

Fourth Session of the Assembly  
25-26 November 2020, Virtual

## Agenda Item 2.2

---

### Revised Strategic Framework of AFoCO

1. Following the recommendations of the External Institutional Review of AFoCO in 2019, the Secretariat scrutinized the relevance of the strategic framework of AFoCO and formulated new provisional statements of vision and mission and a revised set of priority areas as shown below.

**a. Vision** (*what the organization wants to be in the future*)

“A greener Asia with resilient forests, landscapes and communities”

**b. Mission** (*what the organization is doing at the present time and intends to do in the immediate future to achieve that vision*)

“To strengthen cooperation in promoting practices of sustainable forest management through policy support, capacity development, and inclusive partnership to combat climate change and its impact.”

**c. Priority Areas**

1. Accelerating contextualized actions on tackling forest loss and promoting forest restoration;
2. Establishing greater resilience of forest and forest-dependent communities against increasing climate and disaster risks;
3. Advancing community forestry and sustainable livelihood strategy; and
4. Strengthening human and institutional capacities to enhance sustainable forest management.

2. The process of developing a new provisional draft of vision, mission, and priority areas has been taken in an open and participatory process engaging all staff of the Secretariat. Given that certain processes of identifying and reflecting interests and expectations of the members have existed in the course of developing the current Strategic Plan (2019-2023), most emphasis was placed on improving message clarity and logical interlinkages among the key elements of the strategic framework.

3. With due consideration and blessings of the Assembly on the revised formulation of the vision and mission statements and priority areas, the Secretariat will reflect those changes to the current Strategic Plan and other strategic planning documents, and realign the programs and projects according to the revised set of priority areas. An illustrative theory of change for the Strategic Plan with the revised vision, mission and priority areas is presented in **Attachment-1**.

4. Considering that the organization's vision, mission and priority areas in general are revisited periodically along its development trajectory, the earliest opportunity to scrutinize them may be provided along the next strategic planning process to be tentatively launched at the start of 2023.

### **Points for consideration**

5. The Assembly may wish to:

- consider and adopt the proposed statements of vision and mission, and the revised set of priority areas of AFoCO; and
  - task the Secretariat to revisit and improve the current Strategic Plan 2019-2023 in close consultation with the members countries
-

### Illustrative Theory of Change for the Strategic Plan 2019-2023

**VISION:** A greener Asia with resilient forests, landscapes and communities

**MISSION:** AFoCO strengthens cooperation in promoting practices of sustainable forest management through policy support, capacity development, and inclusive partnership to combat climate change

**OBJECTIVE OF THE STRATEGIC PLAN:** Sustainable Forest Management is advanced in Asia to ensure that forests in Asia play a critical role towards achieving the 1.5°C climate goal and Sustainable Development Goals by 2030.

**PERFORMANCE ENABLER:**

- 1. Policy-relevant programming and monitoring
- 2. Capacity building and knowledge sharing
- 3. Advocacy, communication and outreach
- 4. Partnerships
- 5. Innovative systems and processes

**DRIVERS OF CHANGE:**

- 1. Changes in policy and legislation
- 2. Governance
- 3. Financial

**PRIORITY AREA 1:**  
Accelerating contextualized actions on tackling forest loss and promoting forest restoration

**PRIORITY AREA 2:**  
Establishing greater resilience of forest and forest-dependent communities against increasing climate and disaster risks

**PRIORITY AREA 3:**  
Advancing community forestry and sustainable livelihood strategy

**PRIORITY AREA 4:**  
Strengthening human and institutional capacities to enhance Sustainable Forest Management

**SOCIAL INCLUSION ISSUE:** (1) Gender; (2) Environmental and Social Safeguard; (3) Leaving no one behind

**CORE VALUES:** Partnership; Member-driven; Competency; Transparency; Equity; Sustainability