



Forest Stewardship Council®

Global Strategic Plan 2015 – 2020

Delivering
Forests For All Forever

A Bolder, Stronger, More Effective FSC®

From FSC's director general

Realizing FSC's full potential

FSC is at a defining moment in our history. We have created a certification system that mobilizes the force of the market, offering people a way to create positive impact in forests¹ and communities through their purchasing decisions. Through our unique governance model we have shaped a global dialogue to define responsible² forest management based on a truly balanced set of perspectives. This has led to large scale change on the ground and positive outcomes for forests and the people that depend on them.

Unfortunately, much of the world still faces major forest challenges: tropical deforestation and agricultural expansion, unsustainable forest carbon emissions and biodiversity loss, water scarcity and pollution, unjust treatment of Indigenous Peoples³ and other groups, and illegal logging, among many others. The importance and urgency of delivering enduring solutions has only increased since our founding, further challenging FSC's mission. Therefore, *we need to be bolder, stronger and measurably more effective.*

“ We need to be bolder, stronger and measurably more effective.”

This 2015-2020 Global Strategic Plan clarifies FSC's identity and role in the global forest system to ensure that our direction fits the challenges that the world's forests and forest stakeholders face.

“ FSC is a unique convener, bringing diverse groups together to find solutions that lead to positive, locally relevant impacts for forests and people.”

The strategy builds on the realization of two fundamental elements of FSC's identity: we are a governance model that empowers stakeholders by creating durable solutions; and we are a market-based system that creates social, environmental and economic benefits through the mobilization of market forces. This realization is the basis for the identification of the core problem we want to help solve: *Forest governance and economic systems in many parts of the world provide greater incentives for deforestation, forest degradation and related social inequities than they do for responsible forest management.*

¹ References to 'forests' in the strategic plan imply the full range of forest types, from natural forests to plantations.

² For the purposes of this document, the following definitions have been used for 'responsible', 'sustainable' and 'improved' forest management: 'Responsible' refers to operating with a balance of social, environmental and economic outcomes in the current global context, as defined by FSC; 'Sustainable' refers to a future ideal that society is striving for, but is neither fully understood nor achieved in the current global context; 'Improved' refers to the enhancement of social, environmental and economic outcomes in forest management.

³ For the purposes of this document, the term 'Indigenous Peoples' is inclusive of traditional peoples, as per definitions in the FSC Principles & Criteria (FSC-STD-01-001 V5-2).

“ This 2015-2020 Global Strategic Plan clarifies FSC’s identity and role in the global forest system to ensure that our direction fits the challenges that the world’s forests and forest stakeholders face.”

The strategic plan is a commitment to improving FSC’s certification system, and an aspiration to use our unique convening strengths in new ways to fulfil our mission. While certification has proven itself as a powerful tool for change, twenty years of experience has shown us that we need to continue improving certification and consider what other tools can be complementary to it. This is especially true for regions such as the tropics, where pressures beyond the forest drive the majority of forest loss and degradation. In addition, certification as it has been practiced often does not align well with the capacities or cultural perspectives of important constituencies such as smallholders, communities and Indigenous Peoples.

This two-dimensional approach – of reinforcing certification and using our core strengths to further promote responsible forest management – reflects the fact that while FSC is the leader in forest certification, it is also something deeper and more profound. *FSC is a unique convener, bringing diverse groups together to find solutions that lead to positive, locally relevant impacts for forests and people.* Certification forms the core of what we offer, but our convening power gives us a unique ability to create new tools to complement certification and address global forest challenges more fully.

Achieving ‘Forests For All Forever’ will require a transformative shift in the political and economic drivers of forest management all over the world, so that responsible practices are in fact promoted. Empowerment of forest stakeholders and the mobilization of markets for responsible forest management can create such a shift, and FSC intends to use the full force of our influence to make this happen.

To be truly effective we must be both precise in our intent and bold in our actions. We must look at ourselves and our operating environment with fresh eyes. We must bring our best thinking and creativity and seek deeper alliances with those who share our values and goals. And we must never forget that FSC is a vital platform for ensuring that the world’s forests can provide security, prosperity and beauty for our children and grandchildren and many generations that follow.



Kim Carstensen, Director General, FSC AC



Global strategy overview



MISSION

Forests For All Forever

FSC® shall promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests.

Forest governance and economic systems in many parts of the world provide greater incentives for deforestation, forest degradation and related social inequities than they do for responsible forest management.

CORE CHALLENGE



2050 BEACON

A new forest paradigm realized

The true value of forests is recognized and fully incorporated into society worldwide.

2020 Aspiration: Turn the Tide

FSC is the leading catalyst and defining force for improved forest management and market transformation, shifting the global forest trend toward sustainable use, conservation, restoration, and respect for all.

Objective:

20 BY 2020

Toward this aspiration, the FSC share of global forest-based trade is 20%.

4

COMMITMENTS:

Increased focus on outcomes: FSC will deliver meaningful impact, report on outcomes, and refine the system accordingly.

Empowerment of People: Through our actions, FSC will empower smallholders, women, communities, workers, Indigenous Peoples and other under-represented groups.

Mission advancement through alliances: FSC will advance impact by working more closely with complementary and aligned organizations.

User orientation: FSC will renew our entrepreneurial spirit and shift processes to emphasize the needs of the users of our system.

STRATEGY 1

Strengthen the FSC framework & governance

Streamline standards, increase consistency, improve governance and develop new forest solutions.

STRATEGY 2

Increase market value of FSC

Rapidly expand consumer preference, overcome market barriers and create new market opportunities.

STRATEGY 3

Transform the way we work

Globally align functions, deliver world-class service and promote institutional knowledge.

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Strategy implementation timeline

This strategic plan will drive the transformation of FSC operations, and will be refined by the Board of Directors in parallel with other high level processes, such as the governance review mandated by the 2014 FSC General Assembly (Motion 42). As such, the strategic plan should be considered a 'living', adaptive document that evolves with FSC and our operating context.

The strategic plan will set the work streams of FSC through the creation of a secretariat-led implementation plan, scheduled for completion by mid-2016. Elements, tasks and direction that do not have a natural fit within one or more of the individual strategies will not have the remit to progress unless approved by the Board or a specific motion of the FSC General Assembly.

	Enabling Phase Further analysis of the strategic plan as it relates to aligning the organization's capacities in preparation for implementation. Review of strategy-related governance mandates in Motion 42 (2014). Analysis of approved motions and other major processes. ⁴	Apr - Dec 2015
	Global Implementation Plan Global implementation plan development.	Aug - Feb 2015 2016
	FSC International Board of Directors' Meeting 71 Final review of global implementation plan.	March 2016
	Strategy and Governance Review Prior to the 2017 General Assembly: Mid-term strategic plan progress report and member consultation. Governance review, with concise recommendations for changes provided to the membership.	Dec - Jun 2016 2017
	General Assembly 2017 Strategic plan discussion among members.	Mid 2017
	2021-26 Strategy Development Review and development of new strategic plan for next six year cycle.	Jan - Mid 2019 2020
	General Assembly 2020 Consultation on 2021-26 Global Strategic Plan.	Mid 2020

⁴ In addition to referencing the strategic plan itself, the enabling phase will incorporate a series of 'strategic filters' to gauge the relative importance and priority of current and planned activities. See Appendix 1 for a list of strategic filters and questions associated with their application.

FSC 2015-2020 global strategic plan

Mission

The Forest Stewardship Council (FSC) shall promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests.⁵

FSC's application of this mission has been rooted in a series of *Guiding Principles*, which define our core values and aspirations for our practices. These principles shall apply organization-wide. The FSC Board of Directors offers this first version of the Guiding Principles to accompany the strategic plan, and have committed to a future consultative process among the membership to refine them further.



⁵ The FSC Mission is codified in our Statutes, and can only be changed by the membership. As a public facing statement, the essence of the FSC Mission has been refined to 'Forests For All Forever'.

FSC guiding principles

As a mission-driven, member-based organization, FSC is committed to the following principles in both our organizational values and practices. Fully integrated into our operations, they will serve as a lens for evaluating our actions, from our internal planning and programme delivery to how we manage our relationships.

Values

- **Embrace Diversity** – FSC creates an environment of inclusiveness, tolerance, fairness, and mutual trust. This includes a recognition that peoples of the world live under a range of cultures and paradigms related to forest management, all of which deserve understanding and inclusion.
- **Conserve Nature** – FSC ensures that our activities serve to protect and restore natural processes in a holistic manner, thereby maintaining and enhancing ecological functions and the productive capacity of ecosystems.
- **Empower People** – FSC promotes equitable participation in decision-making and the empowerment of workers, Indigenous Peoples, communities, smallholders, women and other under-represented groups.
- **Realize Rights** – FSC upholds and promotes protection and implementation of the internationally recognized rights of people and communities, including the rights of Indigenous Peoples, women, and workers. This is critical to our uniqueness.

Practices

- **Pursue Excellence** – FSC leads by example, cultivating an organizational culture of continuous improvement, innovation, and efficiency.
- **Demonstrate Impact** – FSC monitors and communicates how well our work results in positive on-the-ground outcomes relative to our goals.
- **Promote Forests** – FSC educates and inspires people to understand their dependence on forests and increase their motivation to take positive actions that lead to meaningful change.
- **Embody Credibility** – FSC implements reliable, transparent methods of validating responsible practices, driven by integrity that is the essence of our promise.
- **Sustainable Use** – FSC promotes the responsible use of forests, forest products and ecosystem services based on continuous improvement and best available science, leading society toward the goal of forest sustainability.
- **Surpass Norms** – FSC provides solutions that go beyond the status quo and baseline policy conditions in forests, the forest industry and the forest products marketplace.

A new paradigm for forests and people

FSC envisions a future where the majority of people recognize that the health of humanity and the health of forests are deeply and profoundly intertwined, and act on this understanding in the way they conduct their lives. This is reflected in the *2050 Beacon* below, defining our highest level ambition and implying the level of change needed over the next 35 years. We see an essential role for FSC in contributing to this paradigm shift across cultures to help meet the social, environmental, and economic rights and needs of the current generation without compromising those of future generations.

2050 Beacon

A new forest paradigm realized

The true value of forests is recognized and fully incorporated into society worldwide.

To progress towards this goal, FSC must build new coalitions and provide shared benefits from working with our many partners to help reverse the trend of deforestation and forest degradation. We must also continue building a market-leading presence in the global economy, a profoundly powerful force affecting forests and the people that depend on them. These mission-driven needs are reflected in the *2020 Aspiration* and *2020 Objective* below, which represent FSC's descriptive and measurable targets respectively.

2020 Aspiration

Turn the tide

FSC is the leading catalyst and defining force for improved forest management and market transformation, shifting the global forest trend toward sustainable use, conservation, restoration and respect for all.

2020 Objective

20 by 2020

Toward this aspiration, the FSC share of global forest-based trade is 20 per cent.

By focusing on the totality of economic activity of all forest products and ecosystem services industries, this simply stated objective serves as a representative indicator for the success of the entire strategic plan. It is deliberately broad in its implications, and is intended to prompt both important questions and necessary focus as the strategic plan is implemented.

The phrase 'FSC share' of trade includes creation of the full range of social, economic and environmental benefits that the FSC certification system represents, but may also incorporate innovations outside of FSC certification. The objective also recognizes that FSC, as a market-based system, requires continuing market success as a critically important prerequisite for achieving these goals, while maintaining the highest levels of integrity and credibility.

While the objective will require more than doubling FSC's market impact in the next five years, achieving it will forever change the relationship between society and forests and serve as a 'tipping point' for moving directly toward the 2050 Beacon. On a daily basis, potentially billions of people will act to improve the impacts of trade, constituting a massive step toward our long term goal of influencing society's relationship to forests.

The core of the FSC strategy

Four core concepts run through this strategic plan and represent a set of key commitments from FSC. These crosscutting actions build on our legacy of success, while recognizing that we can do better by focusing on what matters most. They should be considered foundations upon which all of our strategies are built.

FOUR commitments

1

Increased Focus on Outcomes – What matters to forests and people is the change that FSC delivers on the ground and in the marketplace. We commit to delivering meaningful impact, reporting on outcomes, and using this information to refine the system further.

2

Empowerment of People – Through our dialogue platform, in stakeholder consultations, and by recognizing diverse needs in the tools we bring to market, FSC has a 20 year legacy of giving voice to people who have been under-represented in forest management decision making. We commit to actions that empower smallholders, women, communities, workers, Indigenous Peoples and other under-represented groups.

3

Mission Advancement Through Alliances – Turning the tide toward improved forest management will require new solutions and a culture of innovation from FSC and those who share our mission. We commit to advancing FSC's impact by building on our platform for stakeholder engagement, bringing FSC closer to key organizations and institutions that can help overcome barriers and grow our capacities for innovation.

4

User Orientation – FSC must respond to the needs of the users of the system, from members to forest managers to consumers, in every decision we make. We commit to listening and implementing change processes that emphasize the needs of the users of the system, including members, forest managers, chain of custody certificate holders, trademark licensees, and consumers.



FSC's 2015-2020 strategies

The central idea of this strategic plan is to build upon the FSC multi-stakeholder model and increase our market leverage by aligning our governance, our organizational structure and our value creation activities to deliver even better on our mission. We will ensure we are operating at the needed scale, moving toward mission-critical outcomes and building on the lessons learned from our own history as well as on the deep experience and wisdom of our members and partners.

FSC must grow in its relevance and impact at all points in the global forest products system, delivering economic, environmental and social benefits and the highest level of credibility to our stakeholders. To ensure this, we recognize two very distinctive, but interactive roles as being necessary within the FSC system. These roles are reflected in the content of the first two strategies below.

The first role develops the intellectual property of FSC that is offered as assurance tools to the forest industry, such as the Principles and Criteria for forest management, policies, and standards. This function responds to the FSC membership and defines the global benchmark for responsible management of forests and supply chains. It is our innovation engine and is concerned with ensuring FSC's 'products' reflect leadership that is achievable and addresses the needs of all forest stakeholders. This role ensures that FSC empowers and benefits workers, Indigenous Peoples, smallholders, communities and other groups that have difficulty maintaining rights and respect within governance and market structures. It also ensures that biodiversity is protected, forests and plantations are well-managed, recycling is maximized, water is conserved, and the places of rare beauty and cultural importance are left preserved for future generations.

The second role is as a service provider for a voluntary, market-based system designed to allow people throughout society to make responsible purchasing decisions. It focuses on marketing in the fullest sense of the word, ensuring an exchange of value between producers and consumers that helps realize the true value of forests. It results in benefits being delivered back to forests and the people that depend on them. It prioritizes customer needs and satisfaction and extends beyond consumer marketing into supply growth, market development, public awareness building and advocacy on behalf of responsible practices. It is entirely focused on market success and growth in responsible trade to ensure that forests, people, and businesses are all benefiting. It is the business 'engine' that moves the first role forward.

The unique value of FSC is realized when these two roles are harmonized. Through assurance tools, market forces create positive impacts in forests, in communities, in the forest industry and in the collective understanding and ethics of societies. These outcomes are described in our *2020 Aspiration* and *2020 Objective* and will ultimately lead to a paradigm shift in society's relationship with forests. These two roles are very different in character, however, requiring different skill sets, resources, motivations and perspectives to succeed. Each must be performed at a high level individually and, perhaps more importantly, in relation to one another to ensure the organization stays in balance. To be truly effective, we must address them as two parts of a single strategic whole, implemented by our global network of national, regional and international FSC organizations.



Strategy

1

Strategy 1:

Strengthen the FSC framework and governance

FSC will further develop its core strength in defining solutions that achieve responsible forest management. We will build upon our multi-stakeholder dialogue platform at the international, regional and local level, ensuring that all forest stakeholders have the opportunity to contribute equitably to the advancement of the FSC model.

Just as this strategic plan is a 'living', adaptive document that evolves with FSC, so too must our governance be responsive enough to adapt to the strategic direction of the organization, setting the enabling conditions to ensure success against our goals.

Moving forward, we will improve the prioritization and coordination among our standards development activities, becoming more streamlined and outcome-oriented, with an even greater emphasis on system integrity, transparency, and credibility than before. This demands revisiting major processes currently underway, such as the national transfer of international generic indicators and chain of custody, controlled wood and the trademark standard revisions. We will use our greatest strength – member-driven dialogue – to innovate around these and other key issues that require new approaches that are critical to our mission.

Critical result area 1.1 – Streamline the normative framework

FSC will improve certification uptake, cost-effectiveness and outcomes by stabilizing and simplifying FSC policies, standards and procedures while maintaining system integrity, transparency, and credibility.

Objective 1.1 – *By mid-2017, FSC has proposed an approach for a streamlined and outcome-oriented normative framework. This approach will be based on membership and stakeholder consultations and action-based learning in applying these concepts to the national transfer process of the international generic indicators and the revision of the chain of custody standard.*

Success Criteria 1.1

- 1.1.1 - Policies and standards are aligned with strategy, are outcome-oriented and risk-based, incorporate market implications, and are analysed for cost implications, while maintaining or improving social, environmental and economic results.
- 1.1.2 - All procedures, including working group management, are expertly managed, integrated to minimize burden, ensure a balance of perspectives, and deliver best possible results.
- 1.1.3 – Policies and standards are developed in plain language, organized in user-friendly ways, and are easily and uniformly understood by users.

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- 1.1.4 – Following the acceptance of a streamlined and outcome-oriented normative framework approach at the 2017 General Assembly, standards, policies and the schedules of associated processes are reviewed and modified to ensure alignment with strategy.
 - 1.1.5 – A strategic analysis of the outcomes achieved by the normative framework is presented at each FSC General Assembly, where members can discuss and make recommendations on strategic policy issues to be addressed in subsequent review cycles.
 - 1.1.6 – To meet growing global demand for forest products and ecosystem services, FSC continues to be relevant to and effective in standards setting and application for the full range of forest types, including plantations, as elements of sustainable landscapes.

Critical result area 1.2 – **Increase quality and consistency in practice**

FSC will improve certification processes to increase the quality and consistency of the application of standards and policies, both internally and via accredited certification assessment bodies.

Objective 1.2 – By the end of 2017, FSC has refined its systems to ensure consistency, predictability and availability of accurate, high quality policy interpretations in assessment practices.

Success Criteria 1.2

- 1.2.1 – Policies and standards enable local relevance within a broader context of consistency and credibility.
- 1.2.2 - Improved auditing and verification methodologies target the issues of greatest concern while decreasing system risks, thoroughly and quickly addressing complaints, and increasing the consistency of certification assessments.
- 1.2.3 - Standardized auditor training curriculum and reporting templates are used by all certification assessment bodies to ensure consistency.
- 1.2.4 - FSC and Accreditation Services International establish a protocol for monitoring and evaluating certifier quality and consistency, and provide methods for any needed mitigation.
- 1.2.5 – By the end of 2016, a controlled wood strategy is approved and the trademark standard has been revised to ensure clear and transparent interpretation of the FSC Mix label.

Critical result area 1.3 – **Advance governance and engagement**

FSC's governance must be able to adapt to meet the challenges of our global organization such as fast moving markets, ever-evolving forest policy, and constantly changing landscape scenarios. At the same time, FSC must steadfastly maintain the core elements of governance that have built well-earned credibility, such as balanced representation and open and transparent participation, and at the same time be capable of timely delivery on the goals laid out in this strategic plan.

FSC will cultivate and build on our core strength as a platform for dialogue by more explicitly defining the evolving needs of governance. This will commence with, but not be solely reliant upon, the Motion 42 (2014) governance review process. We will place specific attention on the role of members, motivating their participation in FSC processes through an increased focus on their needs and interests as the owners of the FSC system.

Objective 1.3 – By the end of 2019, following a series of annual surveys, 70 percent of members in each of FSC's six sub-chambers report being satisfied or very satisfied with both the improvement of FSC governance and their own engagement with FSC.

Success Criteria 1.3

- 1.3.1 – FSC's governance improvements align with delivering the mission and strategic direction of the organization.
- 1.3.2 – Adaptive governance is incorporated as an intrinsic part of FSC's institutional culture.
- 1.3.3 – FSC dedicates specific resources to exploring new methods and topical areas for engaging members, as well as ensuring that participation becomes as balanced as possible across sub-chambers.
- 1.3.4 – Working groups and technical committees are constituted to include essential expertise and receive enhanced priority, funding, and facilitation to produce efficient, best possible results, and reduce workload on participants.
- 1.3.5 – New members are recruited in geographies or sub-chambers that are currently under-represented and/or strategically important for FSC's growth and mission.
- 1.3.6 – The number and diversity of members participating in key processes expands.
- 1.3.7 – A permanent mechanism for gathering and incorporating feedback from certificate holders is established, including a specific mechanism for forest management certificate holders.

Critical result area 1.4 – **Deploy new solutions**

FSC will explore how we can succeed on mission-critical topics, thoroughly examine the system-level context, and develop and deploy new solutions based on these insights. New solutions will integrate the broadest possible spectrum of programmes, have measurable impact, prioritize mandates from approved motions of the FSC General Assembly and focus on growing FSC's engagement and impact in critical forest areas of the world.

Objective 1.4 – By the end of 2020, at least three new solutions have achieved proof of concept and are positioned for full deployment, with potential for substantial growth in critical forest areas of the world.

Success Criteria 1.4

- 1.4.1 – New tools are developed to empower people and uphold and respect the rights of those that depend most substantially on forests, including Indigenous Peoples, smallholders, forest-based communities, women and workers in the forest industry.
- 1.4.2 – To ensure that issues of gender equality are understood and addressed, FSC implements a system-wide gender equality strategy, creating an institutional culture and normative framework that facilitates improving gender sensitivity within the system.
- 1.4.3 – To conserve critical forest landscapes, new tools will prioritize improved forest management in the tropics, restoration of degraded forestlands, maintenance of intact forest landscapes and climate change mitigation.
- 1.4.4 – FSC maintains high level dialogues that inform our positioning on emerging issues, including landscape approaches, intensification, efficient resource use, and adaptation to climate change.





Strategy

2

Strategy 2:

Increase market value of FSC

A strong and growing FSC marketplace ensures that benefits are delivered to forests and the people that depend on them. When FSC certification is fully functional, providing assurance from the forest all the way to the consumer, it improves economies,

increases social empowerment, and improves environmental quality in the forest while also satisfying a societal need.

As a market-based system, FSC certification influences and improves the world's forests to the extent that we can connect the people improving the forest and the people seeking more responsible products in the marketplace. The most fundamental and important step in increasing the market value of FSC is to define and promote the tangible benefits to forests and communities of buying the tens of thousands of FSC-certified everyday products in circulation today, making it easy for people to understand and access that value. Social attitudes about sustainability are changing quickly, particularly among younger people, and while most people believe forests are important, they do not realize that FSC tools can give them the power to improve forests. We must harness these opportunities and make FSC a global brand of choice. From citizens to procurement professionals to policy makers, people want to support positive change with their daily activities, and they constitute a tremendously powerful force that is yet to be harnessed in most of the world.

Building the market for FSC-certified products remains challenging, however. It requires more detailed market analyses, targeted insights from those analyses, and new and more effective market interventions. FSC is committed to the full exploration of how the system provides economic, environmental and social value, why specific barriers remain, and how to get past barriers to make use of the most effective opportunities for enabling growth in certified area and share of trade.

Building on our efforts to analyse, define and facilitate access to FSC market values, we will also bring new incentives to market that work toward our long term goal of fully incorporating the true value of forests into societies. We will use our advocacy, alliances, and convening power to bring new solutions from concept to market adoption.

Critical result area 2.1 – **Rapidly increased consumer demand**

FSC will dramatically increase our focus on promotion of FSC as a consumer brand, inspiring collaborations with partners that achieve meaningful empowerment of people and conservation outcomes while creating benefits that reach all along supply chains, all the way back to forests

Objective 2.1 – *By the end of 2020, 20 percent of people between the ages of 18 to 25 surveyed cite FSC as favourably influencing their purchase decisions.*⁶

Success Criteria 2.1

- 2.1.1 – Businesses, NGOs, workers' unions, Indigenous Peoples, associations, governments and other advocates increasingly partner with FSC to deliver mutually beneficial consumer marketing, communicating FSC within the context of their own brands and customer base.
- 2.1.2 – FSC and partner-managed platforms allow consumers to easily locate and purchase FSC-certified products.
- 2.1.3 – FSC's marketing and advocacy partners collaborate with FSC around clear and compelling impact narratives that promote FSC as a key solution in national and international fora.⁷
- 2.1.4 – Specific market incentives reward businesses that sell products sourced from smallholders, communities and Indigenous Peoples.

Critical result area 2.2 – **Overcome certification barriers**

FSC will identify the barriers to the expansion of certified area and share of trade, focusing on the key points of intervention to grow all parts of the system. These intervention points and barriers may be internal or external, or be applicable locally, regionally, or globally. Acting on them will by necessity include alliances with a broad range of FSC's partners.

Objective 2.2 – *By the end of 2017, FSC is actively advancing work on a prioritized set of strategic interventions to expand rapidly both certified area and share of trade in key industries and markets.*⁸

Success Criteria 2.2

- 2.2.1 – The social, economic and environmental benefits of FSC for various sectors are regularly analysed, clearly articulated and easily accessible. The outcomes of these analyses are widely promoted, well understood, and demonstrably positive.

⁶ This means that FSC will achieve purchase intent scores of 'definitely buy' or 'probably buy' among the target age group, often referred to as 'millennials'.

⁷ These narratives include: positioning FSC as a mitigation measure against climate change; one of the few ready-made strategies to ensure 'deforestation-free' supply chains; an assurance mechanism for legal harvesting; a strong monitoring system for social rights and safeguards such as free, prior and informed consent; as a tool to combat forest degradation; as a safeguard and quality management tool when intensifying production and/or establishing plantations; as a strategy for ensuring supply security; as a response to sustainability indices and investor disclosure requests, and as an essential part of the journey to a restorative business model.

⁸ Key industries and markets will be determined in secretariat-led implementation planning.

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- 2.2.2 – FSC has fully assessed the most significant intervention points and barriers to the uptake of forest management certification, chain of custody certification and product labelling for key industries and markets, including drivers of regional and national FSC-certified wood supply and forest product demand.
 - 2.2.3 – Companies, governments, associations, workers' unions and NGOs pursuing forest related sustainability goals actively seek FSC's input and views and adopt and implement policies that include preference for FSC.
 - 2.2.4 – Sustainability focused business forums promote FSC as a safeguard of supply chain integrity, a tool to deliver on responsible forest management commitments, and a driver of sustainability oriented sales growth.
 - 2.2.5 – National governance organizations and sub-national jurisdictions increasingly use the FSC Principles and Criteria to influence forest norms, fiscal policies, land use planning, landscape level decision making and landowner incentives.
 - 2.2.6 – Other certification, verification and performance assessment systems increasingly preference FSC for forest-related sourcing.
 - 2.2.7 – Social, environmental and economic benefits associated with FSC certification, and the access to these benefits, continue to grow over time, expanding most in sectors and regions critical to the FSC mission.
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Critical result area 2.3 – **Empowering people to access and develop new markets**

FSC will act as a vehicle for engaging with forest owners, producers, retailers and others to connect to new markets and other incentives that more accurately reflect the true value of forest ecosystems.

Objective 2.3 - By the end of 2018, FSC has the proof of concept, knowledge and structures in place to deliver two new forest tools that reward responsible forest management and are based on outcomes critical to FSC's mission.

Success Criteria 2.3

- 2.3.1 – FSC offers new tools for certificate holders to access emerging ecosystem service markets, and forest owners report increased net revenue as a result.
- 2.3.2 – Private, institutional and inter-governmental investors demonstrate preference for FSC for its ability to manage risk and deliver financial benefits, particularly with reference to the global South and specifically in tropical forests.⁹
- 2.3.3 – FSC develops new tools that empower and deliver increased economic benefits to smallholders, communities, Indigenous Peoples and workers, both in markets and by helping improve their performance through increasing productivity, effectiveness, and efficiency of forest management practices.

⁹ This may include investment in ecosystem services and non-timber forest products.



Strategy

3

Strategy 3:

Transform the way we work: *One FSC*

FSC stakeholder outreach and market services are delivered by over 40 affiliated organizations and representatives around the world: our 'network partners'. Network partners provide local relevance and regional consistency and are a critical means by which services are delivered where they are needed, in the right languages, and with the necessary social and cultural understandings. Network partners also have a unique perspective on the realities of how FSC policies and standards are applied at a local level, providing a critical feedback loop to the development functions of the FSC global office. In countries or sub-regions where no network partner exists, the task of delivering required services rests with the FSC global office.

To reach our 2020 objective of 20 per cent market share, FSC will transform the way we work, fully incorporating network partners into global operations in support of the strategic plan and ensuring that core functions and services are available wherever they are needed. This strategic plan will be the basis for strengthening global coordination while at the same time maintaining the benefits of local credibility and relevance offered by network partners. This initiative is known as 'One FSC'. Building *One FSC* will encompass the alignment of strategy implementation, a commitment to excellence in service delivery and development of the infrastructure to ensure that FSC information and resources flow openly across FSC organizations.

Critical result area 3.1 – **Align functions globally**

To achieve global coordination and the local relevance that enables growth, FSC will fully align our structures, functions and systems throughout the operations of our global network.

Objective 3.1 – By mid-2016, a global implementation plan is completed and incorporates global enabling strategies for all key operational functions.

Success Criteria 3.1

- 3.1.1 - All FSC organizations operate as a cohesive whole, with outcomes from the Motion 42 (2014) governance review clearly defining how roles and responsibilities will deliver against the strategic plan.
- 3.1.2 – The internal change management process ensures strategic planning, work planning, and all other core management activities are coordinated and aligned across all FSC organizations globally.

- 3.1.3 - The FSC operational model has a clear and effective revenue generation and resource allocation system that ensures staffing and infrastructure resources are available where they are needed in relative proportion to mission-driven priorities, local priorities, service delivery needs, system risks, growth opportunities, emerging trends and capabilities.
- 3.1.4 – The linkages between FSC’s policy and standards development and business development functions are fully mapped, monitored, and communicated, with the implications of these linkages systematically and proactively managed.

Critical result area 3.2 – **Excellence in service delivery**

FSC organizations must perform world-class, consistent, and appealing service delivery at national, regional and global levels, demonstrating a mission focus, marketing ethos, client orientation and service culture. This applies to our full range of stakeholders.

Objective 3.2 – By the end of 2018, 70 percent of each major FSC user group reports being satisfied or very satisfied with the mission delivery and service delivery of FSC organizations.

Success Criteria 3.2

- 3.2.1 - Implementation of a quality management system improves FSC’s ability to deliver continuous improvement, effective and efficient practices, accountability structures, and organizational discipline.
- 3.2.2 – Users of the FSC system are able to easily access a consistent set of core services wherever they are needed, each of which provides defined value.
- 3.2.3 – Improved services and operating context for certificate holders drive high retention rates and enable growth of forest management certification, chain of custody certification, ecosystem services certification, and trademark license adoption above historic levels.
- 3.2.4 - FSC organizations attract and retain people with the expertise and mindset necessary to fulfil strategic direction.
- 3.2.5 – All FSC organizations exhibit leading sustainability and social responsibility practices in their operations.
- 3.2.6 – All FSC personnel globally have sufficient and consistent training to fulfil their responsibilities.

Critical result area 3.3 – **Unleash the power of knowledge**

FSC will build the relationships, infrastructure, capacity and culture to easily access, track and assess information related to our internal and external performance and impacts. We will be a leading provider of actionable information, giving internal and external users the power to inform insight-driven decision making and communications.

Objective 3.3 – *By the end of 2018, FSC is able to comprehensively report on the economic, social and environmental benefits and impacts of FSC.*

Success Criteria 3.3

- 3.3.1 – All FSC information is coordinated centrally, with appropriate access for all staff and partners globally.
- 3.3.2 – FSC IT services and management are implemented according to international best practices.
- 3.3.3 – Implementation of an information security management system improves FSC's ability to manage data risks and demonstrate compliance with legal requirements.
- 3.3.4 – Information and knowledge management systems are able to inform external users on FSC products, activities and stories.
- 3.3.5 – The social, environmental and economic impacts of FSC are monitored, evaluated, reported on, widely communicated, and used to inform decision making.
- 3.3.6 – Core metrics related to global, national and programme strategies are monitored and made accessible to members, certification assessment bodies, certificate holders and other stakeholders.





Appendix 1 – Strategic filters

FSC has many programmes and projects that can strain our capacity if not prioritized appropriately. To ensure we are working within our means, setting the right priorities, accelerating essential work, and suspending or stopping non-essential work, we will begin using a series of strategic filters to gauge and prioritize the value of particular desired outcomes and actions. This includes analysing the critical result areas within this strategy, major processes that are underway or planned, and elements of our global operational structure. The filters below are based on a series of questions that can be asked to gauge the strategic value of specific actions, and while not all apply to every application, they serve as an adaptive, logic-based evaluation tool:

- *Future relevant* – Does the proposed action take into account future trends in markets, demographics, economic development, technology, and other key factors? Will it maintain or enhance FSC's relevance? Does it have the capacity to be a paradigm-shifting action?
- *Science-based* – Does the proposed action have a firm basis in the scientific literature? Is it supported by academic partners?
- *Deliverable* – Is the proposed action realistic given our capacities? Can it be delivered in a meaningful timeframe? Can it be delivered in many cultures with many different languages?
- *Financially sound* – Can FSC afford the investment relative to all the other financial priorities of the organization? Is it likely to be an ongoing burden or benefit to the organization? What is the social, environmental and/or economic return on investment?
- *Value-additive* – Does the proposed action create social, environmental and/or economic value? Are the benefits balanced across stakeholder groups?
- *Innovative* – Does the proposed action provide something new and impactful to the global forest system?
- *Consensus* – Is the proposed action likely to result in chamber-balanced support from members, as well as support from network partners, certificate holders, certification assessment bodies, and staff? Is it controversial with any particular stakeholder group?
- *Synergistic* – Does the proposed action build on or reinforce our other work or the work of key partners? Is it redundant with other internal or external actions?
- *Easily communicated* – Can the purpose and impact of this action be easily communicated to FSC stakeholders?
- *Straight-forward* – Is the proposed action easy to implement or excessively complex? Can it be streamlined?
- *Adaptable* – Can the proposed action be applied in other contexts?

Appendix 2 – Glossary of terms

Critical result areas – The high level outcomes we are prioritizing to achieve the 2020 objective.

Enabling phase – An internal analysis process that follows strategic planning and precedes implementation planning. This process ensures the strategic plan is achievable, and defines what preconditions are necessary for its implementation.

Global network – All FSC organizations collectively, including the FSC global office, regional offices and network partners.

Global staff – All FSC staff among all FSC organizations.

Guiding principles – A shared set of ethics that guide the behaviour of FSC staff and that will be institutionalized within our management systems.

Implementation plan – The detailed steps of how FSC's group of organizations will implement the various elements of the strategic plan.

Mission – Our reason for existence, which should permeate everything the organization does.

Network partner – An affiliated organization or individual representing FSC at a national level. This includes national offices, national representatives, and national focal points.

Normative framework - The policies, standards, procedures, directives and advice notes related to FSC certification.

Objective – A measureable and time-bound indicator of progress toward a particular goal.

Partners – FSC's allies in the collective governing, building and implementing of programmes and systems that help achieve the FSC mission.

Risk-based – Verification methods that calibrate auditing intensity against actual risk of non-conformance.

Solutions – A generic term for any strategies, tools, products, programmes or approaches that work in support of the global strategy.

Strategies – A coherent set of high level actions designed to enable the 2020 objective.

Success criteria – The specific outcomes of specific actions that FSC needs to be successful and by which the strategic plan will be judged.

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FSC is...



Environmentally appropriate

forest management ensures that the harvest of timber and non-timber products maintains the forest's biodiversity, productivity, and ecological processes.



Socially beneficial

forest management helps both local people and society at large to enjoy long term benefits and also provides strong incentives to local people to sustain the forest resources and adhere to long-term management plans.



Economically viable

forest management means that forest operations are structured and managed so as to be sufficiently profitable, without generating financial profit at the expense of the forest resource, the ecosystem, or affected communities.

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