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Purpose: SP will serve as a strategic framework to enhance the coherence of and guide and focus the work of the IAF and its components.

Elements: content: SP will

- Be aligned with the IAF's
- Incorporate a mission statement relevant aspects of 2020 Agenda & other developments
- Identify roles/functions of different actors
- Include clear priorities for 2020 & upgraded FP3
- Identify framework for implementing implementation
- Address 5 A ;
- Address UN role in 6 " re" process
- Outline a communication strategy

SP will be operationalized through 9P7 & beginning in 2017-2020

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Cooked at 10 forest-related SPs. strategies

Plans differ in timeframe, content, structure, format, detail, length

At the center of each SP is a coherent set of:


- 1) Goals, objectives, priorities to advance core mandate
- 2) 2nd tier set of targets, outcomes to meet goals, objectives, priorities (most)
- 3) 1st tier of actions (some)

In each case these goals, objectives, targets, etc. are developed specifically for the SP

OB: Forum taking different approach, SP to incorporate existing commitments developed at different times, for a D not in response to ne) IAF mandate

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/ OFF11 resolutions stronger role for regional. 5 " stakeholders

Guidance on how to achieve this is general (h) III of paper compiles many of the options for action proposed before / OFF11 or in recent submissions

(could be useful to include some actions in SP. 9P 7 < to take forward the res)

At minimum, SP should provide added guidance on what Forum should do to attract, engage key non-State actors, especially private sector, donor organizations others absent to date

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Enabling investment environments
! ar*esting.production.processing
Inno*ation. ; 4 6
Small 4 medium enterprises
5 arket access.certification
Cegal logging E etc!



For eBample% should the Forum%

- (reate pri*ate sector ad*isor' group 2FA 78
I++ 7 models3F
- In*ol*e industr' in " F0et 2elgl re ena&ling
en*ironments3F
- Include pu&lic-pri*ate interacti*e platformsF
- Engage in pu&lic-pri*ate initiati*es 2elgl +FA
20203
- Address industr' interests in 9P7 < sF

Forum has ne) opportunit' to hear from
industr' on such matters%

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7.2"



Terms sometimes used interchangeably & there is a distinction

- A mission expresses what an organization exists for
- A vision expresses a desired end state

IAF mission should express overall purpose, goal of IAF based on IAF objectives

IAF vision should express Forum's (i.e.) ideal future state of forests (e.g. SF 5.3)

It should have impact. Mission statements should be clear, concise, and memorable

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Set the stage for readers/users by providing

Essential background information on IAF / OFF. (PF / OFI)

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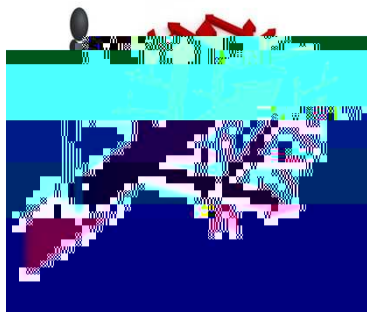
could be at center of SP - Integrate the man'
existing forest-related commitments

- 9 " 7Fs
- S6 " 1# targets & other relevant S6 " targets
- 99 national/international actions in / OFI
- Para 19 of / OFI 15 ministerial decl
- Aichi Biodiversity targets
- " EFSD SF 5 Strategy ' o&?ectives/outcomes
- ; E 6 6K. Paris Agreement

E into coherent set of goals.o&?s 4 associated
targets 4 priorit' action areas that support and
advance # IAF o&?s

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Integration of existing forest commitments poses challenges -- agreed at different times, purposes & not for SP 2017-2020

As a result:

- Existing goals.o&?s, targets, actions lack a hierarchical, tiered relationship -- don't all fit together
- Language is &lurid& e!gl man' S6 " targets read like goals.o&?s 2soft language.no dates
- (ommitments sh-3.01208 (-) 7.63 (.89126 (o) -6.0241 () -3.01208 (c) -19636

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: .2") ;

1	* <+" and // 2rele*ant to " 7Fs 1-93
1	123< 1 to ad*ance each " 7F 4 ((S 2dra) ing mainl' on S6 " targets &ut also AB+s8 " EF8 para 19 of / OFF11 5 inisterial declaration3
1 4* + , =5	3.+3.1> 2 / 1.+! to meet targets 2elgl dra) ing.&uilding on / OFI actions3

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1. 3		1. 3		1. 3	+31
<+"	//	3 @ #2!1 123< 1		2 / 1.+!	.2" + ?
" 7F1		S6 " S!\$ 12!2 1 !1 1 9!2 19!# 1#!1 1#2 1#!# 1#!@!	AB+ # 7 I 11 19 1# 5 6 11 19!a 19!g " EF SF 5 -2! !#	:!\$!o : !17!d 7!e	1 #
" 7F2		S6 " @! !1 1#!c 1#!\$	AB+ 19 5 6 11 19!e " EF SF 5 2!9		

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Essential part of 'an' SP

Pro*ide general guidance on ho) different actors 4
mechanisms contri&ute to SP implementation

(ould include guidance on 2+a&le I : 193

- Functions of / OFF.SecI. (PF
- Focus.structure of Forum sessions.outputs 4 links
&et) een odd.e*en 'ear sessions
- 5 7 I% ; B8 +rust Fund8 priorities and operation of
the " F0et
- Engagement.role of regional. 5 " partners
- : oluntar' commitments of 5 Ss 2elgl para 19 5 inl
6eci3

:7 3 - \$ " \$ ") 0 < - \$




S6 " re*ie) process.c'cle +B6
Paper on elements of a draft resl released last) eek
D negotiations to start in 5 a'
+heme for 201\$! CPF =Ensuring no one is left
&ehind> 2,ul' 201\$3

- S " report for session) ill &e o*er*ie) of) here
) orld stands on all 17 " oals
- < ill likel' include data on forest co*er 2F ; A 201#3
and protected forests 2/ OEP. < (5 (3

" uidance in SP on Forum's role to &e considered
once S6 " re*ie) process is agreed!

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Recommend SP & be part of IAF / OFF communication strategy

SP should:

- Be reader friendly and accessible to all stakeholders
- Function as a stand alone document
- Be attractive published and widely distributed in / 0 languages
- Include message from S" 4 fore word from / OFF 6irl.6ESA / S"

think about the title of the SPM

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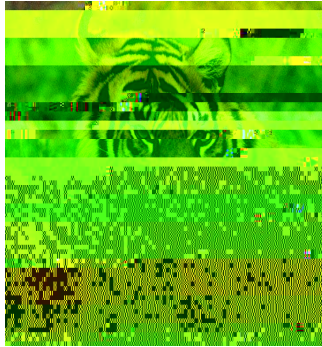
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< will set out =priorit' actions 4 resource needs> for / OFF12-1# & based on guidance in SP1 proposals

- 1) Identif' & both operational 4 polic' priorit' actions
 - 5 an' operational priorities set out in / OFF11 resl
 - Polic' priorities +B61 Flo) from element of SP 4 align).S6 " re*ie) topics
- 2) For each action8 specif'
 - Support acti*ities.deli*era&les 2) orkshops8 etc3
 - ; esource needs.sources 2; B.NB3
 - ; esponsi&le parties 2+a&le #12 illustrati*e format3
- 1 5 aBimi-e s'nergies).other 9P7 < s 2elgl FA 78 / 0E (E-EF (8 < B Forest Action Plan3

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

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

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