



FSC® General Assembly 2017

Vancouver, Canada, 8–13 October

September 2017

Implementation of the Global Strategic Plan

Background

At the FSC General Assembly 2014, the FSC membership approved [Motion 84](#) which asks FSC to develop the 2015-20 FSC Global Strategic Plan to be applied worldwide. This process was defined to consist of two phases: i) a **'direction setting'** phase led by the Board to define the goals and objectives of the organization and ii) an **'enabling'** phase led by the Secretariat to enable the fulfilment of the strategic direction.

The *direction setting phase* has resulted into the [FSC Global Strategic Plan 2015-2020](#), which provides a strong commitment to improving FSC's certification system, and an aspiration to use our unique convening strengths in new ways to fulfill our mission. Developed through consensus by the FSC International

Board of Directors - including extensive consultation with FSC staff, members, and stakeholders, the plan has an emphasis on increasing FSC certification in tropical countries, and providing voice to those most affected by mismanaged forests – Indigenous Peoples, workers, communities, women, and smallholders - while meeting the needs of our current certificate holders.

The three strategic pillars that make up the plan acknowledge our two core areas of work – our normative framework and standards, and the positioning of FSC in the marketplace – together with an ambition to ensure the transformation that needs to take place within FSC as an organization to excel in these two core areas.

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%.

STRATEGY 1	STRATEGY 2	STRATEGY 3
Strengthen the FSC framework & governance	Increase market value of FSC	Transform the way we work
Streamline standards, increase consistency, improve governance and develop new forest solutions.	Rapidly expand consumer preference, overcome market barriers and create new market opportunities.	Globally align functions, deliver world-class service and promote institutional knowledge.



Current Status

After the launch of the Global Strategic Plan in October 2015, the FSC Secretariat has gone through the *second and enabling phase* of the strategic planning process to align the organization's capacities in preparation for implementation. In parallel, members around the world have participated in a series of Regional Meetings in 2016 and 2017 (nine in total), actively engaging and shaping the work from the FSC Secretariat around the implementation of the Global Strategic Plan.

As a result, the [FSC Implementation Plan](#) has been developed by the FSC Secretariat with input from FSC members and FSC staff. The implementation plan outlines the practical steps that will help us turn the vision of the Global Strategic Plan into operational reality. The series of actions (40 actions) that are defined in the implementation plan are divided into five main focus areas: Certification products and performance; Innovation and new product development; Membership, advocacy and dialogue; Transforming markets and Change, operations and continuous improvements.



Since the beginning of 2017, the plan is being implemented through the deployment of cross-functional project teams, consisting of global staff from FSC International, Regional and National Offices - working together on a series of priority projects designed to ensure that efforts can be translated on the ground. In 2017, these teams are working on among other the following priority areas:

- Developing and outcome-oriented and risk-based approach to the normative framework and strengthening action-based learning,
- Developing solutions and tools for Smallholder certification (New Approaches to Smallholders),
- Delivering the Controlled Wood strategy,
- Developing new tools to access emerging Ecosystem Services markets,
- Engaging the membership (GA preparations and support to the Governance Review Working Group),
- Conducting consumer market research as a basis for FSC positioning,
- Developing a structure for internal global coordination,
- Ensuring key recruitments and developing a Human Resources strategy),
- Hosting dialogue platforms – Solution Forums for Intact Forest Landscapes and for Labour Rights,
- Supporting Indigenous Engagement,
- Maintaining and strengthening FSC's integrity.

GA 2017 Activities

On Sunday 8 October (14.30-18.00) there will be an open plenary session *FSC 2020*, where GA delegates will receive an update on the implementation of the FSC Global Strategic Plan, having the opportunity to engage and provide feedback to this fundamental discussion.

The [side events](#) taking place on 9, 10 and 11 October will offer a more compressive and in detail picture of key strategic topics such as smallholders, controlled wood, risk-based approaches, etc.

Additional information

[20 Per Cent By 2020: New FSC Global Strategic Plan 2015-2020](#)