



## Strategic Plan for the PEFC Council

**This document contains the new mission statements from the PEFC Council and summarises the core objectives of the PEFC Council Strategic Plan adopted by the PEFC Council General Assembly on 5<sup>th</sup> October 2007.**

### Introduction

The PEFC Council was established over 8 years ago and has grown to be the world's largest forest certification system. Consultation with members and external reviews have shown that its original operational structures and governance no longer adequately meet current and future needs and demands. The PEFC Council has therefore taken the opportunity to review and revise its *raison d'être* and also to develop a five year strategic plan to take the organisation forward. To this end, the governance and operational structures are being revised to ensure effective delivery of the strategy.

The strategic plan was approved by members at the PEFC Council's 11<sup>th</sup> General Assembly on 5<sup>th</sup> October 2007. The strategy will be reappraised annually and detailed plans for its implementation will be submitted to the PEFC Council's General Assembly as part of that regular strategic review.

### PEFC Council Mission Statement

The strategy is designed to be consistent with the various elements of the PEFC Council's new mission statement.

**Vision:** A world in which people manage forests sustainably.

**Mission:** To give society confidence that people manage forests sustainably.

**Purpose:** Through the endorsement of national certification systems, PEFC motivates and enables people to sustainably manage their forests and works to provide a market for the products of those forests.

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#### PEFC Council

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**Core Values and Beliefs:**

1. Respect for all forest ownership structures, and the social, cultural, environmental and economic values they provide.
2. Respect for the social infrastructures of forest based communities.
3. Belief in co-operation, openness and transparency.
4. Respect for the tenets of federalism.
5. Belief in free and fair market systems.
6. Belief in multi-stakeholder participation.
7. Commitment to excellence and continuous improvement.

**Principles (How PEFC delivers its values and beliefs) i.e. “in doing so we...”**

1. Accept when others are right and admit when we are wrong.
2. Build alliances around common causes.
3. Recognise the importance of economic, social and environmental realities.
4. Respect intergovernmental and other international processes.
5. Respect relationships within the PEFC community.
6. Act with honesty and integrity.
7. Provide value for our members.

**Goals (i.e. what the PEFC Council strategic plan is designed to deliver):**

1. Sustainable Forest Management
  - 1.1. PEFC as an established leader in the continuous growth of certified sustainable forest management.
  - 1.2. Development of realistic standards and policies.
  - 1.3. Continuous development and improvement.
  - 1.4. Development of proactive partnerships for the delivery of SFM.
  - 1.5. Communicate the economic benefits of SFM.
  - 1.6. Positive contribution towards mitigating the effects of climate change.
2. Market Access
  - 2.1. Substantial growth in the global market for certified products originating from sustainably managed forests.
  - 2.2. Improvement in the supply chain processes for products from sustainably managed forests.
  - 2.3. PEFC as a market leader in the supply of certified products.
  - 2.4. Universal recognition and acceptance of PEFC for the benefit of its members.
  - 2.5. Effective communication.
3. Economic Benefit
  - 3.1. Provide a financial return for the SFM community.
  - 3.2. Encouraging external funding to the benefit of the SFM community.
  - 3.3. Provide a cost efficient service for stakeholders.
4. Rural Development
  - 4.1. Contribute to maintaining and strengthening local communities and jobs.
  - 4.2. Provide sustainable employment.

## Strategic Plan Objectives

PEFC's core objective is to consolidate clear market leadership, over the long term, in the credible certification of sustainably managed forests and to leverage this leadership to the measurable benefit of its members and stakeholders throughout the whole forest products supply chain.

The achievement of this overall strategic objective will be delivered via three individual, but inter-related, operating strategies:

1. Growth.
2. Market Access and Communications.
3. Governance and Operations.

## Summary of Strategic Assumptions

Whilst this strategic plan will be based over 5 years, market growth has been assessed over twice that period. This recognises the long lead times in delivering forest certification and the consequent necessary allocation of resource to strategic activities which will lie beyond the planning period.

Market Development over next ten years:

- 45% of industrial roundwood capacity (equivalent to 14% of global closed canopy - 512 million hectares (Mha)) will be certified by 2017.
- **PEFC aims to have 60% of total estimated certified area (512 Mha) with area growth targets in descending order in Russia, Asia/Pacific; USA; South America; and Africa reflecting PEFC's regional certified area growth priorities.**
- **Chain of Custody growth is estimated to increase to 32,000 of which PEFC aims to have 50%** with growth targets in descending order in Europe (inc. Russia); North America; Asia /Pacific; Latin America and Africa reflecting PEFC's regional market share growth support priorities.

## **1. Growth**

The availability of abundant certified capacity is critical to the further development of the market for SFM certified timber and, specifically, to PEFC's market access strategy.

PEFC's share of global forest certification, based on hectareage, is currently two-thirds of the total. This dominant share is very largely due to the large areas of certified forests in the USA and Canada. It is estimated that over the next ten years the current global certified forest area will double.

### Objectives

- Over the next ten years, PEFC plans to maintain its current share of over 60% of the total global capacity of certified industrial roundwood thus providing an increasing feedstock of certified material to the market.
- Growth to be achieved by targeting key geographic regions, which can be demonstrated to provide most synergy with the needs of existing members and logo users and where PEFC's strengths, competences and skills can be most effectively employed.

## **2. Market Access and Communications**

### **2.1. Market Access**

#### Objectives

- To ensure free, open markets for PEFC's certified products throughout the world, measured in terms of market acceptance.
- To adopt a long term target of achieving a market share of 50% of all certifications (currently 36%) as measured by chain of custody certifications.
- The main growth in chain of custody certifications to come from outside Europe, notably North America, the Asia/Pacific area and Latin America.
- To increase PEFC's value to key stakeholders and international institutions.

PEFC's strategies in relation to its operating structure/ governance, including support for and development of its regional initiatives such as PEFC Asia and member certification systems/ National Governing Bodies (NGBs), and improved communications, are fundamental to achieving these Market Access targets.

### **2.2. Improved Communications**

#### Objectives

Independent research shows that PEFC's current communications activities, both internally and externally, are fragmented, under resourced, under-funded, and lack clear strategic drivers. Our key objectives will therefore be:

- The development of a communications strategy in line with the overall PEFC strategy.
- Communicate PEFC's activities to ensure increased awareness of PEFC.
- Increase credibility and acceptance of the PEFC brand.

### **3. Governance and Operational Elements**

#### **3.1. Governance Issues**

##### Objectives

PEFC recognises governance, in its broadest sense, as the key strategic determinant in achieving its overall strategic goals.

PEFC will implement a restructuring of its terms of Governance, following the completion of a detailed review by external consultants.

The objectives of the review and restructuring are to update the PEFC Council, its rules and standards thus making it more effective by:

- Improving external perceptions of PEFC's governance.
- Making the PEFC organisation more effective.
- Ensuring that PEFC's rules and standards are simple and easy to understand; implement and operate.
- Ensuring that PEFC robustly implements and continuously monitors its own requirements at all levels.
- Removing obstacles to dialogue with international ENGOs.

#### **3.2. Operational Structure (PEFC Council Secretariat and the NGBs)**

PEFC is a rapidly expanding global brand. PEFC's core strategic objective is to ensure that it is recognised as such by legislators, policy makers, specifiers, purchasers, in both the public and private sectors, and consumers. The NGBs within PEFC are fundamental to the delivery of this strategy. The role of the PEFC Council Secretariat is to support this in the following areas:

##### Objectives

- To support, strengthen and grow the combined central and regional structures of PEFC to deliver the overall strategy.
- To have a central resource which can deliver strategies agreed by the General Assembly in a cost effective manner and which supports the NGB structure.
- Proactively implement change and steer the NGBs by regular performance measurement.
- To reorganise and if necessary relocate the central resource to support the above objective.
- To reinforce the current organisation by adding additional professional competencies capable of implementing the strategic plan and to provide appropriate and necessary NGB support.