GOFs, SDG targets and UNFI actions, (4) Implementation framework and (5) Review framework. These elements, as well as a possible preface and suggested annexes, are discussed below.

[35] These commodities include palm oil, soy, beef, and paper and pulp. TFA 2020 has nearly 60 partners from private companies, national governments, and civil society.
[36] USAID. Tropical Forest Alliance 2020. Available at: https://www.usaid.gov/climate/tfa2020

BOX IV.1 - NOTIONAL OUTLINE AND ELEMENTS FOR THE STRATEGIC PLAN 2017-2030

Preface (for the published plan):

- Message from UN Secretary-General (SG)
- Foreword by UNFF Director or DESA Under Secretary-General (USG)

Body of the plan:

1. IAF mission and vision
2. Introduction
   - Essential background on the IAF, purpose of the plan, concept of SFM
   - Global context: key messages on the importance of forests, trends/challenges, opportunities
   - Contribution of the IAF in global context: principles, strengths, success factors
3. Strategic approach in support of the IAF objectives
   - Incorporating GOFs, SDG targets, UNFI actions, other forest-related commitments
4. Implementation framework for the strategic plan
   - Institutional elements (UNFF, Secretariat, CPF)
   - Financial elements/resources (UN Regular Budget, UNFF Trust Fund)
   - G3FNet priorities
   - Commitments of Member States
   - Role of regional/subregional and MG/stakeholder partners
   - Operationalization through 4POWs
5. Review framework
   - MAR (UNFI, Forum resolutions/decisions, strategic plan)
   - Follow up and review of relevant aspects of the 2030 Agenda

Annexes as needed:

- List of 17 SDGs and (if not included in the body of the plan) targets for SDG15 and SDG6.6
- Indicators for targets set out in the plan
- IAF communication strategy
- 4POW 2017-2020

A. Content and elements of the strategic plan 2017-2030

A.1 Preface

4.2 Assuming the strategic plan is published after the text is adopted by the Special Session of the Forum in 2017, a brief message from the UN Secretary-General (SG) on the 2030 Agenda and the importance of forests and the forest sector in achieving the SDGs would be a powerful way to set the scene for the strategic plan and capture the attention of readers. The message would be prepared by the SG's office and could draw on his remarks on the most recent International Day of Forests and other relevant occasions.

4.3 In the published version of the strategic plan, the SG's message could be followed by a foreword which would introduce the UNFF11 resolution and, in that context, the strategic plan. The foreword could be from the Director of the Forum Secretariat or possibly the Under Secretary-General (USG) for Economic and Social Affairs and would be prepared by the relevant office.

A.2 IAF mission and vision

4.4 Organizations and other entities often develop mission and/or vision statements when developing their first strategic plan. These statements typically serve as the lead in or head liner to the strategic plan which serves as the guide to help the organization/entity carry out its stated mission and move toward its vision of the future. The most effective mission and vision statements are clear, concise (less than 25 words) and memorable.

4.5 The terms "mission" and "vision" are sometimes used interchangeably but there are distinctions. A mission statement is typically a non-time-bound expression of an organization's overall focus or goal and captures its reason for existing. A vision statement expresses a desired or ideal end state -- literally an organization's vision of what the future should look like. Corporate visions are often ambitions to be the best in their field in terms of products, competitors and/or customers (i.e. the ideal organization). Non-profits and governments tend to use vision statements to express a "societal good" to which they are committed (i.e. the ideal world). Annex 8 provides examples of mission and vision statements for a variety of organizations.

4.6 IAF mission statement. Ideally the mission of the IAF would be an over-arching statement that encompasses the five objectives of the IAF (Box I.1) and expresses what Member States of the Forum hope to achieve overall. For example:

-To enhance cooperation, coordination and political commitment at all levels to promote the implementation of SFM
-To promote the sustainable management of all types of forests to ensure the contribution of forests to the well-being of present and future generations
-To promote the sustainable management of all forests for the benefit of all people through enhanced cooperation, coordination and political commitment at all levels
- To help halt deforestation and forest degradation and achieve the sustainable management of all types of forests for the benefit of people everywhere through enhanced cooperation, coordination and political commitment at all levels
- Sustainable management of all types of forests and trees outside forests and promotion of national and international policy coordination and cooperation, as a contribution towards achieving sustainable development throughout the world (suggested by Switzerland as the UNFF mission)

4.7 IAF Vision Statement. A vision statement for the IAF would reflect what Member States consider to be the desired end state or ideal world with respect to forests. For example:

- The world's forests are protected and sustainably managed, providing economic, social and environmental benefits for all
- A world where forests everywhere are sustainably managed and benefit all
- Forests are protected, sustainably used and restored and their services are recognized and valued by all (suggested by Switzerland as the UNFF vision)

A.3 Introduction

4.8 As suggested by a number of Member States, the strategic plan would include an introductory section that sets the scene for readers by providing the essential background needed to understand what the IAF is and how it fits into the wider international context. This would include:

- Introducing the IAF objectives, components and partners (perhaps with an organizational chart showing the interrelation among components and partners), the purpose of the strategic plan, the UNFI and the concept of SFM.
- Highlighting the global context for the IAF:
  - Key messages on the importance of forests to human well-being and sustainable development (Box IV.2);
  - Main trends and challenges, drawing on credible sources and agreed language (Box IV.3); and
  - Opportunities for strengthened and effective action by the IAF and Member States (e.g. 2030 Agenda, Paris Agreement, new and emerging forest-related funds).
- Highlighting the role and contribution of the IAF in the global context:
  - The IAF's operating principles (transparency, accountability, value-added, coherence);
  - The IAF's strengths/special features as compared to other international initiatives (Box IV.4);
  - The niche role of the UNFF; and
  - Factors critical to realizing the full potential of the UNFF/IAF (e.g. meaningful stakeholder engagement, enhanced impact /relevance of Forum sessions and outputs, a strong CPF and Secretariat[37], funding to take forward G3FNet priorities).

BOX IV.2 – KEY MESSAGES ON THE IMPORTANCE OF FORESTS TO PEOPLE

- Over 1.6 billion people – ¼ of the world's population -- depend on forests for subsistence, livelihood, employment and income generation. (UNFF11 Ministerial Declaration, para 2)
- Forests and tree-based systems support agricultural production by protecting soil and water, maintaining soil fertility, regulating micro-climates and providing habitat for wild pollinators and predators of agricultural pests. (FAO2015, GFEP on food security)
- Forested catchments supply 75% of the world's freshwater. (WBCSD 2014)
- Forest products contribute significantly to the shelter of at least 1.3 billion people -- 18% of the world's population. (SOFO2014)
- Forests provide the raw material for a broad variety of everyday uses, including paper, packaging and construction materials -- all of which are widely recyclable. (WBCSD 2014)
- Energy from wood is the single most important source of renewable energy and represents 9% of the total primary energy supply worldwide (WBCSD 2014) and 27% of the primary energy supply in Africa. (SOFO2014)
- Forests are highly productive renewable resources and contribute significantly to green economies and green growth. (FRA 2015)
- Forests control floods, landslides, droughts and dust storms and significantly reduce risks of disaster. (Various sources)
- Forests sequester more carbon that any other terrestrial ecosystem. SFM and responsible use of forest products present the most effective and cost-competitive natural carbon capture and storage system.

[37]The GA's Fifth Committee approved four new Secretariat posts (1 P4, 2 P3s, 1 GS 6) effective 1 January 2016 through 2030 (A/Res/70/247). This should help reduce the number of staff supported through the UNFF Trust Fund, thereby freeing up extra-budgetary resources for operational activities in support of the strategic plan.

(WBCSD 2014)

- Forests are home to 70% of the earth's terrestrial biodiversity and have important cultural and spiritual values in many regions of the world. (FRA 2015)
- Forests have deep cultural and spiritual values for people in many regions of the world. (Various sources)

BOX IV.3 – FOREST-RELATED TRENDS AND CHALLENGES[38]

- Despite the crucial contribution of forest ecosystems to human well-being and sustainable development, deforestation continues at alarming rates in many regions of the world, particularly in the tropics. (UNFF11 Ministerial Declaration, various sources)
- Although the rate of forest conversion is slowing in some countries, over 6 million hectares of natural forest are lost each year. (FRA 2015)
- Many forests are becoming degraded due to selective commercial logging of high value species, fire, disease, insects, invasive alien species, fragmentation and warming temperatures.
- Forest cover is increasing in some countries, primarily due to large scale tree planting programs.
- The demand for forest goods and services is increasing due to rapid population growth in many countries and growing per capita income in other countries. (SOFO 2014, IEA)
- The annual demand for wood is expected to triple to more than 10 billion cubic meters by 2050 when the world's population is projected to reach 9 billion. (WBCSD 2014)
- The bio-energy sector, including forest-based biofuels, is growing rapidly and will represent 30% of the world's primary energy mix by 2050. (IEA)
- Forest areas in many countries are being turned over to local and indigenous communities making these communities increasingly important forest stakeholders. (IFFA, ITTO 2012)

BOX IV.4 – COMPARATIVE ADVANTAGES OF THE IAF

- UNFF's universal membership
- UNFF's role as the only global intergovernmental platform with the potential to address forest-related issues in an integrated and holistic manner
- CPF's role as a voluntary mechanism in support of the Forum, enhancing collaboration among international organizations with significant forest-related mandates
- The innovation and potential of the G3FNet in facilitating forest financing
- The innovation of CLIs and similar initiatives by IAF partners in support of the work of UNFF
- The Secretariat's location at UN headquarters in New York where it can regularly interact with DESA and other UN departments on forest-related matters
- UNFF's status as a functional commission of ECOSOC well-positioned to carry forward the forest-related aspects of the 2030 Agenda and contribute to the follow up and review process

A.4 Strategic approach in support of the IAF objectives: 4 GOFs, 2 cross-cutting strategies, potential targets, priority actions

4.9 **UNFF11 guidance**. This element would be at the center of the strategic plan 2017-2030 and would set out, consistent with paragraph 39 of the UNFF11 resolution, a coherent "strategic approach" in support of the IAF objectives which incorporates the GOFs and forest-related aspects of the 2030 Agenda and takes into account significant developments in other forums.

[38] Annex 9 provides additional examples of messages, challenges and trends.

4.10 **Challenges.** Developing a coherent approach to the IAF strategy on the above basis will be challenging since the GOFs, SDG targets and other forest-related commitments (e.g. Aichi Biodiversity Targets) were developed and agreed at different times and for different purposes and pre-date the new IAF objectives, rather than being developed as part of the IAF strategic planning process. As a result:

a. The GOFs, SDG targets and other forest-related commitments lack the objective-target hierarchical (nested) relationship which is characteristic of strategy planning and is reflected in the 10 strategic plans and strategy documents reviewed in chapter II.F.
b. There is a blurring in the language of many existing commitments. For example, some SDG15 and other SDG targets read more like objectives than targets (i.e. use soft or elastic language like "increase" or "promote" and/or lack a target date).
c. While the GOFs and SDG15 targets share some common themes and contain some overlapping elements, there are also gaps, particularly regarding GOF 3 and aspects of GOF2 (see Table II.1).
d. The GOFs and SDG15 targets do not reflect important aspects of the new IAF objectives regarding, for example, cross-sectoral cooperation and governance.

4.11 There is also the question of how to address the 44 actions which are central to the UNFI and were reaffirmed in the UNFF11 resolution (paragraph 7) in the context of reaffirming the validity of the UNFI. These actions are essentially the agreed means to achieving one or more of the GOFs and ideally would be integrated into the strategy set out in the strategic plan 2017-2030 (as suggested by some Member States).

4.12 Here too there is blurring in the language of the actions and that of the GOFs and SDG targets. For example, UNFI action VI.7.b (MOI) is a repeat of GOF4, and a number of UNFI actions could easily be read as targets. In addition, as already mentioned, some UNFI actions are better aligned with the SDG15 targets than with the GOFs (see Table II.1).

4.13 In the views submitted by Member States and others (Annex 3), there are various references to goals, objectives, targets and/or actions. However, the terms are not always used in the same way and do not always refer to existing commitments.

4.14 **Gap analysis**. To get a better handle on the interrelationship between various global forest-related commitments, Table IV.1 analyzes thematic linkages across the GOFs, SDG targets, Aichi targets, GEF SFM objectives/outcomes and UNFI actions, as well as with the commitments contained in the UNFF11 Ministerial Declaration (MD11) and with the IAF objectives and Forum functions.

4.15 Table IV.1 indicates that a strategic approach based solely on the GOFs and SDG15 targets would be incomplete vis a vis some core aspects of the post-2015 IAF, including some IAF objectives and UNFI actions. These gaps are generally in the form of: (1) cross-cutting policy and institutional issues (themes e-k in Table IV.1) which are relevant to more than one GOF or all the GOFs and are highlighted in the UNFF11 resolution and Ministerial Declaration; and (2) operational aspects of the IAF (themes l-n) which cut across IAF components and which need to be implemented/achieved if the IAF is to reach its full potential as an effective contributor to and actor in the wider intergovernmental forest arena.

Table IV.1 – Thematic analysis of gaps and linkages across agreed forest-related objectives, targets, actions and other commitments

Themes/key words	Agreed forest-related objectives, targets, actions						IAF/UNFF		
	GOF	SDG15 target	Other SDG target	ABT	GEF SFM	UNFI action	Min-Dec 11	IAF obj.	UNFF func-tion
a. SFM/UNFI, restoration, reforestation, afforestation, protection. conservation, invasive species	1, 3	15.1 15.2 15.5 15.8	6.6 8.4 12.2 13.1 14.2, 5	5,7 9 14 15	2.3 3.5	V.6.o VI.7.d	14.a, g	1	-
b. Benefits, livelihoods, goods and services	2	15.6 15.c	8.3 9.3	14	2.3 2.4	V.6.d, f, j	14.e	-	-
c. Protected areas, trade in SFM products	3	-	-	7 11 14	2.3	V.6.p, q, x VI.7.f, g	14.g	-	-
d. Financial resource mobilization	4	15.a 15.b	17.1, 2 17.3	20	N/A	V.6.i VI.7.a	14.h.i	4	2
e. N-S, S-S, triangular cooperation, science, technology, innovation, efficiency	-	-	12.2, 5 12.a 17.6, 7 17.9	19	4.6	V.6. r, s VI.7.k, l m, n, o, p	14.h. ii	4	2
f. MAR			17.19			V.6.b, g	14.k		2
g. Partnerships	-	-	17.16 17.17		-	V.6.m VI.7.q	-	4	
h. Cross-sectoral approaches, drivers of deforestation			2.4 13.2 17.9	2	1.1 4.6	V.6.a, c, d, k VI.7.c	14.c 14.e	4	
i. FLEG, trafficking, corruption, land tenure	-	15.c	1.4 5.a 16.3 16.5	-	-	V.6.n VI.7.h, l, j	14.f	5	3
j. Enabling environments, incentive measures, subsidies	-	-	12.c	3	1.2	V.6.h VI.7.d, e	14.f	-	3
k. Public participation, awareness, education	-	-	4.4 13.3 16.7,10	1 17	3.5	V.6.t, u, v w	-	-	-
l. Coherence and synergies on forest issues	-	-	17.4	-	-	VI.7.q, r, s	14.j	3	1, 4
m. Strengthening IAF and components to perform functions	-	-	-	-	-	-	14.i	-	-
n. Strengthening stakeholders in IAF	-	-	-	-	-	-	14.j	-	5

4.16 **Possible approach**. Ideally, the strategic plan would capture these important cross-cutting aspects of the IAF. Perhaps the simplest way to do this is to identify two "cross-cutting strategies" along the following lines to address thematic gaps between the GOFs and IAF objectives and provide a complete picture of the IAF:

a. Cross-cutting strategy 1: "Significantly strengthen the legal, policy and institutional framework for SFM". This would cover themes e-k in Table IV.1 which are relevant to multiple GOFs. The time horizon for the strategy would be 2030.

b. Cross-cutting strategy 2: "Ensure the operational effectiveness of the IAF and its components". This is an operational strategy that would cover themes l-n in Table IV.1 and perhaps other key operational aspects from the UNFF11 resolution and Ministerial Declaration that cut across IAF components. This strategy would have a shorter time horizon (e.g. 2020 or 2024) and would be updated based on progress made in strengthening the IAF.

4.17 With the addition of two such cross-cutting strategies (CCSs), a holistic conceptual approach to the IAF strategy could be developed which integrates the already agreed GOFs, SDG targets, Aichi Targets, UNFI actions and other forest-related commitments as shown in Table IV.2. Annex 10 illustrates how this conceptual approach could be elaborated in practice.

Table IV.2 – Conceptual approach to the IAF strategy

IAF Objective	GOFs	CCSs	Associated Targets	Priority actions
1, 5	GOF1 GOF2 GOF3 GOF4		Identify relevant SDG/Aichi/other targets for each GOF	Identify relevant UNFI and other actions to meet targets
2, 3, 4, 5	GOFs 1-4	CCS1	Identify relevant SDG/Aichi/other targets	Identify relevant UNFI actions and other actions to meet targets
1-5	GOFs 1-4	CCS2	Identify targets to strengthen the IAF based on UNFF11 resolution	Identify actions to meet targets

A.5 Implementation Framework

4.18 The implementation framework is a crucial aspect of any strategic plan. This element of the strategic plan 2017-2030 would address institutional and financial aspects and outline how various actors/entities will contribute to achieving the objectives/strategies/targets/actions outlined in the plan. Because the plan has a 13-year time horizon, its implementation guidance would need to be relatively general. Specific implementation priorities and tasks would be identified in successive 4POWs.

4.19 The UNFF11 resolution provides a good basis for outlining the plan's implementation framework, which could include the following types of information:

- Core functions of the institutional components of the IAF (Table IV.3)
- Nature/purposes of the financial mechanisms of the IAF (UN Regular Budget, UNFF Trust Fund)
- G3FNet priorities (see A.5.a)

- Commitments by Member States
- Desired contributions of IAF partners (regional/subregional , MGs, other stakeholders)
- Other long-term guidance from the UNFF11 resolution.

Table IV.3 – Core functions of the Forum, Forum Secretariat and CPF

	Core functions from the UNFF11 resolution
Forum	1. Provide a coherent, open, transparent and participatory global platform for policy development, dialogue, cooperation and coordination on issues related to all types of forests, including emerging issues, in an integrated and holistic manner, including through cross-sectoral approaches. 2. Promote, monitor and assess the implementation of SFM, in particular the NLBI on all types of forests and the achievement of its GOFs, and mobilize, catalyse and facilitate access to financial, technical and scientific resources to this end. 3. Promote governance frameworks and enabling conditions at all levels to achieve SFM. 4. Promote coherent and collaborative international policy development on issues related to all types of forests.
UNFFS	1. Service and support the Forum, its Bureau and related intersessional activities[39], including by organizing and supporting meetings, providing operational and logistical support and preparing documentation. 2. Administer the Forum Trust Fund consistent with guidance provided by the Forum, including regular and transparent reporting. 3. Manage the G3FNet and implement its activities in collaboration with relevant members of CPF. 4. Promote interagency collaboration, including by serving as a member of and providing secretariat services to the CPF. 5. Promote coherence, coordination and cooperation on forest-related issues, including by liaising with the secretariats of the Rio Conventions. 6. Provide, upon request, technical support to CLIs and similar initiatives led by international, regional and subregional organizations and processes and MGs in support of the Forum's priorities. 7. Liaise with and facilitate the participation and involvement of countries, organizations, MGs and other stakeholders in activities of the Forum, including intersessional activities. 8. Work within the UN system to support countries in aligning forests and the IAF with their considerations on the 2030 Agenda.
CPF	1. Support the work of the Forum and its member countries. 2. Provide scientific and technical advice to the Forum, including on emerging issues. 3. Enhance coherence as well as policy and programme cooperation and coordination at all levels among its member organizations, including through joint programming and the submission of coordinated proposals to their respective governing bodies, consistent with their mandates. 4. Promote the implementation of the UNFI, including the achievement of its GOFs, and the contribution of forests to the 2030 Agenda.

4.20 Member States and others have also suggested guidance to be included under this element of the strategic plan, such as clarifying the relationship between odd- and even-year Forum sessions and exploring different intersessional working modalities (Annex 3). Table IV.4 outlines in further detail the types of implementation guidance that could be included in the strategic plan based on the UNFF11 resolution and views expressed to date.

[39] Including the meeting in 2017 of the Forum's time-bound Working Group

Table IV.4 –
Implementation guidance that could be included in the strategic plan

IAF component		The strategic plan could:[40]
Institutional component	Forum	Set out the Forum's core functions (3.a-e) and principles (1.f) Provide general guidance on: - The Forum's niche role as a global policy platform, contribution to other global forums and potential as a catalytic convener of diverse interests (3.a) - Tasks/modalities of, and relationship between, the Forum's odd- and even-year sessions (6.f) - Intervals for odd-year tasks (e.g. biennially or longer interval) - Restructuring Forum sessions/intersessional work to maximize impacts and relevance (6.b, 33), including innovative modalities (e.g. virtual web and video conferences, roster of experts) - Participation of MGs in Forum sessions (30)
	Secretariat	Set out the Secretariat's functions (17) Provide general guidance on: - Promoting transparent Secretariat operations - Strengthening Secretariat capacity (13.f)
	CPF	Set out the core functions of the CPF (20) Provide general guidance on: - CPF operations and relationship/contribution to the Forum (21.a,b, c) - Collaboration on the G3FNet (13.a.g, 17.b.ii) - Strengthening CPF effectiveness (22)
Financial mechanism	UN Regular Budget (RB)	Specify what the RB generally covers (e.g. RB posts, conference servicing, etc.)
	UNFF Trust Fund	Provide general guidance on: - Use of trust funds (e.g. to supplement RB resources; to support G3FNet, 4POW priorities, collaboration with partners) - Operation of the Trust Fund (17.a.ii)
G3FNet		Set out priorities for the G3FNet priorities (13.b) (Box IV.5) Provide general guidance on G3FNet operations, including clearinghouse role (6.f.iv)
Partners: Regional/subregional organizations; MGs and other stakeholders		Underscore key role of partners in achieving the IAF objectives and the GOFs/targets/actions set out in the strategic plan Provide general guidance on: - Strengthening their involvement in the work of the IAF (33) - Mechanisms for engagement (by the Forum, UNFFS and CPF) - Attracting the private sector, local communities, philanthropic organizations (33) - Role/contribution of partners in implementing the strategic plan (27, 31) - The "partnership forum" during high-level segments of Forum sessions (6.d)
Member States		Outline: - The role of Member States in implementing the strategic plan - Commitments in the UNFF11 Ministerial Declaration (para 14) - Expectations from the UNFF11 resolution (10, 14.d, 24, 28, 32)

[40] Parenthetical numbers refer to paragraphs in the UNFF11 resolution unless otherwise specified.

A.5.a G3FNet priorities

4.21 As already noted, the G3FNet is intended to upgrade and strengthen the "facilitative process" which was established by the Forum in October 2009 to assist developing countries and countries with economies in transition to mobilize and access financing. While the Forum is not a project implementing agency, the idea behind the facilitative process was for the Forum, with the support of the CPF, to fill a niche role in connecting countries to financial resources.

4.22 In the last five years, the facilitative process has had limited success in carrying out its many functions, attracting less than US$ 4 million in voluntary contributions from Member States. Recognizing this, the UNFF11 resolution sets the stage to strengthen the G3FNet, especially its capacity to assist countries to benefit from expanding global forest financing opportunities through, in particular, the GEF SFM strategy and the GCF which is poised to be the largest source of public finance for national climate mitigation and adaptation strategies, including forests. While these funds constitute major opportunities for Member States, accessing them can be a serious challenge for many national forest authorities, stakeholders and other implementation partners.

4.23 Pursuant to paragraph 13.b of the UNFF11 resolution, the strategic plan 2017-2030 will establish "clear priorities" for the G3FNet. In order to maximize the potential impact of the G3FNet, it is proposed that the Network initially focus on a few focused priorities based on guidance contained in paragraph 13 of the UNFF11 resolution and in the Ministerial Declaration (MD11), taking into account the large number of somewhat overlapping functions of the original facilitative process (Box IV.5). These priorities would be revisited as part of the mid-term review of the IAF in 2024 and adjusted as needed based on experience gained and external developments.

4.24 Ideally, a set of quantifiable expected outputs or targets would be established for the G3FNet either as part of the strategic plan or as a separate exercise. Such expected outputs could be framed in terms of, for example, the number of countries to be assisted, the amount of funds to be generated or leveraged, the number of financing and investment plans/strategies put in place, or the number of successful submissions by countries to global forest-related funds.

A.6 Review framework: MAR and SDG follow up and review

4.25 This section of the strategic plan would address the interlinked issues of monitoring, assessment and reporting (MAR) within the IAF and the Forum's role and contribution to the SDG follow up and review process, the importance of which was reiterated in many of the views Member States and others. Ideally the strategic plan will provide overall guidance on both the Forum's internal MAR activities and the Forum's contribution to the SDG review process, while the 4POWs will set out the specific nature of and timetable for these activities, beginning with the 4POW 2017-2020.

4.26 Since the GA is not expected to decide the modalities of the SDG review process, including the timing, frequency and clustering of thematic reviews, until mid-2016, it is too early to suggest how the Forum might effectively contribute to the 2030 Agenda implementation, follow up and review process (section X of the UNFF11 resolution) or how the Forum's MAR and SDG follow up activities might be integrated. However, some issues that may be relevant in this regard are discussed below.

BOX IV.5 - PROPOSED MID-TERM PRIORITIES FOR THE G3FNET: 2017-2024

Purpose: To facilitate and enhance the ability of developing countries and countries with economies in transition to gain access to and effectively employ forest-related funds from existing and emerging sources. (MD11 14.i, UNFF11 13.e)

Priorities:

1. Increase the capacity of and assist countries, on request, to access existing and emerging forest-related funds, including the GEF and GCF and other financing opportunities, to implement SFM, in particular the UNFI. (UNFF11 13.c)
2. Increase the capacity of and assist countries, on request, to design forest financing and investment plans and strategies to mobilize resources for SFM within the framework of NFPs or other appropriate framework, taking into account national initiatives and domestic, private sector and foreign funding sources. (MD11 13.c, UNFI V.6.i)
3. Identify ways to ensure better coordination across existing and emerging forest financing instruments and mechanisms and the use of such financing in line with the principles of aid effectiveness. (MD11 14.i)
4. Advise countries, on request, on the framework of policies, incentive measures and regulations needed to create enabling environments to attract investment in SFM by the private sector, local and indigenous communities and other forest owners and managers (i.e. get investment ready). (UNFI V.6.h)
5. Serve as a clearing house on existing, new and emerging financing opportunities and as a tool for sharing lessons learned and best practices from successful projects, building on the CPF online Sourcebook for Forest Financing. (UNFF11 13.d)

Special considerations:

In managing the G3FNet and in particular facilitating access to funds, the Forum Secretariat will ensure that special consideration is given to the special needs and circumstances of Africa, LDCs, SIDs and low-, medium- and high-forest cover developing countries[41], as well as countries with economies in transition, in gaining access to funds. UNFF11 13(e)

A.6.a MAR role of odd-year sessions of the Forum

4.27 Under paragraph 6.f of the UNFF11 resolution, the Forum will dedicate its odd-year sessions to discussions on "implementation and technical advice" (ITA) which will focus at appropriate intervals on the specific tasks set out in paragraphs 6.f.i-v. Summaries of odd-year Forum discussions, including possible proposals, will be reported to the Forum at its subsequent even-year session "for further consideration and recommendation".

4.28 Paragraph 6.f.i provides that one of the tasks of the ITA sessions is to assess, at appropriate intervals to be determined, progress on implementation in three areas: (1) implementation of the UNFI; (2) implementation of the Forum's resolutions and decisions; and (3) implementation of the strategic plan 2017-2030. Since there are linkages in this regard to the SDG review process, progress on relevant aspects of Agenda 2030 might also be among the tasks of the Forum's odd-year sessions, including considering how the Forum/Secretariat/CPF will contribute to annual SDG progress reports and the periodic Global Sustainable Development Report (see 2.16).

A.6.b Progress on implementing the UNFI

4.29 Paragraph 16.a of the UNFF11 resolution invites Member States to continue to monitor, assess and voluntarily report progress to the Forum on implementing SFM, including the UNFI and its GOFs.

[41] This list covers all developing countries. Many developing countries fall into more than one or multiple categories.

Paragraph 16.b notes ongoing efforts by the CPF and others to work jointly to streamline and harmonize reporting, reduce reporting burdens and synchronize data collection, including through the CFRQ developed for FRA 2015.[42] Paragraph 16.c requests the Secretariat, in consultation with Member States, CPF members, criteria and indicators processes[43] and other relevant entities/processes, to propose "a cycle and a format for national reporting and the enhancement of voluntary monitoring, assessment and reporting under the IAF as part of the strategic plan".

4.30 Ideally, the cycle for national reporting on the UNFI (GOFs and actions) would be synchronized to take advantage of the five-year data collection process and publication schedule of future FRA reports (i.e. FRA 2020, 2025 and 2030). However, the SDG review process (whether it is cluster-based, goal-based or pillar-based) may be on a different cycle which could affect the Forum's decision on the UNFI reporting cycle and format. Depending on the timing and modalities agreed for the SDG review, some targeted reporting by countries may be useful on a more frequent basis than every five years.

4.31 Whatever decisions the Forum may take on the cycle and format for reporting, it will be useful for the Secretariat to strengthen data sharing arrangements with organizations and processes involved in forest-related data collection (e.g. CFRQ partners), for example through MOUs, and to work with these partners through successive reporting cycles to streamline reporting and reduce reporting burdens, improve harmonization, and enhance the use of existing MAR systems. In this regard, it might be useful for the Secretariat/CPF to report to the Forum at UNFF12 on the merits of revitalizing the CPF Task Force on Streamlining Forest-Related Reporting and/or establishing a "global forest indicators partnership network" along the lines of the CBD's Biodiversity Indicators Partnership (BIP), which has been suggested by some Member States, to support the Forum's work on indicators and facilitate related data collection and sharing.

A.6.c Progress on implementing the Forum's resolutions and decisions

4.32 The Forum has adopted numerous resolutions and decisions since 2000 which call upon, urge, encourage, request or invite various entities (Member States, Secretariat, CPF, CPF member organizations, etc.) to undertake or continue to undertake a variety of actions and activities. Over the years, the provisions of successive resolutions (preambular and operative paragraphs) have become increasingly lengthy and often repetitious of previous resolutions and actions contained in the UNFI, in some cases diluting already agreed actions and guidance.

4.33 While the Secretariat and CPF have reported at each Forum session on their work in response to Forum requests, the Forum has yet to undertake a comprehensive assessment on the implementation status of its resolutions and decisions. To this end, it would be useful if the strategic plan provided guidance on establishing a baseline inventory and assessment of the implementation status of the Forum's resolutions and decisions, as well as on follow up assessments at regular intervals (e.g. biennially during odd-year Forum sessions, at the conclusion of each 4POW, or to coincide with the mid-term and final reviews of the effectiveness of the IAF).

4.34 One option is for the baseline survey to take stock of all Forum resolutions since 2000 which would serve to provide an historical context for the Forum's post-2015 work. Alternatively, the baseline

[42] The CFRQ was developed jointly by FAO, ITTO, UNECE, FOREST EUROPE, Montreal Process on C&I and COMIFAC.
[43] C&I refer to "criteria and indicators for sustainable forest management". Active processes include the ITTO process (for tropical timber producers), FOREST EUROPE (pan-European process) and the Montreal Process (12 temperate and boreal countries outside Europe).

could be "re-set" to begin with the UNFF11 resolution and Ministerial Declaration. Either way, the strategic plan could indicate that the baseline and follow up inventories/assessments should identify for each entity (Secretariat, CPF, CPF member organizations, etc.) actions that: (a) have been completed; (b) are underway and progressing well; (c) are no longer relevant (e.g. overtaken by events); and (d) are pending and/or require further attention.

4.35 On the basis of such assessments, the Forum can ensure that appropriate follow up is taken on actions underway or needing further attention and also ensure that the Forum's post-2015 resolutions focus clearly and concisely on value-added actions and guidance in a form that can be easily understood by governmental and non-governmental stakeholders, including potential donors.

A.6.d Progress on implementing the strategic plan 2017-2030

4.36 There appear to be two options for timing the review of the strategic plan: (1) At the completion of each 4POW in 2020, 2024 and 2029 (three review cycles); or (2) as part of the mid-term and final reviews of the effectiveness of the IAF in 2024 and 2030 (two review cycles). Which option is more appropriate may depend on how rapidly external developments could affect the relevance of the plan, as well as on the timing of the Forum's other progress assessments and reviews referred to above. Whatever cycle is used, progress in implementing the strategic plan should be assessed not only by the Forum but also externally through an independent review that includes consultations with the CPF, its members, and regional/subregional, MG and other stakeholder partners.

A.7 Annexes

4.37 It may be useful to consider the inclusion of supplementary information in the strategic plan that supports the plan and helps it work as a stand-alone document but is not essential to the integrity of the plan. In order to keep the plan as concise and focused as possible, supporting information could be included in annexes. Possible annexes include:

- A list of the 17 SDGs as they appear in the 2030 Agenda (Annex 5), as well as a list of the SDG15 targets and SDG6.6 if these do not appear in the body of the plan
- A list of indicators or examples of indicators for targets contained in the plan
- The IAF communication strategy
- The 4POW 2017-2020 (and successive 4POWs)

4.38 **Indicators**. As noted in chapter II.F and reflected in many of the views submitted by Member States and others (Annex 3), indicators are needed to provide a consistent approach to measuring progress and trends related to the targets set out in the strategic plan. Also as noted in chapter II.D.3, the December 2015 report of the Inter-Agency and Expert Group on SDG Indicators proposes a framework of 227 indicators for the 169 SDG targets. This includes 15 indicators for the 12 SDG15 targets, 4 of which focus on forests (indicators 15.1.1, 15.2.1, 15.2.2, 15.b.1). A number of other indicators proposed for the SDG15 targets, as well as for other SDG targets, could potentially be disaggregated to capture forests or the forest sector. In a related initiative, FAO has been leading an interagency expert process to identify a set of about 15 "global forest indicators" which could be applied to the GOFs, SDG targets and Aichi Targets. Assuming these indicator initiatives are completed before the Forum Working Group meets, relevant aspects could be reflected in an annex to the strategic plan.

4.39 **IAF communication strategy.** As already noted, paragraph 39 of the UNFF11 resolution provides that the strategic plan 2017-2030 will outline a communication strategy to raise awareness and visibility

of the work of the IAF. The strategic plan itself is an important element of an IAF communication strategy (see IV.B). A number of countries reiterated the need for enhanced communication and public and political awareness of the importance of forests/SFM to sustainable development and human well-being (Annex 3). The UNFF Secretariat is in the process of developing a draft communication strategy which is expected to be considered by the Working Group of the Forum when it considers the strategic plan. Once adopted, the communication strategy could be included as an annex to the plan.

4.40 **4POWs**. Successive 4POWs could also be considered for inclusion as an annex to the strategic plan. However, this could mean that the plan would need to be re-issued every four years which might not be practical or cost-effective.

B. The strategic plan 2017-2030 as a communication tool

4.41 In addition to including the IAF communication strategy as an annex to the strategic plan, the plan itself should serve as a powerful tool for communicating the work and value-added of the IAF to actors outside the UNFF "inner circle". These include policy-makers at all levels within and outside the forest sector; the donor community; the private sector, including the forest products industry; forest owners; local and indigenous communities; the scientific community; and other MG organizations whose actions, decisions and resources are crucial to achieving SFM.

4.42 In order to attract the attention and interest of these external actors, it is recommended that:

- The plan should use language and syntax that is reader friendly and easily understood by and accessible to a wide range of audiences.
- The plan should be a stand-alone document that is internally coherent and does not require readers to access a number of other documents (e.g. the UNFF11 resolution and Ministerial Declaration) in order to understand the plan's purpose, context and references.
- Following its adoption by the Forum, the full text of the strategic plan, including annexes, should be published and widely disseminated in an attractive format that utilizes headliners, info-graphics[44], photographs and other communication devices to highlight and convey key information and points.
- The published plan could be supplemented by a brochure or leaflet that highlights the plan's strategic focus.

4.43 **Title of the plan**. It is also recommended that the Working Group give some thought to the title of the strategic plan. Based on paragraph 38 of the UNFF11 resolution, a strictly accurate title for the plan would be "*The Strategic Plan for the International Arrangement on Forests 2017-2030".* However, the drawback to such precision is that the term "international arrangement on forests" conveys little to those outside the UNFF ambit. The Working Group may wish to consider a title that is more memorable and readily understood by a range of audiences. For example:

The Strategic Plan for Forests 2017-2030 (CBD model)
The United Nations Strategic Plan for Forests 2017-2030
The Strategic Plan for Sustainable Forest Management 2017-2030 (suggested by Norway)
The Strategic Master Plan for Sustainable Forest Management 2017-2030 (suggested by Ghana)
The 1st UNFF Strategic Plan 2017-2030 (suggested by Switzerland)

[44] Along the lines, for example, of the WBCSD info-graphic on "Forests are key to global sustainability"

V. POSSIBLE APPROACH TO THE 4POW 2017-2020

5.1 As noted above, given the long time horizon of the strategic plan 2017-2030, the implementation guidance in the plan will need to be relatively general. The UNFF11 resolution provides that the Forum's 4POWs (together with any work plans developed by the CPF) will serve to operationalize the strategic plan by setting out specific "priority actions and resource needs" for each quadrennium. This provision appears to reflect the desire of Member States for a more focused work program than the Forum's previous MYPOWs which were based on broad themes and involved discussion at each session of a number of cross-cutting issues and common agenda items.

5.2 As a basic approach, it is proposed that each 4POW include both operational and policy priorities. For each priority action, the 4POW would specify the deliverables (quantified if possible) and resource needs associated with the priorities, as well as the responsible actor(s) and contributing partners (e.g. Forum, Secretariat, CPF, Member States, MGs, regional/subregional organizations).

A. Operational priority actions 2017-2020

5.3 The UNFF11 resolution set outs a number of operational priorities, many of which are to be undertaken or initiated during the 4POW 2017-2020 (Table V.1). Paragraphs 6.f and 6.g of the resolution assign several of these priority tasks to odd-year Forum sessions which are focused on "implementation and technical advice". It can be expected that UNFF12 in 2017 will be largely occupied with operational matters arising from the UNFF resolution.

5.4 As illustrated in Table V.1, some of these operational matters appear to be one-time tasks which the Forum might not revisit until the mid-term review in 2024 (e.g. establishing operating guidelines for the G3FNet or revising the CLI guidelines). Others tasks might recur on a biennial or quadrennial basis, perhaps as part of a process of continuous improvement of the functioning of the Forum (e.g. assessing progress toward policy coherence or reviewing the effectiveness of re-structured Forum sessions, outputs and intersessional work). Still other operational tasks might be initiated during the 4POW 2017-2020 but not completed until the subsequent 4POW (e.g. reporting on implementation of the UNFI).

5.5 In addition to the tasks set out in the UNFF11 resolution, Member States and others have made proposals that relate to IAF operations, such as delineating the relationship between odd- and even-year Forum sessions and utilizing innovative ways of doing business (Annex 3). Many have stressed the need to take concrete steps to better attract and engage stakeholders in the work of the IAF. Tables III.2, III.4 and III.6 contain a number of options for taking forward the provisions of the UNFF11 resolution regarding regional/subregional organizations, Major Groups and in particular the private sector. The Forum may wish to consider including some of these options in the 4POW 2017-2020.

B. Policy priority actions 2017-2020

5.6 Identifying priority policy actions for the Forum and its support mechanisms for the period 2017-2020 will be an important task for the Forum's Working Group. Ideally, these policy priorities would flow from the targets and actions set out in the strategic plan. Such priorities could be defined in various ways. For example, they could be linked to a specific GOF or to a specific set of targets and actions that

cut across the four GOFs. Either way, they should be aligned with and contribute to the SDG thematic reviews for the four-year period covered by the 4POW.

Table V.1 – Illustrative frequency of the Forum's operational priority actions

UNFF11 resolution paragraph	Examples of the Forum's priority operational actions	Potential frequency 2017-2024	Actors
6.b	Restructure Forum sessions and enhance intersessional work to increase impact and relevance	Annually as needed	Forum, UNFFS
6.d	Convene high level segment to include a partnership forum with private sector and NGO leaders	2020 or as needed	Forum, UNFFS, CPF, partners
6.e	Revise CLI guidelines	One-time	Forum, UNFFS
6.f.i- ii	Assess progress on UNFI	Cycle TBD	Forum, UNFFS, CPF, partners
	Assess progress on strategic plan	Cycle TBD	
	Assess status of resolutions/decisions	Biennially	
	Assess progress toward policy coherence, dialogue and cooperation on forests, synergies in global forest-related processes, common understanding of SFM	Biennially	
6.g.i and ii	Structure odd-year session to facilitate technical input; sharing of knowledge and best practices; science-policy interface	Biennially	Forum, UNFFS, CPF, partners
6.f.iv	Establish operating guidelines for the G3FNet	One-time	Forum
13.f-g, 14.a, f, 15.b	Increase effectiveness of G3FNet	Ongoing	Forum, UNFFS, CPF
6.f.iii-iv	Review G3FNet performance	Biennially	Forum
17.a.ii	Provide guidance on UNFF Trust Fund	One-time	Forum
	Administer Trust Fund	Ongoing	UNFFS
6.f.v	Review trust Fund operations	Annually	Forum
25-26	Strengthened collaboration with regional/ subregional partners	Ongoing	Forum, UNFFS, regional/subregion partners
30	Apply OP 14-16 of GA 67/290 to observers of Forum sessions	Annually	Forum, UNFFS, CPF, stakeholder partners
33	Promote involvement of MGs and other stakeholders, in particular leaders from the private and non-governmental sectors	Ongoing	
35, 36, 37	Decide how the Forum will contribute to HLPF and SDG follow up & review process	One-time	Forum
	Contribute to SDG15 review	Cycle TBD	Forum, UNFFS, CPF
	Contribute to other SDG reviews	Cycle TBD	Forum, UNFFS, CPF

5.7 Member States and others have made a number of proposals on policy topics for the initial 4POW (Annex 3). Some of these are relatively general in nature (e.g. forests and the SDGs, forests and climate change) while others are more specific (reduction of illegal logging, forest landscape restoration, integrated pest management, land tenure security).

5.8 Since the 4POW 2017-2020 will be the Forum's first post-2015 work program, it may be useful to identify a highly focused set of policy actions that are manageable in number and achievable in practice. This would enable the "new and improved" Forum to demonstrate success early on. For example, the initial 4POW could focus on three or four specific policy priorities which flow from the strategic plan and are:

- Topical
- Value-added with respect to other international forest-related initiatives
- Of interest to private sector and other non-governmental leaders
- Contribute to the SDG thematic reviews within the four-year period.

C. Linkages between Forum sessions and with other international organizations

5.9 As a general approach, it might be useful for odd-year Forum sessions to focus on operational priorities and even-year sessions to focus on policy priorities. At the same time, the UNFF11 resolution (paragraph 6.g) envisions an important role for odd-year sessions as opportunities for the Forum to:

- Receive technical advice and input from the CPF, its members, and regional/subregional and non-governmental partners; and
- Facilitate the sharing of knowledge and best practices, including the science-policy interface.

5.10 It seems likely that the focus of these biennial technical exchanges and inputs would be based on the priority policy actions contained in the 4POWs. Odd-year sessions could usefully provide technical input and recommendations to even-year policy discussions, as well as follow up on policy decisions taken in even years.

5.11 The 4POWs may also provide opportunities for greater synergies between the Forum and other forest-related organizations. For example, the Forum and Secretariat could promote linkages between the 4POWs, beginning with the 4POW 2017-2020, and the forest-related aspects of FAO's medium term plans (currently 2014-2017) and the Integrated Programs of Work (also currently 2014-2017) for the UNECE Committee on Forests and Forest Industry (COFFI) and the European Forestry Commission. The 4POW 2017-2020 could also take into account UNFCCC's work plan on capacity building 2016-2020. In addition, each 4POW could identify specific actions for cooperation with CPF member organizations and other international organizations and processes.

D. Illustrative format for the 4POW 2017-2020

5.12 In formatting the 4POW, consideration should be given to the level of detail needed to ensure the Forum, Secretariat, Member States and others understand what is to be accomplished and what is expected of them. Table IV.2 illustrates how the initial 4POW might be formatted to display the following information:

- Priority operational and priority actions;
- Associated support activities and deliverables/outputs;
- Associated resource needs and sources;
- Responsible actors and contributing partners; and
- Links to the IAF objectives and the strategic plan's objectives/strategies/targets.

Table V.2 - Illustrative format for the 4POW 2017-2020 (UNFF12-15)

Operational Priority Actions (examples from UNFF11 resolution)	Resource needs/implications			Respon-sible body/ies	Forum session[45]	Action supports:	
	Support activity/ deliverable[46]	Cost Est. (USD)	Source (RB, XB, UNDA[47])			GOF/ CCS/ Target	IAF Obj.
Restructure Forum sessions and outputs to maximize impact and relevance (6.b)				UNFFS	2017 UNFF12 (ongoing)		
Propose a cycle and format for reporting on implementation of the UNFI (16.c)				UNFFS in consultation with Members, CPF, C&I processes	2017 UNFF12		
Adopt revised CLI guidelines to enhance CLI contributions to the Forum's work (6.e)				Forum	2017 UNFF12		
Provide guidance on operation of UNFF Trust Fund, including regular and transparent reporting (6.f.v, 17.a.iii)				Forum	2017 UNFF12		
Prepare a baseline assessment of implementation of the Forum's resolutions/decisions beginning with 2000 or 2015 (6.f.i)				Forum, UNFFS	2017 UNFF12		
Report on modalities for strengthening the CPF (21, 22)				CPF	2017 UNFF12		
Decide the Forum's role and contribution to the implementation/follow up/review of forest-related aspects of the 2030 Agenda (35, 36)				Forum	2017 UNFF12		
Report on consultations with regional/subregional entities to enhance collaboration between them and the Forum (26) and steps taken to promote involvement of MGs and other stakeholders (33)				UNFFS	2017 UNFF12		
Report on revitalizing CPF Task Force on Streamlining Forest-Related Reporting and merits of establishing a "global forest indicators partnership network"				CPF, UNFFS	2017 UNFF12		

[45] Odd-year sessions focus on implementation and technical advice (ITA). Even year sessions focus on policy development.

[46] Examples of support activities include consultants, small expert meetings/consultations/workshops and AHEGs. Deliverables could be the expected outputs/results (reports, number of consultations, number of countries supported, etc.).

[47] RB = UN Regular budget. XB = Forum Trust Fund. UNDA = UN Development Account.

Adopt guidelines for effective and transparent operation of the G3FNet (6.f.iv)				Forum	2017 UNFF12		
Report on steps taken to collaborate with GEF and CPF on implementation of G3FNet activities and recommend ways to increase the Network's effectiveness and efficiency (14.a, 14.f, 15.b, 13.g)				UNFFS in consultation with CPF	2017 UNFF12 2019 UNFF14		
Assess the work and performance of the G3FNet and the availability of resources (6.f.iii and iv)				Forum	2017 UNFF12 2019 UNFF14		
Share knowledge and best practices, including on science-policy interface, regarding the Forum's policy priorities 2017-2020 (6.g.ii)				Member States, CPF partners	2017 UNFF12 2019 UNFF14		
Provide technical input/advice on the Forum's policy priorities 2017-2020 (6.g.i)				CPF, Partners	2017 UNFF12 2019 UNFF14		
Assess progress toward a common international understanding of SFM as set out in UNFI (6.f.ii)				Forum	2019 UNFF14		
Convene high level segment to include a Forest Partnership Forum with CPF heads and NGO/private sector leaders (6.d)				Forum, UNFFS CPF, partners	2020 UNFF15		

Policy Priority Actions	**Resource needs/implications**			**Responsible body**	**Forum session IAF Obj.**	**Action supports:**	
	Support activity/ deliverable[48]	**Cost Est. (USD)**	**Source: RB, XB, UNDA**			**GOF/ CCS/ Target**	**IAF Obj.**
To be identified based on targets/priority actions contained in the strategic plan							

[48] Ideally, deliverables would be quantifiable in some way, e.g. number of countries taking action, types of actions taken.

ANNEX 1
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ANNEX 2
TEXT OF THE UNFF11 RESOLUTION ON THE IAF BEYOND 2015 AS ADOPTED BY ECOSOC (E/2015/33)

***The Economic and Social Council*,**

Recalling its resolution 2000/35 of 18 October 2000, by which it established the IAF,

Recalling also the principles set out in the Rio Declaration on Environment and Development, and recalling the outcome document of the UN Conference on Sustainable Development, entitled "The future we want",

Recalling further its resolution 2006/49 of 28 July 2006 and UNFF resolution 10/2 of 19 April 2013, providing for the review in 2015 of the effectiveness of the IAF, including its scope and its preparatory process,

Recognizing the achievements of the IAF since its inception, in particular the adoption by the GA of the NLBI on all types of forests adopted by the Forum, as well as the contributions of the CPF, while stressing the continued challenges of and the need to strengthen the IAF and to continue efforts to contribute to the promotion and implementation of SFM,

Acknowledging the progress made by countries and stakeholders towards SFM, including the implementation of the NLBI on all types of forests and the achievement of its GOFs at the local, national, regional and international levels, taking into account different visions, approaches, models and tools to achieve sustainable development,

Welcoming the significant forest-related developments in other forums, in particular in the context of the Rio conventions, their continued contribution to SFM and the importance of cooperation and synergies between these forums and the IAF,

Welcoming also the recognition given to forests and SFM by the Open Working Group of the GA on SDGs in its proposed SDGs and associated targets, and emphasizing the economic, social and environmental contributions of all types of forests to the achievement of the post-2015 development agenda,

Noting the contributions made by countries, organizations and other stakeholders to the review of the international arrangement on forests, including the views submitted by Member States of the Forum and Major Groups, the reports of the independent assessment of the IAF, the Open-ended Intergovernmental AHEG on the IAF, and the initiatives hosted by China, Nepal and Switzerland,

*Stressin*g the need to strengthen the capacity of the IAF to foster coherence on forest-related policies, catalyse implementation of, and financing for, SFM, and promote coordination and collaboration on forest issues at all levels, as well as coherence between the IAF and the post-2015 development agenda,

I. IAF beyond 2015

1. Decides:

(a) To strengthen the IAF and extend it to 2030;
(b) That the IAF is composed of the UNFF and its member States, the secretariat of the Forum, the CPF, the Global Forest Financing Facilitation Network and the Trust Fund for the Forum;
(c) That the IAF involves as partners interested international, regional and subregional organizations and processes, major groups and other stakeholders;
(d) That the objectives of IAF are to:

(i) Promote the implementation of sustainable management of all types of forests, in particular the implementation of the NLBI on all types of forests;
(ii) Enhance the contribution of all types of forests and trees outside forests to the post-2015 development agenda;
(iii) Enhance cooperation, coordination, coherence and synergies on forest-related issues at all levels;
(iv) Foster international cooperation, including North-South, South-South and triangular cooperation, as well as public-private partnerships and cross-sectoral cooperation at all levels;
(v) Support efforts to strengthen forest governance frameworks and means of implementation, in accordance with the NLBI on all types of forests, in order to achieve SFM;

(e) To strengthen long-term political commitment to the achievement of the objectives listed in paragraph 1(d) of the present resolution;
(f) That the IAF beyond 2015 should operate in a transparent, effective, efficient and accountable manner, and should provide value-added and contribute to enhanced coherence, cooperation and synergies with respect to other forest-related agreements, processes and initiatives:

2. *Emphasizes* that the objectives of the IAF beyond 2015 should be achieved through the actions. Individually and collectively, of Member States, international, regional and subregional organizations and processes, Major Groups and other stakeholders;

II. UNFF beyond 2015

3. *Decides* that the core functions of the Forum are to:

(a) Provide a coherent, open, transparent and participatory global platform for policy development, dialogue, cooperation and coordination on issues related to all types of forests, including emerging issues, in an integrated and holistic manner, including through cross-sectoral approaches;
(b) Promote, monitor and assess the implementation of SFM, in particular the NLBI on all types of forests and the achievement of its GOFs, and mobilize, catalyse and facilitate access to financial, technical and scientific resources to this end;
(c) Promote governance frameworks and enabling conditions at all levels to achieve SFM;
(d) Promote coherent and collaborative international policy development on issues related to all types of forests;
(e) Strengthen high-level political engagement, with the participation of Major Groups and other stakeholders, in support of SFM;

4. *Reaffirms* that the Forum, as set out in paragraph 4 of ECOSOC resolution 2000/35, is a subsidiary body of the Council with universal membership which operates under the rules of procedure of the functional commissions and reports to the Council and, through the Council, to the GA;

5. *Decides* that the Forum shall continue to operate according to the provisions specified in paragraph 4 (a) to (e) of ECOSOC res. 2000/35 unless otherwise provided in the present resolution;

6. *Also decides* to improve and strengthen the functioning of the Forum beyond 2015 by requesting the Forum to:

(a) Carry out its core functions on the basis of a strategic plan for the period 2017-2030 as defined in section XI of the present resolution;
(b) Restructure its sessions and enhance its intersessional work to maximize the impact and relevance of its work, including by fostering an exchange of experiences and lessons learned among countries, regional, subregional and non-governmental partners and the CPF;
(c) Hold annual sessions of the Forum for a period of five days;
(d) Convene high-level segments not to exceed two days during sessions of the Forum as required to accelerate action towards SFM and address forest-related global challenges and emerging issues; such segments may include a partnership forum involving the heads of member organizations of the CPF and leaders from the private sector, philanthropic and civil society organizations and other major groups;
(e) Enhance the contributions to the work of the Forum by country-led and similar initiatives by ensuring that they directly support the Forum's priorities as defined in its four-year work programmes and that their outcomes are considered by the Forum, and update the Forum's guidelines in this regard;
(f) In line with paragraph 6 (b) of the present resolution, dedicate the odd-year session of the Forum to discussions on implementation and technical advice for the purpose of focusing the attention of Member States on the specific tasks listed below; the summaries of these discussions, including possible proposals, will be reported to the Forum at its subsequent sessions in the even years for further consideration and recommendations. The specific tasks are to:

(i) Assess the progress in, and make possible proposals on, the implementation of the Forum's resolutions and decisions, the NLBI on all types of forests and the strategic plan;
(ii) Assess the progress in, and make possible proposals on, enhancing policy coherence, dialogue and cooperation on forests, fostering synergies in global forest-related processes and strengthening the common international understanding of the concept of SFM as set out in the NLBI on all types of forests;
(iii) Monitor and assess the work and the performance of the strengthened facilitative process;
(iv) Review and advise on the availability of resources for SFM funding, including the strengthened facilitative process, and ensure that its operation is consistent with guidelines to be approved by the Forum;
(v) Review and make possible proposals on the operation of the Forum Trust Fund;

(g) In line with paragraph 6 (b) of the present resolution, dedicate the odd-year sessions of the Forum to:

(i) Serve as an opportunity for the CPF and its member organizations, regional and subregional organizations and processes, Major Groups and other relevant stakeholders to provide technical advice and input to the Forum;
(ii) Facilitate the sharing of knowledge and best practices, including the science-policy interface.

III. Non-legally binding instrument on all types of forests beyond 2015

7. *Reaffirms* the continued validity and value of the non-legally binding instrument on all types of forests, including its global objectives on forests, and emphasizes the need to strengthen and catalyse its implementation at all levels, taking into account forest-related developments since 2007, including developments in the context of the Rio conventions;

8. *Decides* to extend the timeline of the GOFs to 2030, in line with the post-2015 development agenda, and to rename the NLBI on all types of forests the "United Nations forest instrument", recognizing that the voluntary, non-binding character of the forest instrument, as set out in principle 2 (a) of the instrument, remains unchanged;

9. *Recommends* to the GA that it adopt the modifications referred to in paragraph 8 of the present resolution during its 70th session and not later than December 2015;

10. *Urges* Member States to utilize the NLBI on all types of forests as an integrated framework for national action and international cooperation for implementing SFM and forest-related aspects of the post-2015 development agenda;

IV. Catalysing financing for implementation

11. *Reiterates* that there is no single solution to address all of the needs in terms of forest financing and that a combination of actions is required at all levels, by all stakeholders and from all sources, public and private, domestic and international, bilateral and multilateral;

12. *Welcomes* the positive work carried out by the facilitative process to date, and recognizes that it has yet to fulfill its potential as set out in the resolutions contained in the reports of the Forum on the special session of its ninth session and on its ninth session;

13. *Decides*, in order to strengthen and make the facilitative process more effective:
That the name of the facilitative process shall be changed to the "Global Forest Financing Facilitation Network";

(a) To set clear priorities for the strengthened facilitative process in the strategic plan, as described in section XI of the present resolution;
(b) That it should promote the design of national forest financing strategies to mobilize resources for SFM, including existing national initiatives, within the framework of national forest programmes or their equivalent, to facilitate access to existing and emerging financing mechanisms, including the GEF and the Green Climate Fund, consistent with their mandates, in order to implement SFM;
(c) That it should serve as a clearing house on existing, new and emerging financing opportunities and as a tool for sharing lessons learned from successful projects, building on the CPF online sourcebook for forest financing;

(d) That it should ensure that special consideration is given to the special needs and circumstances of Africa, the least developed countries, low- forest-cover countries, high-forest-cover countries, medium-forest-cover low- deforestation countries and small island developing States, as well as countries with economies in transition, in gaining access to funds;
(e) To enhance the capacity of the secretariat to effectively and efficiently manage the strengthened facilitative process;
(f) To strengthen collaboration with the CPF in implementing the activities of the strengthened facilitative process;

14. *Also decides*, with the aim of strengthening the facilitative process, to:

(a) Request the secretariat, in consultation with the members of the Forum and the CPF, to make recommendations on ways to further increase the effectiveness and efficiency of the operation of the strengthened facilitative process and submit them for consideration by the Forum at its session in 2018;
(b) Welcome the report of the secretariat of the GEF to the Forum on the mobilization of financial resources through the SFM/REDD-plus incentive programme under the fifth replenishment of the Facility, and invite the secretariat of the Facility to periodically provide information on the mobilization of financial resources and funds that are dedicated to SFM;
(c) Also welcome the decision taken by the Assembly of the GEF at its May 2014 session to include a SFM strategy in the sixth replenishment period of the Facility (2014-2018) to support the sustainable management of all types of forests;
(d) Encourage eligible Member States, taking into account the cross-sectoral nature of SFM, to make full use of the existing potential of the SFM strategy under the sixth replenishment of the GEF to harness synergies across the focal areas of the Facility in order to further reinforce the importance of SFM for integrating environmental and developmental aspirations;
(e) Invite the Council of the GEF to request the secretariat of the Facility to discuss with the secretariat of the Forum arrangements to facilitate collaboration between the Facility and the Forum to support eligible countries in gaining access to funding for SFM;
(f) Request the secretariat of the Forum to engage in discussions with the secretariat of the Facility in order to facilitate collaboration between the Facility and the Forum to support eligible countries in gaining access to funding for SFM, and to report to the Forum on this issue;

15. *Invites* the GEF to consider:

(a) Options for establishing a new focal area on forests during the next replenishment of the Facility and continuing to seek to improve existing forest finance modalities;
(b) Designating among its staff a liaison to serve as a link between the Forum and the Facility, in order facilitate access to funding for SFM;

V. Monitoring, assessment and reporting

16. *Decides*:

(a) To invite member States to continue to monitor and assess progress towards implementing SFM, including the NLBI on all types of forests and the GOFs, and to submit on a voluntary basis national progress reports to the Forum;
(b) To take note of the ongoing efforts by the CPF and its members and other relevant entities and processes to work jointly to further streamline and harmonize reporting, reduce reporting burdens and synchronize data collection, taking into account the collaborative forest resources questionnaire developed as part of the Global FRA 2015, in order to foster synergy and coherence;
(c) To request the secretariat of the Forum, in consultation with member States, the CPF and its members, and other relevant entities and processes, as well as criteria and indicators processes, to propose for the Forum's consideration at its next session a cycle and a format for national reporting and the enhancement of voluntary monitoring, assessment and reporting under the IAF as part of the strategic plan referred to in section XI of the present resolution, taking into account and utilizing existing data collection mechanisms;
(d) To request the secretariat of the Forum to continue to make the reports on its sessions, as well as other relevant inputs, available to relevant UN bodies and other international forest-related organizations, instruments and intergovernmental processes;

VI. Secretariat of the Forum

17. *Decides* that the secretariat of the Forum:

(a) Should continue to:
  (i) Service and support the Forum, its Bureau and related intersessional activities, including by organizing and supporting meetings, providing operational and logistical support, and preparing documentation;
  (ii) Administer the Forum Trust Fund consistent with guidance provided by the Forum, including regular and transparent reporting;
  (iii) Manage the strengthened facilitative process;
  (iv) Promote inter-agency collaboration, including by serving as a member of and providing secretariat services to the CPF;
  (v) Provide, upon request, technical support to country-led initiatives and similar initiatives led by international, regional and subregional organizations and processes, and major groups in support of the Forum's priorities;
  (vi) Liaise with and facilitate the participation and involvement of countries, organizations, Major Groups and other stakeholders in activities of the Forum, including intersessional activities;

(b) Should perform the following additional functions:
  (i) Service and support the Forum's working group, including by organizing and supporting meetings, providing operational and logistical support, and preparing documentation;
  (ii) Manage the Global Forest Financing Facilitation Network and implement its activities in collaboration with relevant members of the CPF;
  (iii) Promote coherence, coordination and cooperation on forest-related issues, including by liaising with the secretariats of the Rio Conventions;
  (iv) Work within the UN system to support countries in aligning forests and the IAF with their considerations on the post 2015 development agenda;

18. *Reaffirms* that the secretariat of the Forum continues to be located at UN Headquarters in New York;

19. *Recommends* to the GA that it consider strengthening the secretariat of the Forum, taking into account the provisions of the present resolution;

VII. Collaborative Partnership on Forests

20. *Decides* that the core functions of the CPF are to:

(a) Support the work of the Forum and its member countries;
(b) Provide scientific and technical advice to the Forum, including on emerging issues;
(c) Enhance coherence as well as policy and programme cooperation and coordination at all levels among its member organizations, including through joint programming and the submission of coordinated proposals to their respective governing bodies, consistent with their mandates;
(d) Promote the implementation of the NLBI on all types of forests, including the achievement of its GOFs, and the contribution of forests to the post-2015 development agenda;

21. *Reaffirms* that the CPF should continue to:

(a) Receive guidance from the Forum and submit coordinated inputs and progress reports to sessions of the Forum;
(b) Operate in an open, transparent and flexible manner;
(c) Undertake periodic reviews of its effectiveness;

22. *Encourages* the CPF and its member organizations to:

(a) Strengthen the Partnership by formalizing its working modalities, including through consideration of a multilateral MOU, and by developing procedures for its effective functioning and operation;
(b) Identify ways to stimulate broader participation by existing member organizations in its various activities;
(c) Assess its membership and the potential added value of additional members with significant forest-related expertise;
(d) Identify ways to actively involve MGs and other stakeholders in activities of the CPF;
(e) Develop a workplan, aligned with the strategic plan referred to in section XI of the present resolution, to identify priorities for collective actions by all of the Partnership's members or subsets of members and the resource implications of such actions;
(f) Prepare periodic reports on the Partnership's activities, achievements and resource allocations suitable for a wide range of audiences, including potential donors;
(g) Further develop and expand its thematic joint initiatives, taking into account the strengths and focuses of the Partnership's members;

23. *Invites* the governing bodies of member organizations of the Partnership to include in their work programmes dedicated funding to support Partnership activities, as well as budgeted activities supporting the Forum's priorities as outlined in the strategic plan referred to in section XI of the present resolution, consistent with their mandates;

24. *Calls upon* member States, as well as other members of the governing bodies of member organizations of the CPF, to support the work of the Partnership, including by considering dedicated funding for Partnership activities consistent with the respective mandates of Partnership members as an essential strategy for improving cooperation, synergies and coherence on forest issues at all levels;

VIII. Regional/subregional involvement

25. *Requests* the Forum to strengthen its collaboration with relevant regional and subregional forest-related mechanisms, institutions and instruments, organizations and processes in order to facilitate the implementation of the NLBI on all types of forests, including the achievement of its GOFs, as well as to facilitate their inputs to sessions of the Forum;

26. *Requests* the secretariat of the Forum to consult with relevant regional and subregional forest-related mechanisms, institutions and instruments, organizations and processes on means to enhance collaboration between them and the Forum, including regarding the implementation of the strategic plan and the quadrennial programmes of work referred to in section XI of the present resolution;

27. *Invites* relevant regional and subregional mechanisms, institutions and instruments, organizations and processes in a position to do so to consider, consistent with their mandates, developing or strengthening programmes on SFM, including facilitating the implementation of the NLBI on all types of forests and relevant aspects of the post-2015 development agenda, as well as to provide coordinated inputs and recommendations to sessions of the Forum;

28. *Invites* Member States to consider, on a voluntary basis and as appropriate, establishing or strengthening regional and subregional processes or platforms for forest policy development, dialogue and coordination to promote SFM while seeking to avoid fragmentation;

IX. Involvement of Major Groups and other stakeholders

29. *Recognizes* the importance of the continued and enhanced participation of Major Groups and other stakeholders in the sessions of the Forum and its intersessional activities;

30. *Decides* in this regard that the provisions of operative paragraphs 14 to 16 of GA resolution 67/290 apply *mutatis mutandis* to the Forum in view of the existing modalities and practices of the Forum;

31. *Invites* Major Groups and other stakeholders to enhance their contributions to the work of the IAF beyond 2015;

32. *Invites* Member States to consider enhancing the participation and contributions of Major Group and other stakeholder representatives in CLIs;

33. *Requests* the secretariat of the Forum to promote the involvement of Major Groups and other stakeholders in the work of the Forum, in particular leaders from the private and non-governmental sectors, including forest industries, local communities and philanthropic organizations, and enhance the Forum's interaction with such stakeholders;

X. IAF and the post-2015 development agenda

34. *Stresses* the need to ensure coherence and consistency between the international arrangement on forests and the post-2015 development agenda as well as with multilateral forest-related agreements;

35. *Decides* that the Forum should offer to contribute to the implementation, follow-up and review of the forest-related aspects of the post-2015 development agenda, including its forest-related goals and targets;

36. *Affirms* that the Forum should also offer to contribute to the work of the high-level political forum on sustainable development;

37. *Invites* the Forum to consider, in the context of its strategic plan, its role in and contribution to the implementation of the post-2015 development agenda;

XI. Strategic plan

38. *Decides* that the Forum should develop a concise strategic plan for the period 2017-2030 to serve as a strategic framework to enhance the coherence of and guide and focus the work of the international arrangement on forests and its components;

39. *Also decides* that the plan should be aligned with the objectives of the IAF and should incorporate a mission and vision, the GOFs and the forest-related aspects of the post-2015 development agenda, taking into account significant forest-related developments in other forums, as well as identify the roles of different actors and the framework for reviewing implementation, and outline a communication strategy to raise awareness of the work of the arrangement;

40. *Requests* the Forum to operationalize the strategic plan through quadrennial programmes of work which set out priority actions and resource needs, beginning with the period 2017-2020;

XII. Review of the IAF

41. *Requests* the Forum to undertake a midterm review of the effectiveness of the international arrangement on forests in achieving its objectives in 2024, as well as a final review in 2030, and, on that basis, to submit recommendations to the Council relating to the future course of the arrangement;

42. *Decides* that, in the context of the midterm review in 2024, the Forum could consider:

(a) A full range of options, including a legally binding instrument on all types of forests, the strengthening of the current arrangement and the continuation of the current arrangement;
(b) A full range of financing options, *inter alia*, the establishment of a voluntary global forest fund, in order to mobilize resources from all sources in support of the sustainable management of all types of forests;

43. *Notes* that the establishment of a global forest fund could be further considered if there is a consensus to do so at a session of the Forum prior to 2024;

XIII. Follow-up to the 11th session of the Forum

44. *Decides* that the Forum should consider proposals on the following matters:

(a) Replacement of the reference to the MDGs in paragraph 1 (b) of the NLBI on all types of forests with an appropriate reference to the SDGs and targets which will be considered by the UN summit for the adoption of the post-2015 development agenda, to be held in September 2015;
(b) The strategic plan for the period 2017-2030 and the quadrennial programme of work for the period 2017-2020, consistent with section XI of the present resolution;

45. *Invites* member States and relevant stakeholders to provide their views and proposals on the matters referred to in paragraph 44 of the present resolution as inputs to deliberations;

46. *Decides* to establish a working group of the Forum with a time-bound mandate, for a period of up to two years in 2016 and 2017, to develop proposals on the matters referred to in paragraph 44 of the present resolution for the Forum's consideration at its special session referred to in paragraph 50 of the present resolution. The working group should:

(a) Operate in accordance with the working modalities of the Forum, as referred to in paragraph 4 of the present resolution;
(b) Elect two Co-Chairs who serve as *ex officio* members of the Bureau for the special session of the Forum referred in paragraph 50 of the present resolution;

47. *Also decides* that the Forum's working group shall be convened in one session by 30 March 2017 for up to a total of five working days to develop the proposals referred to in paragraph 44 of the present resolution;

48. *Further decides* to establish an open-ended intergovernmental AHEG to conduct up to two meetings in 2016, subject to the availability of extrabudgetary resources, to develop proposals on the matters referred to above for consideration by the working group;

49. *Requests* the Co-Chairs of the working group, under the guidance of the Bureau of the special session of the Forum, to also conduct informal consultations as needed, to facilitate a successful outcome for the working group;

50. *Decides* to hold a special session in a half-day meeting immediately upon the adjournment of the final session of the working group, to consider the proposals of the working group consistent with paragraph 44 of the present resolution;

51. Requests the Forum to hold its next session in 2017;

XIV. Resources for the implementation of the present resolution

52. *Recognizes* that the responsibilities of the secretariat of the Forum have changed considerably in their scope and complexity over the years, including in relation to servicing Forum processes and providing substantive and technical support to developing countries;

53. *Requests* the Secretary-General to continue to provide, in the most efficient and cost-effective manner, all appropriate support to the secretariat of the Forum;

54. *Urges* donor Governments and organizations, including financial institutions, and others in a position to do so, to provide voluntary contributions to the Forum Trust Fund;

55. *Calls upon* donor countries and international organizations, including financial institutions, and others in a position to do so, to provide financial support to the Forum Trust Fund in order to support the participation of developing countries, according priority to LDCs, African States, SIDs and countries with economies in transition, in accordance with paragraph 40 of the resolution contained in the report of the Forum on its 9th session, in the AHEG, the Forum's working group and the sessions of the Forum;

56. *Requests* the Secretary-General to report to the Forum at its session in 2018 on the implementation of the present resolution.

ANNEX 3

OVERVIEW OF VIEWS SUBMITTED BY MEMBER STATES AND OTHERS ON THE STRATEGIC PLAN 2017-2030 AND 4POW 2017-2020

(Based on submissions received by the UNFF Secretariat as of 30 January 2016)

1. Overall focus/alignment of the plan

- Given the long timeframe covered by the plan, it should give broad direction for key actions while maintaining flexibility to address emerging issues.
- The main goal of the plan should be to coordinate the formulation and implementation of policy measures at the national level.
- The plan should focus on the UNFF.
- The plan should:
    - Enable the promotion of SFM by coordinating forest-related work in the best possible way.
    - Be aligned with the 2030 Agenda, the Rio Conventions and the relevant work of FAO, regional/subregional groups, NGOs and private entities.
    - Strengthen/ensure consistency between the IAF and the 2030 Agenda.
    - Take into account the SDGs and forest-related developments in other fora and give guidance on how the work of the Forum could contribute to these fora and strengthen linkages and synergies.
    - Take into account forest-related initiatives launched as part of the Lima-Paris Action Agenda.
    - Be committed to dealing with the fragmentation in global forest governance.
    - Focus on overarching issues: SFM, forest protection, public awareness, MOI.
    - Deal with the multiple economic, social and environmental/ecological functions of forests, including the relationship between forests and climate change and other key sectors (e.g. agriculture, energy, water).
    - Link forest programs to climate change adaptation and mitigation efforts/programs aimed at enhancing climate resilience.
    - Clearly define what is meant by “strategy”.
- The UNFI is a useful framework for developing any strategic plan for SFM at global or national levels. The UNFI should be a major input in developing the plan.

2. Outline/structure of the plan

- The plan should include the following elements: Introduction/context; mission and vision of the IAF; GOFs, SDGs and associated targets; and description of the plan’s implementation framework, including institutional matters, regional dimension, cross-sectoral dimension, 4POW, MAR and communication. It should describe the role of various actors and their contribution to implementation of the plan and prioritize their actions.
- The structure of the plan should include: Introduction, Objectives, Mission, and Implementation.
- The plan might be divided into two parts or papers: One part visionary and more political with a clear message for the world at large, expressing aspirations and targets (with indicators); and a second separate and more practical plan for UNFF focal points which is flexible and adaptable to regional and national contexts.
- The plan could follow the structure of the Ramsar Strategic Plan 2016-2024 as follows: UNFF mission statement; Rationale/vision statement; Background on UNFF and SFM concept; Importance of forests; Trends in forests; Global context; Priority areas of focus for UNFF; Implementation of the plan; Enabling conditions for implementation; Resource mobilization; Outreach and promotion;

International cooperation and partnerships; Capacity building; Strategic and operational goals and targets; and Monitoring and evaluation. An annex could outline the tools/actions/resources, key actors, and indicators and baselines for each target.

3. Title of the plan

- The plan could be named the Strategic Plan for SFM 2017-2030.
- The plan should be called the Strategic Master Plan for SFM 2017-2030.
- The plan could be entitled the 1st UNFF Strategic Plan 2017-2030.

4. Mission and vision of the IAF

- Through its mission, the Forum should aim to provide decisive strategic action directed to the IAF so that all elements are aligned with the 2030 Agenda and other forest-related instruments.
- The mission and vision of the IAF and the plan as a whole should be relevant, have impact and be of high quality.
- The plan should articulate a clear vision, mission, goal and objectives, taking into account the GOFs and SDGs.
- The IAF mission and vision should include halting deforestation and forest degradation, achieving SFM to ensure the contribution of forests to present and future generations, and encouraging intersectoral and interagency collaboration.
- The long-term vision should reflect a sense of direction/intention and relate to a 15-20-30 year horizon.
- A concise vision statement must provide a clear message to all.
- The mission of the UNFF could be: "Sustainable management of all types of forests and trees outside forests and promotion of national and international policy coordination and cooperation, as a contribution towards achieving sustainable development throughout the world". To achieve this mission, it is essential that the vital ecosystem functions of forests and the services they provide are fully recognized, maintained, restored and sustainably used.
- The vision of the UNFF could be: "Forests are protected, sustainably used and restored and their services are recognized and valued by all".

5. Introduction/highlights/messages

- The plan should:
    - Include an introduction highlighting the purpose of the plan; key messages on the importance of forests, trends, challenges and opportunities; and the added value of the IAF.
    - Include background on: UNFF, concept of SFM, importance of forests (e.g. livelihoods, goods and services, cultural/spiritual values), trends in forests (e.g. deforestation, degradation), and the global context (UNFI/GOFs, Agenda 2030/SDG15, ABTs, Paris Agreement).
    - Include key messages/highlights on: The important benefits provided by forests; forests and climate change; ecosystem services and valuation; the need for cross sectoral/landscape approaches; and the need for collaboration with the private sector and local communities.
    - Incorporate trends and emerging issues relevant to international forest policy and SFM and delineate UNFF's niche role in the global context.
    - Present the context and highlight the important role of SFM in the provision of forest goods and services, such as biodiversity conservation, climate mitigation and adaptation, provision of other ecosystem services, and the transition to a green economy.
    - Highlight forest-based environmental, economic and social benefits and acknowledge that SFM is an important means to achieve the SDGs.

- Provide a SWOT analysis of the global forest environment and clearly identify the strengths, weaknesses, opportunities and threats to SFM.

6. Goals, objectives, targets, actions

- The plan should:
  - Link with the 2030 Agenda and the SDGs/targets, Aichi Biodiversity Targets, and UNFCCC COP21 forest-related commitments.
  - Identify tangible target-related cross-sectoral approaches.
  - Clearly integrate and synchronize SDG15 targets, SDG6.6 and the UNFI.
  - Identify goals of UNFF as the platform for policy development, dialogue and negotiation.
  - Include strategic goals and indicators.
  - Contain quantitative targets on reforestation, afforestation, deforestation and restoration of degraded forests.
- The plan could include both substantive and operational targets. Substantive global forest targets could be identified on the basis of a framework which links the GOFs and SDG15 targets and other relevant SDG targets and takes into account other relevant commitments (e.g. Aichi Targets). Operational targets could cover issues identified in the UNFF11 resolution.
- Integrated targets and indicators for the GOFs, SDGs and other commitments are needed to track progress.
- The targets to be achieved are already defined in the GOFs, and the national actions to be taken are already identified in section IV of the UNFI.
- The actions set out in the plan should be aligned with the IAF objectives and the functions of the Forum.
- SDG 15.1, 15.2, 15.5, 15.8 and 15.b are especially important targets.
- The IAF strategic framework should:
  - Take into account all actions related to SFM to ensure achievement of the SDGs and other related instruments.
  - Include actions by Member States to reduce deforestation and restore degraded landscapes.
  - Emphasize intersectoral coordination and landscape use management and the need to build developing country capacity in this regard.
- Establishing the conceptual linkage between the SDGs and the UNFI will be important.
- The plan could focus on four priority issues:
  - SFM: Food security, forest conservation, C&I (relates to SDG2, SDG15, GOF1)
  - Forest protection: Controlling degradation, enhancing governance and trade in legally harvested forest products (relates to REDD+, ABT15, SDG15, SDG6, GOF 1 and 3)
  - Raising awareness on forests, including gathering information on forest benefits (relates to GOF2 and ABT14-16)
  - MOI: G3FNet, cooperation with financing mechanisms, technology (relates to GOF4, SDG15.a and b).
- The plan could identify several "priority areas of focus" for UNFF (e.g. drivers of deforestation/ degradation, governance frameworks, cross-sectoral approaches, G3FNet, science-based advice, stakeholder participation). The plan could also set out "strategic goals" (e.g. addressing drivers of deforestation/degradation, sustainable management of forests) and "operational goals" (e.g. enhancing implementation) and associated targets**.**

7. Implementation framework

- Implementation of the plan should be within the institutional and financial framework of the IAF.
- The plan should have a dedicated section on the implementation framework, including institutional and financial aspects, monitoring and review, and roles and responsibilities of the Forum, CPF and Member States in implementing the plan.
- The plan should:
    - Help guide the work of the UNFF and Member States and assist with prioritization.
    - Describe how alternate Forum sessions focused on "science and review" and "policy development" will be used to deliver on the plan.
    - Build on the different nature of the odd and even-year Forum sessions. The thematic focus of odd-year sessions could be based on the policy focus of even-year sessions**.**
    - Clarify the modalities for the Forum's odd-year and even-year sessions.
    - Address the potential catalytic convening role of the Forum to bring together differing perspectives of organizations that deal with specific forest elements (e.g. biodiversity, trade, climate) using a holistic SFM lens.
    - Define a better framework for implementation of the UNFI, including guidelines for the achievement of activities, cooperation between Member States and relevant institutions, and the role of national, regional and international actors.
    - Establish a clear mechanism to promote science, technology, innovation, traditional knowledge and the science-policy interface, including by facilitating scientific cooperation using networks at all levels and supporting local R&D institutions.
    - Require countries to indicate the sectors and departments responsible for implementing activities.
- The plan should:
    - Give general guidance on how the CPF can contribute to the work of the Forum.
    - Incorporate ways for the CPF to work collectively to advance the IAF objectives and include specific actions to be taken by individual CPF members in achieving those goals.
    - Encourage CPF members to strengthen, through innovative means, cross-sectoral coordination among forest-related conventions, organizations and financial institutions, and enhance CPF effectiveness.
    - Promote greater transparency in UNFF Secretariat operations with respect to decision-making, priorities, staffing, staff functions and finances.
    - Clearly outline the role of the UNFF Secretariat in facilitating implementation by countries.
    - Establish clear guidelines for enhanced UNFF Secretariat engagement with MGs.
- The plan should:
    - Set out clear priorities for the G3FNet to include assisting Member States in designing and applying programs from existing/emerging financial sources, developing national forest investment and financing strategies, and enhancing Member States' capacity in raising and using finance, and could include collecting, organizing and publicizing forest finance information and managing the Network website.
    - Clearly define the role of the G3FNet as a clearinghouse.
    - Clearly define the sources of funding for SFM activities (e.g. global/national funds, private sector contributions) and indicate the means of accessing such funds.
- The G3FNet should be adequately resourced to effectively play the role given it, including building the capacity of countries in grantsmanship and fund application processes and ensuring procedures for accessing funds are simplified by donor/grant agencies.
- The plan should:

    - Consider the roles of regional/subregional organizations/processes and MGs in participating in the IAF and implementing the plan.
    - Provide guidance on how regional/subregional organizations and processes fit into the IAF. Take into account the regional dimension in relationship with regional/subregional processes/authorities to identify challenges and opportunities.
    - Include policy measures to enhance the involvement of MGs and other stakeholders and provide support to Member States to enhance national implementation of the plan.
    - Include a mechanism for providing funding to MGs, other stakeholders and the MGPoF to enhance their effectiveness at all levels.
    - Stress the importance of public participation in forest/SFM planning processes.
- Member States should implement the plan at national and regional levels though policies, strategies, action plans, etc., with the support of the UNFF Secretariat, CPF members and other stakeholders, and should be encouraged to establish their own priorities and work plans to implement the plan.
- The plan's implementation framework could be displayed in a table showing the tools/actions/ resources, key actors and indicators and baselines for each target under the strategic and operational goals.
- A detailed implementation plan is needed that presents strategic actions, lead partners and collaborators, resources required and indicators suitable for monitoring progress towards targets and milestones.

8. Monitoring, assessment and reporting (MAR) and follow up to the 2030 Agenda

- There is need to develop an appropriate framework for monitoring, assessing and reporting progress toward implementing the UNFI, including achieving the GOFs.
- The Forum should improve the MAR mechanism, in particular for the UNFI, including sharing best practices, carrying out pilot site projects and rewarding outstanding contributions.
- The plan should:
    - Provide guidance on MAR, including making better use of existing MAR systems, utilizing existing reporting processes and formats to reduce reporting burdens, streamlining reporting vis a vis other processes, and synchronizing the reporting cycle with relevant forest-related reporting processes.
    - Provide a clear understanding of and overarching guidance on MAR, including references to FAO's FRAs and ITTO's SFM Tropics reports. More specific guidance would be contained in the 4POW.
    - Address the development of indicators relevant to the GOFs and forest-related SDG targets.
    - Be aligned with initiatives to streamline reporting processes (such as those related to C&I).
    - Have a set of indicators/targets to track progress at regular intervals. A "global results framework" will be desirable. AHEG meetings can track progress on such indicators.
    - Include steps that will encourage MGs and other stakeholders to independently monitor, assess and report on the performance of governments.
- Integrated targets and indicators for the GOFs, SDGs and other commitments are needed to track progress.
- Specific indicators need to be identified for each target in the plan.
- In order to achieve targets, all Member States should submit national progress reports as the basic information for UNFF sessions. The reports should assess how policy objectives on forests are being achieved, as well as hindrances to SFM.

- A global forest indicators partnership should be established as a coordinating body to link C&I processes, UNFF activities and SDG indicators.
- The plan should clarify/give guidance on the role of the IAF/Forum in the implementation, review and follow up of the 2030 Agenda and the Forum's contribution to the HLPF.
- The Forum should report on specific linkages between the SDGs and the Forum's priorities and examine ways to usefully contribute to the HLPF, e.g. through the Global Sustainable Development Report.
- The plan could be reviewed on a rolling basis at the end of each 4POW and adjusted as needed to remain responsive to developments in other fora, in forestry or within the IAF itself.

9. Communication

- The plan should:
    - Be used to increase the visibility and communication of forest-related matters globally.
    - Stress communication and be an effective means of enhancing recognition of the concept of SFM and improving the efficiency of the IAF.
    - Heighten public and political awareness of the importance of forests and their contribution to food security, health, clean air and water and climate change mitigation.
    - Be used as a clear guidance and easy reference document for the UNFF and as a communication tool for raising awareness and understanding of the IAF by outside stakeholders.
- A communication strategy :
    - Is key to connecting the plan with people in general and raising public awareness, especially with the private sector and communities.
    - Is required to raise the awareness of the public and decision-makers of the significance of forests and relevant issues on global forest governance systems and processes.
    - Should include raising awareness of the IAF within Member States.
    - Should have stated objectives, measures of success and targeted audiences and encourage plain language reporting.
    - Should strengthen information sharing mechanisms; support regional databases, information clearinghouses and directories; facilitate cross-sectoral information flows between researchers, institutions, policy makers, forestry practitioners and entrepreneurs; and support the Global Forest Information Service (GFIS) and its regional hubs.
- After adoption of the plan, consider the value added of a communication strategy.
- The UNFF Secretariat should work with countries, the CPF and other actors and existing networks to enhance communication on the IAF.
- MGs can play an active role in awareness raising campaigns, e.g. through activities organized in conjunction with the International Day of Forests.
- The contribution of forests to the achievement of the SDGs should be fully explored, understood and communicated within and beyond the forest sector.

10. 4POW 2017-2020

- The 4POW should:
    - Cover the work within the Forum only.
    - Take into account FAO's mid-term plan 2018-2020 to foster opportunities for stronger harmonization in setting and implementing agendas.
    - Contain a clear list of priority actions, related resource needs and a clear identification of responsible actors.

- Articulate clear priorities with concrete deliverables while including flexibility to adapt to changing needs.
- Outline the topics for the annual Forum sessions during the four-year period. For each topic, the 4POW should identify possibilities for cooperation with other forest-related organizations and processes.
- Include quantifiable deliverables to measure effectiveness, making sure not to duplicate actions by other CPF member organizations.
- Identify the specific work and finance required to implement the plan during the four-year period and, based on the framework within the UNFF11 resolution, build the global forest governance system, further improve the institutional design and transfer the Forum's functions to implementing SFM and the UNFI.
- Emphasize the participation of more developing countries, especially countries with more forest cover, to get involved in decision-making on forests.
- Focus more on country-level programs and regional/subregional initiatives that promote collaboration and cooperation among stakeholders.
- Include the option to explore different modalities of working together, such as virtual web and video conferences and a "Friends of the Bureau" group to examine a topic of particular or urgent interest.

- The 4POW could:
  - Focus on GOF 1 in 2017-2018 and GOF2 in 2019-2020 and produce tangible results.
  - Focus on: Forest landscape restoration, forests and climate change, and forests and the SDGs.
  - Focus on the contribution of forests to the SDGs and the forestry implications of the Paris Agreement, specifically the contribution of forests to food security and improving livelihoods, integrated approaches to land use (including forest landscape restoration), and the contribution of forests to climate change mitigation and adaptation, taking into account FRA2015 and SOFO2016 and the Commission on Food Security's deliberations on "sustainable forestry for food security and nutrition" in 2017. These focus areas would contribute to GOFs 1 and 2.
  - Focus on the following possible topics: Reduction of illegal logging, adaptive management, integrated management of pests and diseases, integrated system of control of fires, and changes in soil use; protection of forests; governance; community forestry; ecosystem services.
  - Emphasize Natural Protected Areas and other conservation models as a way to increase awareness and political commitment on the role of forests in achieving the 2030 Agenda, including as a counterweight to soil degradation, loss of biodiversity and water resources, and climate change mitigation.
  - Emphasize the need to increase public awareness, strengthen education, institutional capacities, technology transfer and technical cooperation, and information networks to attract investment in SFM and reduce unlawful practices and promote land tenure security.

11. Other

- The plan and/or 4POW could consider the following actions:
  - Organize annual forest research and policy dialogues on a geographical basis to share experiences and lessons learned.
  - Create new CPF mechanisms at the country level to facilitate implementation of the UNFI.
  - Seek opportunities to demonstrate implementation cases of result based on financing of REDD+ and elaborate a new mechanism of land degradation offset in forest areas.

- Call on Member States to initiate country level work focused on the nexus between forest biodiversity conservation and traditional use of non-timber forest products (NTFPs).
- Engage in a holistic approach to public participation in SFM planning by involving forest user groups and civil society organizations.
- Accelerate coordination activities of regional forest monitoring and data centers to support LFCC forest planning processes.
- Link forest and degradation actions with sustainable land and water management by advocating using reforestation to combat and reverse land degradation, particularly in watersheds, hilltops and mountain slopes; and/or establishing protected areas in areas most at risk associated with, for example, the development of ecotourism.

ANNEX 4
THE 2030 AGENDA SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Goal	Title	No. of targets
1	End poverty in all its forms everywhere	7
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	8
3	Ensure healthy lives and promote well-being for all at all ages	13
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	10
5	Achieve gender equality and empower all women and girls	9
6	Ensure availability and sustainable management of water and sanitation for all	8
7	Ensure access to affordable, reliable, sustainable and modern energy for all	5
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	12
9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	8
10	Reduce inequality within and among countries	10
11	Make cities and human settlements inclusive, safe, resilient and sustainable	10
12	Ensure sustainable consumption and production patterns	11
13	Take urgent action to combat climate change and its impacts*	5
14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	10
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	12
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	12
17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	19

*Acknowledging that the UNFCCC is the primary international intergovernmental forum for negotiating the global response to climate change.

ANNEX 5
AICHI BIODIVERSITY TARGETS

Strategic Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society

Target 1

By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.

Target 2

By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.

Target 3

By 2020, at the latest, incentives, including subsidies, harmful to biodiversity are eliminated, phased out or reformed in order to minimize or avoid negative impacts, and positive incentives for the conservation and sustainable use of biodiversity are developed and applied, consistent and in harmony with the Convention and other relevant international obligations, taking into account national socio economic conditions.

Target 4

By 2020, at the latest, Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits.

Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use

Target 5

By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.

Target 6

By 2020 all fish and invertebrate stocks and aquatic plants are managed and harvested sustainably, legally and applying ecosystem based approaches, so that overfishing is avoided, recovery plans and measures are in place for all depleted species, fisheries have no significant adverse impacts on threatened species and vulnerable ecosystems and the impacts of fisheries on stocks, species and ecosystems are within safe ecological limits.

Target 7

By 2020 areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity.

Target 8

By 2020, pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity.

Target 9

By 2020, invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.

Target 10

By 2015, the multiple anthropogenic pressures on coral reefs, and other vulnerable ecosystems impacted by climate change or ocean acidification are minimized, so as to maintain their integrity and functioning.

Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity

Target 11

By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.

Target 12

By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.

Target 13

By 2020, the genetic diversity of cultivated plants and farmed and domesticated animals and of wild relatives, including other socio-economically as well as culturally valuable species, is maintained, and strategies have been developed and implemented for minimizing genetic erosion and safeguarding their genetic diversity.

Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services

Target 14

By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.

Target 15

By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.

Target 16

By 2015, the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization is in force and operational, consistent with national legislation.

Strategic Goal E: Enhance implementation through participatory planning, knowledge management and capacity building

Target 17

By 2015 each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan.

Target 18

By 2020, the traditional knowledge, innovations and practices of indigenous and local communities relevant for the conservation and sustainable use of biodiversity, and their customary use of biological resources, are respected, subject to national legislation and relevant international obligations, and fully integrated and reflected in the implementation of the Convention with the full and effective participation of indigenous and local communities, at all relevant levels.

Target 19

By 2020, knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.

Target 20

By 2020, at the latest, the mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011-2020 from all sources, and in accordance with the consolidated and agreed process in the Strategy for Resource Mobilization, should increase substantially from the current levels.

This target will be subject to changes contingent to resource needs assessments to be developed and reported by Parties.

ANNEX 6
COMPARATIVE ADVANTAGES OF FAO AND ITTO AS SET OUT IN THEIR STRATEGIES

The FAO Reviewed Strategic Framework 2010 identifies the following organizational attributes:

- Authority and status as a global intergovernmental organization
- FAO as an honest broker
- Unparalleled information source and institutional memory
- Broad networking capacity with members countries and other partners
- Decentralized capabilities
- Professional and multidisciplinary staff
- Capacity to respond to unforeseen needs of member countries
- Responsible financial and administrative management

The ITTO Strategic Action Plan 2013-2018 identifies the following comparative advantages:

- While concerned with the tropical timber trade and industry, ITTO pays equal attention to the conservation and sustainable management of tropical forests
- The ability to "put policies into action" through the development, implementation, monitoring and evaluation of a portfolio of policy-related projects and activities
- A mandate and demonstrated ability to take a holistic approach to the challenges and opportunities facing tropical forests, addressing the three pillars of sustainability
- A large, diverse group of member countries that account for a significant share of the world's tropical forests, tropical timber production, trade and consumption of tropical timber products
- Annual Council sessions that provide a regular policy forum which allows for all producer and consumer members to come together on an equal basis to discuss issues related to tropical forests and trade in tropical timber
- A small, cost-effective Secretariat with diverse professional skills and extensive experience in all three tropical regions
- 25+ years of experience responding rapidly and cost-effectively to develop, implement, monitor and evaluate the results of forest-related projects and activities in all three tropical regions
- Policy and project work that is developed on the basis of equal partnership between tropical timber producing and consuming countries
- Partnerships with a wide spectrum of intergovernmental organizations and non-government and private sector organizations
- Active participation of civil society and tropical timber trade organizations in many aspects of ITTO's work

ANNEX 7

PROVISIONS OF THE UNFF11 RESOLUTION ON THE INVOLVEMENT OF PARTNERS IN THE IAF

The IAF:

- The IAF involves as partners interested international, regional and sub-regional organizations and processes, MGs and other stakeholders. (para 1.c)
- The objectives of the IAF should be achieved through the actions, individually and collectively, of Member States, international, regional and sub-regional organizations and processes, MGs and other stakeholders. (para 2)

The Forum:

- The core functions of the Forum include to:
    - Provide a coherent, open, transparent and participatory global platform for policy development, dialogue, cooperation and coordination on issues related to all types of forests, including emerging issues, in an integrated and holistic manner, including through cross-sectoral approaches. (para 3.a)
    - Strengthen high-level political engagement, with the participation of MGs and other stakeholders, in support of SFM. (para 3.e)
- Sessions and intersessional work of the Forum will be restructured and enhanced to maximize impacts and relevance, including by fostering an exchange of experiences and lessons learned among countries, regional, sub-regional and non-governmental partners and the CPF. (para 6.b)
- High-level segments of the Forum may include a "partnership forum" involving the heads of member organizations of the CPF and leaders from the private sector, philanthropic and civil society organizations and other major groups. (para 6.d)
- Odd-year sessions of the Forum will, *inter alia*, serve as an opportunity for the CPF and its member organizations, regional and sub-regional organizations and processes, MGs and other relevant stakeholders to provide technical advice and input to the Forum. (para 6.g.i)
- The provisions of operative paragraphs 14 to 16 of GA resolution 67/290 will apply *mutatis mutandis* to the Forum in view of the existing modalities and practices of the Forum. (para 30)
- The continued and enhanced participation of MGs and other stakeholders in the sessions of the Forum and its intersessional activities is recognized as important. (para 29)

The Forum Secretariat:

- A core function of the Secretariat is to liaise with and facilitate the participation and involvement of countries, organizations, MGs and other stakeholders in activities of the Forum, including intersessional activities. (para 17.a.vi)
- The Secretariat is requested to consult with regional/subregional organizations and processes on means to enhance collaboration between them and the Forum, including regarding implementation of the strategic plan and 4POWs. (para 26)
- The Secretariat is requested to promote the involvement of MGs and other stakeholders in the work of the Forum, in particular leaders from the private and non-governmental sectors, including forest industries, local communities and philanthropic organizations, and enhance the Forum's interaction with these stakeholders. (para 33)

The CPF

- Should identify ways to actively involve MGs and other stakeholders in its activities. (para 22.d)

Member States

- Member States are invited to consider enhancing the participation and contributions of MGs group and other stakeholder representatives in CLIs. (para 32)
- Member States are invited to consider, on a voluntary basis and as appropriate, establishing or strengthening regional/subregional processes or platforms for forest policy development, dialogue and coordination to promote SFM while seeking to avoid fragmentation. (para 28)

Regional/subregional organizations and processes

- Regional/subregional organizations/processes are invited to consider developing or strengthening programmes on SFM, including facilitating implementation of the UN Forest Instrument, achievement of the GOFs, and to provide coordinated inputs to Forum sessions. (para 27)

MGs and other stakeholders

- MGs and other stakeholders are invited to enhance their contributions to the work of the IAF. (para 31)
- Relevant stakeholders are invited to provide views and proposals on the matters referred to in paragraph 44.a and b of the resolution (i.e. replacing MDGs with SDGs and the strategic plan). (para 45)

ANNEX 8
EXAMPLES OF MISSION AND VISION STATEMENTS

A. Examples of mission statements

1. Corporate organizations

- To inspire and nurture the human spirit – one person, one cup, one neighborhood at a time *(Starbucks)*
- To constantly improve what is essential for human progress by mastering science and technology *(Dow Chemical)*
- To discover, develop and successfully market innovative products to prevent and cure diseases, ease suffering, and improve the quality of life *(Novartis)*

2. Non-profit organizations

- To work with communities to end hunger and poverty and care for the earth *(Heifer International)*
- To create lasting solutions to poverty, hunger and social injustice *(Oxfam)*
- To conserve nature and reduce the most pressing threats to the diversity of life on earth *(WWF International)*
- To enable sustainable and resilient mountain development for improved and equitable livelihoods through knowledge and regional cooperation *(ICIMOD)*
- To connect people through lending for the sake of alleviating poverty *(KIVA)*
- To serve individuals and families in the poorest communities in the world *(CARE)*
- To support visionary leaders and organizations on the frontlines of social change worldwide *(Ford Foundation)*

3. Government/intergovernmental/CPF organizations

- To protect and expand forests and woodlands and increase their value to society and the environment *(UK Forestry Commission)*
- To manage and develop forest resources for socio-economic and environmental sustainability *(Sarawak Forestry Department)*
- To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature *(IUCN)*
- To facilitate discussion, consultation and international cooperation on issues relating to the international trade and utilization of tropical timber and the sustainable management of its resource base *(ITTO)*
- To take effective and urgent action to halt the loss of biodiversity in order to ensure that by 2020 ecosystems are resilient and continue to provide essential services, thereby securing the planet's variety of life and contributing to human well-being and poverty eradication *(CBD)*
- To provide a global framework to support the development and implementation of national and regional policies, programs, and measures to prevent, control and reverse desertification/land degradation and mitigate the effects of drought through scientific and technological excellence, raising public awareness, standard setting, advocacy and resource mobilization, thereby contributing to poverty reduction *(UNCCD)*
- The conservation and wise use of all wetlands through local and national actions and international cooperation, as a contribution towards achieving sustainable development throughout the world *(Ramsar)*
- To end extreme poverty and promote shared prosperity *(World Bank Group)*

- To provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations *(UNEP)*

B. Examples of vision statements

1. Corporate organizations

- To be the world's best beer company and through all of our products, services and relationships, add to life's enjoyment (*Anheuser-Busch)*
- To be a company that our shareholders, customers and society want *(Honda)*
- To be the best company in the world in the eyes of customers, shareholders, communities and people *(Alcoa)*
- To be the number one athletic company in the world *(Nike)*
- To be the world's most dynamic science company, creating sustainable solutions essential to a better, safer, healthier life for people everywhere *(DuPont)*
- To create a better everyday life for people *(IKEA)*

2. Non-profit organizations

- Men, women and children of the Hindu Kush Himalayas enjoy improved well-being in a healthy mountain environment *(ICIMOD)*
- To build a future in which people live in harmony with nature *(WWF International)*

3. Government/Intergovernmental/CPF organizations

- To achieve excellence in the management and conservation of tropical forests *(Sarawak Forestry Department)*
- A just world that values and conserves nature *(IUCN)*
- Mainstreaming sustainable land management to facilitate access to financing opportunities that lead to improved livelihoods *(Global Mechanism of UNCCD)*
- A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner *(FAO)*
- A world living in harmony with nature where by 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people *(CBD)*
- To forge a global partnership to reverse and prevent desertification/land degradation and to mitigate the effects of drought in affected areas in order to support poverty reduction and environmental sustainability *(UNCCD)*
- To prevent, stop and reverse the degradation and loss of wetlands and use them wisely *(Ramsar)*

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ANNEX 9
ADDITIONAL EXAMPLES OF FOREST MESSAGES, TRENDS AND CHALLENGES

Why forests are important

- To build a sustainable, climate-resilient future for all, we must invest in our world's forests. That will take political commitment at the highest levels, smart policies, effective law enforcement, innovative partnerships and funding. *Ban ki Moon, 2015 International Day of Forests*

- Forests cover 30.6% of the earth's land area. They are an integral part of the global environment and human well-being, providing multiple goods and services essential to people worldwide, and are crucial for sustainable development and achieving the SDGs. *FRA 2015*, *UNFF Ministerial Declaration 2011, para 1*

- The contributions of forests to the well-being of humankind are extraordinarily vast and far-reaching Forests play a fundamental role in combating rural poverty, ensuring food security and providing decent livelihoods; they offer promising mid-term green growth opportunities; and they deliver vital long-term environmental services, such as clean air and water, conservation of biodiversity and mitigation of climate change. *FRA2015*

- The sustainable management of all types of forests is vital to facilitate transformative change and address major challenges, such as poverty eradication, economic growth and sustainable livelihoods, food security and nutrition, gender equality, cultural and spiritual values, health water, energy production, climate change mitigation and adaptation, combatting desertification, reduction of dust and sand storms, biodiversity conservation, sustainable soil and land management, watershed protection and disaster risk reduction. *UNFF Ministerial Declaration 2015 (para 4)*

- Forests and trees outside forests play a vital role in addressing the complex and interconnected global challenges relating to poverty eradication, environmental sustainability, food security and agriculture, energy, water, mitigation of and adaptation to climate change, combating desertification and land degradation, conservation of biodiversity, watershed protection and disaster risk reduction. *UNFF Ministerial Declaration 2011 (para3)*

- Forests provide a wide range of goods and services, which create opportunities to address many of the most pressing sustainable development challenges. *UNFF Ministerial Declaration 2015 (para 2)*

- Forests are key to global sustainability. All types of forests – natural, semi-natural and plantation forests – are critically important, and complement each other, in meeting different needs. *WBCSD 2014*

- When sustainably managed, forests, woodlands and trees outside forests provide multiple economic, social and environmental benefits to people worldwide, including food, fuel, shelter, energy, clean water, medicine, livelihood and employment. *Various sources*

- The forest products industry employs 14 million people globally and forests directly affect the livelihoods of 20% of the world's population. *WBCSD 2014*

- Forests contribute significantly to food security and health as sources of woodfuel to cook and sterilize water. *SOFO 2014*

- Forests provide multiple water ecosystem services by controlling floods and droughts, reducing erosion risks, and protecting watersheds. *WBCSD 2014*

- As part of well-planned landscapes, managed forests play a key role in reducing pressures on natural forests, connecting fragmented ecosystems to intact land use mosaics, and contributing to conserving biodiversity, ecosystem services and human well-being. *WBCSD 2014*

- Sustainably managed forests provide raw material for a broad variety of everyday uses, including paper, packaging, personal care, pharmaceuticals and construction materials – all of which are widely recyclable. *WBCSD 2014*

- Wood energy is often the only source of energy in rural areas of developing countries and is particularly important for poor people. Wood energy accounts for 27% of total primary energy supply in Africa. *SOFO 2014*

- Forests, woodlands and trees outside forests are the lungs of the planet, sequestering more carbon that any other terrestrial ecosystem and essential to mitigating climate change and reducing the risk of disasters from extreme climatic events.

- The world's forests store 296 Giga tons of carbon in both above and below ground biomass. *FRA2015.*

Key trends and challenges

- Forested areas have decreased worldwide but the rate of loss has been cut by 50%. The biggest loss has been in the tropics, especially Africa and South America. *FRA 2015*

- Deforestation is continuing at alarming rates in many regions of the world, particularly in the tropics, as forests are cleared for agriculture, monoculture plantations, infrastructure and industrial development. *FRA 2010*

- Deforestation and forest degradation continue in many regions of the world and this trend must be reversed. *UNFF Ministerial Declaration 2015 (para 5)*

- Natural forests (primary and naturally regenerated forest) are being lost at the rate of 6.6 million hectares per year. *FRA 2015*

- Forests around the world are threatened and becoming degraded by invasive alien species, disease, fire, storms, fragmentation and unsustainable logging.

- Forest cover is increasing in some regions due to large-scale tree-planting efforts by countries like China. Over 10 million hectares of land are reforested or afforested each year. The area of planted forest today accounts for 7% of total forest area and this is growing. *FRA 2010*

- Continued rapid population growth, especially in developing countries, as well as rising per capita income in some countries, is accelerating the global demand for and consumption of forest products and services. The global population is expected reach 9 billion by 2050. *SOFO 2014, IEA*

- Many of the drivers of deforestation and forest degradation lie outside the forest sector and can only be addressed through cross-sectoral and cross-institutional policy coordination and implementation and recognition of the full value to society of forest services, including soil stabilization, water protection and pollination.

- 25% of the world's forests are privately owned, the majority by some 25 million families in Europe and North America. However, local control of forests in the tropics is expanding significantly. Since 2002, an estimated 30 million hectares of tropical forest have been turned over to local and indigenous communities, particularly in Latin America and to a lesser extent in Asia. *IFFA*, *ITTO*

- An estimated 35-50% of the industrial roundwood used globally comes from planted forests and this is expected to increase in future. *IA report*

- Annual wood removals have increased by over 200 million cubic meters since 1990, driven by the increasing needs of a growing global population. *FRA 2015*

- Rising energy costs and concerns over carbon emissions from the use of fossil fuels have catalyzed rapidly growing interest in intensive production and extraction of forest-based biofuels as an alternative energy source. *IEA/FAO 2011*

- Deforestation and forest degradation in developing countries accounts for an estimated 20% of carbon emissions released into the atmosphere each year. Initiatives to reduce these emissions through REDD+ are expanding rapidly.

Other messages

- In order to mainstream forests into the global sustainable development agenda, forest policies at all levels must go beyond a focus on the formal forest sector to explicitly address the role of forests in providing food, energy and shelter to the wider population. *SOFO 2014*

- To make real progress in enhancing the socio-economic benefits derived from forests – and the number of people enjoying those benefits – policies must be underpinned by capacity building. *SOFO 2014*

- Providing people with access to forest resources and markets is a powerful way to enhance the socio-economic benefits of forests to people. *SOFO 2014*

- More efficient forest product production and processing techniques are needed, including in the informal sector, to meet growing and shifting demands for forest products. *SOFO 2014*

- To measure the socio-economic benefits people derive from forests, future forest assessments need to focus on the benefits people receive from forests, not only on forests and trees. *SOFO 2014*

ANNEX 10
ILLUSTRATIVE STRATEGIC APPROACH IN SUPPORT OF THE IAF OBJECTIVES: 4 GOFS, 2 CROSS-CUTTING STRATEGIES, POTENTIAL TARGETS AND PRIORITY ACTIONS

A. Introduction

The boxes below illustrate how the agreed GOFs, SDG targets, Aichi Biodiversity Targets (ABTs), UNFI actions and other agreed forest-related commitments[49] could be integrated to form a coherent tiered strategy in support of the five IAF objectives as follows:

Tier 1: 4 GOFs plus 2 cross-cutting strategies
Tier 2: Potential targets to achieve each GOF and CCS
Tier 3: Priority actions to reach targets

B. Explanatory Notes

1. Cross-cutting strategies
   - Two cross-cutting strategies (CCSs) are identified to take into account elements of the five IAF objectives not addressed through the GOFs.
   - CCS1 (on the legal, policy and institutional framework for SFM) includes potential targets and priority actions which contribute to achieving more than one or all the GOFs. Four topic areas[50] are identified for the strategy:
     - N-S, S-S and triangular scientific/technical cooperation and partnerships (supports IAF objective 4)
     - Cross-sectoral coordination to address drivers of deforestation and enhance the contribution of forests and the forest sector to the 2030 Agenda (supports IAF objectives 2 and 4)
     - Forest law enforcement, governance and related trade (supports to IAF objective 5 on governance)
     - Participation, awareness raising and education
   - CCS2 includes potential targets and priority actions needed to achieve a strengthened IAF (based on the UNFF11 resolution).
2. Potential targets
   - The "potential targets" for the GOFs and CCS1 are taken mainly from the SDG targets and in some cases the ABTs (see Annex 5). The ABTs are expressed as intentions (like the SDGs targets) rather than outcomes. Some targets could be merged to reduce the number of targets.
   - Bold text indicates words added to the SDG/Aichi targets to demonstrate their relevance to forests.
   - Underlined references after each target (and priority action) indicate the origin of the text.
   - Other references listed after each target refer to commitments that are relevant to/covered by the potential target. (The references are not exhaustive.)
   - The "potential mid-term operational targets" for proposed CS2 are based on the UNFF11 resolution. Given their operational nature, these are shorter term targets.

[49] These include the GEF6 SFM Strategy objectives/outcomes and the commitments in the UNFF11 Ministerial Declaration. The forest-related commitments in the Paris Declaration (see paras) are not yet included.

[50] Many Member States and others emphasized the importance of addressing these topics in the strategic plan 2017-2030 (see Annex 3).

3. Priority actions
   - The "priority actions" are taken primarily from the actions set out in sections V and VI (paras 6 and 7) of the UNFI and in some cases from the GEF SFM strategy outcomes (expressed as actions rather than outcomes) (see Table II.2). All 44 UNFI actions are aligned with potential targets under GOFs 1-4 and CCS1.
   - Priority actions would be undertaken by Member States with the support of international, regional/subregional, Major Group (MG) and other stakeholder partners.

C. Illustrative strategic approach

4 GLOBAL OBJECTIVES ON FORESTS (GOFs)

GOF 1: Reverse the loss of forest cover worldwide through SFM, including protection, restoration, afforestation and reforestation, and increase efforts to prevent forest degradation.
Potential targets – ➢ By 2020 promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and substantially increase afforestation and reforestation globally. *SDG15.2. SDG 6.6, 12.2, 14.2, 14.5; ABT7; GEF SFM-2 and 3[51]; MD11 14.a[52] and g* ➢ By 2020 ensure the conservation, restoration and sustainable use of…forests… in line with obligations under international agreements. *SDG15.1. ABT11, 15* ➢ Take urgent and significant action to reduce the degradation of natural **forests,** halt loss of **forest** biodiversity and by 2020 protect and prevent the extinction of **forest-dependent** threatened species. *SDG15.5. ABT5, 15* ➢ By 2020 introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on **forest** ecosystems and control or eradicate priority species. *SDG15.8.* ABT9*9* ➢ Strengthen resilience and adaptive capacity **of forests** to climate-related hazards and natural disasters. *SDG 13.1. GEF SFM-2* ➢ By 2020, restore and safeguard f**orest** ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being… *ABT14. (Also relevant to GOF3)*
Priority actions - *1.* Develop and establish positive incentives… to reduce the loss of forests, to promote reforestation, afforestation and rehabilitation of degraded forests, to implement SFM and to increase the area of protected forests. *UNFI VI.7.d* *2.* Support the efforts of … developing countries as well as countries with economies in transition, to develop and implement economically, socially and environmentally sound measures that act as incentives for the sustainable management of forests. *UNFI VI.7.e* *3.* Implement integrated landscape restoration plans to maintain forest ecosystem services at appropriate scales by government, private sector and local community actors… *GEF SFM-3.5* *4.* Increase application of good management practices in all forests by relevant government, local community… and private sector actors. *GEF SFM-2.3. Also supports GOF2 and GOF3 targets.* *5.* Analyze the causes of and address threats to forest health and vitality from natural disasters and human activities, including threats from fire, pollution, pests, disease and invasive alien species. *UNFI V.6.o*

[51] Refers to the GEF6 SFM Strategy objectives (see Table II.2)
[52] Refers to para 14 of the UNFF11 Ministerial Declaration

GOF 2: Enhance forest-based economic, social and environmental benefits, including by improving the livelihoods of forest dependent people.

Potential targets –

- Increase the capacity of **forest dependent** local communities to pursue sustainable livelihood opportunities. *SDG15.c (part 2)*
- Increase the access of small-scale **forest-based…**enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets. *SDG9.3. SDG8.3*
- Promote fair and equitable sharing of benefits arising from utilization of **forest** genetic resources and promote appropriate access to such resources, as internationally agreed. *SDG15.6. ABT14*

Priority actions –

1. Enhance access by households, small-scale forest owners and forest dependent local and indigenous communities…to forest resources and relevant markets in order to support livelihoods and income diversification from forest management… *UNFI V.6.y*
2. Support the protection and use of traditional forest-related knowledge and practices in SFM with the approval and involvement of the holders of such knowledge, and promote fair and equitable sharing of benefits from their utilization… *UNFI. V.6.f*
3. Encourage recognition of the range of values derived from goods and services provided by all types of forests … as well as ways to reflect such values in the marketplace… *UNFI V.6.j. MD11 14.e (part 2)*
4. Increase the contribution of sustained forest ecosystem services to national economies and local livelihoods of both men and women. *GEF SFM-2.4*

GOF 3: Increase significantly the area of protected forests worldwide and other areas of sustainably managed forests, as well as the proportion of forest products from sustainably managed forests.

Potential targets -

- Create, develop or expand, and maintain networks of protected forest areas, taking into account the importance of conserving representative forests, by means of a range of conservation mechanisms, applied within and outside protected forest areas. *UNFI V.6.p*[53]
- Promote the trade in forest products from sustainably managed and legally harvested forests. *MD11 14.g (part 2)*
- Promote public procurement practices **for forest products** that are sustainable, in accordance with national policies and priorities. *SDG12.7*

Priority actions -

1. Assess the conditions and management effectiveness of existing protected forest areas with a view to identifying improvements needed. *UNFI V.6.q*
2. Use innovative mechanisms to avoid the loss of high value conservation forests. *GEF SFM-1.1, ABT7*
3. Encourage the private sector, civil society organizations and forest owners to develop, promote and implement in a transparent manner voluntary instruments… to develop and promote forest products from sustainably managed forests… and to improve market transparency. *UNFI V.6.x*
4. Strengthen the capacity of countries, in particular developing countries, to significantly increase the production of forest products from sustainably managed forests. *UNFI VI.7.f*
5. Enhance bilateral, regional and international cooperation with a view to promoting international trade in forest products from sustainably managed forests… *UNFI VI.7.g*

[53] No SDG targets focus on protected areas

GOF 4: Reverse the decline in ODA for SFM and mobilize significantly increased, new and additional financial resources from all sources for the implementation of SFM. *(Relates to IAF objective 5 - MOI)*

Potential targets –

- Mobilize significant resources from all sources and at all levels to finance SFM and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation. *SDG15.b. SDG15.a, SDG17.1, 17.2, 17.3*
- Enhance the ability of countries to access and effectively employ forest-related funds. *MD11 14.h.i*
- Ensure better coordination across existing and emerging forest financing instruments and mechanisms and the use of such financing in line with the principles of aid effectiveness. *MD11 14.i (part 2)(potential G3FNet priority)*

Priority actions -

1. Make concerted efforts to secure sustained high-level political commitment to strengthen the MOI for SFM, including financial resources, to provide support … as well as to mobilize and provide significantly increased, new and additional financial resources from private, public, domestic and international sources to and within developing countries, as well as countries with economies in transition. *UNFI VI.7.a.*
2. Reverse the decline in ODA for SFM and mobilize significantly increased, new and additional financial resources from all sources for the implementation of SFM. *UNFI VI.7.b (same as GOF4)*
3. Develop financing strategies that outline the short-, medium- and long- term financial planning for achieving SFM, taking into account domestic, private sector and foreign funding sources. *UNFI V.6.i (potential G3FNet priority)*

2. CROSS-CUTTING STRATEGIES (CCSs)

CCS 1: Strengthen the legal, policy and institutional framework at all levels to achieve SFM (Topics 1-4)[54]
Topic 1: N-S, S-S and triangular scientific and technical cooperation and partnerships *(Relates to IAF objective 4)*
Potential targets – ➢ Enhance N-S, S-S and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms… *SDG 17.6. SDG 17.7, 17.9, MD.14.h.ii.* ➢ Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production **of forest goods and services**. *SDG12.a. SDG2.2* ➢ Achieve higher levels of economic productivity through diversification, technological upgrading and innovation …**in the forest sector**. *SDG8.2* ➢ By 2030, substantially reduce waste generation **in forest harvesting and product production and processing** through prevention, reduction, recycling and reuse. *SDG12.5. SDG 12.2* ➢ By 2030, build on existing initiatives to develop measurements of progress on sustainable **forest management** that complement GDP, and support statistical capacity building in developing countries. *SDG17.19* ➢ Encourage and promote effective public, public-private, and civil society partnerships **to promote SFM**, building on the experience and resourcing strategies of existing partnerships. *SDG17.17. SDG17.16*
Priority actions- *1.* Strengthen the contribution of science and research in advancing SFM by incorporating scientific expertise into forest policies and programs. *UNFI V.6.r.* *2.* Enhance the research and scientific forest-related capacities of developing countries and countries with economies in transition … and promote and support integrated and interdisciplinary research on forest-related issues … *UNFI VI.7.o* *3.* Promote international technical and scientific cooperation, including S-S and triangular cooperation, in the field of SFM… *UNFI VI.7.n* 4. Strengthen forestry research and development in all regions … through relevant organizations, institutions and centres of excellence, as well as through global, regional and subregional networks. *UNFI VI.7.p* *5.* Promote the development and application of scientific and technological innovations, including those that can be used by forest owners and local and indigenous communities to advance SFM. *UNFI V.6.s* *6.* Enhance and facilitate access to and transfer of appropriate, environmentally sound and innovative technologies and corresponding know-how relevant to SFM and to efficient value-added processing of forest products… *UNFI VI.7.k. UNFI V.6.e* *7.* Strengthen mechanisms that enhance sharing among countries and the use of best practices in SFM, including through freeware-based information and communications technology. *UNFI VI.7.l* *8.* Strengthen national and local capacity … for the development and adaptation of forest-related technologies, including technologies for the use of fuelwood. *UNFI VI.7.m* *9.* Promote efficient production and processing of forest products, with a view, inter alia, to reducing waste and enhancing recycling. *UNFI V.6.* *10.* Establish or strengthen partnerships, including public-private partnerships, and joint programs with stakeholders to advance implementation of SFM. *UNFI V.6.m. SDG17.16 , 17.17*

[54] The 4 topic areas could be disaggregated into 4 cross-cutting strategies.

11. Strengthen cooperation and partnerships at the regional and subregional levels to promote SFM. *UNFI VI.7.g*
12. Further develop and implement C&I for SFM that are consistent with national priorities and conditions. *UNFI V.6.g*
13. Consider the 7 thematic elements of SFM… as a reference framework for SFM… *UNFI V.6.b*

Topic 2: Cross-sectoral coordination to address drivers of deforestation and enhance the contribution of forests and the forest sector to the 2030 Agenda *(Relates to IAF objective 2 and 4)*

Potential targets –

- By 2030 ensure sustainable food production systems and implement resilient agricultural practices that … help maintain **forest** ecosystems … **and their soil and water protective functions.** *SDG2.4*
- By 2020 … integrate **forest** biodiversity values into national and local development and poverty reduction strategies and planning processes and incorporate them into national accounting … and reporting systems. *ABT2*
- Promote the integration of SFM and commitments contained in the UNFI into poverty reduction strategies, national sustainable development strategies and sectoral policies… *MD11 14.c*
- By 2020 … eliminate, phase out or reform incentives, including subsidies, harmful to **forest** biodiversity in order to minimize or avoid negative impacts, and develop and apply positive incentives for the conservation and sustainable **management of forests** … *ABT3*
- Enhance policy coherence for sustainable development, **including to achieve SFM.** *SDG17.14*
- Adopt cross-sectoral approaches and foster collaboration to address the drivers of deforestation and forest degradation in a coherent and coordinated way… *MD11 14.e.*

Priority actions -

1. Identify and implement measures to enhance cooperation and cross-sectoral policy and programme coordination … with a view to integrating the forest sector into national decision-making processes and … addressing the underlying causes of deforestation and forest degradation … *UNFI V.6.k*
2. Integrate NFPs or other strategies for SFM … into national strategies for sustainable development, relevant national actions plans and poverty reduction strategies. *UNFI V.6.l.*
3. Take action to raise the priority of SFM in national development plans and other plans … to facilitate increased allocation of ODA and financial resources from other sources for SFM. *UNFI VI.7.c.*
4. Develop and implement policies that encourage the sustainable management of forests to provide a wide range of goods and services and also contribute to poverty reduction and the development of rural communities. *UNFI V.6.d*
5. Develop, implement, publish and, as necessary, update NFPs or other strategies for SFM which identify actions needed and contain measures, policies or specific goals … *UNFI V.6.a*
6. Create enabling environments to encourage private sector investment … in SFM, through a framework of policies, incentives and regulations. *UNFI V.6.h*
7. Promote the use of management tools to assess the impact on the environment of projects that may significantly affect forests, and promote good environmental practices for such projects. *UNFI V.6.c*
8. Implement cross-sectoral policy and planning approaches at appropriate governance scales to address the drivers of deforestation and avoid loss of high conservation value forests. *GEF SFM-1.1*
9. Improve collaboration between countries and across sectors on implementation of SFM. *GEF SFM-4.6*

Topic 3: Forest law enforcement, governance and related trade *(Relates to IAF objective 5 - governance)*

Potential targets -

- Promote the rule of law **related to forests** at national and international levels… and substantially reduce corruption and bribery **in the forest sector** in all their forms. *SDG16.3 and 16.5*
- Enhance global support for efforts to combat poaching and trafficking of protected **forest** species… *SDG15.c*
- By 2030, ensure all men and women… have equal rights to **forest** economic resources, as well as access to…ownership and control over **forest** land…and…resources… *SDG1.4. SDG5.a*
- Develop effective, accountable and transparent **forest** institutions at all levels. *SDG16.6*

Priority actions -

1. Review and, as needed, improve forest-related legislation, strengthen forest law enforcement, and promote good governance at all levels in order to support SFM, to create an enabling environment for forest investment and to combat and eradiate illegal practices … in the forest sector … as well as promote secure land tenure. *UNFI V.6.n. MD11 14.f*
2. Enhance bilateral, regional and international cooperation to address illicit international trafficking in forest products through the promotion of forest law enforcement and good governance at all levels. *UNFI.VI.7.h*
3. Strengthen … the capacity of countries to effectively combat illicit international trafficking in forest products, including timber, wildlife and other forest biological resources. *UNFI VI.7.i*
4. Strengthen the capacity of countries to address forest-related illegal practices …, including wildlife poaching, through enhanced public awareness, education, institutional capacity-building, technological transfer and technical cooperation, law enforcement and information networks. *UNFI VI.7. j*

Topic 4: Public participation, awareness and education

Potential targets -

- Ensure responsive, inclusive, participatory and representative **forest** decision-making at all levels. *SDG16.7*
- Ensure public access to **forest** information and protect fundamental freedoms, in accordance with national legislation and international agreements. *SDG16.10*
- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship **in the forest sector**. *SDG4.4*
- Improve education, awareness and human and institutional capacity **on forest-related** climate change mitigation, adaptation and impact reduction. *SDG13.3*

Priority actions --

1. Promote active and effective participation by MGs, local communities, forest owners and other stakeholders in the development, implementation and assessment of forest-related national policies, measures and programs. *UNFI.V.6.w*
2. Promote and strengthen public understanding of the importance of and the benefits provided by forests and SFM, including through public awareness programs and education. *UNFI.V.t*
3. Promote and encourage access to formal and informal education, extension and training programs on the implementation of SFM. *UNFI.V.6. u*
4. Support education, training and extension programs involving local and indigenous communities, forest workers and forest owners in order to … reduce the pressure on forests … *UNFI.V.6.v*

CCS2: Strengthen the operational effectiveness of the IAF

Potential mid-term operational targets. By 2020 or 2024 -

- Reduce fragmentation in global forest governance and increase coherence, coordination, cooperation and synergies among CPF member organizations.

- Provide assistance through the G3FNet to facilitate the efforts of developing countries and countries with economies in transition to implement the UNFI.

- Strengthen the involvement of regional/subregional, Major Group and other stakeholder partners, in particular the private sector, in the work of the IAF.

Examples of priority actions -

1. Strengthen complementarity and coherence between the IAF and other forest-related and cross-sectoral processes. *MD11-14.i*
2. As members of the governing bodies of CPF member organizations:
   a. Help ensure that the forest-related priorities and programs of CPF members are integrated and mutually supportive, consistent with their mandates, taking into account relevant policy recommendations of the UNFF. *UNFI VI.7.r*
   b. Support the work of CPF as an essential strategy for improving coherence and synergies on forest issues at all levels and promoting the integration of SFM into the strategies and programs of CPF member organizations, as appropriate. *MD11-14.d*. *UNFF11 para 23*[55]
   c. Consider dedicated funding for CPF activities, as well as budgeted activities supporting the Forum's priorities as outlined in the strategic plan 2017-2030. *UNFF11 paras 23-24*
3. Support the efforts of the CPF to develop and implement joint initiatives. *UNFI VI.7.s*
4. Restructure Forum sessions and enhance intersessional work to maximize the impacts and relevance of the Forum's work. *UNFF11 para 6.b*
5. Strengthen the ability of the IAF to assist countries in monitoring, assessment and reporting. *MD11-14.k*

[55] Refers to paragraphs in the UNFF11 resolution