

FSC IMPLEMENTATION FRAMEWORK 2021-2022 REPORTING

FOREWORD

We have now come through the first two years of the Global Strategy 2021-2026. These two years have looked very different from what we expected when the Board was busy drafting the strategy in 2019 and 2020.

The world has been through a global pandemic which deeply affected the lives of our members and certificate holders. And in 2022, Russia invaded Ukraine and created very significant human suffering and global political and market disruption.

FSC grew very strongly during the period of the pandemic, and we still see growth in the market for FSC products illustrated by growth in chain of custody and promotional licence agreements. However, due to the Russian invasion of Ukraine, we have suffered a setback in the total certified area which is down from 230 million hectares in 2021 to around 190 million hectares today and with a prospect of falling even lower during 2023.

This calls for a new focus on obtaining FSC forest certification in countries in all regions of the world, and we will be working on that together with members and partners.

At the same time, however, I think it is important to note that our Global Strategy 2021-2026 is still pointing us in exactly the right direction. The Global Strategy asks us to be relevant for the biggest challenges facing the world's forests. Historically, FSC has played a great role in developing more responsible global timber markets, giving stakeholders a voice in setting global standards. Now, the Global Strategy is directing us to create more value and benefits to forest stewards by providing solutions for the forest crises related to climate change, biodiversity and social injustice.

Last year's General Assembly in Bali confirmed the ability of FSC's membership to come together in developing good solutions to difficult issues, including our approach to conversion and remedy, our approach to protection of Intact Forest Landscapes, and promoting the rights of Indigenous Peoples and Workers. In my mind, the Global Strategy provides the vision and perspective that makes these issues come together in a common push for a better future.

This report to the FSC membership shows how we have performed against the ambition we set out for the implementation of the Global Strategy in the Implementation Framework for 2021 and 2022. It shows that we have achieved 77 per cent of what we set out to do, which may come across as disappointing to some. However, I'm proud of this result, because I think it shows a very healthy situation of FSC setting high ambitions and achieving most of them. If we had achieved everything, it would probably be an indication that we had set our targets too low.

The report is part of our efforts to increase transparency and accountability towards the members, and this is a trend we intend to continue. I hope it will be appreciated by our membership as an easily accessible overview of the status and direction of the implementation of the Global Strategy 2021-2026.

If you're interested in seeing how we have translated the experiences from 2021 and 2022 into our plans for the continued efforts, please have a look at the Implementation Framework for 2023, which you can find [here](#).

Kim Carstensen
Director General, FSC International



INTRODUCTION AND METHODOLOGY

This report provides a picture of the delivery of the 48 actions from the Implementation Framework 2021-2022. It focuses mainly on **the level of achievement** of the planned outputs while including some key information and resources complementing their current status.

The content of this report was collected between December 2022 and January 2023. The staff responsible for each individual action was requested to assign an overall rating from 0 to 10 to each individual action and to report through a traffic light system the results of all the outputs initially provided in the Implementation Framework 2021-2022.

All the actions and outputs were calibrated to ensure consistency, both in terms of the overall action ranking and the amount and type of information provided.

Whereas most of the actions have a longer time horizon and will continue in 2023 (see Implementation Framework 2023), **the outputs reported only refer to the period 2021-2022.**

Below you will find a reference on the main reporting components for each individual action:



Link to original action

Action number, title, and description

Action rating – from 0 to 10

Overall results: This provides an overall reflection and balance of what was achieved in the 2021-2022 period.

Outputs breakdown: This provides a detailed picture of all outputs as presented in the Implementation Framework 2021-2022 alongside a traffic light system with additional information, relevant resources, and explanations for certain delays.

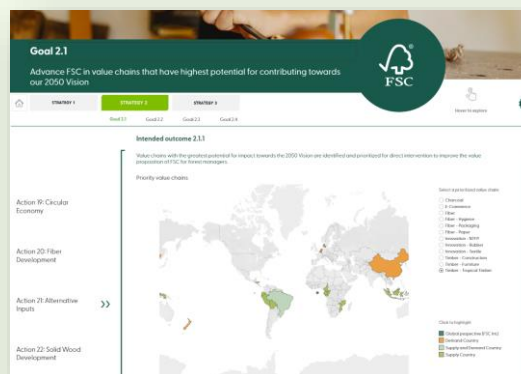
If an action has a 10 out of 10 in 2021-2022, that indicates that all outputs for the 2021-2022 period were achieved, and the action is fully on track in terms of initial ambitions and expectations.

Although the number of yellows and reds do not mathematically determine the action rating, there is a direct correlation. For instance, actions with lower ratings will have a larger proportion of reds and yellows. There are also specific cases where actions with yellows have a relatively high rating given that remaining activities have minor or expected delays but are on track.

ALIGNMENT OF GLOBAL STRATEGY REPORTING

There are complementary resources in place to measure progress against the Global Strategy 2021-2026.

Whereas the aim of this specific report is to provide key information to the FSC membership on what has been achieved, the FSC secretariat also releases **data reports** on an annual basis consisting of an interactive dashboard showing progress indicators towards the intended outcomes set in the Global Strategy 2021-2022.



This resource is available in the FSC Members' Portal.

In addition, FSC also produces an Annual Report targeted at members and stakeholders.

The overall intention is that these different resources are integrated even further and work hand in hand.

RESULTS DASHBOARD

The following dashboard shows all actions organized in different groupings focusing on the overall rating:

Strategy 1	1- Membership Engagement	10	11 Actions 10 out of 10
	2 - Membership Enhancement	10	
	5 - Information Technology	10	
	9 - Risk-based Approaches	10	
Strategy 2	22 - Solid Wood Development	10	
	23 - NTFP Development	10	
	32 - Community and Family Forests	10	
	34 - Diversity and Gender	10	
Strategy 3	35 - Workers' Rights	10	
	37 - Global Agendas	10	
	39 - Government Toolkit	10	
Strategy 1	4 - Indigenous Peoples Engagement	9	7 Actions 9 out of 10
	7 - Core Procedure Revision	9	
	17 - Focus Forests	9	
Strategy 2	20 - Fiber development	9	
	26 - eCommerce	9	
	29 - Impact and Performance	9	
Strategy 3	42 - Regional and Global Trade	9	
Strategy 1	3 - Co-creation Initiatives	8	13 Actions 8 out of 10
	8 - Outcome Orientation	8	
	14 - Expand Ecosystem Services	8	
Strategy 2	19 - Circular Economy	8	
	24 - FSC Sourcing Preference	8	
	25 - Ecosystem Services Markets	8	
	28 - Trademark	8	
	31 - Shopper Solution	8	
	33 - Indigenous-based Solutions	8	
Strategy 3	40 - Economic Incentives	8	
	46 - FSC Brand Positioning	8	
	47 - Global Storytelling	8	
	48 - Media Engagement	8	

RESULTS DASHBOARD (Cont.)

Strategy 1	10 - Supply Chain Verification	7	6 Actions 7 out of 10
	11 - Quality Data	7	
	13 - System Integrity	7	
Strategy 2	27 - Tropical Forest Products	7	
Strategy 3	44 - Sustainable Finance Relations	7	
	45 - Project Matchmaking	7	
Strategy 1	12 - GIS Technology	6	5 Actions 6 out of 10
	15 - Climate-Related Indicators	6	
	18 - Sustainable Intensification	6	
Strategy 2	30 - Ecosystem Services Impact	6	
Strategy 3	41 - EU Advocacy	6	
Strategy 1	16 - Restoration Toolbox	5	3 Actions 5 out of 10
Strategy 2	21 - Alternative Inputs	5	
Strategy 3	36 - Operationalizing Partnerships	5	
Strategy 1	6 - Requirements Accessibility	2	1 Action 2 out of 10
Strategy 3	38 - Landscape Stewardship	1	2 Actions 1 out of 10
	43 - Sustainable Finance Instruments	1	

ACTIONS OVERVIEW



Click to explore

Strategy 1 – Co-create and implement forest solutions

1- Membership Engagement

10 – Supply Chain Verification

2 – Membership Enhancement

11 – Quality Data

3 – Co-creation Initiatives

12 – GIS Technology

4 – Indigenous Peoples Engagement

13 – System Integrity

5 – Information Technology

14 – Expand Ecosystem Services

6 – Requirements Accessibility

15 – Climate-Related Indicators

7 – Core Procedure Revision

16 – Restoration Toolbox

8 – Outcome Orientation

17 – Focus Forests

9 – Risk-based Approaches

18 – Sustainable Intensification

ACTIONS OVERVIEW



Click to explore

Strategy 2 – Transform markets

19 – Circular Economy

28 – Trademark

20 – Fiber development

29 – Impact and Performance

21 – Alternative Inputs

30 – Ecosystem Services Impact

22 – Solid Wood Development

31 – Shopper Solution

23 – NTFP Development

32 – Community and Family Forests

24 – FSC Sourcing Preference

33 – Indigenous-based Solutions

25 – Ecosystem Services Markets

34 – Diversity and Gender

26 – eCommerce

35 – Workers’ Rights

27 – Tropical Forest Products

ACTIONS OVERVIEW



Click to explore

Strategy 3 – Catalyse change

36 - Operationalizing Partnerships

43 - Sustainable Finance Instruments

37 - Global Agendas

44 - Sustainable Finance Relations

38 - Landscape Stewardship

45 - Project Matchmaking

39 - Government Toolkit

46 - FSC Brand Positioning

40 - Economic Incentives

47 - Global Storytelling

41 - EU Advocacy

48 - Media Engagement

42 - Regional and Global Trade

KEY TRENDS

Overall completion rate of the 48 actions

7,7/10

Strategy 1: 7.6/10
Strategy 2: 8.4/10
Strategy 3: 7.3/10

- ▣ The majority of the actions (31) fall in the rating range of 8-10.
- ▣ 14 actions fall in the range of 5-7 . There were no actions rated as 4.
- ▣ Only three actions have a low rating between and 1 and 3.

Looking at the 170 individual reported outputs, **61 per cent** were in green, **28 per cent** in yellow and **11 per cent** in red.

The reasons for actions with low ratings including yellows and red are diverse. These can be grouped in three main categories:

- ▣ Global crises such as Covid-19 pandemic and Russia's invasion of Ukraine . The latter affected strategic developments in Ukraine (e.g. Blockchain) and Russia (e.g. landscapes).
- ▣ Upcoming priorities that redirected focus and capacities (e.g. critical topics for the GA such as Conversion and Remedy)
- ▣ Unexpected developments that were not originally envisioned or were out of our control (E.g. processes needing more inputs than expected)

▣ The areas where more challenges emerged were connected to technology developments as well as the advancement of landscape projects and the development of sustainable finance instruments.

▣ Most of the delays are of minor and middling impact so that the outputs have been incorporated and recalibrated for 2023. Overall, these delays do not represent a decreased level of ambition for the actions planned for 2023.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 1 | Membership Engagement

Strengthen dialogue to revitalize membership engagement at the GA 2021-2022.



Overall results – What was achieved in 2021-2022?

At the time of the planning for the Implementation Framework 2021-2022, COVID-19 made it impossible to know whether an in-person 2022 General Assembly (GA) would be possible. With that in mind, this action includes more achievements than originally envisioned with the successful completion of our 9th and (first ever hybrid) FSC GA in October 2022.

In 2021, FSC held 62 virtual membership events focused on motions discussions and key priority topics in preparation for the virtual GA 2021. Over 6,000 members registered for these virtual events. The virtual FSC GA 2021 was successfully implemented, with over 800 participants, 10 plenary sessions, 24 chamber meetings, and 15 side events. Quorum was reached, and nine motions were debated and voted on in 2021.

In 2022, the membership engagement team held a series of events in preparation for Part 2 of the GA. These included a diverse range of activities like dedicated sessions for motions discussions, hybrid Regional Membership meeting in 5 regions, 6 motions discussion groups, induction session for new members, and chamber and cross chamber meetings. The 2022 GA brought together 750 people to shape solutions for resilient forests. The 15 motions which passed will bring much needed reform, positive changes and solutions needed for Forests and the people and animals who rely on them.

For more information, refer to the [GA Website](#) and [FSC GA 2022 Playbook](#).

Outputs breakdown

	Outputs	* Additional Information
	Output 1: The 2021 virtual General Assembly will have good participation and will reach quorum for the discussion and vote on the 12 motions.	Successful implementation of the Virtual FSC GA 2021. While not listed as an output due to the uncertainty surrounding COVID-19, the Hybrid FSC GA (2022) took place in Bali in October 2022.

Cont.



[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 1 | Membership Engagement

Strengthen dialogue to revitalize membership engagement at the GA 2021-2022.



Outputs breakdown

	Outputs	* Additional Information
●	Output 2: The Motions Discussion Group for Motions 2, 3, 6 and 9 will deliver improved proposals for General Assemblies and membership engagement between assemblies, which will be decided at the 2021 virtual General Assembly.	Established motion discussions with the participation of the motions' proposers and seconders and facilitated by the Secretariat.
●	Output 3: At least two Motions Discussion Groups established by motion proposers in 2022 and supported by membership discussion organized by the regional membership coordinators, will develop consensus proposals for membership decision at the physical General Assembly in 2022.	Established six motions discussions groups: Membership Rules, Conversion, PfA and Remedy Framework, Sustainable Intensification, Intact Forest Landscapes, and Workers' Rights. These groups were facilitated by the Secretariat and Regional Coordinators.
●	Output 4: Based on the work of the Social Chamber Organizer and other initiatives, the social chamber membership will be increased by the time of the 2022 General Assembly, and members of the chamber will report improved engagement.	Development of a Social Chamber agenda and priorities by the social chamber and its board of directors. The report and its recommendations were presented to FSC's Board.

[Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 2 | Membership Enhancement

Facilitate strong and equal representation across chambers, groups, and regions.



Overall results – What was achieved in 2021-2022?

We overcame the challenges posed by the pandemic, innovating and adapting to continue our work for forests. In 2022, a total of 145 engagement opportunities for members took place through online and in-person events. Of the 3942 engagements from members in those sessions, the economic chamber made up for 46 per cent, followed by the environmental chamber with 29 per cent and social chamber with 25 per cent. This participation demonstrates the unfaltering commitment of our members to co-creating and finding solutions to ensure resilient forests.

FSC's strength remains anchored in membership engagement, and the success of our mission depends on an engaged, diverse, and balanced membership. Membership growth slowed during the pandemic; however, we are delighted to see growth recovering. We appreciate our longstanding members who remain dedicated and welcome our 154 new members who joined FSC in 2021-2022.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: The FSC Membership team will continue to facilitate the meetings and dialogue on the priorities identified by FSC members in all regions, creating additional mechanisms (not only motions) for members to make use of FSC and engage in co-creation initiatives to further improve the FSC system.	Successful implementation of the Membership Engagement Plan, providing members with numerous virtual, hybrid, and in-person engagement opportunities to discuss the key topics and prepare for the GA.
	Output 2: FSC will recruit and maintain members from underrepresented groups, regions, and chambers, especially in the Social and Environmental Chambers.	In 2021 and 2022, 42 new environmental chamber members and 27 new social chamber members joined the FSC membership.
	Output 3: FSC will continue to provide engagement opportunities, including onboarding / training sessions, for new members to enable them to introduce their perspective and views to all FSC International members.	Successful completion of a new membership welcome pack in English, Spanish, and French. Implementation of two virtual New Member Inductions.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 3 | Co-creation Initiatives

Work with members, network partners, and stakeholders for rapid incubation of stewardship solutions.



Overall results – What was achieved in 2021-2022?

As part of FSC's efforts to co-create new solutions for emerging challenge, the main focus in 2021-2022 was the development of position papers on climate, biodiversity, and restoration. The climate action paper has been completed and underwent consultation until February 2023. The biodiversity action paper was completed and approved by the FSC Board in 2022. It was published ahead of the 15th Conference of the Parties (COP 15) of the United Nations Convention on Biological Diversity. The restoration action paper has been completed but is undergoing revision. Other communication materials, including newsletters on Focus Forests and sustainable intensification, as well as webinars, were also successfully delivered.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Position papers on FSC's role on climate, biodiversity and restoration will be developed and shared with the FSC community. These position papers will define FSC's role in delivering and co-creating nature-based solutions for climate change, biodiversity conservation, and restoration at a landscape level.	Successful completion of action papers on FSC's role on climate, <u>biodiversity</u> , and restoration. The climate paper underwent <u>consultation with the membership</u> until February 2023. The restoration positioning paper is under revision by the FSC Restoration Task Force that was reconvened in early 2023. The expected publication date is April 2023. The FSC Climate Coalition was <u>launched</u> at 2022 United Nations Climate Change Conference (COP 17).

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 3 | Co-creation Initiatives

Work with members, network partners, and stakeholders for rapid incubation of stewardship solutions.



Outputs breakdown

	Outputs	*Additional Information
	Output 2: Projects and initiatives linking FSC members and the FSC network with organizations working on mission-critical issues, including forest landscape restoration, deforestation-free value chains, science-based solutions for climate change, and biodiversity protection.	Coordinated match-making initiatives with FSC network partners and FSC member organizations. Links between investors and projects through Initiative 20x20 and engagement with impact investors. Incubated projects through the gender mainstreaming fund, with two community operations in Mexico entering the program in coordination with FSC Mexico.
	Output 3: Delivery of webinars and communication materials, enhancing regular engagement and information provision to FSC's members and network.	Delivery of a webinar on climate positioning, as well as webinars on intact forest landscapes and shared value in intensified forestry. Delivery of dedicated newsletters on Focus Forests and sustainable intensification. Engagement with a panel of experts in the genetic engineering learning process as well as chamber-balanced advisory groups for Focus Forests and sustainable intensification.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 4 | Indigenous Peoples Engagement

Strengthen and expand the engagement of Indigenous Peoples in the FSC system.



Overall results – What was achieved in 2021-2022?

In 2021-2022, PIPC governance was strengthened through the collaboration between the FSC Secretariat and PIPC members. PIPC is now fully operational, with activities including successful engagement with relevant international organizations and increased visibility and engagement through webinars and engagement materials. PIPC has organized regional meetings with over 200 representatives of Indigenous communities, and a PIPC representative for Canada and the United States of America (USA) has been selected.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: PIPC was established to bring the voice of Indigenous Peoples of 10 subregions representing all regions worldwide to the FSC International board. To achieve this objective PIPC has organized different regional meetings to elect their members since its establishment. In each meeting, 20 Indigenous Leaders representing all regions are elected and appointed as members of the PIPC. Due to COVID-19, the representation of the 10 subregions was not completed in 2020 and 2021.	Engagement with over 200 representatives of Indigenous communities in 10 subregions to promote the FSC framework, tools, and solutions. PIPC representation for Canada and the USA was elected but has not yet been formally appointed.
	Output 2: By the end of 2022, the PIPC membership will be operationalized with the election of one principal and one alternate for each of the 10 subregions worldwide.	Complete operationalization of PIPC save for the finalization of a representative for Canada and the USA. This representative for Canada and the USA will engage in 2023. Five subregions elected new principals and alternates.

Cont.



[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 4 | Indigenous Peoples Engagement

Strengthen and expand the engagement of Indigenous Peoples in the FSC system.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: PIPC will work to develop and execute actions to promote co-creation processes for improving the added value of FSC solutions to Indigenous Peoples worldwide.	Improved engagement and networking on areas related to Indigenous rights with international organizations including the UN Permanent Forum on Indigenous Issues, the Expert Mechanism on the Rights of Indigenous Peoples, the Convention on Biological Diversity, and the UN Framework Convention on Climate Change. At the 2022 General Assembly (GA), Motion 53, which called for FSC to incorporate cultural services and practices in ecosystem services, was approved. Development and submission to the FSC Board of Directors of a recommendation on the conversion and remedy framework.
	Output 4: Delivery of webinars and communication materials, enhancing regular engagement and information provision to FSC's members and network.	Hosted or co-hosted 11 side events with FSC International, FSC Indigenous Foundation (FSC IF), and FSC partners. Increased visibility and engagement with the FSC network and FSC International during the 2022 GA. Increased external visibility for PIPC through FSC IF communications. Co-hosted consultation webinars and workshops with FSC and FSC IF, demonstrating improved communication and coordination.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 5 | Information Technology

Deliver information technology to enable and strengthen member and stakeholder engagement



Overall results – What was achieved in 2021-2022?

FSC made great strides in its information technology (IT) tools and platforms in 2021 and 2022. FSC stakeholder-facing IT platforms have been developed and enhanced to improve user experience, user interfaces, and accessibility to information and data. The General Assembly (GA) was supported with voting apps and portals for members, online registration and payment solutions, and hybrid participation technologies. FSC Connect was enhanced to provide stakeholder-relevant institutional content on normative documents, certification, innovation, system integrity, and engagement. The FSC Members' Portal was enhanced with improved functionalities such as discussion groups, motions editors, email notifications, an events calendar, and document downloads, and GA members-related content was integrated.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: FSC will revamp its Members' Portal and will develop new solutions to accelerate the delivery of a rich online engagement experiences via the FSC Connect online platform.	Development of enhancements to furnish and improve members' online experience with improvements to the functions and user interfaces of the motions online editor, discussion forum, web forms, events calendar, translation tools, document downloads, and site search.

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 5 | Information Technology

Deliver information technology to enable and strengthen member and stakeholder engagement



Outputs breakdown

	Outputs	*Additional Information
	Output 2: FSC will modernize its online tools to take advantage of reputable, innovative, and secure technologies to foster online experiences with inclusion and dialogue. The transformation of FSC's information technology infrastructure has enabled the organization to function and progress in the COVID-19 pandemic.	Development and release of the FSC Public Search Beta. Stakeholders were invited to test the Beta and provide feedback to improve the usability and quality of information in the new search facility. The Public Search Beta is available here and on FSC Connect .
	Output 3: FSC Connect is the online gateway to engaging in FSC, whether as an international member via the Members' Portal or members' voting apps, a certificate holder in the Certification Portal, or certification body in the GIS Portal.	Enhancement of FSC Connect to include voting apps and new functionalities in the Members' Portal. Migration of institutional content from the FSC website to FSC Connect.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 6 | Requirements Accessibility

Digitize and modularize the normative framework to improve accessibility and usability of standards.



Overall results – What was achieved in 2021-2022?

FSC researched and assessed information technologies, including the the Electronic Code of Federal Regulations (eCFR). However, the information management requirements for codification of FSC normative clauses in logical components that are available in print and PDF versions, as well as tools that support certification, are extensive and require several components not initially considered. We will require a host of technologies (XML schema, processing, and specialized interfaces) to build the IT platform. The delay of Stepwise approaches (2) is due to an incomplete working group.

Outputs breakdown

	Outputs	* Additional Information
●	Output 1: Digitization (1): Establishment of the database infrastructure and migration of international normative documents to the database.	Emergence of resource needs that require significant IT platform design to complete the project. Refactoring based on pilot tests was not feasible to deliver the output. After review of the most promising technologies (those behind the eCFR), significant work is required for building the IT components to meet the needs of contribution of standards as well as the consumption/use of the data. FSC will perform significant work towards this in 2023, and we expect to have established the database (and required IT components) infrastructure by mid-2024.
●	Output 2: Digitization (2): Mechanism for incorporating new interpretations and advice notes in the database	Emergence of resource needs that require significant IT platform design to complete the project. Refactoring based on pilot tests was not feasible to deliver the output. This output depends on Digitization (1), and therefore FSC aims to deliver it in mid-2024.

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 6 | Requirements Accessibility

Digitize and modularize the normative framework to improve accessibility and usability of standards.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Digitization (3): Beta version of the user interface. Stepwise approaches for forest management enterprises is planned to be finalized and approved in early 2023.	Digitization (3): Beta version of the user interface. Stepwise approaches for forest management enterprises is planned to be finalized and approved in early 2023.
	Output 4: Stepwise approaches (1) The new Continuous Improvement procedure is planned to be finalized and approved in the first quarter of 2022.	Approval and publication of the FSC-PRO-30-011 <i>Continuous Improvement</i> <i>Procedure V1-0 in March 2022.</i>
	Output 5: Stepwise approaches (2) The revised Controlled Wood standard for forest management enterprises is planned to be finalized and approved in early 2023.	Consultation of the first draft of the revised Controlled Wood standard for forest management enterprises in Q4 of 2022. The draft includes a mechanism for a stepwise approach to full forest management certification. The finalization of the process is planned for the end of 2023.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 7 | Core Procedure Revision

Change the rules for standard-setting processes to make them more agile and effective while ensuring integrity and transparency



Overall results – What was achieved in 2021-2022?

The core output has been delivered, the revision process has concluded, and the revised document is publicly available and effective.

Some internal guidance, e.g. checklists, are still being improved. A stakeholder engagement toolkit continues to be developed in 2023, based partially on membership feedback during the General Assembly. Opportunities to further test and develop the guidance will continue.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: A first revised draft procedure available for public consultation in October–November 2021. The Terms of Reference of the working group and information on the process are available here .	The revised procedure is available here on FSC Connect.
	Output 2: A White Paper shared with the first draft procedure to inform about FSC's intentions and ongoing efforts to streamline the FSC Normative Framework, and to explain what the role of FSC-PRO-01-001 in the streamlining agenda is.	Publication of the white paper on the Members' Portal.
	Output 3: The revised procedure is planned to be finalized and approved in August 2022, accompanied by a set of guidance documents	Early in the revision process, the approval of the revised procedure was moved to November 2022. Internal guidance documents have been drafted but are still being improved. The checklists were shared in January 2023 and the first version of the stakeholder engagement toolkit will be shared by the end of Q1 2023.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 8 | Outcome Orientation

Transform the M&E system using pilots of outcome-oriented standards to enable the demonstration of impact of FSC forest management certification.



Overall results – What was achieved in 2021-2022?

FSC completed and published several high-quality outputs in 2021 and 2022, including the roadmap to forest certification impacts, the Impact Dashboard, the GIS portal, FSC on the Map, and the Facts and Figures dashboard. The digital audit reporting template was developed, made available to certification bodies, and used to generate audit reports. The desk-test of a standard for outcome orientation was completed and serves as a basis for further discussions about the concept of outcome orientation.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Theory of change for forest certification impacts (roadmap to forest certification impacts) (completed) and Impacts dashboard (completed).	Completion and publication of both deliverables on FSC Connect.. Roadmap to forest certification impacts Impact dashboard
	Output 2: GIS Portal to support FM evaluations (completed, under expansion) and FSC on the Map (development completed, populating with data ongoing).	Completion and publication on the FSC website of both deliverables. GIS Portal FSC on the Map
	Output 3: Desk revision and testing a selected international standard towards outcome-orientation.	The standard FSC-STD-30-010 Controlled Wood for Forest Management Enterprises has been desk-tested for outcome-orientation.

Cont.



[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 8 | Outcome Orientation

Transform the M&E system using pilots of outcome-oriented standards to enable the demonstration of impact of FSC forest management certification.



Outputs breakdown

	Outputs	* Additional Information
	Output 4: FM Digital reporting (ongoing, to be functional starting 1 January 2022), and CoC Digital reporting (starting 2022).	A pivot in templates delayed forest management digital audit reporting. Certification bodies began using the templates in real audits in September 2022; use of the templates has been mandatory since January 2023. Development of a technology solution to import the data submitted to FSC's database is outstanding. The chain of custody (CoC) digital audit reporting has been postponed due to the delayed forest management digital audit reporting process, with the development of CoC digital reports now scheduled for 2023-2024.
	Output 5: Research portal (2022).	Development of the functional specifications and the design of the user interface. The development of the research portal has been budgeted for 2023 with completion planned for Q4 of 2023.
	Output 6: Submission of approximately 50 forest management digital audit reports for 2022. Dashboards with FSC certification data were made available on the FSC website and distributed to the global leadership forum (Facts and Figures available here).	Submission of approximately 50 forest management digital audit reports for 2022. Dashboards with FSC certification data were made available on the FSC website and distributed to the global leadership forum (Facts and Figures available here).

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 9 | Risk-based Approaches

Incorporate and expand risk-based approaches in the normative framework and in response to integrity concerns.



Overall results – What was achieved in 2021-2022?

In 2021 and 2022, FSC made significant progress on the revision of the Forest Management Evaluation Standard and incorporating risk-based approaches, with consultations completed in September 2021. These steps will make certification more efficient, cost-effective, and credible.

Outputs breakdown

	Outputs	* Additional Information
●	Output 1: A first draft of the revised FM Evaluation standard for CBs (FSC-STD-20-007) was consulted on from July to September 2021.	Completion of the consultation in September 2021. A second was completed in 2022.
●	Output 2: A draft of the further revised procedure (v2-0) for incorporating risk-based approaches in evaluating conformity with National Forest Stewardship Standards (FSC-PRO-60-010) was consulted from July to September 2021.	Completion of the consultation in September 2021.
●	Output 3: The revised above documents are scheduled to be finalized and approved in November 2022. A risk-based interventions procedure for identifying responses to concerns about supply chain integrity will be developed and trialed for first applications in 2022	Board approval and publication on the Document Centre on 1 February 2023 of the revised <u>FSC-STD-20-007</u> and <u>FSC-PRO-60-010</u> . Development and trial of the risk-based intervention procedure.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 10 | Supply Chain Verification

Use the power of technology and data to introduce traceability in risky supply chains (e.g., blockchain, wood ID).



Overall results – What was achieved in 2021-2022?

FSC delivered a blockchain technology model in 2020 and conducted pilots in selected supply chains in China and Ukraine in 2021. However, the war in Ukraine and the need to gather and process detailed feedback from the 2021 pilots led FSC to work with pilot participants to develop specifications for a next generation FSC Blockchain. A request for proposals was issued in 2022 to build the new blockchain and to deliver a next generation IT platform that will track FSC-certified materials and products from forest sources to consumers' hands in targeted supply chains, linking up 100 per cent of upstream point-of-trade transactions and furnishing real-time visibility into 100 per cent of the materials, transformations, accounting, compliance, and legality, while protecting and safeguarding business privacy.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Blockchain technology model (delivered in 2020)	Development of a proof-of-concept (POC) model and use in pilot testing.
	Output 2: Blockchain pilots in selected supply chains (2021)	Pilot testing of the POC blockchain model by 10 companies in China and Ukraine.

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 10 | Supply Chain Verification

Use the power of technology and data to introduce traceability in risky supply chains (e.g., blockchain, wood ID).



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Blockchain technology enhancements based on pilot feedback and learning (2021/2022)	Collation of feedback from pilot testing, and feedback was processed to define the requirements for the development of the next generation FSC Blockchain. Initiation of procurement process for new developers in Q4 of 2022. Commencement of development work expected in Q2 of 2023.
	Output 4: Blockchain wider availability for certified organizations and for high-risk supply chains (2022/2023)	Initiation of procurement process for new blockchain developers in Q4 of 2022. Commencement of development work expected in Q2 of 2023.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 11 | Quality Data

Standardize and fully utilize data collected from and about certified operations, and use objective, robust resources to support the implementation of FSC requirements (e.g. CW risk assessments).



Overall results – What was achieved in 2021-2022?

At the end of 2021, FSC published the first Digital Audit Report – Forest Management Template and Data Specification. In 2022, FSC worked with certification body representatives for Forest Management Digital Reporting to update the specifications and template and agree upon a modified rollout for all forest management audit report submissions from 1 January 2023. Forest management (FM) reports were prioritized for delivery, and the final FM reporting templates will serve as the basis for developing the chain of custody (CoC) digital audit reports, which were postponed.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: FM Digital reporting (ongoing, to be functional starting 1 January 2022).	Submission of approximately 50 FM digital audit reports for 2022 by certification bodies (CBs). Not all FM audit reports from 1 January 2022 were submitted. CBs are required to use the FSC FM Audit Template starting 1 January 2023.
	Output 2: Initiation of CoC Digital reporting (starting 2022).	Development of CoC digital audit reports delayed and planned for 2023-2024 to use the same IT tools implemented for FM audit reporting to define and deliver templates for CoC audit reporting. The feedback and improvements in the FM template will allow the CoC template to be defined and implemented in 2023-2024.

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 11 | Quality Data

Standardize and fully utilize data collected from and about certified operations, and use objective, robust resources to support the implementation of FSC requirements (e.g. CW risk assessments).



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Controlled wood risk assessment platform (completed 2020).	Launch of the platform on FSC Connect , providing a simplified, easy-to-use overview of the contents of all FSC risk assessments when applying FSC-STD-40-005 Requirements for Sourcing FSC Controlled Wood. The platform provides summaries of the risk descriptions and the precise control measures contained in the original risk assessments.
	Output 4: Revision of controlled wood risk assessment procedures, FSC-PRO-60-002 and FSC-PRO-60-002a (starting in 2021).	Launch of public consultations on controlled wood document revisions for FSC-PRO-60-002 and FSC-PRO-60-002a FSC Risk Assessment Procedures.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 12 | GIS Technology

Expand the use of Geospatial Information Systems (GIS) and remote sensing technology for better reporting and spatial analytics to service system integrity and to obtain impact data.



Overall results – What was achieved in 2021-2022?

FSC's GIS work continued in 2022, however, coverage of FSC-certified forest map data was not expanded or updated. The 2022 Forest Vegetation Analysis could only be completed with a limited dataset, and a time-series analysis was not completed due to lack of time-based snapshots of data.

Significant work has begun on implementing Motion 61/2021, and the team has worked with Esri to define the specifications and IT components required for implementing the motion and expanding to improve on geospatial analysis and publication once we have a full data set of FSC-certified forests.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: FSC on the Map (development completed, population with data ongoing).	Continued availability of FSC on the Map for new map submissions and updates to existing maps. No new maps or updates were received in 2022 as efforts were put into preparation for the implementation of motion 61/2021.
	Output 2: GIS Portal to support FM evaluations (completed, under expansion).	Postponement as the gathering of FM evaluations only began 1 January 2023. We expect to be able to provide supporting GIS portal tools once a significant amount of FSC forest boundary information is gathered in 2024 (based on the implementation of Motion 61/2021).
	Output 3: Forest health from space –the project aims to conduct vegetation analysis for mapped certified forests in order to assess their health status, contributing to FSC monitoring and evaluation (2021).	Completion of the 2022 Forest Vegetation Analysis for the available voluntarily submitted forests. With the collection of all forest map boundary data (Motion 61/2021), we will have a more relevant data set to perform vegetation analysis with greater comparative capabilities.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 13 | System Integrity

Improve identification and performance of bad actors through strengthened PfA investigations, modernized tools, and faster pathways to conclusions.



Overall results – What was achieved in 2021-2022?

Through tight management of the ASI relationship and increased resources within the supply chain integrity team, we have completed integrity investigations on time and on budget and have taken action against false claims or other violations through blockage of certificate holders. The Dispute Transformation programme has been managed successfully through extensive consultation and member engagement, leading to approval of the revised Policy for Association, Remediation Frameworks, and Disclosure policies. Although innovations such as iso-archiving and risk-based interventions have suffered from delays, we have implementation plans and partnerships in place that are likely to be successful.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: We will implement a first version of our Risk-Based Interventions procedure, using a data-based model to identify high-risk supply chains, and work with Assurance Services International (ASI) and certifying bodies to introduce audit measures adapted to risk profiles.	Delays in implementing version 1 of the risk-based interventions model due to the need to have two risk calculation models peer-reviewed by a professional data science company. This process is ongoing. Results of the peer review expected June 2023, with a working prototype of the model planned for Q4 (dependent on the results).
	Output 2: We are overseeing integrity investigations related to Mango-Dalbergia, Plywood, Charcoal, Asia Wood Pellets, Aucoumea, CUPE (Cumaru, Ipe, Jatoba), and Sanitary Fellings, and we are ensuring that action is promptly taken against violators, with lessons drawn, communicated, and applied globally.	Delivery of ASI completion reports for all mentioned investigations, as well as Project Storm, following up on various investigations and incidents from previous years. Completion of the transaction verification loop first stage of the investigations into Teak, Bamboo, and Paulownia. Actions have either been taken or are being taken upon completion of all investigation reports.

Cont.



[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 13 | System Integrity

Improve identification and performance of bad actors through strengthened PfA investigations, modernized tools, and faster pathways to conclusions.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: We will drive and consult on associated components of the PfA Transformation programme, ensuring it results in a clear, transparent, and implementable set of procedures for FSC to dissociate and end its dissociation with certificate holders. By the end of August 2021, we had conducted 7 consultations on the PfA Remediation Framework, a procedure we will apply to companies in the pipeline for ending dissociation.	Approval of PfA v.3, the Remedy Framework 1, and the Disclosure Policy by the Board. Publication of ADVICE-10-004-01 V1-0 Scope of application of FSC Remedy Framework for outstanding magnitude or gravity of harm caused in March 2022. Approval of Remedy Framework 2 is expected in March 2023.
	Output 4: Through pilots, we will explore new applications for Wood ID technology, aimed at systematically verifying the provenance of timber in high-risk supply chains. We will support global initiatives such as World Forest ID, bolstering efforts to develop a global database of species.	Contracting of Agroisolab in June 2022 to manage a programme of iso-archiving pilots. Operational delays in conducting the testing occurred due to challenges identifying full supply chains through our partners. A plan is now in place to work with a particular FSC-certified supply chain. A six-month period of sample testing will commence, with likely completion in August 2023. We have driven governance improvements within World Forest ID through Board involvement, financial investment, and regular dialogue with the new Executive Director.

[Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 14 | Expand Ecosystem Services

Enhance the range of Ecosystem Services that the ES Procedure supports, including social aspects and global environmental agendas.



Overall results – What was achieved in 2021-2022?

When the implementation framework 2021-2022 was created, the terms of reference for the revision of the Ecosystem Services Procedure had not yet been finalized, so separate outputs for this action were devised to showcase and highlight the work associated with expanding ecosystem services. These deliverables have since been incorporated into the terms of reference and are now being developed as part of the revision.

Outputs breakdown

	Outputs	*Additional Information
	Output 1: An FSC-owned Biodiversity Claim project development and business model, including project developer and forest owner guidance and marketing material for the development of self-standing biodiversity claims separately or as part of a stacked carbon market aimed greenhouse gas credit project. In particular, the project development model will rely on modern and innovative data harvest and digital technologies that offer cost-efficient and low maintenance opportunities for data and measurements on key metrics and hence break down or reduce barriers for project implementation.	Merger of this deliverable and the revision of the Ecosystem Services Procedure (ES Procedure) in the new ES Procedure deliverable for 2023.
	Output 2: A conceptual solution to quantification and valuation of social impacts of Ecosystem Services projects backed by a technical paper and an expert consultation process. The concept will allow use of the Ecosystem Services procedure to quantify, price, and sell social impacts of carbon market projects developed under reputable standards as part of an integrated project development and approval process, in a so-called nested approach.	See above.
	Output 3: A solution for projects and forest managers without commercial interest in a full FM certification but wanting to sell FSC Ecosystem Service claims.	See above.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 15 | Climate-Related Indicators

Ensure that the FSC Normative Framework delivers the ability to demonstrate climate benefits.



Overall results – What was achieved in 2021-2022?

In 2021 and 2022, particular efforts were made to explore additional opportunities to incorporate climate indicators in the FSC Normative Framework and FSC systems. Some outputs, such as the Gold Standard/ISEAL report, Mirlo Reports 1-3, and a list of additional tools in the FSC Restoration Toolbox, were produced. Other outputs, including the Greenhouse Gas Protocol pilots, are ongoing and scheduled to be completed by the end of Q2 of 2023.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Identification of climate-related data and information needs. Through engagement and collaboration with key organizations in projects such as the Carbon Project with the Gold Standard, the Land Use technical working group of the GHG protocol, and collaboration with carbon certification standards, FSC will identify climate and carbon-related data, indicators, and methodologies that can be incorporated in the Normative Framework.	Completion of a <u>report</u> of recommendations for FSC generated from the Gold Standard protocol. The Greenhouse Gas Protocol Land Use Group (GHG LUG) pilots were delayed due to the long application period for pilots to achieve higher geographic representation. They are set to conclude in February 2023. Confirmation of pilot with Arauco.
	Output 2: FSC will offer tools and guidance, including climate adaptation and mitigation approaches, in the Normative Framework and National Forest Stewardship Standards processes, explore and possibly seek pilot testing, and/or plan to make proposals on how to amend or complement the Normative Framework to allow for relevant certification and impact claims.	This output is in progress, as the tools and guidance require the completion of the GHG LUG pilot first.
	Output 3: Through the implementation of the FSC Restoration Toolbox, FSC will identify additional tools that can be incorporated into the Normative Framework in order to verify and demonstrate positive impacts of restoration projects.	Completion of a preliminary list of additional tools, which is available in Mirlo Consulting Reports 1-3. Finalization of the list has been completed and an action plan for 2023 is being developed.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 16 | Restoration Toolbox

Improve identification and performance of bad actors through strengthened PfA investigations, modernized tools, and faster pathways to conclusions.



Overall results – What was achieved in 2021-2022?

FSC made significant progress on the Restoration Toolbox in 2022; however, it has not yet been completed, tested, or integrated. The development of the toolbox has taken longer than foreseen and will take several years to complete.

Outputs breakdown

	Outputs	*Additional Information
●	Output 1: The Restoration Toolbox will be available for testing and pilot use by Quarter 4 of 2022.	The Toolbox is not available for testing and pilot use, as it will require significant integration within the FSC system. Alignment with the FSC Normative Framework is ongoing with expected completion by the end of 2023.
●	Output 2: Through the use of the Restoration Toolbox, and eventually through FSC's ambition to achieve restoration at scale through a holistic restoration framework, forest managers, project implementors, certificate holders, and investors will be able to: - Verify positive impacts of restoration actions on restored lands, holistically at the project, forest management unit, and landscape levels. - Identify, address, and avoid potential negative effects of restoration actions. - Certify lands or forest concessions that have been restored and verified through the Restoration Toolbox (FSC FM certification and FSC Ecosystem Services certification). - Access markets for credits from restoration claims and Ecosystem Services claims	As the Toolbox has not yet been completed and integrated, the outcomes listed have not occurred. Work is on schedule for these outcomes to start occurring in 2023.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 17 | Focus Forests

Scientific basis and consensus-seeking methodologies created and tested in practice to enable a convening role for FSC in landscapes with special social, economic, and environmental value.



Overall results – What was achieved in 2021-2022?

FSC reached its 2021-2022 targets for Focus Forests, with the exception of the number of Landscape Dialogues. These targets included the publication of the FSC Focus Forests Green Paper in several languages and a revision to FSC's approach to Intact Forest Landscapes. The reasons for the delays in holding some Landscape Dialogues include:

- The consortium of scientists and FSC agreed that the methodology used needs to be further developed towards FSC landscape approaches and requires training of FSC staff to make it efficient.
- The war between Russia and Ukraine made it impossible to follow-up on the interest of a dialogue in Russia
- The financial support for a dialogue in the Republic of Congo was only approved in December 2022.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Green Paper on Focus Forests published and discussed in the membership.	<u>Publication</u> of the FSC Focus Forests Green Paper in English, Spanish, French, Portuguese, and Russian after a consultation process.
	Output 2: Trials conducted in at least four landscapes (two tropical, two boreal) of the proposed methodology for consensus building on landscape management decisions, involving relevant local stakeholder groups.	Completion of a Landscape Dialogue in Gabon, which showed that the methodology needs to be more efficient while maintaining a high level of engagement and credibility. The next dialogues planned for 2023 will develop and use this more efficient methodology.

Cont.



[Back to overview](#)

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 17 | Focus Forests

Scientific basis and consensus-seeking methodologies created and tested in practice to enable a convening role for FSC in landscapes with special social, economic, and environmental value.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Based on the work of the Focus Forests advisory group, reference group, and membership discussion supported by the Regional Member Coordinators, new proposals for FSC’s approach to Intact Forest Landscapes with wide support in all chambers of the FSC membership have been developed for decision at the physical 2022 General Assembly.	Approval by FSC members at the General Assembly of a revision of and guidelines for FSC’s requirements for IFLs, including a revision of the Advice Note (FSC-DIR-20-007) allowing for an interim rule for IFLs. The interim Advice Note was issued in late December 2022.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 18 | Sustainable Intensification

Demonstrate creation of increased shared value from intensively-managed FSC-certified forests and promote best practices for use by certificate holders.



Overall results – What was achieved in 2021-2022?

In 2021-2022, FSC made progress on sustainable intensification and published a discussion report on forestry intensification delivering shared values in May 2022. This was followed by the development of draft indicators for shared values in close collaboration with FSC Australia/New Zealand and FSC South Africa.. The indicators developed in the project will be tested by stakeholders in these countries in 2023 and is being closely followed by stakeholders in the target countries and elsewhere.

Outputs breakdown

	Outputs	*Additional Information
	Output 1: Clarifying and refining the concept of shared values as it applies to intensified forestry, on both an ethical and an operational level.	<u>Publication</u> of a discussion report on forestry intensification in May 2022.
	Output 2: Understanding the relation between intensified forestry and consumption, as well as needs of a shifting populations in many Southern countries.	<u>Publication</u> of a discussion report on forestry intensification in May 2022.
	Output 3: Developing guidance for sustainable intensification of conventional stewardship, testing this guidance under field conditions, and noting regional differences.	Development of set of indicators/metrics for shared values by Form International, in collaboration with FSC International, FSC Southern Africa, and FSC Australia/New Zealand. Field testing of the indicators/metrics will occur in two countries in 2023.
	Output 4: Making best practices and guidance available to FSC certificate holders.	Delay to engage and involve network partners in the project.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 19 | Circular Economy

Expand the utilization of FSC Recycled (incorporating the standard revision) and strengthen FSC's role in driving sustainable consumption through a focus on the circular economy.



Overall results – What was achieved in 2021-2022?

FSC made work toward a circular economy and recycling a focus in 2021-2022, including developing a roadmap with key action points for the transition to a circular economy model. The roadmap focused on raw materials extraction; however, a circular economy goes beyond raw materials and has certain types of business models that FSC cannot currently support. Considering the systems and tools in place, the roadmap includes a short-term action plan focused on the recyclable sector and based on systems in which FSC can make itself more prominent without needing to modify its systems. The next step is to develop the standards to better include these circular business models.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: The market share and growth potential for FSC Recycled are determined. Understand the recycling market for the three main product groups that use FSC Recycled, paper and packaging, wood and non-timber forest products.	Completion of the review of the recycling sector. Identification of the types of recycling trends and how they could apply to FSC. Completion of the analysis of relevant product categories in FSC that should be prioritized to expand our market in the recycling sector.
	Output 2: Develop a Circular Economy roadmap to identify key action points and normative needs that can enable companies to use FSC material to contribute to the circular economy.	Completion of a roadmap with key action points for the transition to a circular economy model. Development of normative needs and inputs will occur by the end of Q2 of 2023.

[← Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 20 | Fiber development

Drive adoption of FSC certification by implementing supply and demand solutions across fiber value chains (paper, packaging, textiles).



Overall results – What was achieved in 2021-2022?

The main focus for 2021 and 2022 was the textiles value chain and developing the value chain players. FSC grew by 25 per cent in the product category 1.7.4 (manmade cellulosic fibres and textile products). FSC launched the [Fashion Forever Green Pact](#), which has 24 signatories including global brands like H&M and Birla, with hopefully more to join in 2023.

For packaging, FSC focused on innovative players, resulting in Paboco and Pulpex having active FSC certifications. The team successfully managed the issues that come with the large value chains of SIG and Tetra Pak. SIG was the green sponsor at the General Assembly.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: As of January 2021, all of SIG and Tetra Pak's paper board is FSC certified.	SIG and Tetra Pak use 100 per cent FSC-certified paper board.
	Output 2: Two innovative paper bottle companies Paboco and Pulpex have achieved CoC certification and have set a preference for FSC fiber.	Both Paboco and Pulpex have earned chain of custody certification. However, while Paboco has a preference for FSC fiber, Pulpex sources from FSC but has not set a preference.
	Output 3: In September, we are launching an open letter initiative titled Forest Forever Green Pact. The objective of this letter is two-fold, first for brand owners and retailers to commit to a preference for FSC MMCFs and a goal to label a product by 2025, and for manufacturers to get CoC certification.	Successful launch of the pact with 24 signatories to date. An action plan to improve the growth of the pact was developed, with the improvements recommended to be completed within Q1 of 2023.

[Back to overview](#)

[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 21 | Alternative inputs

Develop roadmap for integrating alternative value chain inputs prioritized by impact (e.g., agricultural waste for fiber supply) to help reduce need for sourcing of virgin forest materials.



Overall results – What was achieved in 2021-2022?

In 2022, FSC identified organizations that certify potential alternative inputs; however, we realized the limitations and challenges of the topic. The plan of action has not been finalized and is being merged with the circular economy action for 2023.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Collaboration with other organizations that have the same stringency of standards for alternative inputs and feedstocks (e.g. agricultural waste/residues, co-products), such as the Roundtable for Sustainable Biomaterials, which certifies agricultural waste and may collaborate with FSC	Identification of organizations that certify potential alternative inputs and technical partners completed.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 22 | Solid Wood Development

Drive increase of FSC certification or global Promotional Licence Agreements (PLAs) by implementing supply and demand solutions across solid wood value chains (tropical timber, furniture, construction).



Overall results – What was achieved in 2021-2022?

In 2021 and 2022, FSC worked proactively to enhance relations with key market players in the tropical timber and furniture markets in Europe and Asia Pacific. Collaboration with ADEO Group resulted in important achievements including national in-store and online campaigns promoting FSC products and ADEO's presentation on the role of FSC in their sustainable sourcing at the FSC APAC Business Forum in 2022. The Responsible Wood Sourcing Group project launched with WWF US will continue in 2023 and aims to bring significant improvement in the cross-regional certified furniture supply chains, considering the challenges around the availability of certified medium-density fibreboard, plywood, and particleboard for furniture production. Business to business engagement with key panel producers and furniture brands will continue in 2023-2024, focusing on Europe and APAC.

Outputs breakdown

	Outputs	* Additional Information
●	Output 1: Joint projects with North American retailers to address existing demand for FSC-certified furniture coming from the Asia-Pacific region (e.g. Vietnam) and co-engineer direct connections between suppliers and retailers.	FSC and WWF US launched the Responsible Wood Sourcing Group project with key US retailers such as Lowe's, Williams-Sonoma, City Furniture, Costco, and Wayfair, focusing on eliminating supply bottlenecks and ensuring the growth in the supply of certified furniture from Asia Pacific to the United States.
●	Output 2: Build partnerships and projects with European tropical timber importers that have signed the Amazon Open Letter to the Brazilian Forest sector to address the existing demand for FSC-certified tropical timber and increase certified forest areas in tropical regions.	Partnership with Danish tropical timber importer Keflico in 2021 on the Amazon Initiative , promoting certified forest area growth in the Brazilian Amazon. The project resulted in more than 30 European tropical timber importers signing an open letter on the Amazon.

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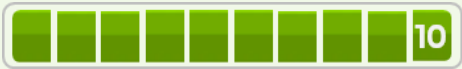
[Back to overview](#)

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 22 | Solid Wood Development

Drive increase of FSC certification or global Promotional Licence Agreements (PLAs) by implementing supply and demand solutions across solid wood value chains (tropical timber, furniture, construction).



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Build relations with global retailers (e.g. ADEO Group) by signing global PLAs to increase their commitment to FSC and the share of FSC-certified products in their supply chains	Signing of an international PLA with ADEO Group (ADEO), covering 10 countries. Since then, FSC and ADEO have collaborated to increase the share of FSC-certified products in ADEO Group's portfolio, developing an application programming interface, and increasing consumer awareness about FSC.
	Output 4: Enhancing business-to-business relations with top brands along the value chains (specifically with furniture and panel producers) in Europe, North America, and Asia-Pacific.	Continued successful collaboration with furniture and home improvement retailers such as IKEA, ADEO Group, and JYSK.

[Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 23 | NTFP Development

Drive adoption of FSC certification by implementing supply and demand solutions across NTFP value chains.



Overall results – What was achieved in 2021-2022?

The largest focus for NTFP development in 2021-2022 was on scaling up certification in natural rubber due to its potential for impact related to smallholders, tropical forests, and a number of end markets. Pirelli and BMW expanded their uptake of FSC beyond the first certified tyre, a driver for both the four-fold increase in certified smallholder groups and uptake of FSC sourcing by their competitors. The five-fold increase in footwear/rubber chain of custody (CoC) certificates was largely driven by certification of all 16 of Hunter's boot factories, while progress with Adidas, Birkenstock, Converse, Timberland, Vans, and others resulted in a massive increase in volume since 2021.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: First FSC-certified tire (Pirelli and BMW)	<u>Production</u> of the first range of FSC-certified tyres, setting the stage for further expansion in the largest market for natural rubber.
	Output 2: Approximately five-fold increase in the demand for FSC-certified natural rubber from footwear sector in last two years	Increase in CoC certificates from 8 to 41, a five-fold increase. <u>Public commitment</u> by Hunter to exclusively source FSC-certified rubber. Action taken by a dozen leading footwear brands to source FSC-certified rubber.
	Output 3: Certification of nine rubber smallholder cooperatives in Thailand and one in Sri Lanka	Increase in the number of certified smallholder groups focused on rubber/latex from four to 17 in the 2021-2022 period, an increase of more than four times.

[← Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 24 | FSC Sourcing Preference

Increase the number of major corporates that express an FSC preference to drive demands of FSC materials and products.



Overall results – What was achieved in 2021-2022?

During 2021-2022, the concept plan was developed and a list of approximately 50 leads was identified. The FSC network actively participated and provided input in this process. Corporations that publicly communicate their preference for FSC are well-known brands that support the FSC mission globally and promote its value and importance to consumers. Key accounts promoted their support of FSC at both the regional and international levels, and some were sponsors of the General Assembly. However, there remains significant room for improvement by adding more product categories and developing supply chain projects with key accounts that are ready to support FSC but struggle with a lack of certified material on the market.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: A project to collect the list of corporates that openly show preference to FSC and keep increasing the number. When the coverage reaches certain level, FSC certification will become an industry norm.	A list of over 50 corporations that have a set preference for FSC was created and is continuously updated by the FSC network and the value chain development team. In 2022, the list was used for targeted marketing activities and collaborations.
	Output 2: The coverage of major product category supply chains is increased.	Targeted key accounts use certified materials across different product categories including pulp, corrugated paperboard, packaging and wrapping, indoor furniture, and cork. Opportunity for growth identified in other product categories, such as household goods, musical instruments, and recreational goods.
	Output 3: Top consumer brand messaging of FSC preference to help FSC increase the awareness among consumers.	Eight targeted companies publicly communicated their preference for FSC: Hallmark, Kimberly-Clark, DS Smith, Procter & Gamble, International Paper, Avery Dennison, Del Fuerte, and Icebug.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 25 | Ecosystem Services Markets

Develop a new range of Ecosystem Service-based products and associated delivery models to serve markets beyond forest products.



Overall results – What was achieved in 2021-2022?

The work planned for ecosystem services markets was delivered as planned in 2021-2022, although a lack of capacity and capability across FSC required downscaling of market development work. This issue is being addressed with the recruitment of three regional market development managers in Latin America, Africa, and southeast Asia, as well as Tier 3 funding for such activities in Europe, Australia and New Zealand, and North America. Nevertheless, FSC developed an ecosystem services and climate impact messaging framework and marketing tools, established an approach to connect forest carbon credits to forest management certification, and developed the FSC Global Ecosystem Services Business and Delivery Model.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: A global ecosystem services and climate impact messaging framework, marketing tools, and Ecosystem Services label guidance for organizations and businesses in tropical timber, natural rubber, eCommerce, textiles, and other key value chains. They may include labelling and statements at product level, if high-integrity, well-documented, and credible solutions can be found or developed.	Development and delivery of the messaging framework and marketing tools in 2022. Labelling at the product level was found to be overly challenging and its implementation not currently feasible.
	Output 2: An established approach for FM Certificate Holders with or without Ecosystem Services claims to connect to and obtain a markup on the price of any dual-tagged forest carbon credits issued by developers of high-integrity standards, such as Verra.	Signed memorandum of understanding with Verra, creation of work stream, completed study and assessment, and pilot planned in the United States.

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 25 | Ecosystem Services Markets

Develop a new range of Ecosystem Service-based products and associated delivery models to serve markets beyond forest products.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Regional and possibly national market development plans for and capability to serve demand for all Ecosystem Service-based FSC products by non-forest value chain businesses in the so-called CSR market, including through partnerships for brokerage, project development, technology, and other market and project infrastructure.	Creation of regional market development plans for North America, with the plan for Africa planned for February 2023. Plans were not produced for the remaining regions due to lack of capacity.
	Output 4: The identification, co-development, and roll out of two to three core global delivery models for intra-FSC and partner-based promotion, development, and sales of FSC Ecosystem Service products to the four main markets: value chains, corporate CSR, investors, and Carbon+ markets.	Development and presentation of the FSC Global Ecosystem Services Business and Delivery Model to the Global Leadership Forum, Board of Directors, Global Staff Meeting, General Assembly, and several network partners and regions.

[← Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 26 | eCommerce

Transform consumer connection to sustainable product choices on eCommerce platforms



Overall results – What was achieved in 2021-2022?

FSC saw several achievements in its eCommerce engagement, particularly with Amazon. More FSC-certified products were made available on Amazon Climate Pledge Friendly (Amazon CPF), with over 50,000 products so far labelled as FSC-certified. More countries have been supported, more promotional licences issued, and more consumers have viewed certified products. Amazon also signed a global Promotional Licence Agreement for Amazon Private Brands in October 2022. On the value chain development front, the first e-Commerce garment supply chain was completely certified by FSC. Furniture products are the top growing product category among all Amazon private branded FSC-certified products.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Launching sustainability programs: FSC has participated in the Amazon sustainability program since September 2020 and aims to launch more sustainability programs in the following years.	Aspirational model of the Amazon CPF has prompted other partners to seek to launch sustainability programs soon. A program with a top-ranking global tech/eCommerce partner was planned but is currently on hold due to the global economic situation.
	Output 2: Incorporating FSC into partners' sourcing policy or partners in the eCommerce space pledge for FSC preference over other alternatives: set up the sourcing policy to achieve the use of FSC 100% supply.	Incorporation of FSC into Westwing's and Amazon Private Brands' sourcing policies.
	Output 3: Increased benefits to FSC-certified companies: increased sales of FSC-certified products by highlighting sustainable products.	Products included in Amazon CPF saw an average increase in product page views and are sold at a higher average price, demonstrating consumers' willingness to pay for sustainably sourced products.
	Output 4: Growth of the demand and supply for certain value chains: in certain value chains, e.g. textiles and furniture, eCommerce can help drive the demand and even sponsor the supply chain to get certified via collaboration initiatives.	Certification of the supply chain of the first eCommerce branded garment line. Furniture products is the top growing product category among all Amazon private branded FSC-certified products.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 27 | Tropical Forest Products

Grow downstream demand for FSC-certified tropical timber and NTFP products in key end-user segments (e.g. construction and furniture).



Overall results – What was achieved in 2021-2022?

Effective marketing efforts were made in 2021-2022 to provide industry and civil society an in-depth understanding of the advantages of sustainably sourced tropical timber. FSC worked strategically with key players in the private sector to increase the market demand for FSC-certified tropical timber, thereby encouraging the growth of FSC-certified forest areas in tropical regions. The adoption of a multisectoral approach (including tropical timber, NTFPs, and climate and ecosystem services) in forest resource utilization and earning the support of industrial leaders remain essential and should be strengthened in the future.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Partnerships with tropical timber buyers, importers, and relevant industry associations to build a positive image of FSC tropical timber. Partnerships and projects with European tropical timber importers that have signed the Amazon Open Letter to the Brazilian Forest sector will address existing demand for FSC-certified tropical timber and increase certified forest areas in tropical regions	Proactive work with Interholco to promote a positive image of tropical timber, including through marketing assets and a webinar in 2021. Continued partnership between FSC Denmark and Keflico on the Amazon Initiative to drive forest management certificate growth in Brazil in 2022.
	Output 2: The establishment of a coalition of businesses supporting FSC certification in tropical regions and FSC-certified tropical timber products	Development and discussion of the FSC Tropical Timber Business Coalition with relevant FSC stakeholders in 2021. Due to the significant changes of market and policy context, further conceptualization and consultation will be carried out in 2023.
	Output 3: Key industry and end-user segments (construction, furniture, urban design/furniture) are addressed to position FSC as the sustainable choice when sourcing tropical timber for specific applications	Launch of a set of marketing assets (case studies and promotional videos) targeting consumers and construction professionals in 2021. Presentation of the benefits of certified tropical timber in construction through a webinar .

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 27 | Tropical Forest Products

Grow downstream demand for FSC-certified tropical timber and NTFP products in key end-user segments (e.g. construction and furniture).



Outputs breakdown

	Outputs	* Additional Information
	Output 4: Promotion of NTFP products (including natural rubber products)	In addition to achievements noted in Action 23, highlights included certification of acai berry and Brazil nut smallholders in Brazil; a documentary about a Thai rubber smallholder group; and deployment of the Bamboo Booklet in China.
	Output 5: Collect evidence/case studies of how FSC can support forest managers in tropical regions to run a sustainable and profitable business	Development of a project concept to support natural tropical forest managers in maximizing the economic and social benefits of a multi-sectoral approach, such as combining tropical timber, NTFPs, climate and ecosystem services, and community forestry. Commencement of an ongoing rubber project in Indonesia in 2022 with a goal of raising funding around the concept.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 28 | Trademark

Increase the value of the FSC brand through effective trademark promotion and management.



Overall results – What was achieved in 2021-2022?

In 2021-2022, FSC's trademark work provided tangible and quantifiable impact. The end of year outputs and milestones are all in scope, albeit with slightly revised timelines compared to the initial planning and drafting of the outputs. This reflects the dynamic nature of our work (e.g. in 2021-2022, the trademark management team invested substantial efforts in e-commerce market opportunities as well as in building FSC GD's own portfolio of global promotional licence holders such as Amazon, Pirelli, and ADEO). The need for additional capacity will be addressed with the recruitment of new staff in 2023.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Consumer research results gathered by end September 2021 inform FSC's marketing and communications activities.	Finalization of consumer research and <u>communication of results</u> to all stakeholders. The research showed that FSC is the most recognized and trusted forest certification label globally.
	Output 2: New video to promote promotional licenses towards retailers and brands, including interviews with testimonials, by the end of 2021. Defined and globally aligned PLA value proposition and target audience mapping by Quarter 1 of 2022.	Finalization of a <u>promotional video</u> and social media campaign. Testimonials from Hunter boots, Wellington Zoo, and JYSK positioned promotional licences as a tool for brands to demonstrate their commitment to sustainable forest management. A promotional licence holder toolkit, including value propositions and a sales deck, will be available in Q2 of 2023.
	Output 3: Activities to promote the understanding of the MIX label and the uptake of FSC 100%, including a video explaining the FSC labels, by the end of 2021.	Finalization of a <u>video</u> explaining the meaning of the FSC labels and inviting consumers to buy FSC-labeled products. The video has 13,000 views thus far.

Cont.



[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 28 | Trademark

Increase the value of the FSC brand through effective trademark promotion and management.



Outputs breakdown

	Outputs	* Additional Information
	Output 4: A revised Trademark Standard by the end of 2023 and a revised Guide for Promotional License Holders by the end of 2022 aims, among others, to further increase user friendliness of requirements, trademark use consistency, and relevance for e-Commerce.	Finalized revision of the internal guide for promotional licence holders. The conceptual phase of the <u>trademark standard revision</u> will start in June 2023.
	Output 5: A revised business model for FSC's promotional licenses ensuring a competitive and more value-based pricing model and effective operations to ensure the scalability of the program(ongoing).	Successful introduction of the new pricing framework for all international promotional licence holders in 2021. An estimated 84 per cent increase in income was generated from international Promotional Licence Holders by the end of 2022 compared to 2021.
	Output 6: The "FSC Certification Portal" as a central point for license holders to access the tools to promote with FSC, which will include the label generator and marketing toolkit by the end of 2022 (timing TBC).	Identification of a need for a Discover & Define phase. Appointment of a world-class digital agency planned for Q3 of 2023 to develop a concept for a tool built on audience needs that inspires licence holders to communicate impactfully about FSC. Project delays were also caused by internal resourcing constraints, as well as challenges with the project design and formulation.

[← Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 29 | Impact and Performance

Invest in external impact evaluations, use top-notch science in measuring outcomes of FSC and utilize data from certification reporting to systematically assess FSC impact and performance.



Overall results – What was achieved in 2021-2022?

FSC delivered and published several outputs related to impact and performance in 2021-2022. These outputs included the roadmap to forest certification impacts and the impacts dashboard. The eDNA technology has been tested in Gabon and has allowed the production of relevant data to demonstrate biodiversity value in FSC-certified forests.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Theory of change for forest certification impacts (roadmap to forest certification impacts) (completed).	Publication of the Roadmap to Forest Certification Impacts on FSC Connect.
	Output 2: Impacts dashboard (completed).	Publication of the Impacts dashboard on FSC Connect.
	Output 3: eDNA –Piloting innovative technology for assessing biodiversity in FSC versus non-FSC forest in Gabon (2021-2022, COVID-19 dependent).	Collection of samples of environmental DNA completed. Results from laboratory analysis show the presence of approximately 100 species and how these differ between FSC-certified and noncertified forests in Gabon.
	Output 4: Research portal -an online library of available literature on FSC and FSC-relevant topics (e.g. Indigenous Peoples, restoration, forest biodiversity)	Development of the functional specifications and the design of the user interface completed. The development of the tool itself has been budgeted for 2023.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 30 | Ecosystem Services Impact

Quantify Ecosystem Service impacts of projects, investments, FM certification, and significant management or land use changes using modern technology.



Overall results – What was achieved in 2021-2022?

In 2021-2022, FSC moved the work on ecosystem services impact forward. The end of year outputs and milestones for this action are all in scope albeit revised in nature compared to their planning and drafting in 2021. This reflects the innovative nature of the work and the incorporation of findings from stakeholder engagement, market intelligence, and business model development in 2022.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: A technology solution made available to FSC FM certificate holders and Ecosystem Service Procedure project owners that can ease and simplify the quantification of ES impacts at the FMU level and increase trust in and the accuracy of claims and credits.	This option is being provided with FLINT, its development and implementation took longer than foreseen during milestone planning.
	Output 2: A conceptual approach to product-level quantification of Ecosystem Service impacts that allow neutrality or other statements on the impact of at least one forest product. This work was initiated in 2020 as part of the collaboration with the Gold Standard.	Delivery of this outcome via the ISEAL project. Continued work with VCI on the further implementation of ecosystem service impacts with SustainCert. Background for product level accounting in FSC will be provided through a working group targeting forest products in 2023.
	Output 3: Access to or ownership of two to three digital, internet-based global or regional marketplaces or brokering services for Ecosystem Service claims and FSC dual-tagged carbon credits.	Established access to markets for forest management certificate holders through partnerships with South Pole, ETIFOR, and a pipeline of project developer and brokering partners. Market assessments indicated that traditional exchanges were not the most effective market channel for FSC.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 31 | Shopper Solution

Create a verified product database and/or a digital ID solution for certified products to empower consumers to make sustainable product choices and quantify positive impacts of FSC-certified companies.



Overall results – What was achieved in 2021-2022?

Taking a big picture approach, FSC made progress on shopper solution both in the short term and looking ahead to the medium and long term. In the short-term, the FSC Certified Products Portal/Automation released two updates to support the expansion of the Amazon Climate Pledge Friendly (Amazon CPF) program from a technical perspective. We are ready to connect with more eCommerce actors.

In the medium-term, we approved a new self-identification model and began a pilot. Looking at the long term, FSC successfully concluded proof-of-concept for Product Digital ID and launched the minimum viable solution implementation with GS1.

Outputs breakdown

	Outputs	*Additional Information
●	Output 1: Established requirements/procedures for who can build the solution, who can access the data, and how the information about FSC claims is used for promotional purposes.	Successful proof-of-concept with GS1 concluded in Q1 of 2022.
●	Output 2: Product-level database or service for certified products: a scalable and comprehensive product data solution, which can be easily plugged in by any eCommerce or eCommerce adjacent platform.	Launch of the FSC certified products portal, a self-service portal as a short-term solution to build the product-level database while testing mid- and long-term solutions. Implementation of the digital ID minimum viable solution has been delayed due to time spent on aligning with multiple stakeholders. Implementation planned for Q2 of 2023.

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 31 | Shopper Solution

Create a verified product database and/or a digital ID solution for certified products to empower consumers to make sustainable product choices and quantify positive impacts of FSC-certified companies.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Quantitative effects of the data solution: set up quantifiable key performance indicators/measurements to showcase the climate impact of FSC sourcing/use.	No planned output for 2021-2022; planned to kick off in 2023 after launch of the long-term digital ID solution.
	Output 4: Contribution to FSC system integrity: by identifying potentially all authentic FSC-certified products on eCommerce or eCommerce adjacent platforms, the misuse and/or infringement cases – “false positive” FSC certification claims—will be very likely to decrease.	Launch of pilot with an eCommerce actor to allow self-identification of FSC-certified products, actively identifying and reducing misuse and/or infringement and false claim cases.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 32 | Community and Family Forests

Provide tailored policy solutions and develop systemic approaches to enhance participation of and benefits for communities and family forests.



Overall results – What was achieved in 2021-2022?

In the last two years, FSC made a series of innovative policy solutions and new market tools available to community and family forests stewards. They included the nationally adapted versions of the regional forest stewardship standard (RFSS) for smallholders in Asia Pacific and the approval of the Continuous Improvement Procedure, a ground-breaking solution that offers stepwise approach towards forest management certification. A number of trainings and workshops were offered, all aiming to develop local capacity both on responsible forest management and business entrepreneurship.

Outputs breakdown

	Outputs	* Additional Information
●	Output 1: Policy Solutions (1) The revised Forest Management Groups standard (FSC-STD-30-005 V2-0) has been effective since March 2021. Our efforts are now concentrated on transferring the knowledge and on training and developing the local, on-the-ground capacity. The first trainings were rolled out in collaboration with the FSC Network and other key partners in North America (Quarter 3 of 2021) and Europe (Quarters 3 to 4 of 2021). Africa will follow in 2022.	The first roll-out trainings were held on schedule in Europe (Portugal and Spain, Finland and the Baltics, and the Czech Republic), as well as in Africa (Kenya). Development of a forest management group standards e-training in English and Spanish .
●	Output 2: Policy Solutions (2) A regional streamlined standard for smallholders (FSC-STD-RAP-01-2020 Asia Pacific Regional Standard for Smallholders) was approved by Policy and Standards Committee (PSC) in December 2020. Acknowledging the innovative character of this approach, the FSC Board of Directors followed the PSC recommendation and approved the launch and roll-out of this standard as a full pilot test in June 2021.	Development of two complementary Standard Operating Procedures (SOPs). Adoption of nationally adapted versions of the Asia Pacific RFSS by India, Indonesia, and Vietnam, and completion of workshops for certification bodies and certificate holders. Completion of two audits in Indonesia. Submission of Thailand's NFSS to the PSU. National adaptation of the AP RFSS planned to begin in Q1 of 2023.

Cont.



[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 32 | Community and Family Forests

Provide tailored policy solutions and develop systemic approaches to enhance participation of and benefits for communities and family forests.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Policy Solutions (3) The new Continuous Improvement procedure is planned to be finalized and approved in the first quarter of 2022.	Approval of the FSC-PRO-30-011 Continuous Improvement Procedure in March 2022. Support of the first implementation efforts in Colombia, Mexico, Kenya, and Finland by the Community and Family Forests team.
	Output 4: Market tools (1) A briefing note describing how FSC is using Collective Impact methodology was published in Quarter 1 of 2021.	Publication of the briefing note in 2021.
	Output 5: Market tools (2) The tool has been used since last year in Latin America with FSC Brazil and FSC Chile, and it was extended to Mesoamerica with the collaboration of FSC Honduras in June 2021. A progress report, detailing FSC Brazil and FSC Chile experiences, will be published in Quarter 3 of 2021.	Compilation of a progress report for 2021-2022, describing the three complementary approaches in this workstream.
	Output 6: Market tools (3) The focus of the Collective Impact methodology for Mesoamerica is on the development of several business and market related tools (e.g., Economic Viability for timber or Volume Aggregator) that are planned to be finalized and approved by the second quarter of 2022.	See above.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 33 | Indigenous-based Solutions

Promote Indigenous Peoples' Rights and Community Businesses through uptake of FSC solutions.



Overall results – What was achieved in 2021-2022?

In the 2021-2022 period, FSC Indigenous Foundation (FSC IF) developed and delivered many activities, such as the program concept of the Indigenous Peoples Fellowship, which was developed, approved, and launched. A memorandum of understanding with groups including UN Women, FAO, the Ministry of the Government of Panama, the Humanist Institute for Development Cooperation, and Indigenous committees was signed, and the Mesoamerican Alliance of Peoples and Forests adopted FSC IF implementation plans. These were particularly successful considering the long timelines involved in processes using co-creation and Free, Prior, and Informed Consent (FPIC). FSC IF's work on FPIC, including the creation of an FPIC Advisory Group, has been incredibly important in developing plans and processes that place Indigenous needs at the center of decisions impacting them.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: A global hub on the FPIC to FSC system established at the FSC-IF headquarters in Panama. In March 2021, the Indigenous Peoples' Manual on FPIC procedures was applied to FSC-certified operations.	Creation and formalization of an FPIC Advisory Group by FSC International, PIPC, and FSC IF. Approval of the group's terms of reference.
	Output 2: By December 2022, FSC-IF will establish a global Indigenous capacity-building program on FPIC linked to the FSC system to develop and implement a set of activities on FPIC, including training of Indigenous auditors and companies.	Completion of 15 successful FPIC processes in 2022. Selection of FSC IF as a sub-prime actor to execute the USAID Inclusive Development Assessment and Design program globally.

Cont.



[← Back to overview](#)
[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 33 | Indigenous-based Solutions

Promote Indigenous Peoples' Rights and Community Businesses through uptake of FSC solutions.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Indigenous business model linked to ICL. In the five-year IPARD Global Program developed in 2020 by FSC-IF and FSC and funded by USAID and private donors, the ICL concept was incorporated as an approach to support the development of forest-based businesses for Indigenous communities in Africa, Asia, and Latin America. FSC-IF will work with multisectoral partners to increase the market share of Indigenous forests with FSC certification.	Convention of Indigenous stakeholders and multi-sectoral partners by FSC IF to co-develop a portfolio of Indigenous forest-based solutions. This portfolio would secure Indigenous rights, strengthen Indigenous territorial governance, and promote Indigenous self-development based on sustainable resource management. It would also promote Indigenous businesses through safeguard mechanisms, voluntary certification systems, and FPIC connected to an Indigenous Cultural Landscape approach.
	Output 4: Gender focus: In August 2021, USAID approved a new fund for FSC-IF to support economic empowerment of Indigenous women and girls in Central America.	Launch of the implementation phase of the Indigenous Women and Girls Economic Empowerment (I-WEE) program in Guatemala, Honduras, and Nicaragua.
	Output 5: An Indigenous Impact and Climate-Based Fund. Through its 5-year program period, IPARD will work to strengthen Indigenous forest-based economies and business in partnership with the private sector. FSC-IF is working with the Global Alliance of Indigenous Territories to engage the G7 countries on climate finance. Through these pillars, FSC-IF will work to create an Impact-Climate Fund for supporting Indigenous Peoples	Establishment of FSC IF as a global leader on Indigenous-based solutions for forests. Promotion of multi-sectoral collaborative dialogues and spaces with civil society organizations, UN agencies, multilateral banks, governments, and charitable organizations. Highlights include 15 sub-awards and partnerships, six agreements with international organizations, and support of four public policies.

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[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 34 | Diversity and Gender

Identify pathways to achieve equity and benefit sharing as a part of forest stewardship.



Overall results – What was achieved in 2021-2022?

The FSC Board of Directors, with the support of the FSC Secretariat, advanced the work on diversity and gender in both FSC as an organization and in the system, culminating in the development of a Strategic Framework on Diversity & Gender that was approved in August 2022. This process built on the FSC Global Strategy 2021-2026 and focuses on the main areas of development for FSC to achieve its highest potential.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: A Baseline Report was developed in March 2021 by the FSC Diversity & Gender Task Force (a cross-cutting team within the FSC Secretariat established in 2017 to support the efforts of the Board Gender Representative).	Publication of an updated version of the Baseline Report on the FSC website in March 2022.
	Output 2: A Green Paper on Gender issues in forests is being developed and will be discussed with the board in November 2021. The paper will inform the Strategic Framework to be developed in early 2022.	Publication of the Green Paper on International Women's Day (IWD) on 8 March 2022.
	Output 3: As part of the efforts of mainstreaming Diversity & Equity both in forests and within FSC as an organization, FSC is conducting a series of activities in 2021 such as presence at the IUCN World Congress in September and co-creation discussions within the staff and board to integrate Diversity and Gender lenses into all FSC activities, from our forest stewardship solutions to the markets and society as a whole.	Active participation in a range of internal and external activities, including the IUCN World Congress in 2021, IUFRO World Day, and a series of webinars and meetings with members and global staff including an IWD event and a side event at the FSC General Assembly.
	Output 4: Under the Global Development Alliance between USAID and FSC, the FSC Indigenous Foundation will be starting a programme for Indigenous women and girls in Guatemala, Honduras, and El Salvador	Establishment and initiation of the Indigenous Women and Girls Economic Empowerment (I-WEE) program.

[Link to online version of the
Implementation Framework 2021-2022](#)

Page 1 of 2

ACTION 35 | Workers' Rights

Ensure the successful rollout of the FSC Core Labour Requirements in the Chain of Custody.



Overall results – What was achieved in 2021-2022?

A focus has been put on supporting the implementation of the FSC Core Labour Requirements (CLR) by Chain of Custody certificate holders and their assessment by auditors via guidance materials, webinars, and an amended e-training course. In 2022, PSU benchmarked several external initiatives (certification schemes and others) against the FSC CLR, using a dedicated procedure for this purpose and commissioning ASI to conduct the actual evaluation. This is the first time that FSC has conducted such a benchmarking with the aim of recognizing relevant initiatives as equivalent to applicable certification and accreditation requirements.

Outputs breakdown

	Outputs	* Additional Information
●	Output 1: Roll-out of the FSC Core Labour Requirements is supported with guidance materials and webinars to ensure that auditors, trade unions, and certificate holders have access to the information they need to implement the new requirements.	Updated Q&A documents made available to certification bodies and certificate holders in Q1 of 2022. Publication of 14 self-assessment templates in August 2021. Additional 13 templates added in Q2 of 2022.
●	Output 2: Besides new training materials, an existing E-training course on COC has been revised to incorporate the Core Labour Requirements.	Release of updated training courses for practitioners and auditors via the FSC e-training platform in mid-2021.

Cont.



[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

Page 2 of 2

ACTION 35 | Workers' Rights

Ensure the successful rollout of the FSC Core Labour Requirements in the Chain of Custody.



Outputs breakdown

	Outputs	* Additional Information
	Output 3: Benchmark study is planned for the end of 2021 to understand if other schemes do conform to the FSC Core Labour Requirements (CLR).	Publication of the Procedure for Equivalence Assessment of Initiatives against the CLR (PSU-PRO-10-003 EN) in Q1 of 2022. Benchmarking of three initiatives using the procedure; presentation and approval of the results in the December 2022 PSG meeting. Consultation of advice note to implement the Core Labour Requirements equivalence assessment from December 2022 to January 2023.
	Output 4: Through ongoing dialogue with representatives of trade unions and employers, the discussions on Motions 50 and 51 in 2022 are well-prepared	Preparation and presentation of the assessment of Motions 50 and 51 at the General Assembly 2022 in coordination with the Engagement team. Consultation with trade union representatives led by the Engagement team.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 36 | Operationalizing Partnerships

Identify and activate key partnerships to support the achievement of FSC's Global Strategy.



Overall results – What was achieved in 2021-2022?

Operationalizing partnerships remains a priority for FSC. A new role to coordinate this work was created in late 2021. Progress on creating a strategic overview of partnerships across FSC in 2021-2022 was challenged by project postponements and the changing priorities of the new role, connected to engagement priorities connected to FSC's General Assembly.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Creation of a leadership role in the secretariat to tactically coordinate/ direct FSC's work on stakeholder engagement and partnership developments. This role will drive purposeful engagement and partnerships so that FSC can lead, learn, involve, and empower.	Role created and filled, although its effectiveness in focusing on tactical coordination and partnership building was challenged in the first year due to engagement priorities in a number of projects that needed additional engagement to be ready for the General Assembly.
	Output 2: Organization-wide stakeholder and partnership mapping and analysis to understand stakeholder engagement across FSC and initiate strengthening of the most promising existing partnerships and development of new ones	Project postponed; some partnership mapping for certain key existing non-marked partners is planned for 2023.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 37 | Global Agendas

Augment FSC's profile and relevance with key players as a solutions provider defining and contributing to the global forest agenda.



Overall results – What was achieved in 2021-2022?

FSC successfully engaged at the global and regional levels, earning concrete and visible acknowledgements in the Monitoring Framework of the post-2020 Global Biodiversity Framework and launching exciting new initiatives such as the collaborative certification system for nature-based solutions announced at the IUCN World Conservation Congress in 2021 and the Fast-tracking Biodiversity Assessments at the UN COP 15 in 2022.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Collaboration with IUCN to explore the opportunity of developing a certification system for nature-based solutions as announced at the World Conservation Congress in September 2021.	<u>Announcement</u> of a collaborative certification scheme for nature-based solutions at the 2021 World Conservation Congress.
	Output 2: Preliminary adoption of FSC indicators (FSC certification and Ecosystem Services verified impacts on biodiversity) as part of the monitoring framework of the Post-2020 Global Biodiversity Framework. FSC visibility from participation at the UN CBD COP 15 in Kunming and the UN Framework Convention on Climate Change (COP 26) in Glasgow.	Inclusion of FSC certification and the Ecosystem Services Procedure in the Monitoring Framework to deliver on the post-2020 Global Biodiversity Framework (see pages 8, 16, and 17).
	Output 3: Collaboration with the Food and Agriculture Organization of the UN and partners to promote Sustainable Wood for a Sustainable World.	Collaboration on the <u>Ministerial Call on Sustainable Wood</u> at the XV World Forestry Congress.
	Output 4: FSC visibility from participation at the World Forestry Congress which will take place in South Korea in May 2022.	<u>Successful engagement</u> at the WFC, including a plenary session and several side events.
	Output 5: Regional-level visibility and initiatives from working with Latin American (Initiative 20x20) and African (AFR100) institutions on restoration efforts.	Participation in the carbon markets working group and investments working group (Initiative 20 x 20) and strengthened collaboration with AFR100, including a project proposal.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 38 | Landscape Stewardship

Set up on-the-ground collaborations and projects using FSC tools at a landscape level to scale up social, environmental, and economic benefits from improved forest and landscape practices.

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Overall results – What was achieved in 2021-2022?

The landscape stewardship projects for 2021 to 2022 faced delays and challenges including the Russian invasion of Ukraine. Landscape dialogues will be part of the future development of the FSC Restoration Toolbox.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: In 2021-2022 at least three landscape stewardship-oriented projects will be developed for tropical, boreal, and temperate landscapes.	Halt to participation in the landscape projects in Indonesia and Russia due to operation/strategic reasons and unforeseen circumstances.
	Output 2: Landscape dialogues will identify the needs for landscape stewardship in a multi-stakeholder setting with engagement of government authorities, leading to landscape use planning that will be monitored with FSC evaluation tools	Landscape dialogues related to restoration have not yet begun. The landscape dialogues will start in the future as part of the development of the FSC Restoration Toolbox.
	Output 3: An evaluation of the experiences achieved in the projects, indicating FSC's potential for scaling-up towards landscape stewardship approaches outside the certified FMUs, will be developed in 2023 for member discussions.	An evaluation of the experiences of the above projects was not possible due to their cancellation or postponement.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 39 | Government Toolkit

Develop FSC's value proposition to governments and scale up national-level actions (e.g. Gabon) in selected high-potential countries.



Overall results – What was achieved in 2021-2022?

In 2022, FSC developed a living toolkit to enable work with governmental institutions by articulating FSC's value proposition as the most credible global validation tool for forest stewardship. The toolkit was developed in collaboration with network partners and international members to ensure that it is relevant at all levels and adaptable to a range of contexts.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: The Government Toolkit will be developed in Quarter 4 of 2021, and it is expected to be finalized in Quarter 3 of 2022.	The <u>government engagement toolkit</u> was launched on 13 October 2022 at the FSC General Assembly in Bali.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 40 | Economic Incentives

Work with NGOs, umbrella organisations, and progressive businesses to ensure that mandatory and voluntary measures work hand in hand to achieve the EU Green Deal objectives.



Overall results – What was achieved in 2021-2022?

FSC actively engaged with the World Bank and the International Tropical Timber Organization (ITTO) to support the development of a book on fiscal incentives for Sustainable Forest Management, *Designing Fiscal Policies for Sustainable Forests*, that was released in March 2021. This publication included many references to FSC in its identification of fiscal reforms that can positively influence forest conservation and management while freeing up resources to be used for national development. FSC is currently working with key actors and interested parties to promote and materialize the ideas in the report.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: The book <i>Designing Fiscal Policies for Sustainable Forests</i> was published in March 2021, and FSC took part in its launch.	The book is publicly available here .
	Output 2: A project on Fiscal Incentives is being developed to explore opportunities and establish a roadmap for FSC at the multilateral, regional and national level.	The work on fiscal incentives has been integrated as part of the government engagement toolkit. The development of a proper roadmap is well advanced and will be published in Q1 2023.
	Output 3: A survey is planned among the FSC membership to identify existing or potential initiatives for incentives for forest stewardship where FSC could support certificate holders and stakeholders through engagement.	A call for contributions was carried out in Q2 of 2022, collecting input from interested members and network partners.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 41 | EU Advocacy

Work with NGOs, umbrella organisations, and progressive businesses to ensure that mandatory and voluntary measures work hand in hand to achieve the EU Green Deal objectives.



Overall results – What was achieved in 2021-2022?

FSC successfully engaged with European Union (EU) policymakers, with the accomplishment of the action's main goal of certification schemes being included in the final text of the EU deforestation regulation. This will be a greater driver for FSC in the EU and global markets. Some outputs were ongoing due to delays in relevant legislative acts and EU initiatives.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: FSC to be recognized as a proxy to demonstrate compliance with EU Forestry taxonomy criteria (climate change and biodiversity)	Relevant legislative acts have yet to be published. FSC has been positively mentioned in the EU platform publication although this is non-binding.
	Output 2: FSC to be officially recognized within the Renewable Energy Directive (RED II) and used by operators to demonstrate compliance with the RED criteria for sustainable forest management	The process for recognition has been put on hold.
	Output 3: FSC certification is included as an effective risk assessment and risk mitigation tool within the EU Timber Regulation (EUTR) and the EU-driven deforestation regulation (EUDR)	FSC certification was included in the Regulation .
	Output 4: Sustainable sourcing is a foundational principle of the EU sustainable product policy initiative	Initiative has not been finalized.
	Output 5: FSC is an official partner of the new EU Bauhaus initiative	FSC joined the EU Bauhaus initiative.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 42 | Regional and Global Trade

Promote responsible forest management for supply of forest material, e.g. from Africa or the Pacific to China.



Overall results – What was achieved in 2021-2022?

COVID-19 travel restrictions in China posed significant challenges and forced in-person engagement and training to be postponed to 2023. FSC delivered a report that identifies trade links and analyses China's forestry footprints worldwide, particularly in Africa.

Outputs breakdown

	Outputs	* Additional Information
●	Output 1: FSC is contributing visibly at events like the conference organized by the European Sustainable Tropical Timber Coalition (STTC) on November 18th.	Participation in the Carrefour International de Bois in Nantes, France in June 2022.
●	Output 2: FSC has increased its capacity with dedicated resources in China and the Congo Basin to work on the Africa/China trade links and has developed a clear strategy for this work going forward.	Identification of trade links via overseas tropical timber market research done by FSC China. Formulation of a strategy targeting Chinese companies operating in Africa. Implementation of the strategy will be supported by the China Overseas Tier 3 project in 2023. Co-organization of a two-day workshop in September 2022 with WWF and the Chinese Academy of Forestry.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 43 | Sustainable Finance Instruments

Develop trademark guidance and co-create labelling solutions with reputable finance sector actors to allow sustainable finance instruments to rely on Ecosystem Services claims and possibly FSC labels.

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Overall results – What was achieved in 2021-2022?

FSC conducted preliminary preparations for this action, although other work was later postponed due to a lack of capacity and resources. The action was eventually merged with Actions 44 and 45 in 2022, which are being revised for the 2023 Implementation Framework.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Guidance developed and published on FSC labelling and trademark use for financial instruments supporting the Climate Bonds and Green Bonds Initiatives and the EU Sustainable Finance Taxonomy implementation for forests, among others.	Output reshaped and integrated into the revised Sustainable Finance Action for 2023.
	Output 2: A large-scale rainforest bond structured and issued visibly and fully based on FSC certification and claims, which integrates and secures livelihood improvements and full benefit sharing with relevant indigenous communities.	See above.
	Output 3: A handful of private finance-backed loans issued to conservation or restoration projects relying on the Ecosystem Services procedure for pricing and performance-based repayment using claims.	See above.
	Output 4: Launch of a collaborative finance and forest sector project on innovative Ecosystem Services linked to rural credit lines.	See above.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 44 | Sustainable Finance Relations

Engage with institutional investors to develop an investment approach to spur increased investment in forest stewardship, restoration, and Ecosystem Services.



Overall results – What was achieved in 2021-2022?

FSC laid out a long-term view for progress on sustainable finance relations when developing the 2021-2022 implementation framework. While outputs have not yet been completed, significant progress has been made towards their completion.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Visibility for FSC in global events with leading global experts organised on topics such as financing instruments, carbon standards, measurement, reporting and verification (MRV) systems, Reducing Emissions from Deforestation and Forest Degradation (REDD+) and emissions trading systems.	FSC's expertise was showcased at the UN Climate Conference (COP27) at events and venues including the Indonesia Pavilion , Launch of the Land Rights Standard: Finding Common Ground , and Innovative Policies for Landscape Restoration: Building Climate Resilience in Latin America's NDCs .
	Output 2: Membership and engagement with key global climate finance platforms such as the Green Bond Principles (GBP) and the Climate Bonds Initiative (CBI).	Selection as one of three non-profit members of GBP and as a participant in three working groups.
	Output 3: Improved reporting and monitoring of commitments from the private sector based on common actions and initiatives laying down standards and guidelines for defining, implementing, and demonstrating progress in deforestation-free supply chains related to forestry.	Continued engagement with Value Change Initiative, CDP, the Global Reporting Initiative, and GBP, but no concrete improved reporting outcome yet.
	Output 4: New international forest-related climate finance instruments established based on support from FSC	Support from FSC has resulted in potential funding from AXA Investments for FSC Canada and its affiliates, although the final decision is pending.

[Back to overview](#)[Link to online version of the
Implementation Framework 2021-2022](#)

ACTION 45| Project Matchmaking

Links FSC certificate holders and impact investors in specific projects to create social, economic, and environmental benefits.



Overall results – What was achieved in 2021-2022?

In 2021-2022, FSC successfully launched some project matchmaking initiatives, and significant strides towards mentoring were made. The efforts made in 2022, such as continued discussions with potential stakeholders and the signing of an MOU, have prepared us for delivery of these outputs in 2023.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Launch of matchmaking initiatives in co-creation with 20x20 partners, phase 2 of Innovature and the Land Accelerator	Launch of phase 2 of the Innovature and Land Accelerator is set for February 2023.
	Output 2: Mentoring arrangements set up with potential and current FSC certificate holders for the uptake of current and new FSC solutions such as the Ecosystem Services procedure and the FSC Restoration Toolbox, and links created with the investment community, leading to new investment in projects on the ground.	Signing of an MOU with Forest Trends, allowing for joint work in highlighting FSC solutions to Indigenous Peoples and local communities. Continuation of conversations with potential users of the Ecosystem Services Procedure and the Restoration Toolbox, although they have not been finalized.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 46 | FSC Brand Positioning

Update and enhance FSC's market positioning to highlight FSC's positive impacts, including the contribution to solving climate and biodiversity challenges



Overall results – What was achieved in 2021-2022?

FSC successfully engaged with new and existing audiences, highlighted by the launch of the new FSC website in September 2022 and record engagement through collaboration with influencers. While the timing of some of the projects were adjusted based on capacity and bandwidth constraints, all core outputs were delivered, with the vast majority creating tangible and quantifiable impact for FSC.

Outputs breakdown

	Outputs	* Additional Information
	Output 1: Revamped FSC.org experience that caters to all existing audiences while engaging a broader audience (consumers, prospects) –by Quarter 2 of 2022.	Launch of the FSC website in September 2022 with a showcase at the General Assembly. Several early highlights from the Q4 2022 report include: FSC's average search ranking position jumped 33 positions from 49 to 16 after launch; all stakeholders cited significant improvements on all aspects of user experience and content; the bounce rate dropped 98 per cent (people who visit one page and leave).
	Output 2: Unified brand campaign platform that FSC network partners and certificate holders can access and use to further amplifying the message –by Quarter 2 of 2022.	Launch of FSC Forest Week 2023 with participation from over 1200 organizations worldwide and reaching over 42 million viewers.
	Output 3: Global paid media strategy and plan to reach consumers in priority markets – by Quarter 2 of 2022.	Finalization of the Forests First strategy to target U.S. consumers as a priority for improving awareness and market development. The effort was shared with members at General Assembly. Implementation was delayed due to constraints in bandwidth and is targeted for a launch in Q1-Q2 of 2023.
	Output 4: Influential global forests ambassador engaged and active –by Quarter 3 of 2022	As part of FSC Forest Week, a single Tweet featuring South Korean pop group BLACKPINK broke all previous FSC social media records with 10.5K retweets and 177K video views . A further programme to be defined in 2023 to build on this engagement.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 47 | Global Storytelling

Embrace FSC's stewardship role with more holistic forest communications, positioning forest stewardship as a vital solution for tackling social, climate, and biodiversity challenges.



Overall results – What was achieved in 2021-2022?

The stories resulting from FSC's work worldwide were at the center of FSC's communications, making our work relatable, impactful, and memorable to consumers and audiences. This was demonstrated in the strong engagement with social media campaigns. The timing of some projects was adjusted as preparatory steps were added.

Outputs breakdown

	Outputs	*Additional Information
	Output 1: Late in 2021, we will begin implementation of our micro-influencer plan, to engage micro-influencers on social media to tell our story for us	Hiring of a digital agency to support development of an influencer's strategy and identify candidates. Ongoing search for a service provider to engage micro-influencers for a 2023 campaign began in October 2022.
	Output 2: Social media campaigns to educate stakeholders and consumers on the importance of forests. An example includes a campaign on biodiversity supported by a single tree, which reached over 60 million people.	Between 2021 and 2022, social media reach was more than 90M, and engagement rates averaged 11 per cent across all channels Facebook, Instagram, LinkedIn, Twitter, and Tiktok. The main campaigns were TreeBnB (reach: 2M, engagement rate: 16 per cent), which was awarded the Gold Medal in Digital Communication Awards and the bronze prize in Bulldog Awards, and Their Home (reach: 9M, engagement rate: 24 per cent) and COP27 (reach: 14M, engagement rate: 3 per cent).
	Output 3: Research findings repackaged into simple, easy to digest narratives to reach a wider audience than reached by a single academic journal.	Gathering of 10 stories across regions on different topics, including <u>biodiversity</u> , <u>smallholders</u> , <u>Indigenous Peoples</u> , and ecosystem services. One story was published in a four-page spread in the Lithuanian edition of <u>National Geographic</u> , while another was published in Mongabay. Stories continue to be repurposed.

[Back to overview](#)
[Link to online version of the Implementation Framework 2021-2022](#)

ACTION 48 | Media Engagement

Enhance and protect FSC's reputation through proactive media strategies.



Overall results – What was achieved in 2021-2022?

While FSC faced challenges from the changing media landscapes, such as the impact of the Ukraine/Russia war on the focus of the press, FSC successfully engaged with media, including mainstream, international outlets. The frequency of some projects, such as webinars, was adjusted due to those challenges.

Outputs breakdown

	Outputs	*Additional Information
	Output 1: Quarterly webinars for journalists on trending topics to position FSC as an expert in its field. In the first six months of 2021, we hosted separate webinars on climate change and planted forests; both were attended by top mainstream media houses.	Successful completion of two webinars with over 50 journalists from mainstream, international media registered. Topics varied from meeting climate targets to the role of media in Indigenous reporting, with speakers from FSC as well as guest speakers.
	Output 2: In 2022, we plan to take journalists to visit FSC operations in Peru, Gabon, and Ukraine (depending on the COVID-19 situation).	Two trips were planned for 2022. The trip to Mexico resulted in excellent international <u>media coverage</u> (five written <u>articles</u> , two short videos, and one long video from outlets including Deutsche Welle, <u>France24</u> , and <u>El Pais</u>). The trip to Ukraine did not occur due to the Russian invasion.
	Output 3: Successful pitches to journalists to reach millions of consumers with stories of FSC impact. Most recent success include Euro News and in National Geographic.	Increase in positive mentions of FSC in mainstream media and news coverage in 2022 resulting from regular pitching to journalists. Top coverage was secured last year in outlets including <u>Mongabay</u> , Deutsche Welle, <i>Financial Times</i> , Euronews, <u>Thompson Reuters Foundation</u> , and more.

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