STRATEGIC PLAN FSC BRAZIL 2015 / 2020
AUGUST 2015
Summary

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INTRODUCTION

Upon completion of the 2011 - 2014 four-year planning cycle, and along with the process of construction of 2020 strategy by FSC International, FSC Brazil started a reflection process with its members in order to build the new 2015-2020 strategic plan. This plan integrates the international issues with the main potentials and threats of the Brazilian reality, in the context of the common project of strengthening responsible forest management in our country.

Two central elements summarize the assessment of the main results of the activities undertaken in the 2011 - 2014 Strategic Plan and situation analysis: the first one points to the consolidation of FSC Brazil office as a solid organization, able to deliver key results expected to the international system, as well as to national members, ready to take on a more proactive role in the protection of Brazilian and global forests. And the second element points to the need to restructure FSC’s tools and processes for two strategic areas in the Brazilian reality - the Amazon forest and smallholders.

With this perception and ratified mission, the general objectives and expected results for the coming years were defined.

The table below shows the main phases of planning (Table 1).

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STRATEGIC OBJECTIVES

MISSION
Disseminate and facilitate responsible management of the Brazilian forests, according to principles and criteria that integrate ecological protection, social benefits and economic viability.

STRATEGIC OBJECTIVE 1
Expand the recognition of FSC brand and concept, throughout all links of the forest supply chain until the end consumer.

STRATEGIC OBJECTIVE 2
Strengthen FSC certification in the Amazon.

STRATEGIC OBJECTIVE 3
Promote effective and chamber-balanced participation.

STRATEGIC OBJECTIVE 4
Ensure empowerment of the national office, enabling it to act in an integrated and autonomous way alongside the FSC network.

STRATEGIC OBJECTIVE 5
Strengthen smallholders and community certification.
EXPECTED RESULTS

The following tables present the consolidated content of the strategic objectives and expected results:

1. Expand the recognition of FSC brand and concept, throughout all links of the forest supply chain until the end consumer
   1.1: Have built an FSC brand that is well known, understood and loved by the Brazilian society.
   1.2: Have created, articulated and implemented an advocacy strategy focused on the opening and consolidation of national markets for FSC certified productive chains.

2. Strengthen FSC certification in the Amazon
   2.1: The certification of non-timber forest products (NTFP) in the Amazon was resumed and three major production chains were certified.
   2.2: The certified area in the Amazon increased by 100% by 2020.
   2.3: Tropical timber chain of custody certification increased by 100%, focusing on two priority chains: furniture / objects and construction.
   2.4: The debate on responsible forest management in the Amazon has FSC’s presence, promotion and support.

3. Promote effective and chamber-balanced participation
   3.1: The number of Brazilian members of FSC International in the Social and Environmental Chambers has doubled, based on the number of Brazilian members in 2014.
   3.2: Participation of the Social and Environmental Chambers with recognized quality and effectiveness.
4. Ensure empowerment of the national office, enabling it to act in an integrated and autonomous way alongside the FSC network

4.1: FSC Brazil has become a leader in Latin America and one of the three most influential offices in the world, from the perspective of FSC as a "single global organization".

4.2: Have reached autonomy from FSC International as source of funding, not exceeding 50% of total annual revenues.

4.3: Have gained decision-making autonomy in at least three areas: conflict resolution, national pesticides derogation and national standards.

5. Strengthen smallholders and community certification

5.1: Have maintained the current community and / or smallholders certification holders, strengthening their presence in the national market.

5.2: Have certified over 200,000 hectares of smallholders (total area) and at least five (5) communities.

5.3: Have tried and consolidated innovative methodologies of inclusion of smallholders and community into FSC certification and supply chains, involving at least five (5) communities.
COMPLETE STRATEGY

STRATEGIC OBJECTIVE 1

Expand the recognition of FSC brand and concept, throughout all links of the forest supply chain until the end consumer.

Develop actions to ensure the positioning of the FSC brand, making it well known, understood and loved by the Brazilian society, as well as internalize FSC's principles and criteria in purchasing policies of governmental bodies, companies, NGOs, financial agents and consumers in general.

Expected result 1.1: Have built an FSC brand that is well known, understood and loved by the Brazilian society.

Strategies:

- Hire an advertising agency to adapt the Global Brand Positioning strategy to the national reality, fostering dialogue with the two main consumer profiles: Green Indeed and Glamour Green, and raise funds for its fulfillment;

- Motivate partners among certified companies, members, Key Accounts, TSPs (Trademark Service Providers), to carry out independent and / or integrated communication and marketing actions, based on the strategy adapted to the Brazilian reality, including B2B (business to business) and B2C (business to consumer) actions;
• Develop and implement a system that monitors impacts of brand positioning actions, from those directly linked to the expansion of certification to those related to the perception of consumers about FSC and its values / benefits.

**Expected Result 1.2:** Have created, articulated and implemented an advocacy strategy focused on the opening and consolidation of national markets for FSC certified productive chains.

**Strategies:**

• Promote the purchase of FSC certified forest products by companies, governments, NGOs, associations and other organizations, through the adoption of sustainability criteria in their policies and other internal regulations;

• Promote the adoption of measures by public and private investors, favoring FSC certified companies and supply chains in their investment / financing programs, relating to the reduction of reputational risk.
STRATEGIC OBJECTIVE 2

Strengthen FSC certification in the Amazon

Develop actions to reconnect the FSC system with its origin, as a tool to fight deforestation and foster conservation of tropical forests through the development and implementation of innovative and effective actions to stimulate, disseminate and strengthen FSC’s presence in the Amazon.

Expected Result 2.1: The certification of non-timber forest products (NTFP) in the Amazon was resumed and three major production chains were certified.

Strategies:

- Identify target groups with greater relevance and potential for FSC certification - especially indigenous peoples and communities - and, based on the mapping of these group’s main production chains, define the key areas / chains to be developed;

- Promote the certification of these production chains, including communication, training and exchange actions and establishment of partnerships;

- Promote the productive chaining of the different links in the chain;
Seek funding / support mechanisms for these actions, as well as the adequacy and certification of actors of such supply chains.

Expected result 2.2: The certified area in the Amazon increased by 100% by 2020.

Strategies:

- Identify areas in which FSC already has Certificate Holders and expand operations, trying out the territorial approach as a pilot project in order to understand and ensure the improvement of this type of approach;

- Promote certification in the Amazon, with a priority focus on federal and state concessions, Unidades de Conservação (Conservation Units), RESEX (extractive areas) in particular, and private areas, with certification potential in the short term;

- Strongly promote certification in areas exclusively destined to preservation (according to the concept of SNUC - National System of Conservation Units);

- Systematize and analyze the history of FSC certification in the Amazon, identifying successes and failures, and deriving better practices in the actions of this result;

- Promote environmental and ecosystem services as fundamental values arising from certification.

Expected result 2.3: Tropical timber chain of custody certification increased by 100%, focusing on two priority chains: furniture / objects and construction.

Strategies:

- Map existing initiatives and the market for furniture and objects made with tropical timber, including indigenous peoples and communities;

- Identify a consumer niche (high standard construction) and invest in fostering demand for certified products;

- Promote the certification of these production chains, including communication, training and exchange actions and establishment of partnerships;
Promote the productive connection of the different links in the chain;

Seek funding / support mechanisms for these actions, as well as the adequacy and certification of actors of such supply chains.

**Expected Result 2.4:** The debate on responsible forest management in the Amazon has FSC’s presence, promotion and support.

**Strategies:**

- Promote a single motto to be defended in advocacy actions: "certified forest management to fight illegality and deforestation in the Amazon", and participate in forums, boards and movements;
  - Consider the forums and movements of main target groups, such as indigenous peoples and communities;
  - Governmental actors, including environmental state councils / CDRS - Sustainable Rural Development Councils
  - Initiatives to increase transparency and legality in the timber sector, such as "Madeira é Legal", engaging the productive sector.

- Qualify and equip members for promotion and dissemination of FSC concepts related to the Amazon;

- Elect an FSC ambassador in the region with political weight and legitimacy, to strengthen advocacy / promotion actions;

- Hire an FSC employee in the region, in order to maintain a constant presence and influence in government and private bodies to the viability of strategic solutions for certification;

- Support educational strategic initiatives in the Amazon (training and awareness).
STRATEGIC OBJECTIVE 3

Promote effective and chamber-balanced participation

Develop actions that build and strengthen FSC as a platform aimed at ensuring and promoting economic, social and environmental rights, establishing itself as a relevant political forum for actors and movements of these three sectors, especially environmental and social movements, thus improving the balance and quality of participation of the three chambers in the governance of the FSC system.

**Expected Result 3.1:** The number of Brazilian members of FSC International in the Social and Environmental Chambers has doubled, based on the number of Brazilian members in 2014.

**Strategies:**

- Appoint ambassadors to promote an increase in the number of members of the social and environmental chambers, among the groups related to the social and environmental rights protected by FSC;

- Create and develop a loyalty strategy for current members, with a more structured management (clear rights and duties), and a linked perception survey;
Create a continuous strategy for fundraising and shared execution of projects, as engagement tools of social and environmental actors for FSC governance;

Demonstrate and disseminate the positive social and environmental impacts of certification, in order to demonstrate the potentiality of ensuring social and environmental rights through FSC certification;

Constantly search innovations focused on gaining and retaining new members to FSC International and equivalent national partners.

Expected Result 3.2: Participation of the Social and Environmental Chambers with recognized quality and effectiveness.

Strategies:

Act in training and communication processes alongside social and environmental groups related to the rights ensured by FSC;

Ensure action in the political front of these groups, in order to build common agendas;

Mandatoryy promote priority agendas for inter-chamber meetings, at least once a year;

Ensure the participation of social and environmental actors in inter-chamber meetings on topics that are relevant to FSC.
STRATEGIC OBJECTIVE 4

Ensure empowerment of the national office, enabling it to act in an integrated and autonomous way alongside the FSC network

Develop actions to ensure the continuous expansion of the national office, both in terms of human resources and structure and technical expertise, in order to solidify a competent, responsible, effective, strategic and relevant national executive process in FSC's international network.

Expected Result 4.1: FSC Brazil has become a leader in Latin America and one of the three most influential offices in the world, from the perspective of FSC as a "single global organization".

Strategies:

- Be the leader in regional fundraising in Latin America and coordinate at least one global project with three years of execution;

- Be an actor that articulates political-regional positioning on the FSC system.

Expected Result 4.2: Have reached autonomy from FSC International as source of funding, not exceeding 50% of total annual revenues.

Strategies:
Implement and operate a proprietary fundraising structure, identifying and pitching projects to regional, national and international funds, both public and private, with innovative methodologies (for example crowdfunding, F2F - Face to Face);

Focus on increasing service provision as a funding source, with the Course Program as flagship of this action;

**Expected Result 4.3:** Have gained decision-making autonomy in at least three areas: conflict resolution, national pesticides derogation and national standards.

**Strategies:**

- Act on the amendment of norms at the next global General Assembly, pushing forward strongly supported motions, with consistent technical constructions;

- Systematize, analyze and disseminate the experience of FSC Brazil in those three areas, having as priority public the actors of the FSC International network;
STRATEGIC OBJECTIVE 5

Strengthen smallholders and community certification

Develop innovative and effective actions that make the FSC system accessible to smallholders and/or community forest management producers of native forests and plantations, strengthening the internal governance of these groups, and economically inserting them into sustainable national and international production and consumption chains.

Expected result 5.1: Have maintained the current community and/or smallholders certification holders, strengthening their presence in the nacional market.

Strategies:

- Build a national certification standard (version 5 of the Principles and Criteria) with more flexibility, and effectively compatible with the reality of smallholders/communities;

- Carry out promotion and market opening actions for certified smallholders and communities, through marketing programs (Brand Positioning, MarketPlace and Key Account) and productive chaining
(support to certification of community chains of custody), focusing on the existing demand for this type of product;

○ Establish effective FSC participation in regional actions of productive chaining and generation of potential markets for smallholders and communities.

**Expected Result 5.2: Have certified over 200,000 hectares of smallholders (total area) and at least five (5) communities.**

**Strategies:**

○ Map communities and smallholders in the forestry sector, for both native forests and plantations, involving not only the Amazon, but also the Atlantic Forest, Caatinga and Cerrado and other relevant biomes;

○ Perform diagnosis of funds and national and international public policies available to finance the certification cycle - from adequacy to the maintenance of smallholders and communities;

○ Enable the access to funds and diagnosed public policies and encourage the creation of new financing mechanisms, through the articulation of partnerships for forest management and custody chain certification for smallholders and communities, from the viewpoint of the certification cycle;

○ Articulate partnerships for the creation and support of group’s internal governance, aiming to reach and maintain certification;

○ Use the territorial approach for this result, with (SLIMFs) current certificates as reference.

**Expected Result 5.3: Have tried and consolidated innovative methodologies of inclusion of smallholders and community into FSC certification and supply chains, involving at least five (5) communities**

**Strategies:**

○ Consider strategies related to the non-timber forest products (NTFP) in this result, prioritizing communities and smallholders in the choice of chains to be supported;
- Use the MAP approach (Modular Approach Program) to promote better practices in forest management by communities and smallholders;

- Consider partnerships with organizations from other guarantee schemes that work with smallholders and/or communities, such as fair trade and organics (agroecology).