



Food and Agriculture
Organization of the
United Nations

Advisory Committee on Sustainable Forest-based Industries

STRATEGIC FRAMEWORK 2020-2030



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Acronyms

ACSFI	FAO Advisory Committee on Sustainable Forest-based Industries
CEPI	Confederation of European Paper Industries
CFS	Committee on World Food Security
COFO	FAO Committee on Forestry
FAO	Food and Agriculture Organization of the United Nations
FCN	Forest Communicators Network
FLEGT	European Union Forest Law Enforcement, Governance and Trade
GFGT	United Nations Global Forest Goal and Targets
IPC	International Commission on Poplars and Other Fast-Growing Trees Sustaining People and the Environment
REDD	Reduced Emissions from Deforestation and Forest Degradation
SDGs	Sustainable Development Goals
UN	United Nations
UNECE	United Nations Economic Commission for Europe





FOREWORD



The private sector is a key stakeholder in the drive to realize the ambitions of the Sustainable Development Goals and the United Nations' 2030 Agenda for Sustainable Development. As the Food and Agriculture Organization of the United Nations (FAO) strengthens its ties with the private sector, the advice and input of the members of the Advisory Committee for Sustainable Forest-based Industries (ACSFI) will be of great value.

Acknowledging the important role that the ACSFI plays as FAO's Statutory Body in providing guidance on issues of relevance to the forest-based private sector, I welcome this Strategic Framework the Committee has prepared for the period 2020 – 2030, the first of its kind.

It builds on the outcomes and recommendations of the ACSFI Strategic Review, and takes into account the recommendations of the 25th session of FAO's Committee on Forestry, and will help guide the Committee's work until 2030. Furthermore, it opens up a number of avenues for further synergies between ACSFI, the Forestry Division and other related policy areas.

I look forward to continued collaboration with the ACSFI and to integrating its guidance and outcomes within the normative and technical work of the Organization.

Mette Wilkie
Director, Forestry Division, FAO



With the aim of improving the overall impact of the ACSFI on FAO's work, this Strategic Framework sets out the Committee's major areas of action for the next 10 years.

The ambitions set out in the Strategic Framework reflect a detailed consultation process with both FAO and ACSFI representatives. It demonstrates the important role and commitment of the private sector in contributing to the Sustainable Development Goals. The inputs of the members will ensure tangible contributions from the private sector to the work of FAO with particular focus on the promotion of sustainable forest management and sustainable consumption and production patterns related to forest products.

This inaugural ACSFI Strategic Framework will be instrumental in driving progress towards sustainable forest management and enhancing forest contributions to the achievement of the 2030 Agenda.

Carina Håkansson
Chair ACSFI

EXECUTIVE SUMMARY

The Food and Agriculture Organization of the United Nations (FAO) *Advisory Committee on Sustainable Forest-based Industries* (ACSFI) is a unique Statutory body within FAO, created to support the organization in its mission to develop and strengthen the sustainable global forest sector. The Committee members, representing major private forest sector companies and associations from around the world, provide FAO with valuable advice, industry insight and links to strategic stakeholders relevant for the forest sector. Within the United Nations system, the need to respond to major global trends and strategic development goals, and the promotion of multi-sector engagement offer a strategic planning opportunity to ensure the Committee's relevance and impact in the years to come.

The FAO ACSFI Strategic Framework 2020-2030 was developed to this end, and is intended to guide the Committee's work over the next 10 years. It is based on the ACSFI Strategic Review, which was conducted to assess the potential of the Committee in the context of global issues affecting the forest sector. The aim of this Framework is to improve the overall impact of the Committee, adding value to its work by means of specific actions. Taken together, these actions are intended to strengthen its influence through a more representative membership, increasing stakeholder engagement, ensuring a focused approach to support the work of FAO, and introducing new initiatives by catalysing strategic partnership opportunities.



Key elements of the Strategic Framework include the ACSFI's *purpose and strategic goal*.

The purpose of the ACSFI signals the potential leadership role of the Committee:

Provide a forum for dialogue between FAO and the private sector to enhance the understanding of emerging opportunities, and to identify and stimulate strategic actions by FAO, the private sector and other stakeholders that promote sustainable forest management and sustainable consumption and production patterns related to forest products.

The strategic goal of the ACSFI reflects its commitment to sustainable development. Achieving the strategic goal requires alignment of objectives and close coordination between FAO and its ACSFI:

Over the next decade, the ACSFI will advise FAO in its work towards the achievement of the UN Sustainable Development Goals (SDGs) and seek to enhance FAO's impact by catalysing innovative forest-related actions through partnerships between FAO, the private sector and other stakeholders.

The Strategic Framework takes into account the recommendations emerging from the Strategic Review, which fall into three main areas:



- 1 The Committee's activities should be driven by the priority topics of FAO's work in the context of the UN SDGs and the UN Global Forest Goals and Targets (GFGT). The topics should be jointly set and regularly reviewed by the Committee and its Secretariat.
- 2 There should be active links between the Committee and the FAO senior management, facilitated by the ACSFI Secretariat, to ensure that ACSFI impacts are widely shared within the Organization and that its direction remains relevant.
- 3 Committee membership should be expanded to reflect the diversity of the sector and include other private-sector stakeholders in the global forest sector, aiming for wider geographical representation and deeper value-chain diversity, as well as the inclusion of observers whose expertise complements and augments that of the Committee.

In addition to responding to the changing global context, the Strategic Review highlighted the need for FAO to address the expectations of stakeholders for greater diversity, transparency, multi-sector partnerships and tangible results. Broadly, the main pillars of the ACSFI comprise the areas of governance, impact, programme and priorities, partnerships, and key initiatives. They set the foundation for change and success while delivering specific, measurable actions.

Short-term strategic priorities include the forest sector's response to the COVID-19 pandemic,

addressing the bioeconomy and substitution of fossil fuel based and greenhouse gas-intensive products with renewable forest based products, and engaging in the Decade of Ecosystem Restoration. The medium-term expected outcome of the ACSFI, through 2024, will be achieved through stimulating strategic actions and facilitating partnerships to promote a circular forest-based bioeconomy and healthy, productive ecosystems.

This Framework includes an annex with two matrices, which address the recommendations and initiatives arising from the Strategic Review. Progress on the Framework actions and initiatives will be monitored through work plans, reporting to FAO's Committee on Forestry (COFO), and a proposed formal, external mid-term review. The regular appraisal of the ACSFI's initiatives and collaborations will provide insights and practical guidance as the work goes forward. Ensuring that the ACSFI's work is timely, transparent, comprehensive, objective and systematic requires regular assessment of the objectives and resource requirements, as well as measuring its impact. If done over time, it will enable a systematic, comprehensive picture of the ACSFI's initiatives and partners to emerge.

The ACSFI has a clear direction and means to achieve its potential with this Strategic Framework as a guide for the period 2020-2030. Going forward, FAO and its ACSFI can build on their long history, productive relationship and shared expertise to enhance their leadership role in defining and addressing key challenges in the global forest sector.



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1. INTRODUCTION

Uniquely within FAO, the ACSFI (“the Committee”) was created to support FAO’s mission to develop and strengthen the sustainable global forest sector. Its members are senior executives from major private forest sector companies and associations around the world, representing production, trade and consumption in temperate and tropical forest regions in countries at all income levels. The Committee adds considerable value to the work of FAO by providing advice, industry insight and links to global stakeholders. The UN SDGs, coupled with major global trends and the promotion of multi-sector engagement, provide the impetus for taking a fresh look at the opportunities for the Committee in order to ensure that it remains relevant and impactful in the decade to come.

The ACSFI Strategic Framework 2020-2030 is intended to guide the Committee’s work over the next 10 years. It is comprehensive, describing the ACSFI purpose, strategic goal, expected outcome and main pillars. The Framework also sets out its major areas for action, key initiatives, and means of monitoring implementation (Figure 1).

Previously, the ACSFI had a shorter planning period corresponding to FAO’s bi-annual work plans; however, a longer-term approach provides a solid foundation for the achievement of its short-, medium- and long-term goals. It was developed following a Strategic Review of the ACSFI in 2020, which included an online survey and follow-up interviews of ACSFI members and FAO staff, primarily from the Forestry Division. The Strategic Review was developed by Dovetail Partners and finalized following consultation with the ACSFI. Its findings led to a series of recommendations to be taken forward via the implementation of actions in this Framework.

During the 10-year planning horizon the Committee’s priorities and opportunities are likely to change. Ongoing dialogue among the Committee members, the ACSFI Secretariat and relevant stakeholders on evolving and topical issues is therefore essential.

Figure 1. ACSFI Strategic Framework, 2020-2030.

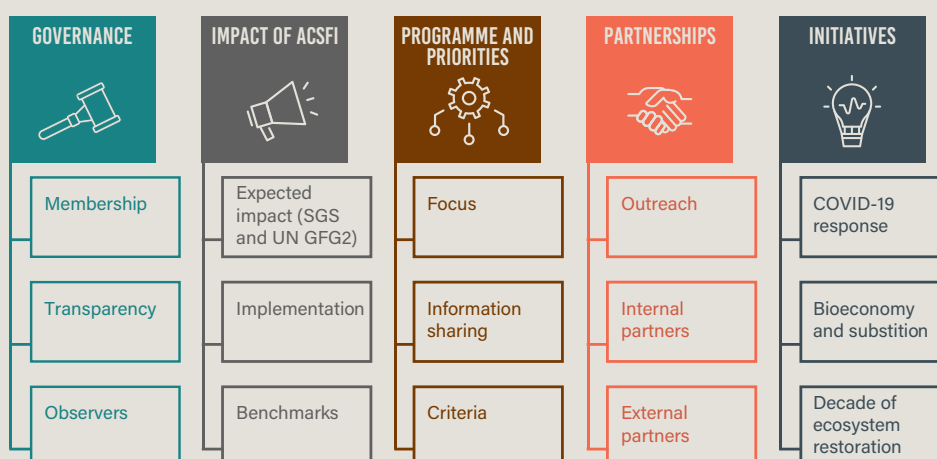
FAO ADVISORY COMMITTEE ON SUSTAINABLE FOREST-BASED INDUSTRIES STRATEGIC FRAMEWORK 2020-2030

PURPOSE

Provide a forum for dialogue between FAO and the private sector to enhance the understanding of emerging opportunities and to identify strategic actions that promote sustainable forest management and sustainable consumption and production patterns related to forest products

STRATEGIC GOAL

Over the next decade, the ACSFI will support FAO in its work towards the achievement of the UN SDGs by catalysing innovative forest-related actions through partnership between FAO, the private sector, and other stakeholders



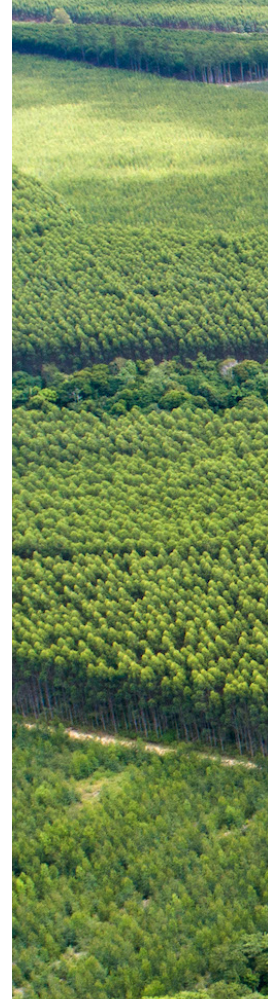
MONITORING

WORKPLANS • COFO REPORTING • MID-TERM REVIEW





2. THE ADVISORY COMMITTEE ON SUSTAINABLE FOREST-BASED INDUSTRIES



2.1 Origin of the ACSFI

The ACSFI was established in 1960 as the Advisory Committee on Pulp and Paper. Recognizing the broader needs of the forest sector, the Committee became in 1996 the Advisory Committee on Paper and Wood Products and in 2013 the Advisory Committee on Sustainable Forest-based Industries.

- > Provide guidance on concepts, fundraising opportunities and relevant policy and regulatory matters in the field of sustainable production and consumption of forest products;
- > Advise on required support to FAO Member countries and the incorporation of private sector perspectives into FAO's Program of Work and Budget;
- > Identify key emerging issues from across forest product value chains and review studies and statistical data compiled by the FAO on forests, products and forest industries;

2.2 Mandate

The Committee has the main mandate to “advise the Director-General on FAO's programme in the field of sustainable production and consumption of forest industry products, and on consistent support on related policy work and regulatory matters”.¹ This includes the mandate to:

- > Propose new activities for implementation by FAO, including international meetings, events and initiatives jointly organized with the Committee and other partners;
- > Maximize the potential of multiple forest-sector benefits from innovations and efficiency improvements; and
- > Improve communication, knowledge and information exchange and training on good practices between Members, the private sector and FAO, including South-South and triangular cooperation.²

¹ [ACSFI Statutes](#)

² From “[FAO's Advisory Committee on Sustainable Forest-based Industries \(ACSFI\) – At a glance](#)”



2.3 Statutes

The ACSFI Strategic Framework 2020-2030 is fully aligned to the ACSFI statutes covering membership, objectives, terms of reference, steering committee, sessions, secretary, working groups, reporting and other matters.

2.4 Governance

The governance of the ACSFI is explained in its [Rules of Procedure](#). The main sections are: membership, chairperson and vice-chairperson, steering committee, sessions, decision-making, records and reports, and amendment of rules. The Chair of the ACSFI reports to the FAO Director-General during the Committee on Forestry (COFO). The Forestry Division provides

a Secretariat and budget to the ACSFI. The Secretariat ensures complementarity between the initiatives and work plans of the Division and the ACSFI. Alignment of plans, working relationships and processes are managed operationally through close communication between the Secretariat and the Steering Committee.

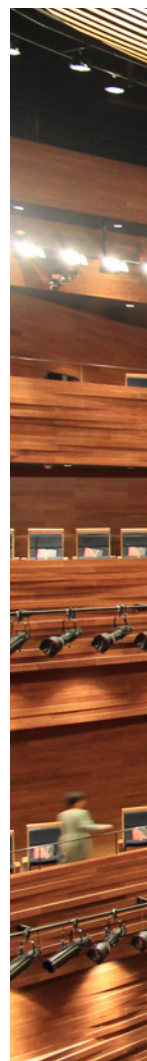


3. CONTEXT OF A STRATEGIC FRAMEWORK FOR THE ACSFI

3.1 Need for a strategic framework

The ACSFI Strategic Review highlights opportunities for change in the context of global issues affecting the forest sector. Key among them is the COVID-19 pandemic, which has revealed the world's stark dependence on the essential products of forest industries. In this dynamic context the potential of the ACSFI to make a difference has never been greater. To do so requires first, an enhanced role for an effective ACSFI, catalysing synergies between the broad and diverse global private forest sector and FAO. Second, it requires that the Committee takes a leadership role in engaging a broad range of stakeholders, including development partners, non-governmental organizations and academia, and facilitating policy dialogue on mutual goals, topical areas and emerging issues of strategic importance to the sector. The ACSFI Strategic Framework 2020-2030 builds on the recommendations from the Strategic Review, which fall into three main areas:

- 1 The Committee's activities should be driven by the priority topics of FAO's work in the context of the SDGs and the UN Global Forest Goals and Targets (GFGT). The topics should be jointly set and regularly reviewed by the Committee and its Secretariat.
- 2 There should be active links between the Committee and the FAO senior management, facilitated by the ACSFI Secretariat, to ensure that ACSFI impacts are widely shared within the Organization and that its direction remains relevant.
- 3 Committee membership should be expanded to reflect the diversity of the sector and include other private-sector stakeholders in the global forest sector, aiming for wider geographical representation and deeper value-chain diversity as well as the inclusion of observers whose expertise complements and augments that of the Committee.





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In doing so, the ACSFI Strategic Framework 2020-2030 provides the foundation for achieving these objectives and proposes specific actions in order to guide the future work of the Committee.

3.2 SWOT analysis highlights

The ACSFI Strategic Review includes an analysis of the Committee's strengths, weaknesses, opportunities and threats (SWOT). The SWOT analysis concludes that the ACSFI's strengths stem from its expert membership, linked to a diverse global industry network. The members raise important topical issues and provide advice to FAO in the venue of COFO, which magnifies the Committee's impact. The Forestry Division's support, statistics and information, and analyses are additional strengths. Virtual meetings held in 2020 proved the feasibility and value of digital

technologies in conducting the work of the globally dispersed Committee.

Drivers for change in the next decade afford the opportunity to orient and focus the Committee's programme to better contribute to global initiatives, and the achievement of long-term development goals such as the SDGs and the GFGTs. With this new emphasis, the Committee could step up to a more influential role by providing thought leadership, forums for discussion and forward-looking contributions to priority programmes.

Expanding and diversifying the membership as well as the regular inclusion of observers will enable the Committee to benefit from greater engagement, legitimacy and standing.

4. PURPOSE, STRATEGIC GOAL AND EXPECTED OUTCOME

4.1. Purpose

The purpose of the ACSFI is to *provide a forum for dialogue between FAO and the private sector to enhance the understanding of emerging opportunities and to identify and stimulate strategic actions by FAO, the private sector and other stakeholders that promote sustainable forest management and sustainable consumption and production patterns related to forest products.*

The purpose of the ACSFI signals the potential leadership role of the Committee over the coming ten years by providing a space for forward-looking discussions on issues at stake for the global forest sector. These discussions should help the private sector and FAO to identify and upscale innovative good practices to promote sustainable forest management.

4.2. Strategic goal

The strategic goal of the ACSFI has been defined as follows:

Over the next decade, the ACSFI will advise FAO in its work towards the achievement of the UN SDGs and seek to enhance FAO's impact by catalysing innovative forest-related actions through partnerships between FAO, the private sector and other stakeholders.

The Committee aims to contribute to the SDGs, mainly SDG 6 (clean water and sanitation), 7 (affordable and clean energy), 9 (industry, innovation and industry), 11 sustainable cities and communities), 12 (responsible consumption and production), 13 (climate action), 14 (life below water), and 15 (life on land). Furthermore, it supports the Global Forest Goal 2 adopted by the United Nations Forum on Forests to enhance forest-based economic, social and environmental benefits, including by improving the livelihoods of forest-dependent people.

4.3 Expected outcome

Responding to the changing global context, the expected outcome defines the desired impact of the ACSFI over a four-year period for priority areas of engagement. For the period 2020-2024, the proposed expected outcome is: *strategic actions stimulated and partnerships facilitated to promote a circular forest-based bioeconomy and healthy and productive ecosystems.*



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5. KEY AREAS FOR ACTION OF THE ACSFI

The aim of this Framework is to improve the overall impact of the Committee, adding value to its work by means of specific actions that can be taken on the areas below. Taken together, they are intended to strengthen its influence through a more representative membership, increasing stakeholder engagement, ensuring a focused approach to support the work of FAO, and introducing new partnership opportunities. The main pillars of the Strategic Framework are described in this section and include:

- > **Governance:** expand and augment the ACSFI membership, update rules for observers³, and ensure transparency
- > **Impact of ACSFI:** define expected impact (SDGs and GFGTs), implement actions, and establish benchmarks
- > **Programme and Priorities:** focus on priority topics for programmes, provide a platform for information sharing, agree upon criteria for selection of priority themes
- > **Partnerships:** initiate and facilitate outreach to engage internal and external partners
Initiatives: strategic priorities include COVID-19 response, addressing the bioeconomy and substitution, and the Decade of Ecosystem Restoration.

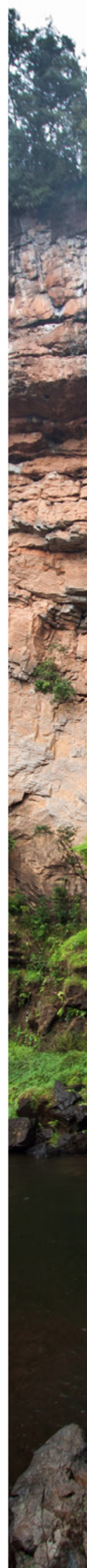
Actions to address these pillars are outlined in the Action Matrix in Annex 8.1.

5.1. Governance system of the ACSFI

Ensuring its relevance in the decade to come requires that FAO expands and augments the Committee. A priority is the membership, which needs to be broader geographically and fully representative of the sector's value chain. An enhanced Committee will benefit from greater engagement, legitimacy and standing. The membership should be broadened to its maximum, to include additional relevant parts of the forest sector, additional technical expertise, and more representative coverage geographically, including improved gender balance. Members may be complemented with observers. Actions for updating the rules for inclusion of observers from a range of stakeholder groups are listed in the Initiatives Matrix (Annex 8.2). Improving the diversity of the Committee in terms of expertise, representation and networks is also addressed, for example through a possible revision of term limits and adoption of new ways of recruiting members beyond the traditional member nomination process.

Consistent with the commitment to making information more widely available to the public, FAO will also need to regularly review and revise as needed the Statutes and Rules of Procedure to ensure transparency and responsiveness to new requirements and demands. For transparency, relevant documents should be available online, along with information about the members, the Committee programme and themes, as well as new partnerships and initiatives undertaken by the Committee.

³ See ACSFI Rules of Procedures, paragraph 4.3.





5.2. Impacts of the ACSFI

FAO and its Committee should together define the areas of expected impact, including initiatives and partnerships related to achieving the targets of the SDGs and GFGT. These should be informed by FAO priorities and resources, as well as taking into account broader stakeholder input.

Better understanding of the expected impact of the Committee should guide its programme of work. To that end, the ACSFI Secretariat should establish benchmarks and ensure regular monitoring of the contributions of the ACSFI in order to assess progress and impact. In parallel, as the Committee supports the work of FAO, it is important to establish regular opportunities for interaction and exchange between the members and FAO staff in order to identify areas for joint action and encourage their realisation.

5.3. ACSFI programme and priorities

Going forward, the Committee needs to assess and select relevant, timely and impactful initiatives driven by stakeholder demand and identified partnership opportunities. Actionable plans should be coordinated with FAO priorities, notably the achievement of the SDGs and GFGT, as well as goals with a shorter time horizon. Focusing on priority topics to be addressed may include, for example, a scoping study and outputs that address the needs of key stakeholders, as agreed with FAO. The Strategic Review survey received inputs from ACSFI members and FAO staff; a broader stakeholder survey would enable assessing a wider audience.

The Committee should continue to provide a platform for information sharing and dialogue, as an opportunity to further identify needs, align work and select key topics with input from diverse stakeholders. The Committee will need to agree to criteria guiding the selection of priority themes to be addressed in the short and medium term.



5.4. Partnerships

The ACSFI Secretariat has a key role to play in initiating and facilitating partnerships. Partnerships follow priorities and, as strategic goals are clarified, the opportunities for such partnerships become more evident. In this context, the Committee should take into account guidance on selection and ranking criteria from the FAO Private Sector Strategy and the Forestry Division, in order to outline partnership goals and expected impacts.

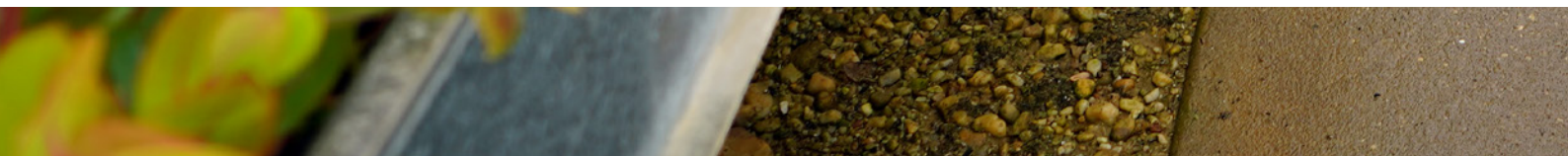
Partnerships should be enhanced and established with both internal and external bodies.

The Secretariat should continue engaging with relevant internal FAO bodies, programmes and initiatives to facilitate joint action relevant for the strategic goal and outcomes of the Committee. This may include cooperation with

- > the International Commission on Poplars and Other Fast-Growing Trees Sustaining People and the Environment (IPC);
- > the FAO Regional Forestry Commissions;
- > the Committee on World Food Security (CFS) and its Private Sector Mechanism; and
- > other FAO statutory bodies.

The ACSFI should also engage with other stakeholders, which are considered as external key partners to achieve ACSFI's strategic goal and expected outcomes. These partners can be involved as observers to the ACSFI or support specific initiatives relevant to the Committee. The ACSFI should identify and proactively seek strategic partnerships with global platforms and initiatives relevant for the goals and outcomes of the ACSFI. Partnerships can be inside or outside of the forest sector and may target initiatives such as: [Bonn Challenge](#), [Business for Nature](#), [Consumer Goods Forum](#), [Food and Land Use Coalition](#), [Global Commons Alliance](#), [Partnerships for Forests](#), [Tropical Forest Alliance](#), [UN Global Compact](#), [Cocoa & Forests Initiative](#), [Global Coffee Platform](#), [Roundtable on Sustainable Palm Oil](#) and [CEPF's 4evergreen Alliance](#).

Engaging in these partnerships requires a broad, strategic view and an appreciation for the perspectives of other sectors and the international development agenda. It also requires the ACSFI and its Secretariat to effectively facilitate relationship building, coordination and negotiation particularly where international funding and major project development activities are involved. Differences such as timelines, priorities, etc. need to be identified and managed carefully, which is an on-going process in any longer-term collaboration.





5.5. Selected strategic initiatives

A set of strategic initiatives were identified in the ACSFI Strategic Review. The criteria for prioritizing initiatives were:

- 1 A topical issue of high importance for the global forest sector;
 - 2 Relevance for FAO, especially its Forestry Division;
 - 3 Interest for ACSFI members and their constituencies;
 - 4 Fit within the Committee's mandate, purpose and strategic goal;
 - 5 Achievable through partnerships;
 - 6 Advancing achievement of SDGs and GFGT; and
 - 7 Availability of resources (personnel and financial).
- 1 Response to the COVID-19 pandemic by the forest sector, e.g. by the sharing of lessons learned from the responses of forest industries to Covid-19 and identifying requirements for the forest industry to "Build Back Better";
 - 2 Positioning the forest sector in the circular bioeconomy, e.g. by identifying and disseminating good practices as well as related capacity building to support the development of innovative forest product value chains in the forest bioeconomy; and
 - 3 Forest ecosystem restoration, e.g. by facilitating support of the forest-based private sector to the aspirations of the UN Decade on Ecosystem Restoration and strengthening of partnerships to enhance capacities for sustainable forest-product value chains to deliver livelihood and ecosystem benefits. This initiative will continue beyond the short-term as it coincides with the UN Decade on Ecosystem Restoration.

This ACSFI Strategic Framework covers a 10-year period and its initiatives may fall into three periods: short (2020-2021), medium (2022-2024) and long term (2025-2030). The strategic initiatives identified represent a range of options for assessment by the ACSFI, for prioritization and potential collaboration.

Three priority initiatives fulfilling the criteria above can be undertaken in the short and medium term, addressing the expected outcomes until 2024:



6. MONITORING THE STRATEGIC FRAMEWORK

6.1. Annual review

The ACSFI Secretariat is responsible for monitoring the implementation of the Strategic Framework through a regular progress report to ACSFI and FAO noting key accomplishments and events. Monitoring of the Strategic Framework occurs through work plans, COFO reporting, and a proposed formal, external mid-term review. Indicators for tracking progress towards specific actions are included in the accompanying matrices. Monitoring by the Steering Committee and reporting to the full Committee at its annual meeting tracks implementation and signals any needed modifications.

Monitoring can be based upon objectives and outputs and an efficient periodic reporting process. At the midpoint of the Strategic Framework, an online survey and selected follow-up interviews should be conducted as a background for an assessment of the Framework by an independent, external review. For example, the ranking of global

forest sector challenges and opportunities provides an important insight into the current priorities of the ACSFI members and FAO staff. The Strategic Review survey received input from ACSFI members and FAO staff; a broader stakeholder survey would enable the assessment of a wider audience. This insight can help highlight build alignment and bridge differences.

6.2. Assessment of accomplishments

A regular appraisal of the ACSFI's initiatives and outputs, including of its work to evaluate potential proposals and collaborations, will provide insight and practical guidance as the work progresses. Making collaborations more timely, transparent, comprehensive, objective and systematic requires regular review of the objectives and resource requirements, as well as evaluating the process and impact. If done over time, it will enable a more systematic picture of projects and partners to emerge. The periodic assessment of the ACSFI's accomplishments will facilitate reporting to the Forestry Division.







7. ANNEX

Annex 7.1

ANNEX 7.1A

an Action Matrix that proposes key action to address the recommendations of the Strategic Review; and

ANNEX 7.1B

an Initiatives Matrix that proposes strategic initiatives at high priority for short and medium term and priorities for long-term and on-going initiatives.



ANNEX 7.1A - ACTION MATRIX

Recommendations from Strategic Review	Short term, 2020-2021	Medium term, 2022-2024	Long term, 2025-2030
GOVERNANCE			
<p>1. Membership. FAO should broaden the membership of the ACSFI to its maximum, to include additional relevant parts of the forest sector, additional technical expertise, and more representative geographical coverage. Rules for the regular inclusion of observers should be elaborated.</p> <p><i>Recommendation 1.1 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Establish targets for membership representation: geographic, economic, value chain, etc. * Elaborate and agree to procedures for selection and inclusion of observers. * Review and revise Rules of Procedure membership parameters: selection, terms, declaration of interests, representation, expertise. * Establish outreach plan for new membership/observers. 	<ul style="list-style-type: none"> * Implement outreach plan and transparent selection processes for new members/observers. * Rotate membership to include different parts of value chain not yet covered. * Carry out consultations on expanded membership to other key stakeholder groups. 	<ul style="list-style-type: none"> * Ensure membership and observer balance geographically and through value chain. * Establish consultations or observer status for other stakeholder groups.
Indicators at end of period	<ul style="list-style-type: none"> * Membership targets, rules and processes established. * Outreach for members and observers initiated. 	<ul style="list-style-type: none"> * Expanded geographical and value-chain coverage targets achieved. * Observer targets met for parts of value chain which do not have members. * Global stakeholder consultation completed & implemented. 	<ul style="list-style-type: none"> * Membership and observer targets met. * Desired range of expertise achieved. * Membership rotated to achieve balance.

<p>2. Transparency. FAO should institute a regular review of the ACSFI Statutes and related Rules of Procedure, and revise as needed to assure transparency and responsiveness to new requirements and demands. For transparency, relevant documents should be posted online with dates, responsible entities and contact information listed.</p> <p><i>Recommendation 1.2 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Post Strategic Review, Strategic Framework and associated outputs on website. * Review and clarify process of work, principles to guide contributions, etc. 	<ul style="list-style-type: none"> * Combine, simplify and ensure transparency in ACSFI Statutes and Rules of Procedure. * Orient new members to governance processes. * Establish repository of ACSFI outputs and relevant contributions. * Keep abreast of and plan to adopt any new requirements regarding transparency and accountability. 	
<p>Indicators at end of period</p>	<ul style="list-style-type: none"> * Processes clearly documented, standardized and communicated. * Relevant documentation posted on website. 	<ul style="list-style-type: none"> * Revised Statutes and Rules of Procedure as necessary. * Regular review and maintenance. 	

Recommendations from Strategic Review	Short term, 2020-2021	Medium term, 2022-2024	Long term, 2025-2030
IMPACT OF THE ACSFI			
<p>3. Expected impact. The ACSFI should further define its areas of expected impact, such as related to the targets of the UN Strategic Development Goals (SDGs) and Global Forest Goals and Targets (GFGTs), and informed by FAO's overall priorities and wide stakeholder input while ensuring effective outreach.</p> <p><i>Recommendation 2.1 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Agree on expected impact of the ACSFI, based on FAO priorities and stakeholder survey results. * Plan contribution to SDGs and GFGTs. * Ensure alignment with FAO biannual programme of work and resources. 	<ul style="list-style-type: none"> * Develop and implement a plan for better understanding of key audiences and potential partners. * Initiate a global online stakeholder survey on possible ACSFI impact and priorities. * Implement work plan targeting SDGs and GFGTs. 	<ul style="list-style-type: none"> * Review and revise ACSFI priorities targeting SDGs and GFGTs in light of progress and challenges. * Repeat global online stakeholder survey.
Indicators at end of period	<ul style="list-style-type: none"> * ACSFI detailed work plan to achieve expected impact aligned with FAO programme. 	<ul style="list-style-type: none"> * Engagement of stakeholders according to plan. * Documented understanding of impact desired by stakeholders. 	<ul style="list-style-type: none"> * Stakeholder survey conducted. * Survey results published.
<p>4. Implementation. The ACSFI should be guided by a Strategic Framework 2020-2030, defining its short-, medium- and long-term objectives and priorities.</p> <p><i>Recommendation 5.1 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Implement Strategic Framework through development of associated work plans, partnerships and initiatives. 	<ul style="list-style-type: none"> * Mid-term assessment and revision of Strategic Framework as needed. 	<ul style="list-style-type: none"> * End-of-term review and evaluation of Strategic Framework and its implementation.

Indicators at end of period	* Supporting materials developed.	* Assessment results shared.	* Review and evaluations results shared.
5. Monitoring. FAO should establish benchmarks and ensure regular monitoring of the contributions of the ACSFI in order to assess progress and impact. <i>Recommendation 2.2 in Strategic Review</i>	* Establish benchmarks to assess progress and impact.	* Prepare mid-term progress report on contributions/achievements.	* Prepare end-term progress report on contributions/achievements.
Indicators at end of period	* Benchmarks agreed and published.	* Progress measured against objectives/targets and published.	* Progress measured against objectives/targets and published.
6. Working together. Introductions and interactions between ACSFI members and FAO staff are needed to generate awareness of opportunities to work together where common interests exist. <i>Recommendation 2.3 in Strategic Review</i>	* Create awareness opportunities for ACSFI members and FAO staff, especially Forestry Division staff.	* Establish mechanisms for dialogue between ACSFI members and Forestry Division staff.	* Continue regular dialogue for ACSFI members and Forestry Division staff.
Indicators at end of period	Organization of 3 informal information events.	New mechanism working to establish rapport between members and FAO staff.	Regular contact and joint activities established between Committee and FAO staff.



Recommendations from Strategic Review	Short term, 2020-2021	Medium term, 2022-2024	Long term, 2025-2030
PROGRAMME AND PRIORITIES			
<p>7. Focus. The ACSFI should mainly focus on priority topics to be addressed in the medium term (4 years), normally including a scoping study and outputs that address the needs of key stakeholders, as agreed with FAO.</p> <p><i>Recommendation 3.1 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Agree to priority topics and principles to guide contributions (action oriented, catalytic, etc.) * Conduct scoping studies. 	<ul style="list-style-type: none"> * Agree to priority topics for medium term. * Conduct scoping studies as needed. 	
Indicators at end of period	<ul style="list-style-type: none"> * Priorities agreed. * Priorities published in work plan. 		
<p>8. Information sharing. The ACSFI should continue to provide a platform for information sharing and dialogue as an opportunity to identify needs, align work and select key topics with input from diverse stakeholders.</p> <p><i>Recommendation 4.1 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Facilitate virtual meetings between annual meetings, for dialogue on topical issues. 	<ul style="list-style-type: none"> * Facilitate virtual meetings between annual meeting for dialogue on topical issues. 	<ul style="list-style-type: none"> * Facilitate virtual meetings between annual meeting for dialogue on topical issues.
Indicators at end of period	<ul style="list-style-type: none"> * Calendar of events established. 	<ul style="list-style-type: none"> * Calendar of events maintained. 	
<p>9. Criteria for priorities. The ACSFI Secretariat should define criteria guiding the selection of priority themes to be addressed in the short and medium term.</p> <p><i>Recommendation 4.2 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Define criteria guiding the selection of priority themes to be addressed in the short and midterm. 	<ul style="list-style-type: none"> * Revise criteria as necessary for medium-term projects. 	
Indicators at end of period	<ul style="list-style-type: none"> * Criteria established and applied. 		

Recommendations from Strategic Review	Short term, 2020-2021	Medium term, 2022-2024	Long term, 2025-2030
PARTNERSHIPS			
<p>10. Outreach. The ACSFI should increase its outreach activities to explore strategic partnerships with external stakeholders on initiatives important to FAO.</p> <p><i>Recommendation 6.1 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Develop preliminary list of partnership opportunities to be assessed against goals, priorities and resources. 	<ul style="list-style-type: none"> * Conduct due diligence, explore partner joint action, formalize partnerships according to FAO procedures, allocate resources. * Begin implementation of approved partnerships. 	<ul style="list-style-type: none"> * Partnership implantation according to agreed plans. * Periodic assessment of partnership objectives and outcomes.
Indicators at end of period	<ul style="list-style-type: none"> * Partnership targets identified and prioritized. 	<ul style="list-style-type: none"> * Selected partnerships formally established. 	<ul style="list-style-type: none"> * Progress on partnership objectives.
<p>11. Internal partnerships. ACSFI Secretariat to engage with relevant FAO bodies, programmes and initiatives to facilitate joint action to achieve the vision and strategic goals of the Committee.</p> <p><i>Recommendation 6.2 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Conduct internal consultations regarding opportunities, objectives, potential joint action. * Establish partnerships with relevant FAO bodies, programmes and initiatives. 	<ul style="list-style-type: none"> * Maintain partnerships with relevant FAO bodies, programmes and initiatives. 	<ul style="list-style-type: none"> * Partnerships with same and new FAO bodies as needed.
Indicators at end of period	<ul style="list-style-type: none"> * Documented review and plan for potential joint action. * Selected partnerships established. 	<ul style="list-style-type: none"> * Selected partnerships maintained. 	<ul style="list-style-type: none"> * Partnerships continue as needed.

<p>12. External partnerships. The ACSFI to follow guidance on selection and ranking criteria from the FAO Private Sector Strategy and related initiatives of the Forestry Division in order to outline partnership goals and expected outcomes.</p> <p><i>Recommendation 6.3 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Identify and agree on potential partnerships to be established. * Outline partnership goals, roles and expected outcomes following FAO guidance. 	<ul style="list-style-type: none"> * Identify and implement strategic actions to facilitate public-private partnerships to address expected outcomes. 	<ul style="list-style-type: none"> * Ensure FAO guidance is followed on partnership goals and expected outcomes.
Indicators at end of period	<ul style="list-style-type: none"> * Initial reviews completed. * Selected partnerships formally established. 	<ul style="list-style-type: none"> * Selected partnerships formally established. * Progress on planned actions to promote PPPs. 	<ul style="list-style-type: none"> * Guidance on partnerships documented.
<p>13. Development goals. The ACSFI should clarify and enhance its role and objectives with respect to achieving the SDGs with the private sector on a larger scale.</p> <p><i>Recommendation 6.4 in Strategic Review</i></p>	<ul style="list-style-type: none"> * Clarify the role and objectives of the ACSFI with respect to the SDGs with the private sector, to guide engagement with other initiatives and sectors. 	<ul style="list-style-type: none"> * Establish partnerships with objectives supporting the achievement of SDGs and GFGTs. 	<ul style="list-style-type: none"> * Continue engagement in partnership objectives as indicated. * Review/evaluate partnerships for SDGs and GFGTs, for updating in next period.
Indicators at end of period	<ul style="list-style-type: none"> * Guidance document developed. * Clear understanding by the ACSFI and Secretariat. 	<ul style="list-style-type: none"> * Partnerships implemented in support of SDGs and GFGTs. 	<ul style="list-style-type: none"> * Partnerships implemented in support of SDGs and GFGTs.

ANNEX 7.1B - INITIATIVES MATRIX

The ACSFI has a wealth of opportunities to achieve its mandate in the short, medium and long term. In the short and medium term there are three main priorities for the ACSFI: COVID-19 response, circular bioeconomy and forest ecosystem restoration. This matrix begins with a description of a selection of possible initiatives. A matrix of these initiatives versus their periodicity includes indicators for measuring progress at the end of the period.

Possible high priority for short and medium term

- 1 **COVID-19 response.** ACSFI members' constituencies have been impacted by COVID-19 and the Committee can consider means to recover, as well as to avert some of the consequences should there be a future pandemic. This threat offers the Committee an opportunity to think more holistically about the issue and its impact on the sector in low- and low-middle-income countries, as well as in higher-income countries. Opportunities for partnerships in developing joint guidance for industry, taking the lead in developing sector-wide response and recovery measures, and other possibilities can be considered. The ACSFI responded quickly by launching virtual meetings, webinars and information sharing events in 2020. The outcome of these efforts can inform the next steps for the Committee. The ACSFI may choose to influence policy (i.e. based upon the designation of the forest sector as an essential industry), partner with public health organizations (i.e. advocate for the role of the forest sector in the One Health approach), establish a "Build Back Better" platform for the sector (i.e. Build Back Better together and Build Back Better informed) or other actions.
- 2 **Bioeconomy and substitution.** Forest-based industries are well-positioned in the sustainable circular bioeconomy. Products from woody biomass – either fibre or chemical or both – as well as non-wood forest products can be sustainably produced and environmentally beneficial. Given rising environmental consciousness, forest-based products are successfully substituting for non-renewable products and energy. In 2020, the ACSFI contracted the European Forest Institute to conduct the FORESIGHT study "[Forest Renewables Replacing Fossil based and GHG-intensive Products - Possible Action for Substitution to Contribute to the SDGs](#)" designed to address the SDGs and the GFGTs. The Committee should implement the relevant results of this study.
- 3 **Forest ecosystem restoration.** Another example of collaboration currently being launched is around forest ecosystem restoration. FAO, together with the United Nations Environment Programme (UNEP), leads the Decade on Ecosystem Restoration. Via the Secretariat in the Forestry Division's Forest and Landscape Restoration Mechanism, initial steps are being taken for the ACSFI to contribute to this important partnership. An emphasis is considered on this topic at the 2021 meeting of the ACSFI.

Possible priorities for long term and ongoing initiatives

- 4 **Explore partnership opportunities with IPC.** FAO Forestry previously undertook a joint study which resulted in a FAO report titled "Assessment of industrial roundwood production from planted forests". The results of this study were valuable for the IPC and the ACSFI. There is interest in updating the information of the joint study, especially since

⁴ Communication from Planted Forest Officer FAO, May 2020. The report may use a desk exercise and survey of the major producers of industrial roundwood to collect the data (32 countries in the 2014 paper).

the Global Forest Resource Assessment 2020 is available. In cooperation between IPC, ACSFI and the relevant teams in the Forestry Division, it could be possible to augment the scope of the planned study to not only include production and productivity of industrial roundwood, but also include additional information on productivity and extent of forestry species by genus in plantations and planted forest.²⁰ This would contribute to ACSFI initiatives on bioeconomy and substitution, as well as on forest ecosystem restoration.

- 5 **Action on SDG 12.** The ACSFI via its private sector members may have a unique role to play in addressing SDG 12, and a near-term opportunity could be related to the integration of sustainability information in corporate sustainability reporting. The ACSFI could provide models and/or recommendations related to the achievement of this target. Many of the world's largest companies reference the SDGs in their corporate reporting and recent research emphasizes the importance of strengthening national-level progress on the SDGs with the use of corporate reporting.⁵ Specifically, there are opportunities for increased impact via SDG target 12.6: "Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle." The pulp and paper industry has been an early adopter of corporate sustainability reporting and has been applying the SDGs to its reporting since their establishment.⁶ Leading forest certification programmes have also examined the SDGs to identify alignment and opportunities to support their achievement.
- 6 **Regional forestry commissions.** Given ACSFI members' locations, some members are well-placed to participate in the six FAO Regional Forestry Commissions when deemed mutually beneficial. Each Commission meets regularly and has its own sub-groups; i.e. working parties

and teams of specialists. As one example, the European Forestry Commission established the [Forest Communicators Network \(FCN\)](#) which has expanded from a small team of specialists to a global network of over 500 people from the forest sector. Collaboration would require finding mutually rewarding activities. The FCN has expressed an interest in communicating the results of the Committee's on-going FORESIGHT study. The FCN could be instrumental for addressing opportunities for enhancing the global forest sector narrative, including leveraging the experience of The Ultimate Renewable™ initiative. Greater dissemination of the results of ACSFI initiatives, and subsequently their wider implementation, could contribute to further achievement of the SDGs and GFGTs.

- 7 **Committee of World Food Security.** The ACSFI could contribute to the [Committee of World Food Security \(CFS\)](#) and its Private Sector Mechanism, especially for issues at stake for the ACSFI. The CSF meets annually and by participating, the ACSFI would raise its visibility and link with other sectors, showing the value in understanding the interactions and effects of one sector on another. The CFS has issued policy guidelines on "[Sustainable forestry for food security and nutrition](#)". Both the CFS and the ACSFI share the common goal of achieving the SDGs. If the ACSFI could promote implementation of the policy guidelines where beneficial to members' constituencies or other bodies, it could be a win-win situation with the CFS.
- 8 **Collaboration with other FAO bodies.** The ACSFI should consider partnerships with other FAO bodies with similar goals including:
 - [Silva Mediterranea](#)
 - [Forest Law Enforcement, Governance and Trade \(FLEGT\)](#)
 - [Reducing Emissions from Deforestation and Forest Degradation \(REDD+\)](#)
 - [Forests and Farm Facility](#).

⁵ https://www.globalreporting.org/resourcelibrary/GRI-VNR_Policy.pdf

⁶ A few examples of forest product companies that report SDG progress in their annual reporting include UPM-Kymmene, Sappi and Mondi

Possible short-, medium- and long-term activities to implement the proposed strategic initiatives

Strategic initiatives	Short term, 2020-2021	Medium term, 2022-2024	Long term, 2025-2030
1. COVID-19 response	<ul style="list-style-type: none"> * Share lessons learned of forest industries' responses to Covid-19 and identification of requirements for the forest industry to "Build Back Better". * Consider means to recover and to avert some of the consequences should there be a future pandemic. * Influence policy, partner with public health organizations. * Gather, analyse, and report information related to the impacts, outcomes, and lessons learned. 	<ul style="list-style-type: none"> * Continue COVID-19 response as necessary. * Assess response. 	
Indicator at end of period	* "Build Back Better" platform established for the sector (i.e. Build Back Better together and Build Back Better informed) or other actions.	* "Build Back Better" platform in use.	
2. Bioeconomy and substitution	<ul style="list-style-type: none"> * Promote transformation into circular forest-based bioeconomy through advocacy and information initiatives. 	<ul style="list-style-type: none"> * Continue promotion of transformation into circular forest-based bioeconomy. * Identify and disseminate good practices as well as related capacity building to support the development of innovative forest product value chains in the forest bioeconomy. 	
Indicator at end of period	* Relevant FORESIGHT study recommendations implemented in consideration of SDGs.	* Implementation of study recommendations in consideration of SDGs.	* Assess response to initiative.
3. Decade on Ecosystem Restoration	<ul style="list-style-type: none"> * Facilitate support of the forest-based private sector to the aspirations of the Decade and strengthening of partnerships to enhance capacities for sustainable forest product value chains to deliver livelihood and ecosystem benefits. * Collaborate with partners such as the Forest and Landscape Restoration Mechanism. * Consider topic at the 2021 meeting of the ACSFI. 	<ul style="list-style-type: none"> * Continue engagement on forest ecosystem restoration. 	<ul style="list-style-type: none"> * Continue engagement on forest ecosystem restoration.
Indicator at end of period	<ul style="list-style-type: none"> * Partnership established. * Issues raised at ACSFI 2021 meeting. 	* Engagement objectives met.	* Engagement objectives met.

Strategic initiatives	Short term, 2020-2021	Medium term, 2022-2024	Long term, 2025-2030
4. Assess industrial roundwood production from planted forests	* Forest Products Officer to participate in the working party on Sustainable Livelihoods, Land-use, Products and Bioenergy.	* Evaluate opportunities with IPC.	
Indicator at end of period	* Explore opportunities for partnership. * Report published.		
5. Action on SDG 12	* Provide models and recommendations of integration of sustainability information in corporate sustainability reporting.	* Provide models and recommendations of integration of sustainability information in corporate sustainability reporting.	
Indicator at end of period	* Models produced and disseminated.	* Member associations and their constituencies reporting on SDG achievements.	
6. FAO Regional forestry commissions	* Participate in the six FAO Regional Forestry Commissions.	* Participate in the six FAO Regional Forestry Commissions.	* Participate in the six FAO Regional Forestry Commissions.
Indicator at end of period	* Greater dissemination of the results of ACSFI initiatives, and subsequently their wider implementation.		
7. Committee on World Food Security and its Private Sector Mechanism	* Promote implementation of the policy guidelines on "Sustainable forestry for food security and nutrition".	* Promote implementation of the policy guidelines on "Sustainable forestry for food security and nutrition".	* Continue collaboration with World Food Security as strategic.
Indicator at end of period	* Policy guidelines implemented.	* Policy guidelines implemented.	
8. Other FAO body collaboration	* Consider partnerships with other FAO bodies.	* Implement partnerships with other FAO bodies.	
Indicator at end of period	* Partnership opportunities evaluated and priorities identified.	* Implementation of joint initiatives.	



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