

PEFC Strategy 2018 – 2022

Vision

A world which values the full contributions of sustainable forests.

Mission

PEFC is committed to unlocking and building on the full contribution of forests for a sustainable world.

PEFC in 2022

Forest-based solutions offer much promise to achieve a more sustainable world. Society is more fully aware of the wide range of beneficial values that forest-based value chains provide from forest all the way to the consumer. Stronger and more effective communication has helped achieve widespread acknowledgement. Forest certification, notably a universally trusted PEFC, continues to play an essential role for its ability to identify, promote and further stimulate sustainable forest management and related trade.

PEFC continually evaluates and devises ways of **providing innovative, cost effective and diversified forest certification solutions** to meet the needs of the future. This enables the generation of more information on the benefits and impacts of sustainable forest management to users and society. Through this PEFC will continue expanding in existing and new markets and geographical locations, while ultimately ensuring that certification of high standards and quality is practical and accessible to all forest owners, indigenous and local peoples and tree growers regardless of size and wealth. Forest certification as a mechanism is positioned to optimise forests' and trees' contributions to United Nation's Sustainable Development Goals especially through providing inclusive approaches for small holders.

Recognizing the power of collaboration, PEFC continues to facilitate and create opportunities for collective engagement across stakeholders. Building on our grass roots approach, PEFC fosters essential dialogue at all levels to continue to reflect and affirm common understanding and action on sustainable forest management.

PEFC's **strong culture of interdependency, co-operation and effectiveness** will help to amplify the collective impact of our strong global alliance. With this maturity, forest certification is recognised and further mainstreamed into policies, trade agreements and high-level processes. In this way, PEFC will realize its mission and work towards its vision of a world which values the full contribution of sustainable forests.

PEFC in 2018

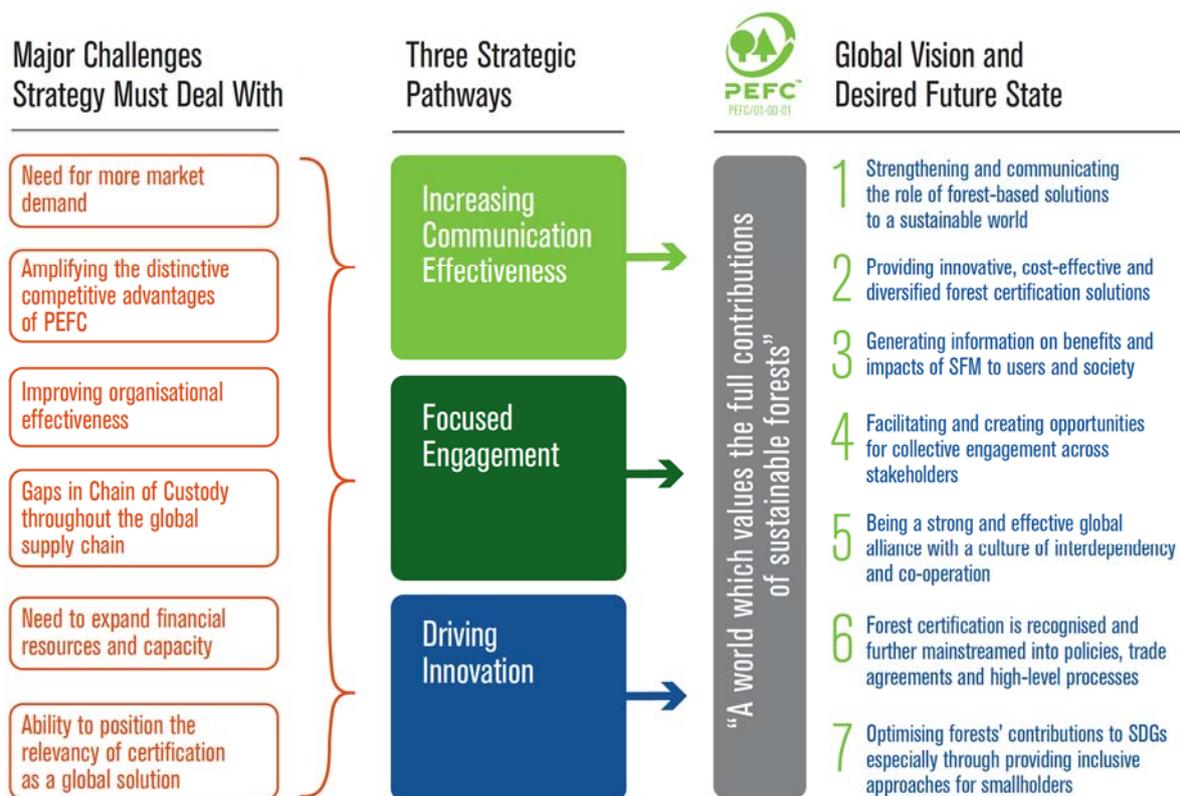
To date PEFC has become a global alliance of 49 national forest certification systems covering over 300 million hectares of certified sustainably managed forests. Over 18,000 companies are benefitting from chain of custody certification delivering certified products to an increasingly discerning market place. The value of PEFC now goes beyond setting standards for forest certification as it enables society to understand better the overarching benefits that forests provide to a sustainable world. PEFC therefore now needs to address some key challenges including the need for more market demand, the ability to position the relevancy of certification and PEFC's distinctive competitive advantages as a solution to many of the world's challenges.

To do this PEFC needs to expand its resources and improve the effectiveness of its way of working. By focusing our efforts on key strategic pathways of focused engagement, driving innovation and increasing the effectiveness of communications overall, we will help our stakeholders and the full forest products supply chain begin to unlock and build on the full contribution of forests for a sustainable world.

Proposed Strategy

Overview Diagram

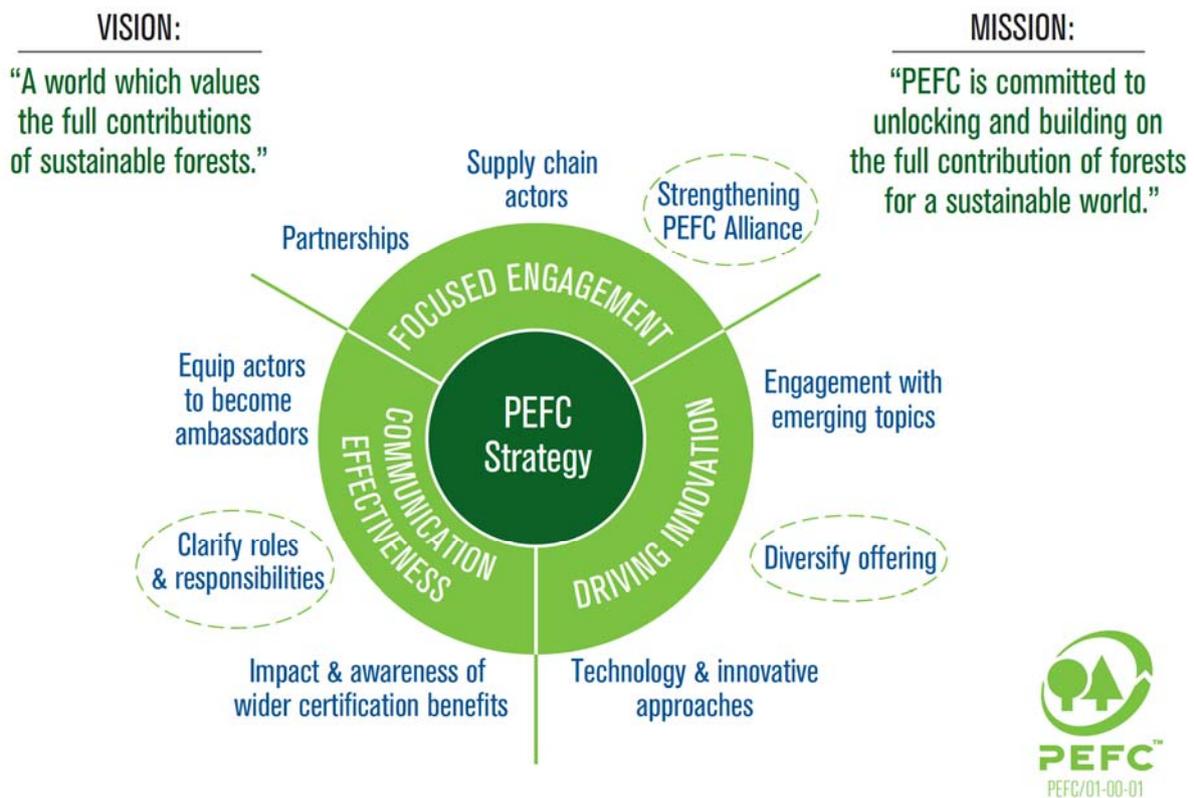
This image provides an overview of the key elements of the strategy.



Three Strategic Pathways

Summary

The following three Strategic Pathways will have the most positive impact on PEFC's success over the next five years, in that they are designed to address the challenges facing PEFC and, if delivered effectively by PEFC and its members, will take the organisation in the direction of its desired future state.



Strategic Pathway: Increasing communications effectiveness

Objective: To enhance communications impact and increase operational effectiveness

The value of PEFC goes beyond setting standards for forest certification, as it enables society to understand better the overarching benefits that forests provide to a sustainable world. Forest certification is one of the few tools that can connect the consumer to the forest. By maximising the positioning and awareness of certification to customers, funders, existing and new partners, we can in turn continue to expand the areas benefiting from sustainable forest management.

PEFC will better equip actors in value chains with tools and understanding to allow them to deliver a consistent message to the market, policy makers and society. By clarifying roles and responsibilities, sharing best practice and moving towards a culture of continuous learning and improvement PEFC will increase communications effectiveness internally.

Strategic Pathway: Focused Engagement

Objective: To enhance collaboration and resources to amplify collective impact

Improving the contribution of forests to a sustainable world needs people. PEFC brings people together from all major stakeholder groups. Together we identify hurdles, form partnerships, and develop and implement solutions to make society fully aware of the wide range of beneficial values of forest-based value chains and amplify our collective impact.

Within the pathway of focus engagement PEFC will work at three levels. By increasing our revenue sources, we will further develop relationships between institutions involved in receiving and distributing funding. Partnerships for securing funding from corporate, government, philanthropic and other sources will be strengthened.

Secondly, we bring together actors of different tiers of forest based supply chains and stakeholders affected by such supply chains to strengthen the position of forest based products in the market. Finally, we will strengthen interaction, collaboration and supportive engagement throughout the PEFC alliance: members, secretariat and board. The resulting interdependency will increase our capacity to deliver.

Strategic Pathway: Driving innovation

Objective: To enhance the relevancy and value of forest certification

Accelerating the uptake and achieving full recognition of forest certification will require PEFC to drive innovation. Investing in innovation will help to unlock new opportunities and revenue sources for positioning certification as a global solution. Given the reach and strength of PEFC's global alliance, PEFC is in a unique position to also support and encourage the development of innovative products and practices from inside its own membership.

Within the pathway of driving innovation, PEFC will work at three levels. We will engage on emerging topics and issues within the sustainability arena, continually assessing whether there is a role that forest certification can play. Where needed, we will make necessary adaptations to the system to fulfil new demands.

Secondly, we continue to revise and where possible diversify our offering of Standards, expanding the role that forest certification can play in mobilizing tree and forest-based products from sustainable management. Finally, we will encourage the use of technology and other innovative approaches to deliver certification that is robust, cost-effective, accessible to accelerate uptake.