



Food and Agriculture  
Organization of the  
United Nations

ADVISORY COMMITTEE  
ON SUSTAINABLE  
FOREST-BASED  
INDUSTRIES (ACSF)

# Item 4. ACSFI Strategic Review & Framework

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# Introduction

## Purpose of the Strategic Review:

- Offer guidance for the effective delivery of the ASCFI mandate
- Enhance the understanding of emerging opportunities
- Identify and stimulate strategic actions by FAO, the private sector, and other stakeholders to promote sustainable consumption and production patterns related to forest products
- Important opportunity to gain insights from past and current ACSFI members and the expertise of FAO staff.
- Provide insights into the Committee and its opportunities to accomplish its mandate, especially promoting achievement of SDGs and Global Forest Goal.



# Methodology

- Terms of reference include
  - Strategic Review of ACSFI
  - ACSFI Strategic Framework 2020-2030
- Secretariat identified people for survey and interviews
- Online survey – *thanks to all respondents! (46 total responses)*
  - 17 ACSFI members responded out of 22 members
  - 29 FAO staff members responded, mainly from Forestry Department
- Interviews – *thank you for your insights! (41 total interviews)*
  - 15 ACSFI members
  - 26 FAO staff, mainly from Forestry Department
- Draft Strategic Review report presented to secretariat
- This report of preliminary findings prepared for ACSFI meeting
- Final Strategic Review and ACSFI Strategic Framework due later

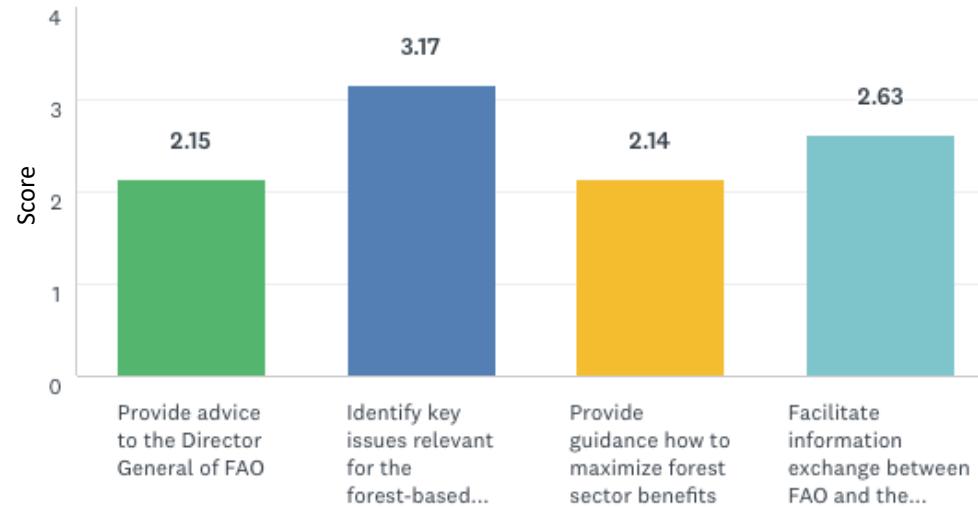
# I. Preliminary Strategic Review of the ACSFI



## 1. Review of the ACSFI

- Purpose and aims of the ACSFI
- Governance and process
- Results of past outputs and initiatives
- Opportunities for collaboration with other FAO bodies

# Purpose and aims of the ACSFI



75% responded ACSFI achieves mandate “moderately to moderately high”

Prioritization of aims in mandate:

1. Identify key issues relevant for the forest-based industries
2. Facilitate information exchange between FAO and the forest-based industries
3. Provide advice to the Director General of FAO
4. Provide guidance how to maximize forest sector benefits.

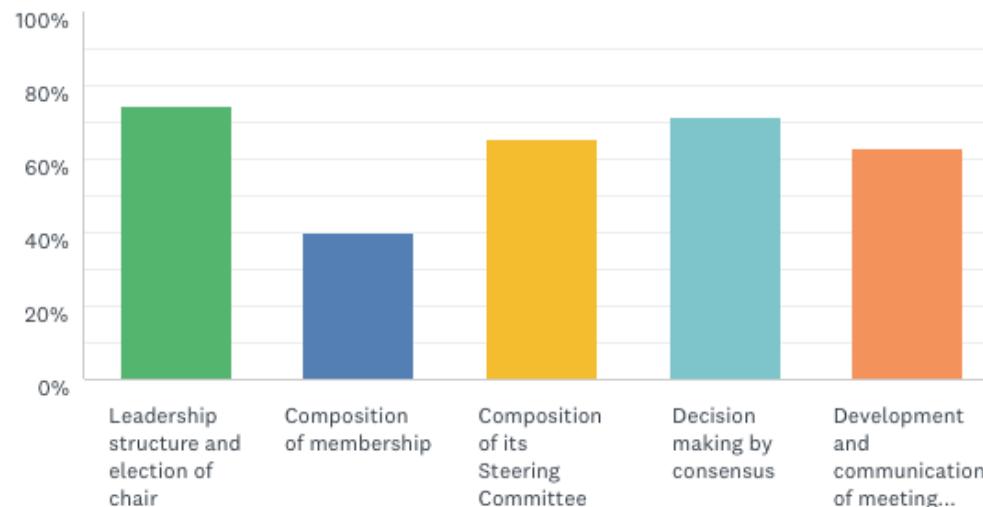
Both ACSFI members and FAO staff ranked the identification of key issues as the top priority.

# Governance and process



## General satisfaction. Ratings

1. Leadership structure and election of chair (74% satisfied)
2. Decision making by consensus (71%)
3. Composition of the Steering Committee (66%)
4. Development and communication of meeting documents (63%)
5. Composition of membership (40%).



## Composition of membership rated lowest. Suggestions

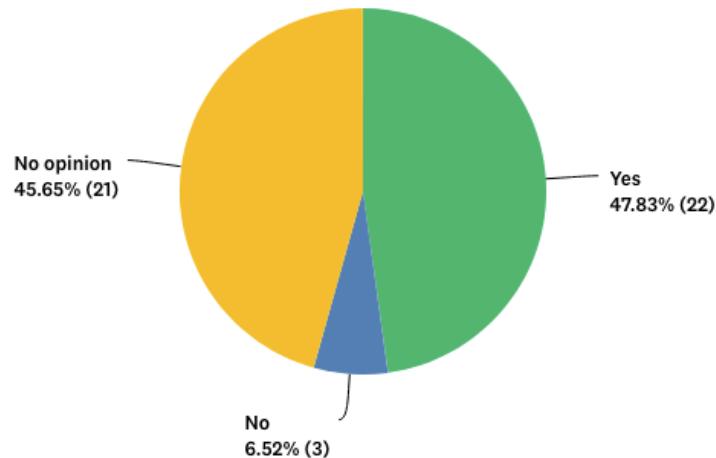
- More equitable geographical diversification
- More representation throughout wood value chain

# Past outputs and initiatives

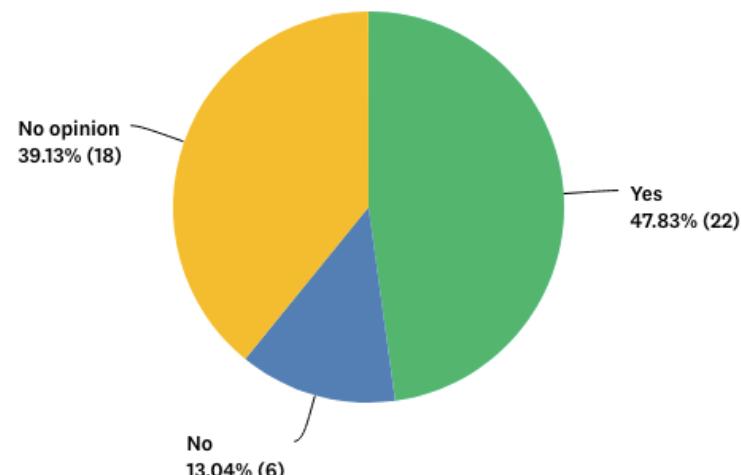


- ACSFI work impacts FAO
- ACSFI generally known
- Valuable for members and their constituencies

**Do you think any initiatives or activities of the ACSFI have had an impact on the work of the FAO, in particular its forest sector work?**



**Do you think any initiatives or activities of the ACSFI have had an impact on the work of the ACSFI members and their constituencies?**





# Opportunities for collaboration with other FAO bodies

Some of the suggestions for consideration:

- International Commission on Poplars and Other Fast-Growing Trees Sustaining People and the Environment
- Committee on Mediterranean Forestry Questions—Silva Mediterranea
- FAO Regional Forestry Commissions
- FAO Partnerships, Advocacy and Capacity Development Division
- Committee on World Food Security (CFS) and its Private Sector Mechanism

## SWOT



INTERNAL			
P O S I T I V E	STRENGTHS	WEAKNESSES	
	1. Regular meetings with FAO	1. Adequate resources	
	2. Network of diverse colleagues	2. Implementation of initiatives	
	3. Providing guidance to FAO	3. Implementation of advice	
	4. Conducting poignant projects	4. Continuity between meetings	
	5. Information dissemination	5. Information dissemination	
	6. Secretariat support from FAO	6. Achieving the mandate	
	7. Interesting meeting venues	7. FAO support	
	8. Providing training		
OPPORTUNITIES		THREATS	
N E G A T I V E	1. Enhancing SFM	Coronavirus pandemic effects	
	2. Climate adaption & mitigation	Available & affordable resources	
	3. Supply & demand for products	Deforestation & degradation	
	4. Substituting for fossil-based	Land use regulations	
	5. Strengthening wood value chains	Government regulations	
	Carbon sequestration	Inadequate initiative financing	
	Circular forest-based bioeconomy	Forest fires impacts	
EXTERNAL		EXTERNAL	
E X T E R N A L	Achieving SDGs, GFG		
	Collaboration FAO bodies		



### 3. Opportunities for partnership between FAO and the private sector

**Initial listing of partnership recommendations (still being compiled and reviewed):**

- Investment focused conferences
- Multi-storey wood building construction
- World Business Council for Sustainable Development (WBCSD) and its SDG Roadmap
- Zero-deforestation commitments (already an initiative of the ACSFI)
- UN Decade on Ecosystem Restoration and related commitments
- Global Landscapes Forum
- Bioeconomy: European Bioeconomy Alliance and Global Bioeconomy Summit
- Promoting legal forest products trade, responsible purchasing policies
- Tropical Forest Alliance 2020
- Consumer Goods Forum
- Carbon sequestration and accounting, International Emissions Trading Association
- Rural poverty reduction through introduction of alternative livelihoods
- National commitments to net zero and also to the reduction of plastics
- Forest sector communication campaigns
- Initiatives to control deforestation
- SW4SW (already an initiative of the ACSFI)



# Potential assignments from interviews

- Ecosystem and forest restoration
- Linking corporate social responsibility reporting to SDGs
- Working group to focus on partnerships
- Bioeconomy with European Bioeconomy Alliance
- Afforestation as a carbon sink
- Undersupply of fiber with growing bioeconomy
- Poverty reduction through agroforestry and value-added processing
- Carbon accounting
- Development of forest-based industries around refugee camps
- Reducing of forest fires
- Legal trade.



## II. Preliminary findings and recommendations of the Strategic Review

- 5 preliminary findings
- 11 preliminary recommendations



# Finding 1: The governance system of the ACSFI is satisfactory and facilitates the work of the Committee effectively.

- **Recommendation 1.1:** ACSFI should increase its outreach activities to engage in strategic partnerships.
- **Recommendation 1.2:** ACSFI should broaden its membership to include additional parts of the forest sector and wider geographical coverage.
- **Recommendation 1.3:** The ACSFI should guide its activities based on a Strategic Framework 2020-2030, defining its short-, medium- and longer-term priorities.



## Finding 2: The ACSFI provides unique opportunities for building and strengthening strategic external partnerships with stakeholders and internal cooperation within FAO.

- **Recommendation 2.1:** ACSFI to engage in strategic partnerships with external stakeholders conducive to achieve its vision and strategic goals.
- **Recommendation 2.2:** 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.



## Finding 3: The ACSFI stakeholders expressed a heterogeneous interest in priority topics to be covered by the Committee.

- **Recommendation 3.1** ACSFI should continue to provide a platform for information sharing of the main SFM achievements of FAO. And should identify priority themes to be addressed in the medium term, which are of major relevance for both FAO and ACSFI members.
- **Recommendation 3.2** Secretariat to define criteria guiding the selection of priority themes including expressed interest of FAO Senior Management and ACSFI members, relevant to achieve the medium-term goal of the ACSFI, relevant to contribute to the achievement of the UN SDGs, opportunities for strategic partnership building, and opportunities for catalysing impact on the ground.
- **Recommendation 3.3** To respect FAO's biannual work planning, the ACSFI should review its medium-term priorities every odd year (second year of the FAO biennium) and its short-term priority outputs every even year (first year of the FAO biennium).



## **Finding 4: Approximately 50% of the respondents to the survey perceive positive impacts of the ACSFI initiatives to FAO and to members' constituencies.**

- **Recommendation 4.1.** The ACSFI should plan outputs' areas of impact and then regularly monitor those impacts.
- **Recommendation 4.2** The ACSFI to further define its areas of expected impact, such as related to the targets of the SDGs and the UN Global Forest Goal 2.

# Finding 5. The ACSFI stakeholders are well aware of the outputs delivered by the Committee.



- **Recommendation 5.1** ACSFI outputs should focus on priority topics to be addressed in the medium term (4 years), normally including a scoping study and outputs related to opportunities that have the potential to catalyse impact through partnerships, advocacy, capacity building and policies.



# III. ACSFI Strategic Framework 2020-2030: Draft elements (1 of 2)

**Purpose of the ACSFI:** 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 consumption and production patterns related to forest products.

## Periodicity

- **Longer term (10 years until 2030). Strategic goal 2030 of the ACSFI:** Over the next decade, the ACSFI will advise FAO in its work towards the achievements of the UN Strategic Development Goals by catalysing innovative forest-related actions through partnerships between FAO, the private sector and other stakeholders.
- **Medium term (4 years until 2025). Expected outcome 2024 of the ACSFI:** Strategic actions identified and partnerships facilitated to promote a circular forest-based bioeconomy and healthy and productive ecosystems.
- **Short term (2 years: 2020-2021). Work Plan** clearly identifies ACSFI's **outputs** and **activities**

## Monitoring the Framework

- Yearly review of the Strategic Framework by the Steering Committee
- External mid-term review of the ACSFI Strategic Framework in 2024/25



# III. ACSFI Strategic Framework 2020-2030: Draft elements (2 of 2)

## I. Executive summary

## II. Introduction

*This section describes the document: the framework, its audience, rationale and method for its development and periodic revision.*

## III. The ACSFI

*This section describes the Committee: its origin, membership, purpose and role, and relationship to the Organization.*

## IV. Context of a strategic framework for ACSFI

*This section identifies the issues and opportunities driving the development of a strategic framework for the ACSFI.*

## V. Mission and Vision

*This section will consider the strategic priorities and focus of the ACSFI, and the outcomes sought, building on the context and SWOT analysis.*

## VI. Goals and priorities for the ACSFI “PILLARS”

*This section outlines key areas to be delivered over the medium and long term. What will it achieve?*

## VII. Monitoring the strategic framework

*This section identifies the means by which FAO and the ACSFI will show progress and results.*

## VIII. Annexes

# Discussion questions



1. Do you have any comments on the draft findings and recommendations?
2. Are the proposed key elements of the ACFSI Strategic Framework clear and complete?
3. How can the ACFSI and FAO prioritize and better engage in partnerships?

(last slide)



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# THANK YOU!