

# Learn more about the Update of the FSC Global Strategy 2021-2026



In light of the COVID-19 crisis and the postponement of the GA, the process to Update the Global Strategy 2021-2026 now includes further spaces for membership discussion and engagement.

The Board Strategic Planning Committee (BSPC) would like to encourage you to make the most of these opportunities so we can together advance on the Update of the FSC Global Strategy 2021-2026 towards its finalization by the of this year.

Therefore, we are pleased to announce the launch of ***A Discussion Forum channel and the FSC Global Strategy Dialogues.***

In preparation for these discussions, here you will find a compilation of key links with background information, as well as the main inputs and ideas that are shaping the process.

**⚠ Remember to sign into the Members' Portal to access all links.**

**Not yet in the Members' Portal?**



The Portal was launched earlier this year. You should have received an email with your exclusive access link. Visit <https://members.fsc.org/en> and click on the 'Sign In' button.

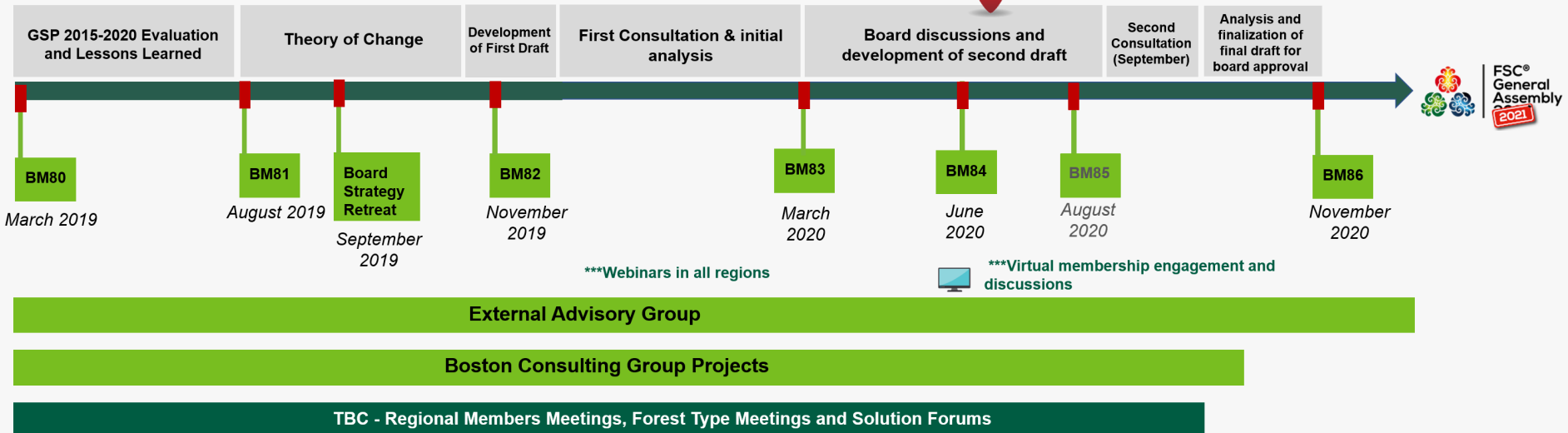
[We have created a tutorial to guide members through the Portal.](#)

# Update of the FSC Global Strategy 2021-2026



Visit the new Members' Portal section on the Update of the Global Strategy 2021-2026!

FSC members have access to [a dedicated section](#) with key information regarding the Update of the Global Strategy 2021-2026. Here you can find the **process overview**:



1



## Background Information

All you need to know about the rationale and board mandate to update the FSC Global Strategy 2021-2026

Click [here](#)

2



## Main Inputs to the Process

Learn more about the outcomes from the projects and different activities that are shaping the process.

Click [here](#)

3



## Key Resources

Here you can find relevant documents, presentations and videos explaining the process and core ideas.

Click [here](#)

4



## Engagement & Discussions








In this section, you will learn more about the Discussion Forums, the FSC Global Strategy Dialogues and other engagement opportunities.

Click [here](#)



# 1 Background Information



-  **2014** The FSC General Assembly mandated the FSC International Board of Directors to develop and approve the FSC Global Strategic Plan 2015-2020 (Motion 84/2014) while consulting and engaging with FSC members throughout the process. Click [here](#) to access the Motion 84 - Development of an FSC Global Strategy
-  **2015** The FSC Global Strategic Plan was approved by the FSC International Board of Directors – and released in October 2015. The process included extensive consultation with FSC members, staff and stakeholders. Click [here](#) to access the FSC Global Strategic Plan 2015-2020
-  **2017** All submitted motions for the 2017 FSC General Assembly in Vancouver reported their alignment with the FSC Global Strategic Plan 2015-2020.
-  **2018** The FSC International Board decided to initiate the update of the Global Strategic Plan as part of the preparation process towards the 2020 General Assembly – to make it an effective six-year cycle as specified in motion 84/2014. In addition, the board mandated the Board Strategic Planning Committee (BSPC) to design a process for 2019 and 2020 to enable an advanced version of the updated Global Strategic Plan to be presented and discussed by the full membership at the 2020 General Assembly.
-  **December 2019** The first draft of the updated Global Strategic Plan (2021–2026) was refined by the Board and sent in public consultation. The results are being used to develop a second draft, expected to go for public consultation in September 2020.
-  **March 2020** In light of the COVID-19 crisis and the postponement of the FSC General Assembly until 2021, the FSC International Board decided that the process to Update the Global Strategy 2021-2026 will include further spaces for membership discussion and engagement.
-  **Upcoming** It is expected that the final plan will be approved by the FSC International Board at the end of 2020.

## 2 Main Inputs to the Process



The input process has included expert advice to the FSC Board Strategic Planning Committee (BSPC) from an external advisory group of experts and from the Boston Consulting Group, as well as an evaluation of the lessons learned from the Global Strategic Plan (2015–2020).

In September 2019, the Board gathered for a strategy retreat in Cancún, where a high-level theory-of-change exercise was conducted to further align the updated Global Strategic Plan with the level of ambition established in the 2050 Beacon.

The process has also included engagement with the membership through the regional members' meetings and the solutions forums.



## 2 Main Inputs to the Process



Visit [this link](#) to learn more about the ideas that are shaping the content of the update >>

### 1. GSP 2015-2020 Evaluation and Lessons Learned

Learn more about an evaluation exercise undertaken and discussed by the FSC International in 2019 as well as the assumptions incorporated as evaluation criteria for the first draft.

### 2. Joint Project with the Boston Consulting Group. Back to continuous growth

In 2019, FSC International worked with the Boston Consulting Group (BCG) on a 3-month project which provided trends, ideas, and recommendations for FSC to return to a path of continuous growth in certified area and related impact around the world.

### 3. External Advisory Group

Learn more about the different meetings and advice provided by 12 global experts from the External Advisory Group, as well as the main trends for 2020-2030 and 2050, including emerging dynamics.

### 4. Theory of Change Approach

In 2019, a Theory of Change exercise was conducted with the FSC International Board. Learn more about how the process helped realize the way change needs to occur towards the 2050 Beacon and how it inspired the thinking and architecture of the first draft.

### 5. Regional Member Meetings

Learn more about the preliminary input collected during a brainstorming exercise during the regional meetings held so far in Latin America, Europe and CIS and North America

## 2 Main inputs to the process: First Public Consultation



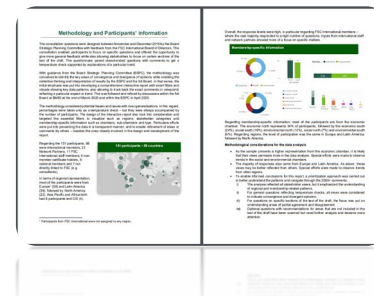
The first public consultation for the first draft of the Global Strategic Plan 2021-2026 was carried out from 18 December 2019 to 26 February 2020. In terms of participation, 151 inputs were collected, 98 of which were from FSC international members. Overall, the first draft of the Global Strategy 2021-2016 was positively received by the stakeholders who participated in the consultation. Based on the results of the first public consultation, the board can now take this process a step further to the next version of this document.

### Summary Report – Results of First Public Consultation

This summary report shows the analysis of the results from the First Consultation of the Updated Global Strategic Plan 2021-2026.

In this report (42 pages), you will find an executive summary as well as detailed information regarding the methodology, results and conclusions.

Click [here](#) to access the executive summary



### Interactive Report

This interactive report provides a visual overview of the quantitative results from the First Consultation. With this tool, you will be able to see the results of your preference through graphics and by filtering information as you wish by chambers or regions.

Click [here](#) to access the interactive report





# 3 Key Resources



[Here](#) you can find relevant documents, presentations and videos explaining the process and core ideas>>

## Global Strategy Versions

First Draft Of The Updated FSC Global Strategic Plan 2021-2026. Click [here](#)



FSC Global Strategic Plan 2015-2020. Click [here](#)



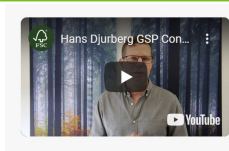
Motion 84 - Development Of An FSC Global Strategy Click [here](#)



## Videos

### [Hans Djurberg](#)

In this video introduction, Hans Djurberg, Chair of the FSC International Board in 2019, explains the most relevant elements of the process to develop the first draft



### [Kim Carstensen](#)

Watch this video message from Kim Carstensen, FSC Director General, explaining the main ideas of the first draft.



## Board Minutes

**BM80** March 2019

Click [here](#)

Pages 12 and 13

**BM81** August 2019

Click [here](#)

Pages 15 and 16

**BM82** November 2019

Click [here](#)

Page 15

**BM83** March 2020

Click [here](#)

Pages 6, 19 and 20

## Presentations

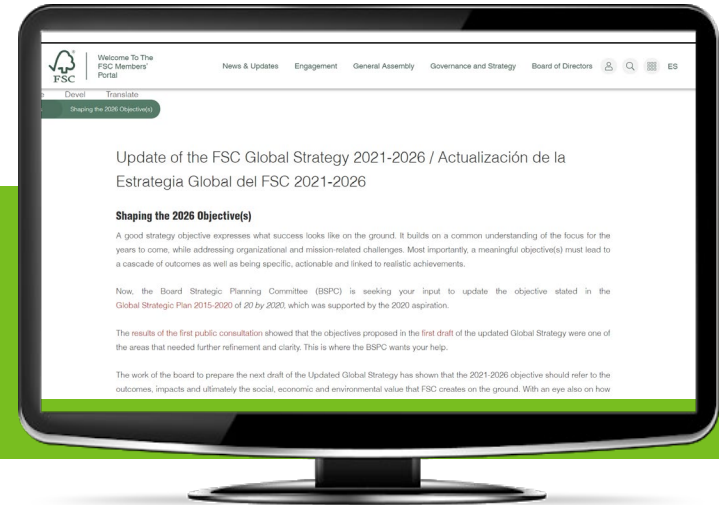


Here you can access the most updated presentation of the main inputs to the process  
Click [here](#)

## Join the [Discussion Forum channel](#) on the Update of Global Strategy 2021-2026

This new channel will include several discussion threads about topics in which further refinement and membership involvement are key.

The first discussion thread will be about **Shaping the 2026 Objective**. The Board Strategic Planning Committee (BSPC) is seeking your input to update the objective stated in the [Global Strategic Plan 2015-2020](#) of 20 by 2020, which was supported by the 2020 aspiration.



Access the channel [here](#) and be part of the discussion!

### Save the Date for the first FSC Global Strategy Dialogues!

The Global Strategy Dialogues are a place for FSC members to delve deeper and discuss the ideas that are shaping the Update of the FSC Global Strategy 2021-2026. Organized by the BSPC with the support of the Regional Member Coordinators, the first dialogues will be held virtually in July, with a second set being planned for September 2020.



The **first set of FSC Global Strategy Dialogues** will take place on **21, 22 and 23 July 2020**. The content and topics for discussion will be the same in all Dialogues, so please register in the most convenient time zone and language:

- Tuesday, 21 July at 9:00-11:30 am CEST (English) – [Register here](#)
- Wednesday, 22 July at 4:00-6:30 pm CEST (English) – [Register here](#)
- Thursday, 23 July at 6:00-8:30 pm CEST (Spanish) – [Register here](#)

In case you cannot attend, the dialogues will be recorded, so you can listen to the debate. In order for you to also provide feedback, we will set up a channel for that purpose in the Discussion Forums.



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