



Delivering **Forests for all forever**

A Bolder, Stronger, More Innovative FSC
Realizing Our Full Potential

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Acknowledgements

This document would not have been possible without the members, network partners and global staff of FSC working together to both define and inform this strategic plan. From responding to surveys, participating in strategy events at the 2014 General Assembly, or submitting direct comments, these groups have contributed to making the strategy what it is today, and for this we are extremely grateful.

A number of people have taken a deeper role in strategy development and we acknowledge their contributions. As elected representatives of the membership, the FSC Board of Directors has taken a leadership role in developing the strategic plan. They have been assisted by a staff group representing the senior management team, director's office, program staff, regional directors and network representatives from each region. We are also grateful for the assistance provided by advisors from Forum for the Future and LEVELheaded.

Introduction

FSC is at a defining moment. After 20 years of pioneering growth and success, we find ourselves coming of age in our organizational lifecycle, in need of a clear identity and sense of direction for the years ahead. Through our unique governance model, we have created a global dialogue on responsible forest management. Our certification system has offered people a completely new way to create positive impact through their purchasing decisions. And that has led to on-the-ground action and positive outcomes around the world.

But the realities of today demand that we do better tomorrow. We cannot be constrained by our own current structure or limited in our thinking. We need to be stronger, better, bolder and more responsive. This strategic plan provides the opportunity to redefine the organization and our role in forest management and conservation, and forms the core of our reinvention.

The FSC Board of Directors, with support from the FSC global office and network representatives, has embarked on creating a new strategic plan for many reasons. First and foremost, the global forest system continues to suffer from injustice and environmental degradation: loss of forests, poor management, deep social inequities, and the associated supply chain risk, among many others. With the 'bio-economy' gaining momentum and demand for forest products projected to double in only 15 years, the importance of delivering lasting solutions has only increased in urgency since our founding.

With these trends and FSC's own ambitions in mind, the Board recognized that our current ways of operating simply would not going to make enough progress towards stabilizing the global forest system. We know that we can do more – better and faster and in new areas of work – if we are clear about our purpose and have the proper resources and efforts focused on the right challenges. Stakeholders from each of FSC's three chambers have also been clear in their collective feedback, strongly expressing the need for a new strategic direction that leverages the power of FSC's existing assets, be it to smallholders, global brands or innovative fields of new work. The FSC membership also created a clear mandate for a new

strategic plan with the nearly unanimous passage of motion 84 at the 2014 General Assembly. The requirements laid out in this motion are very well aligned with the intentions of the Board, creating certainty for what we must do.

In this draft strategy you will find a commitment to improving FSC's certification system, as well as an aspiration to use our unique convening strengths in new ways to fulfil our core purpose. This clarity of identity is critical to grasp: *FSC is not simply a certification system. It is a democratic and collaborative platform that brings diverse interests together from around the world to develop solutions that lead to positive impacts for forests and people.* Now is the time to secure that platform, increase its role in the world, and innovate from it.

Achieving our vision will require a paradigm shift from current forest management practices in much of the world. Our greatest challenge is to help people to better understand their impacts on and relationship to forests, and to inspire them to act accordingly. This will be no small feat.

To move forward we must be both precise in our intent and brave and bold in our actions. We must look at the future and our operating environment with fresh eyes. We must bring our best thinking and creativity to this task and seek deeper alliances with those who share our values and goals. And we must always remember that the values and goals the FSC community represents are important for humanity, providing a vital forum for ensuring that the world's forests can provide security and prosperity for our children and grandchildren.

A handwritten signature in blue ink, reading "Kim Carstensen".

Kim Carstensen, Director General, FSC A.C.

15 December 2014



Turning the strategic plan into action

This document is the key output of the ‘direction’ setting phase of strategic planning, which is being led by the Board of Directors. It sets objectives for the global organization, the first and most important of which is stabilizing and strengthening FSC’s certification system.

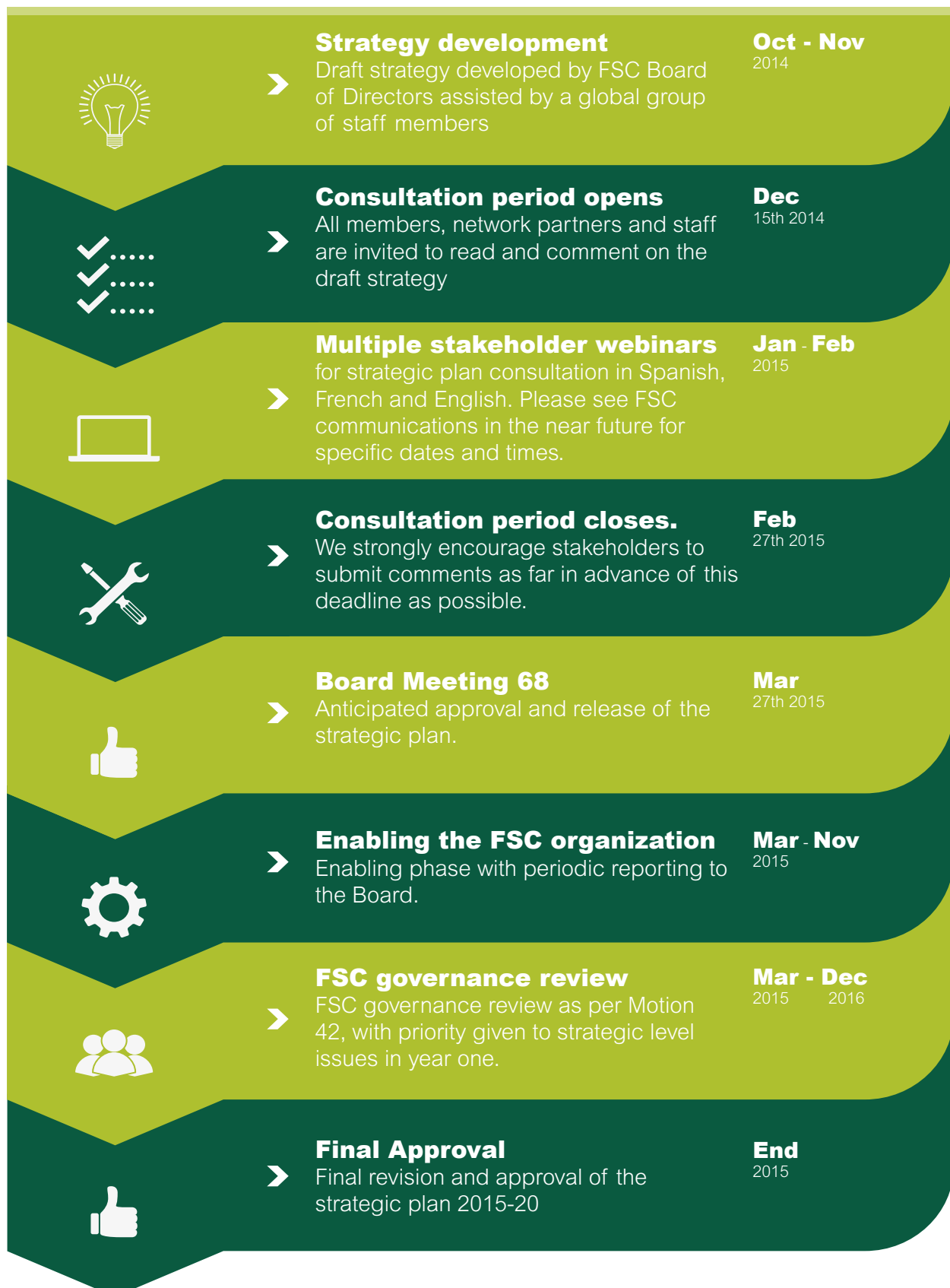
Direction setting will be followed by a global office-led ‘enabling’ phase over the course of 2015 which will define how operations will be transformed, what capacities need building, which priorities to act on, and the action steps ultimately needed to achieve strategic operations.

The global strategic plan will provide a framework for the strategic plans of network partners and program-level strategies to ‘nest’ within, while maintaining flexibility for the unique needs of individual countries and programs. Work plans will be restructured to align with the global strategic plan, as will data infrastructure, project management systems, and the key performance indicators of individual staff. The goal of this ‘ladder of connectivity’ is to ensure that the actions of any given staff member on any given day are ultimately in service of strategic objectives, and thereby connected to specific desired impacts and outcomes.

The enabling phase will also serve an important function in terms of ‘proofing’ whether strategic objectives are realistic. The Board intends to begin the enabling phase in early 2015 and approve the strategic direction defined in this document at the march 2015 Board meeting (bm68). Approval will mean the strategic plan has been fully activated. Over the course of 2015, the enabling phase will allow deeper analysis of the insights behind the strategy and the practicalities of implementation, with a review and Board re-approval scheduled for late in 2015. A second review phase will also precede the 2017 General Assembly, allowing multiple points in time to adjust for any shortcomings or respond to new trends and information.

Finally, the enabling phase will run concurrently with the first year of the governance review mandated by [motion 42](#) from the 2014 General Assembly. This process will focus on elements that are critical to strategic plan implementation in its first year.

Strategy development process



Draft for consultation
15 December 2014

FSC 2015-2020 global strategic plan

Vision¹

The world's forests meet the social, ecological, and economic rights and needs of the present generation without compromising those of future generations.

Mission

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

Core purpose

Forests for all forever

Core strength

Bringing diverse interests together from around the world to develop solutions that lead to positive impacts for forests and people.

Guiding principles

As a mission-driven, member-based organization, FSC is committed to the following principles in both our organizational values and performance. They serve as a lens for evaluating our actions, from our internal business practices to our program delivery to our relationships. In upholding our individual and organizational integrity, we hold ourselves accountable to the following:

Values

- **Respect for diversity** – FSC will promote an environment of inclusiveness, tolerance, fairness, equity, and generosity that recognizes that understanding the perspectives of others is the key to raising global awareness, being locally relevant, and fulfilling our mission.
- **Empowerment** - FSC will promote equitable participation in decision making and the empowerment of workers, indigenous peoples, communities, smallholders, women and other less advantaged groups.
- **Shared solutions** - FSC will ensure that solutions to forest challenges are in support of the full spectrum of interest groups that are engaged in advancing sustainable forest management.

Performance

- **Pursuit of excellence** – FSC will lead by example, striving for continuous improvement, innovation, and efficiency that result in positive on-the-ground outcomes.
- **Collective impact** – FSC will help create innovative alliances, embracing the power of collective action in advancing shared goals on behalf of forests and the people that depend on them.
- **Transformative change** – FSC will lead with education and inspiration to help people understand their relationships with forests and increase their motivation to take positive actions that lead to meaningful change.
- **Credibility** – FSC will create reliable, transparent methods of validating responsible practices, with a focus on integrity, authentic claims, and the balanced creation of social, environmental and economic value.

Top line ambition

By 2020, FSC solutions for management, conservation and restoration are generating essential, demonstrable value to those closest to the forests, in the regions where they are most needed, and at a scale that shifts the current trend of global forest destruction.

FSC is

not simply a certification system. It is a democratic and collaborative platform that brings diverse interests together from around the world to develop solutions that lead to positive impact for the forests and people. Now is the time to secure that platform, increase its role in the world, and innovate from it.



By 2020, FSC solutions for management, conservation and restoration are generating essential, demonstrable value to those closest to the forests, in the regions where they are most needed, and at a scale that shifts the current trend of global forest destruction.



1 Stabilize & strengthen

Stabilize & strengthen FSC certification

- Create value
- Clarify and streamline certification
- Integrate global operations
- Change behaviour

2 Fulfil FSC's potential

Developing new solutions through new alliances

- Creating space for innovation
- Building alliances and leadership
- New solutions to global challenges

3 Mobilize to create change

Mobilize information to create change

- Advance knowledge management
- Compelling communications



Objectives & strategies

The objectives and strategies below define the work FSC's global network will undertake from 2015 to 2020. The strategic framework is designed to directly inform regional, national and program-level strategies, which in turn offer frameworks for international, regional and national work plans, as well as the corresponding project management systems and the individual performance indicators of staff. While not all elements will be universally required of all FSC organizations, collectively the activities from all parts of the FSC global network are intended to ladder up to deliver global results in line with this strategy.

In developing these objectives, the FSC Board of Directors has used Forum for the Future's 'five capitals' framework² as a basis to answer the question: "what are the features of a truly sustainable global forest system?" The framework seeks to balance various tangible and intangible assets ('capital') to ensure none are being depleted by our activities. These five categories are natural, human, social, manufactured, and financial capital. The analysis also gauges whether our structure, programs, and resources help mitigate the current massive imbalance in forest management, where the loss of natural, human and social capital is often externalized.

Please also note that some objectives contain additional 'critical result areas' (CRAs) that highlight key issue areas that are subsets of a particular objective. The CRAs have been added to provide clarity on organizational priorities and have one or more associated indicators to ensure accountability in work planning and performance.

1

Stabilize & strengthen

Global priority 1:

Stabilize & strengthen FSC certification

The FSC community cannot assume that our past success is a guarantee of future success. Many indications point to a need for restructuring, as well as a need for FSC's certification system to adapt to the changing realities of our stakeholders. Integrating global operations, improving stability and credibility of our standards, generating greater value for stakeholders, and connecting the system to the latent demand in society for responsibly produced products are immediate priorities that will allow FSC to stabilize and strengthen our foundation for future growth. This in turn will offer space to achieve our broader objectives and fulfil our mission more effectively in the future.

² We encourage you to read the [short overview](#) on the Forum for the Future website to understand this effective and easy to understand framework.

Objective 1.1 – **Create value**

Strategy

Define and build social, economic and environmental value.

Success criteria

- FSC's value propositions for all major stakeholder groups are clearly articulated, easily accessible, widely promoted, well understood, and demonstrably positive.
- FSC, members, and our partners are actively working to build and balance value creation throughout supply networks.
- FSC solutions are incorporated as a proxy for businesses and other organizations to measure and report on their natural, social and human 'capital' dependencies and impacts related to forests.

Target

FSC can quantify and express social, economic and environmental value comprehensively by the end of 2016 and can document the creation of increased value to stakeholders by 2018.

Key performance indicators

Forest owners

- 1.1.1 – FSC certified forest area grows by 15 percent per year through 2020, to over 400 million hectares, with higher growth rates for smallholders and communities, and for natural forests in the tropics.
- 1.1.2 - New community certification approaches are completed by the end of 2017. These recognize the priorities and capacities of communities, use a risk-based verification approach for standards and auditing, and link to a mechanism for innovative market access and/or other income streams.
- 1.1.3 – By 2020, the area of forests controlled by local communities and indigenous peoples that is certified or in the certification process is at least proportionate to their tenure percentage among all production forests worldwide.
- 1.1.4 - A transformative approach to small forest owner certification, together with streamlined group certification procedures, is completed by the end of 2016

Indigenous peoples

- 1.1.5 - Free, prior and informed consent is implemented in all forest management certificates by 2017.
- 1.1.6 – By 2017, FSC is the preferred forest certification system for indigenous organizations and forest managers throughout the world.

Workers

- 1.1.7 – The principles of the International Labour Organization Core Conventions and Fundamental Rights at Work are implemented throughout the FSC system by 2016.
- 1.1.8 - By 2020, all workers employed in FSC-certified operations have collective bargaining capacity to improve working and living conditions.

Gender equality

- 1.1.9 - Gender equality standards and outreach are implemented throughout the FSC global organization by mid-2017.
- 1.1.10 - By 2017, an FSC strategy is developed and presented to the General Assembly for advancing gender equality in the forestry sector.

Conservation values

- 1.1.11 – Guidelines are developed that enable certificate holders to identify, manage, monitor and protect high conservation values, while also enabling certification bodies to take consistent action in auditing.
- 1.1.12 – Decision support tools are in place for the conservation of intact forest landscapes before the end of 2016.
- 1.1.13 – By the end of 2015, FSC has created a certification solution for landowners that converted natural forest after 1994, but wish to mitigate and restore forests to become FSC-certified.

Objective 1.2 – **Clarify & streamline certification**

Strategy

Improve certification outcomes by stabilizing and streamlining the FSC normative framework.

Success criteria

- Standards are developed in plain language, organized in user-friendly ways, better understood by the people meant to use them, and contain requirements that primarily focus on outcomes.
- A system (index) for monitoring the complexity and change rate of policies and standards demonstrates their reduction over time.
- Risk-based approaches are incorporated into standards whenever reasonable.
- New policies and standards are analyzed for risk and cost effectiveness for affected parties; existing policies and standards are analyzed to not run counter to the implementation of this strategic plan.

Target

By 2018, FSC is implementing a strategy for the further development of the normative framework endorsed by the General Assembly in 2017, emphasizing stabilization, streamlining, cost reduction, and performance-based outcomes.

Key performance indicators

- 1.2.1 – An index is established by the end of 2015 to provide a data-driven feedback loop to balance standards quality and outcomes with the efficiency of implementation.
- 1.2.2 - By the end of 2016, the normative framework is fully reviewed and a strategy is developed to deliver on target 1.2.
- 1.2.3 - A user-friendly online directory of standards and policies is completed by 2016 and includes a consolidated policy ‘handbook’ that provides a summary overview of the normative framework.

Critical result areas

- 1.2A – Indicator development & transfer of national standards
 - 1.2A.1 – In 2015, the national standard transfer process is designed to allow for a risk-based approach at various levels, enabling standard development groups to focus on streamlining, national and regional relevance, and performance-based outcomes.
 - 1.2A.2 – By the end of 2016, 90 percent of FSC national standards have been transferred to the FSC Principles & Criteria v5.
- 1.2B - Controlled wood
 - 1.2B.1 – A long-term controlled wood strategy is finalized by 2016.
 - 1.2B.2 – Controlled wood national risk assessments are completed in all priority countries by 2017.
- 1.2C - Chain of custody & trademark
 - 1.2C.1 – The chain of custody standard is revised by 2016, including significant streamlining of the system and options for fulfilling transaction verification through the supply chain.
 - 1.2C.2 - Inaccurate claims are reduced by 90 percent between 2015 and 2020.
 - 1.2C.3 – FSC trademark rules have been revised by the end of 2016, leading to more user-friendly and streamlined requirements and simpler approval procedures.
- 1.2D - Auditing & assurance
 - 1.2D.1 – By the end of 2016, FSC and Accreditation Services International develop a protocol and index for gauging auditor quality and consistency, maximizing uniformity, and providing methods for mitigating any systemic problems.
 - 1.2D.2 – By the end of 2016, FSC develops a set of standard report templates and training modules that shall be used by all certification bodies.



Objective 1.3 – **Integrate global operations**

Strategy

Redesign operations to be globally consistent and locally relevant for stakeholders.

Success criteria

- Strategic planning, work planning, and project management are globally aligned and well-coordinated across management units and network partners.
- The FSC business model has a clear and efficient revenue generation formula and a resource allocation system among FSC organizations and programs. This formula ensures human and infrastructure resources are available where they are needed in relative proportion to mission-driven priorities, service delivery needs, system risks, growth opportunities, global trends and capabilities.
- Improved services and operating context for certificate holders drive high retention rates and enable growth of forest management certification, chain of custody certification and trademark license provision above historic levels.

Target

By 2018, FSC is delivering results that make 80 percent of members in each chamber report that FSC has 'good' or 'excellent' fulfilment of their expectations relative to global consistency and local relevance (4 or 5 on a scale of 1-5).

Key performance indicators

- 1.3.1 - By the end of 2015, a system for measuring the performance of the FSC global office, regional offices and network partners is developed, includes indicators of success, and incorporates a 'stop-list' mechanism to enable focus on strategic priority areas.
- 1.3.2 – A common protocol for developing regional, sub-regional, national and program based strategies, work plans and project management is completed by the end of 2015.
- 1.3.3 – By 2016, a full overview of FSCs global revenue potential has been established, and multi-year financing plans are consistently developed for the FSC global network, including clear targets for distribution to national or regional partners based on performance and strategic importance.
- 1.3.4 - By the end of 2016, as part of the governance review, a revised structure and clarified roles of the Board of Directors, global office, and network partners are defined.
- 1.3.5 – By 2018, 80 percent of members in each chamber rate both their local FSC office and the FSC global office as 'good' or 'excellent' in terms of overall performance (4 or 5 on a scale of 1-5).

Objective 1.4 – **Change behavior**

Strategy

Increase the demand for responsible forest products by mobilizing the full range of FSC stakeholders in education and marketing.

Success criteria

- FSC is *the* mainstream brand for sustainable forest products in regions with a strong market presence, and demonstrates strong growth in emerging economies.
- Key accounts view FSC not only as a symbol of compliance, but as a symbol of environmental and social quality, with recognized and definable value in the marketplace.
- Most people in our top 10 markets are aware of the Forest Stewardship Council (aided awareness = >50%).
- Multi-attribute labelling systems widely view FSC as an easy to use module for forest related sourcing in their respective programs.
- Leakage of FSC-certified material from the chain of custody is minimized through incentives, demand building and market development advocacy.

Target

By 2020, increase global FSC brand recognition by 50 percent from a 2015 baseline.

Key performance indicators

- 1.4.1 – From 2016 onwards, 90 percent of FSC priority countries³ reach their yearly awareness goals indicated in their national marketing strategy.
- 1.4.2 - A voluntary system to enable centralized tracking and promotion of individual FSC certified product and associated brands (as opposed to only product groups) is established by the end of 2015.
- 1.4.3 – Brand positioning is implemented in all priority markets by 2017 in accordance with national marketing strategies.
- 1.4.4 – Between 2015 and 2020, intent to purchase FSC products increases by an average of 2.5 percent each year.
- 1.4.5 – By 2020, 30 percent of forest products' market share in each of our key existing markets is FSC-certified.
- 1.4.6 – More than 80 percent of key accounts have trademark licenses and/or report an increase of FSC purchasing each year.
- 1.4.7 - Of the world's 500 largest forest products users, 25 per year adopt new policies that preference FSC products.
- 1.4.8 - By 2020, 50 countries have public procurement policies which promote the use of FSC solutions.
- 1.4.9 - The dominant national green building standard specifies the use of FSC solutions in 50 countries by 2020.

³ Priority countries consist of both existing markets and growth economies.



2

Fulfil FSC's potential

Global priority 2

Fulfil FSC's potential

Twenty years ago, the FSC membership created a powerful tool with the advent of the FSC certification system. In looking forward to address the world's forest challenges, we must think more broadly. We must influence and join with new allies that have unique expertise that helps us address important trends. We must do this by returning to our origins as a convening platform, this time to work together to build the next generation of solutions. Similar to landscape approaches, climate adaptation, or payment for ecosystem services, these solutions must help create the enabling conditions for sustainable forest management. They must provide a forward path for forest managers regardless of their size, location, or expertise, while delivering improved performance and positive impact on the ground.

FSC must deliberately create the organizational 'space' to allow this thought leadership, relationship building and innovation to take place. This will require FSC to reinvigorate and add capacity our parent NGO (FSC A.C.) as the convener of the membership, and grow into a virtual global organization.

Objective 2.1 – Creating space for innovation

Strategy

Develop a dedicated operational structure allowing cross-functional teams to focus on using FSC's convening power to foster innovation in forest solutions.

Success criteria

- FSC attracts new talent, with a different set of capabilities and competencies to feed innovation, place it in a broader context, and create the space to be both experimental and disruptive.
- Innovations staff have the mandate to explore potential new solutions, making use of the broadest possible knowledge base.
- FSC and partner staff teams are capable of quickly and efficiently evaluating the needed conditions for enabling FSC certification and other value-added solutions within various regions and contexts.
- The budgetary needs of innovation do not threaten the development of FSC certification, but challenge it to be as efficient as possible, creating positive and dynamic competitive tensions within the organization.
- During this strategy period, innovation is heavily supported externally via our alliances, intellectually, logistically and financially.

Target

By 2017, an entrepreneurial and cross-functional innovations team is piloted in the director's office in an invigorated FSC A.C. as a convener and 'incubator' for new solutions.

Key performance indicators

- 2.1.1 - A detailed work plan for stepwise innovations team growth and necessary resources is developed in 2015.
- 2.1.2 - From the 2016 fiscal year onward, FSC budgeting incorporates both core innovation funding and project funding for specific innovations.
- 2.1.3 - From 2015 to 2020, FSC raises at least Euro 1,000,000 additional each year in external support for innovations.

Objective 2.2 – Building alliances & leadership

Strategy

Position FSC thought leadership to create and engage with expanded alliances that resolve forest challenges and deliver improved performance and positive on-the-ground impacts.

Success criteria

- FSC's ability to create positive dialogue around forest challenges is a service in high demand. This is reflected by the quality of an organization-wide talent pool of world-class mediators and negotiators and fully-funded conflict resolution programs.
- FSC leverages the thought leadership of our members, partners and staff to attract new allies and constantly expand and diversify our network, particularly relative to social interest groups.
- The majority of forest stakeholders see FSC as an essential body for establishing dialogue and finding solutions to global, regional and national forest problems.
- Alliances with key partners (i.e. governments, NGOs, other commodity certification systems) have been formed to create new approaches to land use planning at a landscape and/or jurisdictional scale.

Target

FSC is the instigator or a primary participant in at least three high-profile initiatives to resolve national, regional or global forest challenges per year by 2018.

Key performance indicators

- 2.2.1 – A strategy for using FSC's convening power to engage in resolving forest challenges and conflicts has been developed by 2016 as part of a wider strategy for creating and maintaining alliances with forest management advocacy partners.
- 2.2.2 - By 2020, 50 countries or sub-national jurisdictions have used the FSC Principles & Criteria as the basis for forest norms.
- 2.2.3 – The majority of the leading global business forums recognize and promote FSC solutions by 2017.

Objective 2.3 – **New solutions to global challenges**

Strategy

Foster innovation that drives conservation, restoration, adaptation and sustainable livelihoods in the world's forests.

Success criteria

- Deforestation and degradation are decreasing trends and forest coverage begins to increase. The reduction of deforestation alone is no longer considered a sufficient goal for major corporations and governments.
- FSC risk assessments are used by consumer companies to assess the impact of their supply chains and deliver market benefits to producers.
- FSC approaches are flexible and able to respond rapidly and effectively against the full range of emerging issues.
- Externalities of the current forest and land use industries are increasingly incorporated into pricing (i.e. water quality, forest carbon emissions, community impacts, biodiversity losses).
- Private, institutional and intergovernmental forest investors prefer FSC solutions for their ability to minimize risk and deliver broad benefits.
- FSC is a lead entity in the creation of a financial mechanism capable of attracting incentives and support for forest managers progressing towards FSC solutions, bridging the gap between short term financial gains of deforestation and longer term advantages of sustainable forest management.

Target

By 2020 FSC and partners are reversing negative trends in eight of the world's 10 most threatened forest 'hotspots'.

Key performance indicators

- 2.3.1 – Over 100 million hectares of tropical natural forests are FSC-certified by 2020.
- 2.3.2 - By 2020, 1,000 FSC certified landowners are reporting increased revenue due to ecosystem services markets.
- 2.3.3 – By 2017, an FSC-driven market solution is fully active that incentivizes restoration and reforestation.
- 2.3.4 - By the end of 2017, an integrated land use planning solution has been developed in partnership with other commodity certification systems, governments, and NGOs.

Critical result areas

- 2.3A – Tropics
 - 2.3A.1 – A system for measuring direct and indirect impacts of FSC on reducing deforestation and forest degradation is active by the end of 2017.
 - 2.3A.2 - At a rate of one per year between 2017 and 2020, large scale companies with histories of forest conversion begin using FSC tools to prevent deforestation and foster sustainable landscape approaches, engaging with FSC to improve their practices towards responsible forestry.
- 2.3B - Ecosystem services
 - 2.3B.1 – The policy framework for FSC ecosystem services certification is in place by the end of 2015.
 - 2.3B.2 – 100 promotional claims are being made about FSC ecosystem services maintenance and enhancement by the end of 2016.
 - 2.3B.3 – By the end of 2017, at least one private market and one government payment for ecosystem services scheme are recognizing or requiring FSC certification for ecosystem services.
- 2.3C – Restoration, reforestation & adaptation
 - 2.3C.1 – Guidance tools are developed to assist forest managers with climate adaptation by the end of 2018.
 - 2.3C.2 - Three agricultural commodity certifications incorporate FSC's risk analysis and guidance tools for forest conversion, restoration and conservation by 2020.



3

Mobilize to create

Global priority 3

Mobilize information to create change

In today's society and economy, information is the primary driver of change. In every facet of FSC's work, we must be able to understand the challenges and trends related to forests and markets, to design our approach based on these insights, to measure the impact our solutions are having, and to spread the information and insights to those that can help. This creation of systemic intelligence will sharpen our own agenda and performance, but more importantly will mobilize the collective power of our stakeholders and partners to affect change.

Objective 3.1 – **Advance knowledge management**

Strategy

Maximize impact by improving the infrastructure and access to FSC related data and knowledge.

Success criteria

- Information and knowledge management systems are able to fully inform staff and society at large on FSC related activities accurately and in real time.
- One centralized FSC database is established where all FSC related data is stored and updated in real time by eligible and appropriately permissioned users.
- Social, environmental and economic impacts of FSC tools and programs are documented, reported on, and used to further optimize the system.
- FSC embraces geospatial tools and remote sensing to improve the efficiency and accuracy of forest management, certification and other functions.
- External, independent research data is used as feedback to FSC on our impact and our effectiveness, and the results are incorporated into the system.

Target

A fully integrated knowledge management system is operating system-wide by the end of 2017.

Key performance indicators

- 3.1.1 – A comprehensive information technology analysis, overhaul and system integration is initiated in 2015, beginning with recruitment of a high level advisory committee of outside experts.
- 3.1.2 – A geospatial platform is piloted in 2015, integrating as many functions as reasonable beyond certification.
- 3.1.3 – A system for demonstrating and communicating the social, environmental and economic impacts of FSC is functional by the end of 2016.
- 3.1.4 – Results are published from at least five research partnerships by 2018.

Objective 3.2 – Compelling communications

Strategy

Create a communications system that provides inspiration, promotes awareness, and integrates knowledge back into operations.

Success criteria

- Through all our activities, FSC has a clear, authentic, dominant and empowering narrative that defines the forest crisis and FSC's solutions and compels people to act.
- The need for and value of responsible forest management is an increasingly promoted topic within society.
- FSC stories have personal relevance, broad appeal, and both social and market value.
- Educators view FSC as a valuable brand for helping cultivate an understanding of the importance of forests.

Target

FSC is used as an expert source of forest related information by major research institutions and media outlets at least three times daily by 2020.

Key performance indicators

- 3.2.1 – Earned media placements increase 50 percent per year through 2020.
- 3.2.2 – FSC develops 3 additional educational partnerships per year through 2020.
- 3.2.3 – Social media traffic increases an average of 30 percent per year through 2020.



Appendix 1 – Glossary of terms

Core purpose – our reason for existence, which should permeate everything the organization does.

Core strength – our most unique and defining advantage.

Critical result area – a program area or constituency that demands priority action and the achievement of performance.

Global network - all FSC organizations collectively, including the FSC global office, regional offices and network partners.

Guiding principles – a shared set of ethics that guide our behaviour and must be true at all levels of the organization.

Key account – corporations that have been prioritized for advocacy and support by staff for their strategic value to FSC's mission fulfilment.

Key performance indicator – a measurable, time-bound statement on which to gauge the achievement of outcomes.

Mission – the action we undertake in service of the vision.

Network partner – an affiliated organization or individual representing FSC at a national level. These include national offices, national representatives, and national focal points.

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

Objectives – the high level outcomes we are prioritizing. These should ideally serve as proxies for other important outcomes.

Target – the priority indicator for each objective, which is supported by the key performance indicators in that objective.

Top-line ambition – the verifiable overarching outcome we want to achieve, which all objectives ladder up to.

Stop list – an essential component of work planning focusing on what the organization will stop doing in order to maintain its strategic direction and have the resources for new priorities.

Strategy – a high level plan to achieve one or more goals under conditions of uncertainty.

Value equation/value proposition – an organization's offering and attraction for individual stakeholders based on social, economic and/or environmental outcomes.

Vision – the ideal future state that we are seeking.



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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