

FSC GLOBAL STRATEGY IMPLEMENTATION FRAMEWORK 2023

V2 - March 2023*

For FSC International Members Only

* Changes on version 2 mainly reflect the motions outcomes from the FSC General Assembly 2021-2022

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Introduction

To achieve the ambitions set in the Global Strategy 2021-2026, the FSC secretariat – with guidance from the FSC International Board – has developed a framework to guide FSC’s implementation efforts, while enabling us to be agile and address emerging challenges and opportunities. Though this framework is a work in progress, it lays the foundation for increased dialogue, transparency, and accountability. In this interactive document, FSC members can explore in detail the actions defined for each goal of the Global Strategy for 2023.

Building on its first iteration for 2021-2022, this implementation framework outlines 48 actions for 2023, presenting new outputs and relations to motions proposed for the General Assembly (GA) 2022. Connecting all the components of the FSC Global Strategy with multi-year operational planning, this framework moves from vision to action, serving as a living and evolving tool that conveys how FSC envisions that the 12 goals and 24 intended outcomes can be achieved from now until 2026 and defines 48 actions on an annual basis.

Overall, 42 out of the 48 actions for 2021-2022 will be continued with new outputs for 2023, and six (6) new actions have been added to ensure advancement towards the ambitions defined in the “journeys” to achieve the strategy goals. These new actions are numbered from 49 to 54, enabling tracking and ensuring accountability of all actions envisioned towards 2026. Regarding the six outgoing actions, two have been completed, one has been paused until 2024, and three have been embedded in existing actions ([See Annex](#)).

Once the period of the 2021-2022 Implementation Framework concludes, FSC members will receive in early 2023 a full report with the status of all actions and information about the delivery of 2021-2022 outputs. In the meantime, outputs for 2021 have been communicated through FSC’s Annual Report 2021 and progress towards 2022 outputs will be presented to the General Assembly in October 2022.

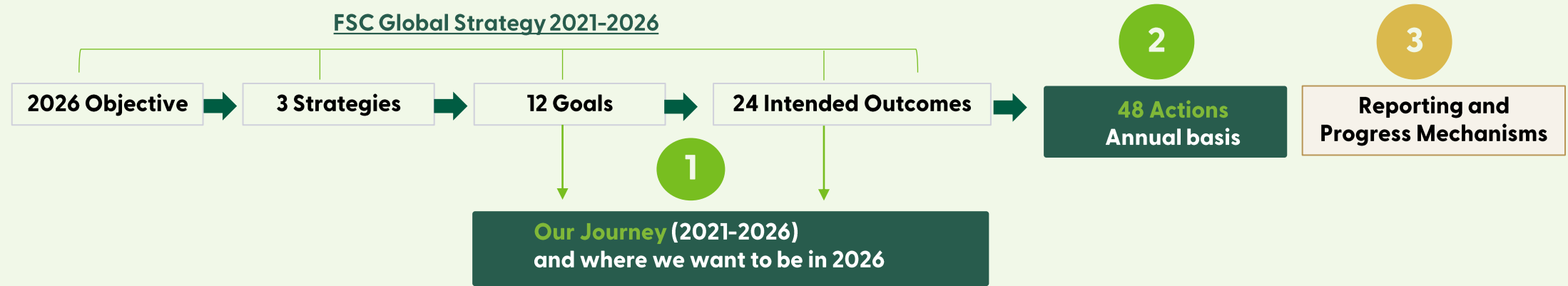
This document is the basis of what the FSC International Board of Directors will consider in their November meeting as FSC’s work plan for 2023 alongside the budget. Moreover, any decisions of the GA that may impact this plan will be integrated and discussed by the board in their March 2023 meeting.



How to use this document?

Navigate through each strategy, each of their four goals, and each goal's respective actions for 2023.
Click on the goals to learn more about our journey from 2021 to 2026, and on the 48 actions to learn what they entail.

Key components of the Global Strategy Implementation Framework



1

Our Journey (2021-2026) and where we want to be in 2026

Our journeys first identify what success look like in 2026 and then work backwards to state how we can achieve the intended outcomes for each of the 12 goals. The journeys articulate narratives that include assumptions and preconditions, connecting the present with the future while enabling course correction.

2

48 Actions

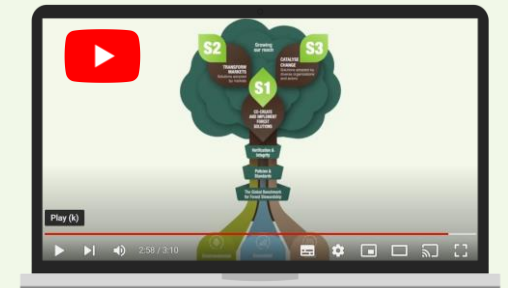
The 48 actions define a series of interventions designed on a yearly basis to connect each journey with multi-year operational planning, providing a concrete picture of what FSC is working on, including current and planned activities that are described together with related tangible outputs on annual basis.

3

Reporting and Progress Mechanisms

The framework includes an evolving range of accountability mechanisms published on an annual basis to report on the delivery of the Global Strategy 2021-2026. The mechanisms primarily include data reports with measurable indicators for the 24 intended outcomes, annual reports, and internal status reports against yearly outputs.

Watch **this 3-minute video** for a glance at the Global Strategy Implementation Framework



Unpacking Action Descriptions

The following graphic describes the main sections of each action, reflecting the action's time horizons and accountability mechanisms:

1

ACTION NUMBER | Action Title

Short action description.

2

Long action description: This section provides a high-level explanation of what the action entails, including its aims **within the strategy period** and how each action contributes to achieving the connected goal and the 2026 objective.

Actions normally have longer time horizons than the calendar year of the Implementation Framework but are always assessed during their yearly development.

3

Main outputs for 2023

They include a tangible set of yearly planned deliverables **for 2023** with existing capacity and resources to be implemented. The full status of all outputs is reported to the membership at the beginning of the following year. Preliminary progress towards selected outputs will be provided by the Secretariat during membership meetings, depending on the specific agenda.

4

Connections to GA 2021-2022 motions

To support members's discussions and enable the identification of linkages between this implementation framework and GA motions, actions included references in **Version 1-Sept 2022** to relevant motions that were discussed during the General Assembly 2022 in Bali.



Important note: This current version (Version 2) has been updated and includes **only** approved motions at the GA 2021-2022.

[Back to Strategy 1](#)


ACTION 5 | Information Technology

Deliver information technology to enable and strengthen member and stakeholder engagement.

FSC has modernized its online tools to take advantage of reputable, innovative, and secure technologies to foster online experiences with inclusion and dialogue. One of these key developments is the FSC Connect platform, the online gateway to engaging in the FSC system, whether as an international member via the Members' Portal or members' voting apps, a certificate holder in the Certification Portal, or a certification body in the Geospatial Information Systems (GIS) Portal.

FSC Connect is the foundation for creating online experiences that boost stakeholder dialogue and invigorate co-creation. With single sign-on and role-based access that allow FSC Stakeholders to engage in FSC in a secure and meaningful way, FSC Connect can facilitate the discovery of information and knowledge to collectively harness opportunities to drive change.

Main outputs

- Implement a unified search that spans across several domains and formats and delivers categorized results by taxonomy.
- Implement a multi-language feature and digital tools to provide on-demand translation of text to help increase and drive stakeholder engagement.
- Provide round-the-clock (24/7) remote IT application platform support and assistance through a virtual agent tool. Incorporate functions and features that allow stakeholders to customize and personalize the FSC Connect portal according to their specific and unique needs.
- Incorporate functions and features that allow stakeholders to customize and personalize the FSC Connect portal according to their specific and unique needs.

STRATEGY 1

Co-create and implement forest solutions

STRATEGY 2

Transform markets

STRATEGY 3

Catalyse change



Click to explore

New Actions 49-54



Goal 1.1

Engage members and stakeholders to drive change as a community for co-creation of solutions.

ACTION 1

Membership Engagement

ACTION 2

Membership Enhancement

ACTION 3

Co-creation Initiatives

ACTION 4

Indigenous Peoples Engagement

ACTION 5

Information Technology

Goal 1.2

Streamline policies and standards towards outcome orientation.

ACTION 6

Requirements Accessibility

ACTION 8

Outcome Orientation

ACTION 9

Risk-based Approaches

ACTION 49

Merging Requirements

ACTION 50

New PfA & Remedy

Goal 1.3

Enhance verification and integrity.

ACTION 10

Supply Chain Verification

ACTION 11

Quality Data

ACTION 12

GIS Technology

ACTION 13

System Integrity

ACTION 51

Ecosystem Services Safeguards & Integrity

Goal 1.4

Expand the reach of FSC and its relevance in the fight against climate change and loss of biodiversity.

ACTION 14

Expand Ecosystem Services

ACTION 15

Climate-Related Indicators

ACTION 16

Restoration Toolbox

ACTION 17

Focus Forests

ACTION 18

Sustainable Intensification

STRATEGY 1
Co-create and implement forest solutions

STRATEGY 2
Transform markets

STRATEGY 3
Catalyse change


Click to explore

**New
Actions
49-54**



Goal 2.1
Advance FSC in value chains that have the highest potential for contributing towards our 2050 vision.

ACTION 19
Circular Market Development

ACTION 20
Fiber Development

ACTION 22
Solid Wood / Tropical Timber

ACTION 23
NTFP Development

Goal 2.2
Accelerate the market uptake of FSC-certified products and ecosystem services.

ACTION 24
FSC Sourcing Preference

ACTION 25
Ecosystem Services Markets

ACTION 26
eCommerce

ACTION 27
Tropical Forest Products

ACTION 28
Trademark

Goal 2.3
Unleash the power of data to demonstrate positive outcomes.

ACTION 29
Impact & Performance

ACTION 30
Ecosystem Services Impacts

ACTION 31
Shopper Solution

ACTION 52
Global Forest Potential

Goal 2.4
Scale up benefits for Indigenous Peoples, communities, smallholders, and workers.

ACTION 32
Community and Family Forests

ACTION 33
Indigenous-Based Solutions

ACTION 34
Diversity & Gender

ACTION 35
Workers' Rights

STRATEGY 1
Co-create and implement forest solutions

STRATEGY 2
Transform markets

STRATEGY 3
Catalyse change


Click to explore

**New
Actions
49-54**



Goal 3.1
Advance the mission through stronger alliances, coalitions, and partnerships.

ACTION 36
Operationalizing Partnerships

ACTION 37
Global Forest Agendas

Goal 3.2
Increase FSC's relevance for governments.

ACTION 53
Government Engagement

ACTION 41
EU Advocacy

ACTION 42
Regional and Global Trade

Goal 3.3
Leverage sustainable finance/investment for forest stewardship.

ACTION 44
Sustainable Finance Engagement

ACTION 45
Project Match Making

Goal 3.4
Accelerate awareness of the value of forests

ACTION 46
FSC Brand Positioning

ACTION 47
Global Storytelling

ACTION 48
Media engagement

ACTION 54
FSC Brand Architecture

For FSC International Members Only

Strategy 1: Co-create and Implement Forest Solutions

Goal 1.1 | Engage members and stakeholders to drive change as a community for co-creation of solutions.



In 2021 and 2022, FSC is hosting a virtual and an in-person General Assembly. In parallel with the political discussion related to motions, FSC is offering new spaces to bring members and stakeholders together to work towards building a consensus vision for what needs to happen in the forest landscape. This includes identifying win-win solutions on the conflict issues of protection of Intact Forest Landscapes in FSC and commercial planting of genetically engineered trees outside certified areas.

Over the years of the Global Strategy 2021-2026, FSC will demonstrate how active membership engagement can be the basis for co-creating forest stewardship solutions that lead to forest resilience and help address global challenges.

By 2026, membership numbers and engagement opportunities will have expanded and FSC will have increased its ability to bring diverse global and local stakeholders to the table, thereby increasing membership satisfaction. Motions will not be seen as the only way to influence the organization, and members will engage in co-creation initiatives and actively contribute to the implementation of solutions.

ACTION 1 | Membership Engagement

Strengthen dialogue to revitalize membership engagement.

The Global Strategy 2021-2026 identifies membership involvement in co-creating solutions for forest stewardship as a core strength of FSC. The focus in 2023 will shift to the implementation of initiatives, including approved motions agreed at the GA 2022. We will host ‘townhalls’ to keep members well informed about FSC’s development and key processes, as well as how they can contribute to the implementation of motions.

There will additionally be regional initiatives and increased capacity with the appointment of regional membership officers/coordinators.

Main outputs for 2023

- Four membership townhalls
- Two virtual meetings per region to keep members to well informed on the developments and priorities of their regions. This will create opportunities for members to engage directly with the regional and international staff and contribute to the identification of challenges and opportunities in the region.
- Quarterly motion implementation reports
- Two global training sessions: communication and feedback tools
- Two hybrid regional membership meetings in Africa and Asia-Pacific. The focus for these two regions next year is to enhance membership engagement and to balance chamber membership representation.

Connections to approved GA 2021-2022 motions

- Statutory Motion [37/2021](#): Required changes to the FSC Principles and Criteria to implement the Policy to Address Conversion
- Policy Motion [23/2020](#): Use landscape-wide approaches adapted to local conditions and strengthen Standard Development Groups (SDGs) to improve protection of Intact Forest Landscapes

ACTION 2 | Membership Enhancement

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

Drive the work of the membership team to attract new members to have a more balanced representation by the different groups, chambers, and regions. Work with network partners to ensure an effective dialogue that will attract new actors aiming to bring new perspectives and positions to the table on the most relevant issues for FSC.

Main outputs for 2023

- Develop and implement a strategic approach to FSC International membership recruitment to balance the representation by gender, diversity, regions, and chambers.
- Develop membership recruitment materials, including the value proposition in general and by chamber.

Connections to approved GA 2021-2022 motions

- Statutory Motion [01/2020](#): Addition of French as FSC's third official language
- Policy Motion [41/2021](#): Define a Confidentiality Policy which enables transparency without compromising the integrity of FSC
- Policy Motion [42/2021](#): FSC Communication Policy

ACTION 3 | Co-creation Initiatives

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

As part of FSC's mission, the delivery of new FSC solutions for emerging global challenges such as climate change, biodiversity loss, forest degradation, and deforestation is necessary. In order to face these challenges, FSC will engage with members and stakeholders, including key organizations that are specialized and focused on these topics, for the co-creation of new FSC solutions.

The involvement of FSC's community, including members and network partners is crucial for the co-creation and local implementation of these solutions. FSC will act as a connector and co-creator of these solutions, engaging the FSC membership and network to define strategies and actions for the uptake of new solutions by markets.

Main output for 2023

- Develop a first report of lessons learned from different approaches to co-creation as a basis for future design of initiatives, aiming at providing a more articulated understanding of what co-creation means for FSC. This will include experiences from initiatives such as the first version of the restoration toolbox ([A 16](#)), the development of the remedy framework ([A 50](#)), the FSC Climate Coalition ([A 37](#)), the Technology Consortium ([A 36](#)), landscape dialogues in collaboration with research institutions ([A 17](#)), and case studies of sustainable intensification initiatives to demonstrate the contributions of plantations to a wider landscape ([A 18](#)), among others.

ACTION 4 | Indigenous Peoples Engagement

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

In 2013, the Permanent Indigenous Peoples Committee (PIPC) was established as an advisory committee on Indigenous issues to the FSC International Board. PIPC has worked to provide guidance on the implementation, enforcement, and monitoring of Principle 3 and on Free Prior and Informed Consent (FPIC) in the FSC system, as well as advised FSC national and regional offices on incorporating principles, criteria, and indicators into National Forest Standards in Europe, Asia, and Latin America. The FSC Indigenous Foundation (FSC-IF) is working to strengthen the engagement of PIPC with Indigenous Peoples' organizations in Africa, Asia, and Latin America. First Nations and Indigenous Peoples in different regions worldwide have been concerned about the added value of FSC certification to Indigenous products and value chains. PIPC and FSC-IF will be essential to the co-creation of Indigenous-based solutions to best support FSC on this challenge. Supported by FSC-IF, PIPC will work to support FSC's target objective of achieving 50 million hectares of certified tropical forests and forests managed by smallholders, communities, and Indigenous Peoples by 2026.

Main outputs for 2023

- Develop and execute a capability development program by FSC for PIPC and for FSC-IF partner organizations to add value to engagement with Indigenous Peoples organizations by enabling their use of FSC solutions.
- Develop a baseline study to identify Indigenous Peoples and Indigenous forests linked to FSC with indicators established for monitoring progress over time.
- Develop Global Strategic objectives for PIPC and FSC-IF partner organizations and connected to FSC regional plans
- Engage with PIPC in an accessible way on two FSC system projects maximum.

ACTION 5 | Information Technology

Deliver information technology to enable and strengthen member and stakeholder engagement.

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Main outputs for 2023

- Implement a unified search that spans across several domains and formats and delivers categorized results by taxonomy.
- Implement a multi-language feature and digital tools to provide on-demand translation of text to help increase and drive stakeholder engagement.
- Provide round-the-clock (24hr) remote IT application platform support and assistance through a virtual agent tool. Incorporate functions and features that allow stakeholders to customize and personalize the FSC Connect portal according to their specific and unique needs.
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Strategy 1: Co-create and Implement Forest Solutions

Goal 1.2 | Streamline policies and standards towards outcome orientation



With the ongoing revision of the procedure FSC-PRO-01-001, FSC is laying the foundation for streamlining its normative framework by making the processes for standard setting more agile, efficient, effective, and reliable, while still ensuring robustness and transparency.

Digitizing and modularizing the normative framework, making it more data-driven, and employing tools and technology will allow all types of users to rapidly access, understand, and apply the requirements that are pertinent to their location and circumstances.

By 2024, FSC will have created a clear picture and a common understanding of an outcome-oriented normative framework, building on experiences gathered from testing relevant national and international standards. The outcome-oriented concept will be complemented with risk-based approaches to improve efficiency and effectiveness of auditing forest management as well as chain of custody certificate holders. Towards the end of the strategy cycle, the FSC Monitoring & Evaluation system will be implemented for the FSC Principles & Criteria, which will enable the FSC system to anticipate the outcomes that will contribute towards forest resilience, as outlined in the 2050 vision.

ACTION 6 | Requirements Accessibility

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

FSC is ‘digitizing’ all normative documents, as well as all guidance documents, by entering each requirement/clause into an online database. The user interface planned along the digitization will allow greater accessibility of the requirements, especially for smallholders, and will create a strong basis for performing a standardized self-assessment by applicants and its subsequent evaluation by a certification body. Moreover, FSC is working on stepwise approaches for the implementation of its requirements, such as a continuous improvement model for smallholders and the revision of controlled wood forest certification, to mandatorily lead towards full forest management certification.

Main outputs for 2023

- Design and develop a working IT database platform based on FSC’s prototype.
- Develop business logic and rules that allow normative clauses to be used in any state (i.e. current, in transition, draft).
- Develop and prototype tools that allow for self-assessment and that incorporate machine translation in a wide range of languages. Release tools for use and feedback.

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.

Current FSC requirements are largely activity-oriented. One streamlining objective is to make normative documents and requirements more outcome-oriented to achieve and demonstrate the greater impact of FSC certification. At the same time, FSC is building an effective Monitoring and Evaluation (M&E) system to assess the impact of our normative tools.

Along with the transformation of the M&E system, FSC will pilot the outcome orientation of standards. Pilots will take the form of desk tests of correspondingly revised selected normative documents based on an overarching concept of outcome orientation. This will be followed by a gradual implementation of the amended concept across applicable normative documents.

Main outputs for 2023

- Revise the [theory of change for forest certification impacts](#) to strengthen outcome orientation.
- Conduct desk test of a selected forest stewardship standard for outcome orientation.
- Consult the concept of outcome orientation as part of the revision of requirements for setting forest stewardship standards.
- Conduct a gap analysis of the current FSC Principles and Criteria (FSC-STD-01-001 V5-2) for the applicability of the revised Theory of Change (see output Q1.1) and a tested concept of outcome orientation (see output Q2.1).
- Update [impact dashboard](#) with newly available independent research on FSC.

ACTION 9 | Risk-based Approaches

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

The purpose of developing and implementing risk-based approaches is to improve certification updates and impact by making the certification process more efficient and cost-effective while maintaining credibility. However, until now, FSC has had no systematic mechanism to assist certification bodies and auditors in identifying and addressing risks when evaluating the conformity with normative requirements.

Innovative solutions are being developed using certificate holder risk profiling for auditing of forest management (FM) and chain of custody certificate holders. This is complemented by a model for identifying and designating risks considering the likelihood and nonconformity with indicators of forest stewardship standards.

Main outputs for 2023

- Draft and present monitoring criteria to the board of directors for use during the learning phase of applying FSC-PRO-60-010 Development of a NFSS Risk Assessment.
- Review project with FSC US on a risk-based approach for the US National Forest Stewardship Standards and record relevant takeaways as part of the learning phase of applying FSC-PRO-60-010.
- Provide normative basis for introducing a risk-based interventions model for auditing CoC certificate holders.
- Revise procedure for controlled wood risk assessments (FSC-PRO-60-002) to allow for more data-driven and accessible risk assessments.
- Introduce process requirements to align the (national) risk assessments for Controlled Wood and for Forest Stewardship Standards.

ACTION 49 | Merging Requirements

Align the scope of normative requirements, including merging existing documents and conducting joint revision processes.

Apart from developing new solutions to streamline single normative documents, we will review the normative framework to identify the opportunities for merging various documents and processes for effectiveness, user friendliness and consistency.

The reduced number of documents and the reduced effort of joint revision processes will directly contribute to the objective of streamlining.

Main outputs for 2023

- Merge the revision processes of the process requirements for the development of forest stewardship standards and controlled wood risk assessments.*
- Merge the revision processes for the chain of custody (CoC) standards and procedures (including the main CoC standard, reclaimed material and the multisite requirements).**
- Merge the revision processes for the main accreditation (including the main accreditation standard for certification bodies, certificate transfer procedure and the auditor qualifications).***
- Conduct a review of several normative documents with requirements related to the application of the FSC Principles and Criteria and launch a joint revision process to merge these documents.

*FSC-STD-60-002, FSC-STD-60-006, FSC-PRO-60-006, FSC-PRO-60-007, FSC-PRO-60-002.

**FSC-STD-40-004, FSC-STD-40-003, FSC-PRO-40-003, FSC-STD-40-007.

***FSC-STD-20-001, FSC-PRO-20-003, FSC-PRO-20-004

ACTION 50 | New PfA & Remedy

Develop required systems with tools and action for policy for association and policy to address conversion approved in 2022, including remedy framework and screening of new applicants for association.

2022 marked the end of our Policy for Association (PfA) transformation process with the approval of the revised PfA, Policy to Address Conversion (PAC), Disclosure Procedure, and provisional approval of the Remedy Framework, resulting in more efficient pathways to association and ending dissociation. In 2023, through the development of procedures, we will operationalize this package of policies, whilst at the same time applying it to companies seeking to end their dissociation or seeking remedy with the aim of getting certified.

Main outputs for 2023

- The risk-based screening system for PfA unacceptable activities for new applicants for association has been developed and the testing has been started. The infrastructure required to implement new remedy framework has been designed and set up.
- The remedy roadmaps for at least two companies (APP, APRIL) have been finalized and ready for implementation by companies.

Strategy 1: Co-create and Implement Forest Solutions

Goal 1.3 | Enhance verification and integrity



FSC is on the journey to use cutting edge technology to obtain objective, quality information in support of verification and integrity. FSC will have fully digitized forest management audit reports available to the public from 2022 onwards. FSC on the Map has greatly added to our transparency thanks to introduction of GIS technology. Further expansion of GIS allowed to deliver auditing tools for forest management and provide impact data.

Regarding supply chains, FSC is testing blockchain technology with an aim of achieving 100 per cent real time verification of products that move through supply chains. Based on these technology developments, audit processes' ability to manage social and environmental stakeholder concerns will be strengthened. In addition, the Conversion Policy Remedy Procedure and the Policy for Association and its Remediation Framework, currently under development, are designed to create clear social and environmental improvement in forest landscapes.

By 2026, FSC aims to have identified an optimal way of verification of forest stewardship and forest values, where technology has been fully utilized in audits. On that basis, FSC will have consolidated its recognition as the most credible solution for verification/validation of forest stewardship.

ACTION 10 | Supply Chain Verification

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

Current verification systems for chain of custody (CoC) certification rely on paper-based evidence of conformance, reviewed by auditors via sampling documents while at the audit. Given FSC growth, as well as emerging risks to the integrity of verification systems, FSC is in the process of introducing more robust verification mechanisms.

FSC has been working on the cutting-edge technology of blockchain and has been piloting blockchain in selected supply chains to further scale it up as a mandatory tool in defined conditions. Through appropriate selection of available data models, this tested solution ensures data confidentiality and privacy, addressing key concerns expressed by stakeholders in the past on digital verification concepts. The planned CoC online reporting will be aligned with the implementation of blockchain. Continued work on Wood ID provides additional opportunity for the precise definition of material origin and adds another verification layer to the digitally declared information.

Main outputs for 2023

- Develop a new FSC Blockchain technology stack of services – new features built on the FSC Blockchain Pilot platform will furnish legality documentation support, analytics for FSC and the assurance providers, analytics for certified companies, and automation for onboarding license holders and materials accounting calculations.
- Onboard five high-risk supply chains – based on FSC System Integrity risk indexes, we will identify and test the onboarding of a target group of risky supply chains.
- Onboard up to 10 supply chains proposed by certified companies – certified companies continue to request taking part in the FSC Blockchain, and we will open for onboarding to include those that express need and interest.
- Establish the FSC Development cycle for Blockchain enhancements/improvements that caters for gathering feedback, designing and testing improvements, and releasing new features.

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. controlled wood risk assessments).

Objective and standardized data is the key to understanding an organization's performance. Despite the availability of many years of certification data, the lack of standardization has prevented a wider and systematic use and has therefore limited the ability to monitor and evaluate the effectiveness of FSC certification. With the use of innovative technology, FSC will advance our access to and use of data in several areas. These include the introduction of FM digital reporting and the revision of the reporting standard as keys to understanding the outcomes of certification on the ground, the introduction of objective and independent data for future revisions of controlled wood risk assessments, as well as a future initiative to introduce chain of custody digital reporting. The above, complemented with Geospatial Information Systems data, will substantially enhance FSC's ability to perform performance analytics and feed the insights back to improve future standard requirements or evaluation processes.

Main outputs for 2023

- Data Warehouse design – data source identification, data model definition, IT infrastructure architectural strategy, and core business process support plan.
- Data Warehouse environment setup – preparations and planning to integrate real-time and historical data from multiple data sources for dedicated reporting, secure access, and IT application availability.
- Data Warehouse governance – procedures, service-level agreements, standard operating procedures, backup, and disaster preparedness.
- Data Warehouse connectivity – deliver transformed, live data by connecting business systems, reporting, and public data to the Data Warehouse.

ACTION 12 | GIS Technology

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

The modern world does not rely on “what” only any longer. Knowing “where” has become indispensable information to arrive at adequate strategies for investment, risk assessment, detection of fraud, and cost savings. FSC is not exempt from these needs, but, until recently, we have had only very limited spatial information about what concerns us.

Geospatial Information Systems (GIS) are the “science of where.” Fully utilizing the power of GIS is one of the greatest opportunities for FSC to increase our transparency and enhance integrity, e.g. publishing maps of certified forests, providing objective and independent data for FM audits, performing direct and indirect analytics on FSC impact, supporting integrity investigations, and much more. Utilizing GIS technology in each aspect mentioned above has strong potential for reducing costs of implementing these through different means. From 2020 onwards, FSC has invested in several GIS projects, with plans for further expansion.

Main outputs for 2023

- Develop new features, including audit data analysis and tools and upgrades.
- Release the Motion 61/2021 GIS map contributor tool and gather feedback for further enhancements.
- Develop and release the Motion 61/2021 GIS map contributor tool improvements.
- Use remote sensing for monitoring and evaluation and Impact initiatives.
- Develop geospatial tools to support risk modelling.

Connections to approved GA 2021-2022 motions

- Policy Motion [61/2021](#): Compile a digital map of FSC-certified forests worldwide.

ACTION 13 | System Integrity

Improve identification of bad actors through targeted investigations, modernized tools, and faster pathways to blockage.

We are now moving to a more systematic approach to addressing non-compliance by making our interventions risk-based and applying new technologies. Through the gradual introduction of blockchain and the systematic use of technology (including Wood ID and Geospatial Information Systems) to high-risk supply chains, FSC supply chain integrity will start to rely less on retrospective investigations than on an inbuilt compliance approach. Where violations are detected, we will be assertive in terminating certificates. Where suspended or terminated certificate holders demonstrate credible commitment to change, we will enable re-entry to the system. Additionally, we will work with Assurance Services International to address non-compliance with the Annual Administration Fee (AAF) policy.

Main outputs for 2023

- Implement the **ASI workplan**, including integrity work such as prioritized TV Loops and Indigenous Peoples' land ownership rights review for selected regions. Subject to the outcome of Motion 31 at the GA, FSC will develop a normative framework for ASI work.
- Introduce **new science and technology** to FSC's integrity toolbox. Outputs will include a peer-reviewed risk-based interventions model; a PfA screening tool and supply chain specific due diligence tool to be deployed from a shared IT platform; an Iso-archiving roll-out plan building upon the results of the Agroislab pilots; a map geolocating CHs; and the testing of an iso-archiving/blockchain interface to demonstrate traceability and provenance of FSC material.
- Introduce a new methodology for verifying the accuracy of forest products turnover data supplied by certificate holders, upon which the **AAF** is calculated. This will ensure appropriate action is taken against CHs that provide inaccurate information and against CBs that fail to apply the AAF policy.

Connections to approved GA 2021-2022 motions

- Policy Motion [61/2021](#): Compile a digital map of FSC-certified forests worldwide

ACTION 51 | Ecosystem Services Safeguards & Integrity

Develop and implement a system for integrity for Ecosystem Services claims and carbon units on forest management land.

The revision of the Ecosystem Services (ES) Procedure will allow for new claims that the Climate and Ecosystem Services Business Model will offer to sponsors around the world. The expectation is a strong uptake of ES claims towards the end of the strategy period when FSC's ES Value Proposition 2 is offered and fully supported. Furthermore, as the option for FSC-certified forest stewards to seek dual certification with a recognized carbon standard is streamlined and supported, more FSC-certified land will become the origin of claims and credits that are sponsored by companies. These will serve as a basis for net zero targets, fulfillment of biodiversity targets, or as a basis for statements and ambitions that ultimately rely on FSC's reputation and brand. In the current setup, FSC has limited access to data and information about claim and credit pipelines and use and has few integrity safeguards. Therefore, and as a matter of priority, safeguards will be developed in the ES Procedure, guidelines, template contracts, risk assessment, and data sharing, and an appropriate system integrity set-up with e.g. controls, registry, transparency, and processes will be established.

Main outputs for 2023

- Clarify eligible statements for ES claims sponsors in relation to corporate net zero targets.
- Design a system integrity and implementation plan.
- Create an ecosystem services safeguards toolbox, consisting of mandatory templates and guidelines for claims.
- Develop a preliminary ES claims registry, as well as a development plan for an appropriate registry setup that can connect to external registries policy.

Connections to approved GA 2021-2022 motions

- Policy Motion [20/2020](#): Climate Emergency Motion
- Policy Motion [48/2021](#): Streamline the Ecosystem Services Procedure, incorporate more services and maximize its potential
- Policy Motion [49/2021](#): FSC Ecosystem Services Procedure as a mitigation mechanism to meet global market demand for net-zero and net-positive targets

Strategy 1: Co-create and Implement Forest Solutions

Goal 1.4 | Expand the reach of FSC and its relevance in the fight against climate change and loss of biodiversity



Through work on climate and Ecosystem Services, forest landscape restoration, ‘Focus Forests’ and sustainable intensification, FSC is working to define and map key social, economic and environmental value(s) related to the forest landscape and to develop and test methodologies for how these values can be reflected in real landscape management decisions inside and around FSC-certified forests. The aim is to develop solutions and tools that can ensure that key forest-related values and benefits are created, maintained, and restored in the landscape to meet relevant economic, policy, and market demands, including climate and biodiversity performance.

During the Global Strategy period, FSC will continue these efforts to engage as a convener of diverse views and interests to co-create solutions relevant to the full spectrum of activities within forest stewardship. As defined in the Global Strategy 2021-2026, this includes conservation, restoration and active management for forest products and services.

By 2026, FSC will have co-created solutions that enable the demonstration of tangible and intangible values and whether they need to be certified or verified in other ways, highlighting the instrumental role of forest stewardship to address the climate and biodiversity crises.

ACTION 14 | Expand Ecosystem Services

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

A core principle of Ecosystem Services (ES) is that all services matter and represent a value to societies and humans. FSC’s ecosystem procedure is a unique product that offers a framework for validation and valuation of many services from a range of management types and forests but without the transaction of carbon credits. The challenge and ambition for FSC is to realize the potential of the ES Procedure through a revision and by building supportive infrastructure and marketing the claims. This action concerns the product – the ES Procedure. While carbon markets, methodologies, and metrics have been developed over 30 years and have gained a leading market position, biodiversity and the social benefits of restoration or conservation activities are no less important but more difficult to quantify and value. The objective of this action is to co-develop methods, business models, and pricing mechanisms for biodiversity and social impacts.

Through the revision (2022-2024) of the ES Procedure, the key output from this action will be a multi-use and high integrity cutting-edge ES Procedure offered to companies that truly sets a high bar and ambition for climate action, biodiversity, and social responsibility as documented by e.g. the Science Based Targets Initiative or similar. By expanding the range and type of ecosystem services and associated claims offered by FSC, we will be able to drive interest in ES sponsorships, thereby increasing the global area certified by FSC by 2026. The revised procedure and the business model to deliver it will also promote uptake by communities, Indigenous People, and smallholders, further helping FSC deliver on the goal to increase certified areas. Together with actions focused on bringing the ES Procedure to markets ([A 25](#)) and driving impact data computing and digital infrastructure ([A 30](#)), the action will position FSC as a global solution provider for our certificate holders, investors, and governments.

Continue 

ACTION 14 | Expand Ecosystem Services

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

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Main outputs for 2023

- Launch of a Global Technical Support Centre, including concepts and plans for supporting the uptake of the restoration toolbox.
- Technical background papers presenting clear advice and direction for improved and enhanced impact metrics on biodiversity and social impacts (as input to the ES Procedure revision).
- Clarification on statements and use of ES claims by sponsors to help drive high integrity use of the FSC Brand as part of organizations' Net Zero Targets
- A second draft version of the revised ES Procedure, including proposed types of claims (i.e. restoration, footprint, removal, conservation) and eligible impacts (i.e. carbon stock, carbon flux, keystone species etc.).
- Ready-to-use guidance for ES claims on Indigenous land, in collaboration with the FSC Indigenous Foundation, and on Community and Family Forest Land with the CFF programme.

Connections to approved GA 2021-2022 motions

- Policy Motion [20/2020](#): Climate Emergency Motion
- Policy Motion [48/2021](#): Streamline the Ecosystem Services procedure, incorporate more services and maximise its potential
- Policy Motion [49/2021](#): FSC Ecosystem Services Procedure as a mitigation mechanism to meet global market demand for net-zero and net-positive targets

ACTION 15 | Climate-Related Indicators

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

Climate change poses a fundamental threat to places, species, and people's livelihoods. To adequately address this crisis, we must urgently reduce carbon pollution and prepare for the consequences of global warming, which we are already experiencing. These include advancing policies to fight climate change, engaging with businesses to reduce carbon emissions, and helping people and nature adapt to a changing climate.

Nature-based solutions play a critical role against climate change and are cost-effective solutions to reduce greenhouse gas emissions. Sustainable Forest Management, restoration, and conservation of Ecosystem Services (ES) have been the focus of FSC in the past 25 years; however, there is a growing demand for the demonstration and verification of climate, carbon, and biodiversity impacts through the implementation and deployment of FSC tools. FSC will identify additional opportunities to incorporate climate indicators in the FSC Normative Framework and FSC systems.

Main outputs for 2023

- Recommendations for the inclusion of carbon-related data and information metrics in the FSC Normative Framework as a result of FSC's engagement in carbon-related projects (E.g. Greenhouse Gas Protocol (GHG) and Gold Standard/ISEAL), feeding in recommendations for ES revision.
- Guidance on the contribution of the FSC Principles & Criteria and National Forest Stewardship Standards to climate change adaptation.
- Recommendations on best practices for Carbon accounting in the FSC chain of custody (CoC) in line with new guidance by ISEAL and GHG Protocol and alignment with CoC review process.
- Analysis of impact indicators, platforms, and tools widely used in the corporate sector for impact reporting and recommendations for alignment with FSC Normative Framework, feeding into recommendations for ES revision.
- Conduct a study to define best practices, safeguards, and indicators for carbon projects by Indigenous Peoples and feed these into recommendations for ES revision.

ACTION 16 | Restoration Toolbox

Enable project developers to design and implement restoration projects using FSC-endorsed tools.

The restoration toolbox is an FSC co-creation initiative with key allies and partners to deliver a global framework for verifying sustainable restoration projects.

Through the incorporation of external restoration tools for planning, management, monitoring, and verification restoration activities and the alignment of those with the FSC Normative Framework, FSC and its partners will deliver the highest quality methodologies and processes that will result in the issuance of FSC Restoration claims to be used by market players, including companies and investors.

Furthermore, the restoration toolbox can become a credible solution to demonstrate adequate measures for remediation for past conversion connected to the FSC conversion policy, the FSC Policy for Association, and the FSC Remedy Framework. The application of the restoration toolbox can increase the credibility of claims connected to the implementation of the FSC Remedy Framework and integrate third-party credible verification to this process. Taking the opportunities connected to global actions and investments in forest restoration, FSC can expand the area of forests under responsible forest management worldwide.

Main outputs for 2023

- Test in at least 6 forest operations the application of the first version of the restoration toolbox.
- Deliver proof of concept for an information management system/document centre for the restoration toolbox.
- Design and launch a stakeholder engagement plan for the restoration toolbox, supported by engagement with prominent restoration fora.
- Develop a second version of the restoration toolbox, taking into account the results from pilot programmes.
- Recommend adjustments and alignments with the FSC normative framework, including the revision of the Ecosystem Services Procedure and remedy framework, including a first draft of a restoration procedure and inclusion of restoration claims in the FSC trademark use standard.

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.

The Focus Forests project and its advisory group of members, including motion proposers, is designed to create a basis for discussions of what types of stewardship should be promoted in different parts of the forest landscape. The project works with a research consortium to develop a knowledge base and methodologies to set up consensus-building multi-stakeholder dialogues to define FSC’s role in promoting forest stewardship inside and outside of certified forest management units. A reference group of other organizations developing landscape approaches has been set up to seek alliances and collaboration. A first intended result of this work is to provide a new basis for discussing possible solutions to highly controversial issues like the management of Intact Forest Landscapes and to have such solutions constructively discussed before and at the 2022 physical General Assembly.

Main outputs for 2023

- In 2022, only 1 landscape dialogue was done, in Gabon, as discussions on needed change for forest stewardship regulations of FSC in Intact Forest Landscapes prevailed. In 2023, we plan to do at least 2 more landscape dialogues as trials for developing the methodology further.
- Methodology developed towards a tool for finding solutions for complex issues in a multi-stakeholder setting, supporting landscape approaches. This will include training of FSC staff to use the tool.
- Explore if and how the landscape dialogue tool can support FPIC.
- Based on the work in 2022, identifying the contributions of plantation to a wider landscape in the context of shared value, and the initial case studies for indicators done with stakeholders in South Africa and Australia/New Zealand, we will set the next step in development for an automated system that works well with our FSC systems. The idea is that CBs and/or CHs then can use this to score the indicators that fit in their plantation contributions and offer the tool to a wider set of certificate holders and stakeholders. This would then give an indication of how they contribute to a wider landscape.

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.

Previous 

Connections to approved GA 2021-2022 motions

There are links to the motions in the motions clusters on certification beyond traditional commercial forestry and the one on "relevance for wider environmental and social agendas:"

- Policy Motion [49/2021](#): FSC Ecosystem Services Procedure as a mitigation mechanism to meet global market demand for net-zero and net-positive targets
- Policy Motion [53/2021](#): Policy Motion to incorporate to ecosystem services the recognition of cultural services and practices to strengthen and endure over time the interconnection of Indigenous Peoples with their territories, and have an affordable verification

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.

A growing population and the need to eliminate net emissions are creating increasing demand for forest products. Simultaneously, we are faced with a rising global need to stop deforestation and forest degradation and to protect high conservation value. So how do we increase production and increase protection at the same time? FSC is seeking to understand if the sustainable intensification of forest management at the landscape level while creating shared value can help meet the goals of the United Nations' Agenda 2030 to eliminate poverty and stabilize the climate while preserving and restoring ecosystems and strengthening rural livelihoods.

Main outputs for 2023

- Develop in cooperation with FSC certificate holders and stakeholders three to five case studies on how shared value is created and which values are enhanced when intensified conventional forestry is practiced.
- Compile these case studies and identify lessons learned for guidance on shared value creation in conventional intensification.
- Launch three to five studies to research genetic engineering in forestry under the monitoring and evaluation of a scientific panel of experts. These studies will use a framework of requirements and safeguards and will engage various stakeholders. Based on the experience and evaluation of the panel and stakeholders, the FSC Board of Directors will take a go/no-go decision by the end of 2023 on continuing the process.

Strategy 2: Transform Markets

Goal 2.1 | Advance FSC in value chains that have the highest potential for contributing towards our 2050 vision



We are focusing our efforts on strategically important value chains including fiber, solid wood, and non-timber-forest-products while strengthening our intelligence work to assess the extent to which they deliver on forest stewardship efforts, including conservation, restoration, and active management for products and services.

These efforts will build on clear value propositions for each value chain, including their contributions to a low-carbon and circular economy and an understanding of their role in driving a move towards optimal use of forest resources and reduction in pressures on forest resources from the most socially and environmentally valuable forests. In addition, we will support network partners to engage with forest managers to strengthen their relevance in the markets.

By 2026, targeted efforts on priority value chains will have translated into a significant uptake of FSC forest certification, with an emphasis on tropical forests and high conservation value regions.

ACTION 19 | Circular Market Development

Focus on the rapidly increasing market demand for more recycled inputs and circular supply models, thereby reducing pressure for virgin forest materials, by developing the market for FSC's Recycled label and adapting to relevant circular economy business models where there is a benefit for FSC's mission.

The world is transitioning towards a circular closed loop system by designing out waste, keeping products and material in use, and regenerating natural systems. FSC can play an active role in this transition and enable its certificate holders and other stakeholders to be part of the circular economy through the use of the FSC Recycled label, integration of alternative inputs, and regeneration of natural ecosystems. Through this action, we plan to develop offerings that can serve the rapidly increasing circular business models in the priority value chains defined in our 2050 vision. At the same time, we will develop solutions that support market players in incorporating waste and residues in their systems, becoming part of the growing circular economy.

Moreover, this action aims to diversify FSC's portfolio by entering new markets and creating new products and services that can be certified, maintaining FSC's future relevance.

Alternative inputs (such as agricultural waste etc.) could help reduce the need for sourcing of virgin forest materials. FSC may have an opportunity to collaborate with other certifications that have equally stringent standards for alternative inputs as FSC does for forest-based products.

Main outputs for 2023

- Launch B2B and B2C promotional campaigns with top regional certificate holders involved in the recycled material businesses (such as brands, processors, traders, sorters, etc.) to raise awareness among brands of FSC's recycled label.
- Determine potential market gain in our priority value chains by conducting a gap analysis between FSC's current linear operating model and circular business models (such as rental, product-as-a-service, takebacks, etc.). This will potentially provide input for future updates to the FSC chain of custody standards.
- Launch the first FSC-certified circular cradle-to-cradle textile product with a leading global brand. Confirm the process for potential inclusion of alternative input in the FSC system.

ACTION 20 | Fiber Development

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

Recognition and demand for FSC creates a ‘pull’ effect signaling to the rest of the value chain that there is a demand for FSC certification. Therefore, key downstream objectives include working with the Performance and Standards Unit and trademark management programme to provide solutions for verified procurement claims; increasing awareness of FSC by working with influential B2B partners; and collaborating with innovators and other organizations. From a supply side perspective, the main objective remains to collaborate with forest owners to increase awareness about FSC certification through key projects and partnerships.

As a new value chain, textiles have a different set of opportunities and challenges. One very significant challenge is that the value chain is long and fragmented, making an intact chain of custody (CoC) difficult. To tackle this challenge, several objectives have been set, including optimizing CoC to facilitate certified garments in the market. Optimization efforts will include creating awareness of CoC solutions and increasing awareness of FSC in textiles by working with influential and strategic B2B partners, network partners, and aligned NGOs.

Today, forest-based fibres, also known as manmade cellulosic fibres (MMCFs), are the fastest growing textile fibre in the market. In line with the Global Strategy 2021 – 2026, the objective by 2026 to increase FSC certification in this value chain and enable more FSC labelled garments in the market.

Continue 

ACTION 20 | Fiber Development

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

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Main outputs for 2023

- Map at least 25 per cent of the global market leaders at each of the seven key stages (from forests to end producers) of the MMCF value chain (focusing on the APAC region) through collaboration with web-based directories & industry experts. FSC will tackle fragmentation issues and increase the visibility of the value chain to encourage brands to obtain FSC certification.
- Grow the size and impact of the Fashion Forever green pact. Generate value and incentive for brands and manufacturers to join the pact by increasing communication outreach and social media presence, improving the website, and providing resources for onboarding, community building, and interactions.
- Identify and develop at least five innovators or disruptors in the fibre value chain, such as recyclers, paper bottlers, snack packagers, and waste pulp processors to increase presence in the growing bio-economy market.
- Increase FSC's presence in the e-commerce sector with rising demands for packaging and other fibre-based products. Work with key accounts such as Amazon to resolve any FSC-certified packaging supply issues in the North American and European markets. Work with suppliers to understanding any issues and develop FSC's value proposition promotional content and an onboarding FAQ document. This should lead to a potential increase in certification volume in the packaging value chain. Additionally, FSC will launch the first FSC-labelled garment for a global e-commerce brand.
- Grow the MMCF value chain by diversifying focus from only apparel to other growing sectors, such as non-woven, home furnishings, technical textiles, and industrial textiles. Identify and partner with global leaders (including companies and NGOs) in these sectors to generate awareness via webinars and campaigns and develop resources to expand FSC's reach to other key players from the sector. Convince at least one global leader in any of those sectors to become FSC-certified.

ACTION 22 | Solid Wood / Tropical Timber

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).

Goal 2.1 of the Global Strategy calls for advancing FSC in value chains that have the highest potential for contributing towards the 2050 vision, and growing FSC's uptake in tropical and high conservation value forest regions is a priority.

Considering the highly fragmented nature of timber markets and the significant number of small and medium-sized forest managers and companies operating in the global wood-based industries (primarily construction and furniture), FSC needs to implement a systematic approach to working with current and potential stakeholders.

The increasing demand from global retail, top furniture brands, and the construction sector for sustainably sourced timber products is among the key drivers for new FSC forest management certification in Asia Pacific, Europe, and Africa.

Therefore, it is crucial to focus value chain development work in 2023 on enhancing relations and creating synergies and collaborations with top regional timber suppliers, key furniture brands and retailers, and global construction companies.

Tropical timber supply chain is one of the key areas on which this action will focus. While focusing on collaborations with downstream value chain actors such as top brands and industry leaders (and in this way, creating a proven sustainability path for other market players), FSC also aims to provide effective marketing opportunities. FSC serve as an important market access tool for medium-sized enterprises, and, even more importantly, for forest owners and managers (including family and community forest owners) in tropical regions.

Main outputs for 2023

- Match FSC supply and demand by linking selected major US and European retailers and their manufacturers with certified suppliers in Asia Pacific through one to three supply chain development projects in collaboration with WWF through the responsible wood sourcing collaborative.
- Test FSC's Sustainable Wood Sourcing Policy Guide with two to three strategically important players – such as global retailers and construction companies in the US and Europe – and support them in developing sourcing policies based on the guide.
- Launch an internal FSC toolkit for using the Sustainable Wood Sourcing Policy Guide.
- Develop a pilot project in one of FSC's key tropical regions (Africa, Asia-Pacific, or Latin America) using a “full FSC package” approach – a combination of value chain development work with the climate and ecosystem services and/or Community and Family Forests programmes.

ACTION 23 | NTFP Development

Drive adoption of FSC certification by implementing supply and demand solutions across NTFP value chains, including NTFP from tropical forest.

The Global Strategy 2021-2026 specifies that 50 million hectares of the overall 300 million certified hectares should relate to natural tropical forests and areas managed by smallholders, communities, and Indigenous Peoples. Transformation of the natural rubber value chain directly contributes to this goal, as approximately 80 per cent of natural rubber originates from smallholders in tropical countries. Supporting the market development of non-forest timber products (NTFPs) will incentivize forest owners to join the FSC system and expand their certification, with particular focus being placed in tropical regions.

The current focus for natural rubber certification is to transition from an emerging stage to the mainstream through increased uptake across end markets, including, most recently, tyres and automotive. Engagement across the entire value chain is required, so that increases in the supply and demand for certified natural rubber are in balance. With rubber certification gaining market share, more focus can now be distributed to other NTFPs, particularly bamboo, but also cork, acai berries, and nuts. Learnings from the rubber value chain can be applied here, such as identifying and utilizing strategic downstream players (i.e., innovators and early adopters) who can engage directly with mid- and upstream actors in their supply chain to become certified, forging a path for other players to follow suit. As certification of NTFPs continues to grow, it will be critical to ensure the inclusion of NTFP indicators in the scope of relevant national standards.

Main outputs for 2023

- Expand natural rubber certification in the mobility sector, the largest end market. This includes certification of the first bicycle tyre and uptake of certification by at least one additional brand in the automotive/trucking sector.
- Lead several internationally recognized footwear brands (e.g., Converse, Nike, Adidas, Timberland, Vans, Birkenstock) to promote their use of FSC-certified NTFPs (rubber, cork, bamboo) in their products.
- Expand natural rubber certification in Africa. Achieve the first certified rubber plantations in West Africa. Lay the groundwork for rubber certification in different West and Central African countries, including smallholder certification. Commercialize certified acai berries from Brazilian smallholder groups in Europe or the United States.

Strategy 2: Transform Markets

Goal 2.2 | Accelerate the market uptake of FSC-certified products and ecosystem services



FSC will focus on achieving success in the solid wood market to drive a noticeable increase of the use of the 100% logo, and to enhance the vital contribution of FSC-certified timber to low-carbon and circular economies. In addition to this, prioritized non-timber forest products will have an international focus, while network partners will support forest managers to engage with markets to generate local demand for timber and non-timber forest products.

During the strategy period, the promotional licensing programme will continue to expand and be enhanced to significantly increase the visibility of FSC's brand. In particular, new solutions and increased support for the e-commerce and retail sectors will make FSC's presence more visible to consumers and hence will be a key communication vehicle for FSC.

By 2026, the uptake of FSC-certified products and ecosystem services will have increased significantly (for example, in the natural rubber value chain) in international and local markets, including a meaningful number of sponsorships of verified Ecosystem Services impacts.

ACTION 24 | FSC Sourcing Preference

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

Key market players such as brand owners and industry leaders have a significant impact on the global market landscape. Their sourcing policies and messaging to the public can shape an industry's supply chain direction. A strong preference for FSC by key market players can therefore enhance FSC's market position as a preferred choice among producers and consumers, attracting new certificate holders, promotional licence holders, and members.

This action aims to drive key market players to proactively position FSC as a preferred choice and to promote FSC. The focus for 2023 will be test and optimize the approach, exploring effective ways of building collaboration with key market players. This will help develop the FSC sourcing preference concept and deploy it with key accounts. Another important aspect is to collaborate with network partners and regional offices to drive this approach and showcase best of global and local sourcing preference activities through FSC's communications channels.

Main outputs for 2023

- Develop and test a global framework of FSC sourcing preference, building a common understanding and guidance of FSC sourcing preference within the FSC network and streamlining standardized steps and activities.
- Based on the 2022 outputs, convince selected key accounts to commit to FSC sourcing preference and take action.
- Promote at least three success stories of FSC sourcing preference through FSC's communications channels and media campaigns to attract new leads and make FSC sourcing preference a market trend.

ACTION 25 | Ecosystem Services Markets

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

FSC is developing a new range of Ecosystem Service-based products and associated delivery models to strengthen FSC's core value proposition for the certification of forest management (FM) and corporate climate and biodiversity action. They will simultaneously raise the bar on the inclusion of social impacts in corporate action, including in the financial sector. While many non-FSC member companies are realizing the critical role of forests for the world and their own supply chains, few have realized what FSC Ecosystem Services (ES) claims can do for them. Succeeding in raising awareness of these benefits will also raise interest and funding for forest stewards around the world. This will ultimately drive demand for FM-certified areas on all continents, and in particular for smallholders, communities, and Indigenous Peoples.

This action is about bringing ES Claims to market through marketing campaigns, training and tools, and a globally connected FSC ES Business Model. This action includes market development and marketing activities to drive uptake of ES claims among forest stewards and sponsors across all regions. Until the revision of the current ES Procedure is finalized, the emphasis will be on supporting the development of claims with existing certificate holders and FSC members. Product-level ES labelling will also be explored, e.g. through collaboration with Gold Standard. Specific value propositions and marketing toolboxes will be developed. Concurrent with the revision of the ES Procedure, global but regionalized marketing campaigns, supported by training and webinars, will be offered to drive recognition and use of the procedure and its unique qualities.

Main outputs for 2023

- Finalize and launch the ES Marketing Toolbox
- Develop and implement legal partnerships with key actors that can leverage and amplify our ES Business Model to bolster external capacity and capability to develop ES claims while safeguarding the FSC brand and ensuring transparency.
- Develop and implement a global but shared ES claim pipeline, marketplace, and sales network to support and drive interregional sponsorships and ensure inclusion of ES claims from the global south.
- Plan and deliver a global marketing and awareness campaign to drive ES claims recognition and demand in certain markets, including a global FSC Climate and Ecosystem Services summit.
- Test the forest impact data value proposition (#1) servicing corporate foot printing with trusted partners in two to five pilots.

ACTION 26 | eCommerce

Transform consumer connection to sustainable product choices on eCommerce platforms.

eCommerce plays an indispensable role in consumer shopping patterns and purchase decision-making processes. To embrace the trend of sustainable shopping, FSC collaborates with prioritized partners in the eCommerce space to 1) leverage the partnership to advance FSC in value chains that have the highest potential; 2) accelerate the market uptake of FSC-certified products through sustainability programs and partners' sustainability agenda setting. By launching sustainability programs, users' experiences are improved to aid awareness and understanding of FSC, ultimately prompting users to make more sustainable choices. By 2026, consumers will easily be able to shop for FSC-certified products around the globe. The transformation of consumer shopping patterns can only be achieved through collaboration with prioritized partners focusing on making the discovery of FSC-certified products easier, offering access to relevant data/knowledge about FSC and FSC-certified products, and telling impactful stories to advocate FSC and FSC-certified products.

Main outputs for 2023

- Scale up the number of FSC-certified products visible to consumers worldwide to improve FSC-certified products' availability online, with a target of 80,000 to 100,000 FSC-certified products being highlighted on eCommerce platforms.
- Launch sustainability programs with one to three eCommerce platforms to highlight FSC-certified products through proactive collaboration.
- Launch an eCommerce market development toolkit for FSC regional teams and network partners, including a checklist before reaching out.
- Pitch solutions FSC has developed to address various challenges the world and eCommerce face and emphasize the benefits and values created.

ACTION 27 | Tropical Forest Products

Grow B2B and B2C awareness for FSC-certified tropical forest products (including tropical timber and NTFPs) in key end-user segments.

Goal 2.2 of the FSC Global Strategy calls for accelerating the market uptake of FSC-certified products, focusing on sectors with the greatest opportunity for impact.

In tropical forest product supply chains (including tropical timber and non-timber forest products [NTFPs]), this includes increasing the demand from industry buyers and final consumers by fully leveraging and communicating the value that FSC certification delivers across the whole value chain, with a strong focus on the benefits for forest owners and managers (including family and community forest owners) in tropical regions.

Considering the importance of sustainably sourced tropical timber and the variety of NTFPs coming from tropical forests that can be certified to create additional sources of income for smallholders and communities living in or near the forests, it is strategically important to deliver a clear value proposition at the global level demonstrating how those tropical forest product value chains can benefit from FSC certification and ensure supply chain growth.

This action will contribute to educating consumers and industry players that choosing FSC-certified tropical forest products is an effective solution to protect tropical forests. Stronger demand and increased awareness about the variety and benefits of certified tropical forest products will in turn increase the incentive for forest owners to invest in FSC forest management certification, leading to the achievement of the Global Strategy's goal of doubling certified tropical forest area by 2026.

Main outputs for 2023

- Conduct a case study on communities and smallholders managing certified natural tropical forests and selling certified NTFPs from those forests
- Publicize market-driven stories to convince markets of the value of sustainably sourced tropical timber
- Refresh marketing materials and the website to reflect the broader focus beyond tropical timber

ACTION 28 | Trademark

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

As a demand driven system, the value of FSC's brand is of strategic importance. This action aims to strengthen FSC's brand value by increasing awareness of the brand through the promotion of trademarks among business and consumer audiences. At the same time, FSC's operations to manage the trademarks need to adapt to the growth of licence holders in recent years and allow for further scalability.

A key group driving demand is retailers and brands that are allowed to use FSC trademarks through promotional licences. To continue increasing uptake of this program, a formalized go-to-market marketing and communication effort will be undertaken to reach a broader audience. Future marketing efforts will harness expanding corporate desire for climate action, generating more promotional licence holders, and increasing stakeholder investment in responsible forestry.

Main outputs for 2023

- Launch a toolkit for the promotional licence holder program to be used by FSC and network partners. This will articulate the value of the promotional licence and position the programme as a tool for meeting companies' sustainability goals and harnessing corporate interest for climate action.
- Develop and test a framework for sustainability programs applicable to e-Commerce platforms; the framework will assist users in identifying, verifying, and promoting FSC-certified products. This will further increase the uptake of the promotional licence holder program and will enable consumers to choose FSC-certified products.
- Conduct market research on ways FSC can deliver sustainability information to consumers that will influence their purchasing decisions. The research will inform the revision of the trademark standard for certificate holders (FSC-STD-50-001).

Strategy 2: Transform Markets

Goal 2.3 | Unleash the power of data to demonstrate positive outcomes



Intangible forest values such as biodiversity, carbon storage, and Indigenous and community knowledge are increasingly important as key assets from forest stewardship and are in need of increased attention and investment to address multiple global crises. FSC’s initial efforts to demonstrate the creation of intangible forest values include technology-based developments to obtain relevant data on its performance and impact, including but not limited to currently intangible climate and biodiversity values. As part of that, FSC aims to provide the first elements of valuable data to certificate holders and market actors in 2022.

During the period of the Global Strategy, forest value data will progressively demonstrate whether the value of well-managed forests is higher than non-certified lands, contributing to recognition of FSC as the most credible forest stewardship solution available. FSC’s system will increasingly connect and corroborate data, providing the necessary “glue” to generate insights that will allow FSC to make impact conclusions.

By 2026, FSC will have achieved a market transformation through current forest value data. These data reflect the intangible values of the multiple positive environmental, economic, and social outcomes maintained or enhanced through FSC certification, demonstrating the fundamental role that forest stewardship plays in the wellbeing of people and nature. Technology will be further leveraged to create solutions that enable FSC-certified products to be identifiable digitally, thereby significantly improving the ability of eCommerce platforms to promote FSC-certified products and empower consumers to make more sustainable product choices.

ACTION 29 | Impact & 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.

Being the most trusted solution for responsible forest management (FM) places important expectations on FSC to demonstrate our impact. Historically, FSC has relied on independent research evaluations to obtain objective information about the impact we create through the implementation of our certification requirements. With increased data and technology use, we are in the position to advance our impact monitoring and measurement. While continuing to learn from available scientific publications, FSC will engage more proactively with the scientific community to investigate impacts in areas of organizational priority and commission relevant impact studies. Moreover, we will research innovative tools with the aim of developing simplified methods for biodiversity monitoring as an indicator of FSC impact. The combination of the above tools with data available from digital reporting, Geospatial Information Systems, and blockchain will enable us to evaluate our impact more comprehensively and precisely.

Main outputs for 2023

- Initiate remotely sensed monitoring of undisturbed forest patches within certified operations in Canada, New Zealand, and Portugal to demonstrate FSC's contribution to the maintenance of native ecosystems. (performance monitoring).
- Evaluate the use of non-timber forest products harvested in certified forests using data from FM reporting, analysing FSC's contribution to the diversification of forest products and strengthening of local economies.
- Commission an external impact evaluation on social impacts.
- Conduct biodiversity evaluations using an innovative method (eDNA) and publish scientific articles with the results in certified vs non-certified forests in Gabon and in certified forests in Latin America.
- Develop the monitoring system for the performance of the normative framework (including the number and frequency of interpretation requests or advice notes issued for each normative document, geographical scope of these, etc.).

ACTION 30 | Ecosystem Services Impacts

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

This action will leverage digital solutions and data to position FSC and improve and scale our market offering on Climate and Ecosystem Services. It will map and assess technologies and tools, including platforms, databases, and data sources, that could potentially streamline the Ecosystem Service Impact Quantification at the Forest Management Unit (FMU) level, produce better data, connect to new markets and users, and/or lower costs. These may include technologies and concepts like Artificial Intelligence, big data, or the Internet of Things or tools like drones, bioacoustics, or Geospatial Information Systems. We will produce technology roadmap and assess global or regional high-potential partnerships for the development or implementation of tools and technologies. The aim of the action is to select and test technologies and tools, that will fit into a future Forest Ecosystem Services Impact Data System that can support a new and separate value proposition to forest managers and beyond.

Main outputs for 2023

- Deliver a clear and compelling proof of concept for a digital tool for carbon impact estimation in FSC-certified forests (the FLINT-based model).
- Produce solid data on the carbon impacts of FSC certification for three relevant climatic zones.
- Conceptualize, fund, and secure partners for six national level pilot projects for testing of the FLINT-based module.
- Deliver a 2-year implementation plan for a Digital & Data driven CES Business Model. Complete in-market testing of key elements of the revised Ecosystem Services Procedure with a variety of forest managers and potential sponsors.

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.

The long-term vision of the solution is that every FSC-certified, finished, and labelled product carries a digital ID beyond 2026. Regardless of where it is in the supply chain, and how many times its ownership changed, the product can therefore be digitally identified. By 2026, there should be a high adoption rate of FSC shopper solution worldwide by retailers and eCommerce companies to demonstrate credibility, transparency, and the traceability of FSC-certified products. With a comprehensive data solution, FSC can not only help consumers but also FSC-certified companies to measure and understand the positive impacts of FSC certifications and licences.

To achieve the goal by 2026, a technology roadmap will be developed, including implementing the minimum viable solution, a commercial launch with selected pilot partners, and a global rollout to accelerate the adoption of the shopper solution worldwide.

Main outputs for 2023

- Implement and launch the minimum viable solution of product digital ID, based on feedback from retailers and certificate holders.
- Execute two to five pilots with eCommerce companies or retailers to test the product digital ID solution and subsequently drive its adoption by certificate holders and other eCommerce companies or retailers.
- Pending widespread adoption of the minimum viable solution by the market, conduct one pilot of a mid-term solution to identify, verify, and promote FSC-certified products.
- Establish a concept for using the data solution/data collected to measure the positive impacts of FSC certifications and licences.

ACTION 52 | Global Forest Potential

Future proofing our ambition to expand our current reach where FSC solutions would add meaningful value and benefits.

Since the development phase of the FSC Global Strategy 2021-2026, the world has significantly changed, and new pressing challenges have emerged. As we reach the middle of the strategy cycle, we need to assess the likelihood and opportunities to achieve our 2026 Objective of growing our reach and demonstrating the value and benefits of forest stewardship in 300 million hectares, including the doubling of natural tropical forests and areas managed by smallholders. At the same time, we need to co-create and implement forest solutions that ensure our relevance in forests with significant potential to create value and benefits while addressing global challenges.

Building from existing tools FSC has developed along the strategy cycle, we will further unpack this potential, with a focus on understanding the global forest area opportunities and enabling mechanisms where FSC solutions could contribute meaningful value and benefits.

Main outputs for 2023

- Update the estimation of FSC's achievable potential by 2026 in terms of total forests for production, protection, conservation, and other areas, including natural tropical forests and areas managed by communities and smallholders.
- Map and identify global forest areas and their existing and potential value and benefits that could be maintained, restored, and enhanced through forest stewardship solutions. Among these solutions are responsible forest management, conservation, restoration, community certification non-timber forest products, and ecosystem services. This action includes an inventory of existing opportunities with forest owners and managers (including governments) and new market actors (including the financial sector).

Strategy 2: Transform Markets

Goal 2.4 | Scale up benefits for Indigenous Peoples, communities, smallholders, and workers



FSC works programmatically and in collaboration with partners to enhance the social benefits of certification. This includes working through policy solutions and market tools, including training and capacity building efforts, to support communities and family forest owners to engage with the FSC system and use it to increase their benefits from forest stewardship.

During the Global Strategy period, FSC will work with partners to ensure that value flows to actors who take the forest stewardship role upon themselves such as workers and Indigenous Peoples, considering also gender perspectives and conservation and restoration efforts. The FSC Indigenous Foundation will become a global vehicle to engage public and private sectors to facilitate responsible investments towards business development activities for forest-dependent Indigenous Peoples guided by FPIC and by local values, cultures, and traditions.

By 2026, FSC will have demonstrated its value to communities and family forests owners in all regions of the world, leading to a doubling of the certified area from these constituencies.

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.

FSC works programmatically and in collaboration with partners to enhance the benefits from certification for communities and family forests. This includes working through policy solutions and market tools, such as training and capacity building efforts, to support communities and family forest owners to engage with the FSC system and use it to increase their benefits from forest stewardship. We will continue our policy work to implement and scale up the tailor-made normative solutions recently developed for community and family forests. In recent years, FSC has primarily focused on how to overcome the known challenges communities and family forest owners face related to forest certification, e.g., the number and complexity of the requirements or cost of certification (see [New Approaches Results 2016-2020 infographic](#)). Several new or revised policy solutions were developed in response to these challenges and are now available for these constituencies.

In parallel, we will work locally, regionally, and globally on market tools to create direct benefits for community and family forests. FSC will take the lead and showcase alternative approaches to value chain development that are increasingly relevant for communities and family forest owners. Acknowledging the potential to deliver impacts that go beyond individual supply chains and certified areas of operation and aiming to achieve broad and long-lasting benefits for communities, family forest owners, and nature, FSC is using a so-called Collective Impact methodology that can be replicated globally, especially where the enabling conditions are still not in place and a value chain approach is not suitable.

Main outputs for 2023

- Launch forest management **groups standard** e-training program in all regions, complementary to tier 3 funding (target: 500 participants / region).
- Collect data for monitoring and evaluation of the uptake and the successful implementation of the simplified requirements through the pilot of **Asia Pacific's Regional Forest Stewardship Standard for smallholders** in Indonesia, India, and Vietnam.
- Develop two new e-training programs for the **Small and Low-Intensity Managed Forests and Community Standard** and the **Continuous Improvement Procedure**.
- Publish case studies on the Community and Family Forests webpage, showcasing the available market tools (e.g. Screening Tool, Economic Viability Tool, Volume Aggregator Tool, training program, etc.), as well as the Collective Impact methodology, designed to increase benefits and/or access to markets for communities and family forest owners.

ACTION 33 | Indigenous-Based Solutions

Promote Indigenous Peoples' rights and community businesses through uptake of FSC solutions.

The FSC Indigenous Foundation (FSC-IF) works to co-create and implement innovative forest-based solutions to support Indigenous communities to protect their rights, develop their businesses, and improve their livelihoods. Driven by its Principle 3, FSC is committed to incorporating Indigenous Peoples' legal and customary rights into FSC-certified forests around the world. The 2017 FSC General Assembly approved Motion 71 by which FSC shall support Indigenous Cultural Landscapes (ICL). In March 2021, FSC approved the guidelines for the Implementation of Free, Prior, and Informed Consent (FPIC) to safeguard the rights of Indigenous Peoples and Local Communities (IPLC) affected by FSC-certified operations. By 2025, FSC will have executed the ongoing Indigenous Peoples Alliance for Rights and Development (IPARD) Program, an Indigenous global alliance between the United States Agency for International Development (USAID), FSC, strategic partners, and the private sector that works to improve the management capacity of Indigenous Peoples and strengthen their economies by integrating ICL, forest-based solutions, FPIC, and community business development.

Main outputs for 2023

- Develop communications in coordination with FSC to showcase up to five Indigenous champions involved with Indigenous forests and Indigenous climate solutions linked to FSC.
- Apply toolkits on FPIC to forest-based solutions developed with Indigenous Peoples organizations and train and engage target stakeholders.
- Support Indigenous Peoples organizations to engage in target climate and forest-linked international events to promote Indigenous forests into climate finance (e.g. Climate Weeks and COP28).
- Co-host regional Indigenous Peoples conferences with FSC and strategic partners to promote the agenda of Indigenous forest-based solutions.
- Launch a consultation process with Indigenous Peoples on FPIC implementation, monitoring, and remediation mechanisms through the T3 project led by FSC Sweden.

ACTION 34 | Diversity & Gender

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

Diversity and gender issues in the context of forest stewardship are broad and encompass transformative aspects that go beyond FSC's current system and existing tools such as criterion 2.2 within Principle 2: Workers Rights and Employment Conditions.

With this broader framing in mind, the FSC Board of Directors, with the support of the FSC Secretariat, has led the development of a Strategic Framework on Diversity & Gender in 2022. The framework builds on the FSC Global Strategy 2021-2026 and focuses on the main areas of development for FSC to achieve its highest potential. During the next years, FSC will be implementing a roadmap to advance diversity and gender.

Main outputs for 2023

- Create a senior role and capacity to coordinate FSC's work on diversity and gender alongside a gender mainstreaming group and networks of FSC members.
- Develop and deploy a multi-year Gender Action Plan.
- Develop a gender mainstreaming initiation project to prioritize and provide concrete recommendations for key interventions within FSC system, such as the revision of the Principles and Criteria, ecosystem services, and non-timber forest products.
- Launch an internal initiative focused on mainstreaming diversity and inclusion within FSC as an organization, considering FSC staff, network partners and members.
- Implement diagnostics and studies with a gender approach under the framework of IPARD program and the initiative of Indigenous women and girls economic empowerment in Guatemala and Honduras. Led by the FSC Indigenous Foundation, the process will include i) mapping and context analysis in Guatemala and Honduras, and ii) capacity assessment; and iii) identification of the value chains with the greatest potential for strengthening businesses and entrepreneurship of Indigenous women in Guatemala.

ACTION 35 | Workers' Rights

Ensure the successful implementation of the Core Labour Requirements and integrating the ILO principle of a safe and healthy working environment in FSC system.

In January 2021, FSC reached an important milestone with the approval of the FSC Core Labour Requirements within the chain of custody (CoC) standards. With this, the principles of the International Labour Organisation's (ILO) Core Conventions and the ILO Declaration on Fundamental Principles and Rights at work (1998) were integrated into FSC's CoC standards.

Throughout 2023 and later, FSC will identify and support the implementation of the Core Labour Requirements in selected priority countries where their implementation has proven challenging.

In 2022, ILO adopted a resolution to include the principle of a safe and healthy working environment to its Fundamental Principles and Rights at Work. FSC will conduct a gap analysis of the requirements in the CoC standard to identify where existing requirements can be further strengthened for the alignment with the updated ILO principles. This analysis will contribute to the revision process of FSC-STD-40-004 Chain of Custody Standard and Principle 2 of the FSC Principles and Criteria.

Main outputs for 2023

- Conduct a feasibility analysis of adding new requirements to the FSC Principles and Criteria (P&C) and the CoC Standard to address the newly adopted ILO principle of a safe and healthy working environment.
- Create targeted measures to implement the FSC Core Labour Requirements in three to four selected priority countries in collaboration with the network partners present in these countries.
- Conduct Core Labour Requirements equivalence assessments (CLREA) for two external initiatives.
- Incorporate the results of the feasibility analysis for the newly adopted ILO principle of a safe and healthy working environment in the revision process of the CoC standard and the review report for the P&C.

Connections to approved GA 2021-2022 motions

- Policy Motion [50/2021](#): Policy Motion on the right of access to workers
- Policy Motion [51/2021](#): Policy Motion on the right of workers to elect their own Occupational Health and safety representative(s)

Strategy 3: Catalyse Change

Goal 3.1 | Advance the mission through stronger alliances, coalitions, and partnerships



From 2021 onwards, FSC is increasingly involving itself in partnerships that create short and long-term positive impact. Engaging on equal footing, FSC acts as convener where needed and will be a supporting actor in spaces where others are leading. Already ongoing global and local partnerships are designed to generate positive impacts in priority locations and forest landscapes and restoration opportunities.

During the Global Strategy period, FSC will increase its quality of being the most credible validation tool for forest stewardship, recognized by intergovernmental and regional institutions as a key partner and complementary solution to advance global agendas. In addition, FSC will partner with research organizations supporting systemic thinking approaches to integrate forest values.

By 2026, working in partnerships has been demonstrated to be a major, successful method leading to the achievement of the goals of the Global Strategy 2021-2026, including clear results from partnerships ensuring carbon accounting, biodiversity measurement, and overall achievement of the Sustainable Development Goals (SDGs).

ACTION 36 | Operationalizing Partnerships

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

FSC will develop and implement an overarching framework for stakeholder engagement, enabling a more consistent approach to building relationships based on shared values. The aim is to focus, prioritize, and target resources to engage with aligned stakeholders and develop relationships, partnerships, and alliances that bring value across FSC and the partners involved. FSC's orientation is mutual, reaffirming engagement.

Main outputs for 2023

- Develop a partnership framework to identify targeted stakeholders and pathways forward, incorporating organization-wide inputs. Approximately 25 per cent of partnerships will be engaged in activities connected to the Implementation Framework, including initiatives connected to key topics such as climate, biodiversity, restoration, and circularity.
- Further develop the Technology Consortium with each partner contributing to a project in the Implementation Framework.
- Establish a Research Partnership Approach that aims to tangibly improve FSC solutions through engagement with individuals and research organizations. This action plans for at least three research publications to refer to FSC in a fair and objective manner in 2023.

ACTION 37 | Global Forest Agendas

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

As part of FSC's high-level ambitions, we are working to demonstrate how forest stewardship is a fundamental solution to achieve resilient forests, addressing global challenges such as climate change, biodiversity loss, and social inequities.

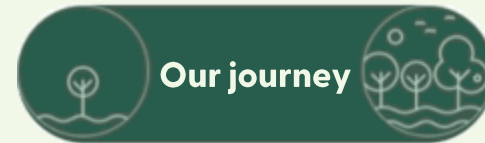
In 2023, we will focus on positioning FSC as a recognized leader in the sustainability agenda, helping to achieve a tipping point in humanity's relationship with nature through forest stewardship. We will continue targeting and actively engaging with relevant institutions both at the global and regional levels on highly relevant topics such as biodiversity solutions and initiatives related to ecosystem restoration, such as the UN Decade, Initiative 20x20, and the African Forest Landscape Restoration Initiative (AFR100). This Action also has synergies to our work in Action 41 on EU Advocacy.

Main outputs for 2023

- Develop and launch an FSC-led flagship publication, articulating FSC's thought leadership in efforts to address global challenges based on a vision for the world's forests.
- Contribute to a new Climate Consortium that will scale up the Climate and Ecosystem Services Business Model and the restoration toolbox.
- Earn continued global and regional-level visibility and participate in restoration initiatives led by Latin American (Initiative 20x20) and African (AFR100) institutions.

Strategy 3: Catalyse Change

Goal 3.2 | Increase FSC's relevance for governments



From 2021 onwards, FSC is refining its positioning to be recognized as the most credible verification and validation system for forest stewardship, and to be seen as a key complementary enabler of forest solutions for conservation, restoration, and active management for products and services.

During the Global Strategy period, FSC-certified area and Ecosystem Services' verified impacts will be reported and connected to Nationally Determined Contributions (NDC) under the Paris Agreement, restoration and biodiversity commitments, and the Sustainable Development Goals. FSC's engagement efforts are designed to create the enabling conditions for FSC to be recognized by institutions, national and local governments, including as a basis for fiscal incentives, as well as a proxy to demonstrate compliance with green public procurement, sustainable forestry investments, and forestry legislations, e.g. No Deforestation regulations. In addition, selected priority governments in at least three regions will have created models that measurably increase the uptake of FSC certification in those countries. FSC and partners (including network partners) will proactively use these enabling conditions and developed models as a basis for proactively inspiring other governments to use FSC solutions.

Based on these efforts, by 2026, intergovernmental organizations and governments will have adopted or employed FSC solutions within their legal and monitoring frameworks.

ACTION 53 | Government Engagement

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

Building on the government engagement toolkit, we will focus on creating replicable models that clearly demonstrate the value and benefits of forest stewardship for conservation, protection, restoration, and production, as well as within a range of forest products and services.

We will also continue working with global, and regional intergovernmental institutions to enable national and local action, articulating FSC's value proposition and available tools for governments. FSC will promote government-to-government dialogue within and across regions, working with government advocates of FSC to build wider government support for FSC in priority countries.

Main outputs for 2023

- Connected to [Action 52 on Global Forest Potential](#), develop a public directory to identify opportunities beyond production forests, considering countries and regions and key stakeholders.
- Building on the government engagement toolkit, develop a solutions portfolio targeting governments at different levels.
- Develop and launch three to five government engagement initiatives in different regions to demonstrate scalable models to expand the role of FSC beyond productive forests. These initiatives will particularly explore new solutions and fiscal incentives.

ACTION 41 | EU Advocacy

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

FSC is working with NGOs, umbrella organizations, and progressive businesses to ensure that mandatory and voluntary measures work hand in hand to achieve the EU Green Deal objectives. FSC is engaging with selected EU Green Deal Initiatives to strengthen the EU sustainable forest management framework, protect forest biodiversity, minimize the risks of illegal logging, and ensure that products placed on the EU market do not contribute to global deforestation. Moreover, FSC will support the EU Commission in empowering consumers in the green transition and making green claims reliable across the EU. The main objective is to ensure that FSC is recognized as a trustworthy solution to complement environmental and climate EU Green Deal initiatives. By doing this, FSC should also restore confidence and work more with environmental NGOs (ENGOS).

Main outputs for 2023

- Certification schemes are formally included in the EU deforestation regulation final text as a useful instrument for due diligence.
- Certification schemes are recognized in the draft EU Sustainable Corporate Governance Initiative.
- Fully understand the implications of the various “EU empowering consumers towards the green transition” initiatives and undertake relevant advocacy work with the EU Parliament and Council to make sure that FSC certification contributes to EU initiatives to empower consumers.
- Publish a summary of FSC’s updated EU advocacy plan for the 2023-2024 period which clearly indicates the priority areas on which FSC will focus its EU advocacy efforts.

ACTION 42 | Regional and Global Trade

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

FSC has been working for years with partners to promote the trade in certified materials from tropical forests to markets in Europe and North America. We will continue this work together with network partners and complement it with a dedicated effort with the relevant network partners, certified companies, governments, and other partners to promote FSC certification as the norm for trade in forest materials and products from Africa or the Pacific into China and for onwards trade to Western markets.

Main outputs for 2023

- Conduct both online and in-person training sessions on legality and certification (forest management and chain of custody) in Gabon and the Congo Basin, led by FSC China and FSC Africa.
- Identify two to three additional responsible tropical timber buyers in the European Union and the United States.
- Understand the situation in PNG as a major supplier of wood and forest products to China Replicating FSC's approach in Africa, FSC China will increase certification in Asia Pacific.
- Certify at least two major Chinese investors in Gabon for forest management (FM) while training more Chinese investors on FM certification.
- Develop and publish an FSC policy advocacy paper for the Central African Forest Commission (COMIFAC) and the Economic Community of West African States (ECOWAS) to demand legality and encourage certification in the timber and timber products trade.

Strategy 3: Catalyse Change

Goal 3.3 | Leverage sustainable finance/investment for forest stewardship



In 2021 and 2022, FSC is developing the building blocks for tools to offer to investors with a focus on exploring opportunities within the climate and restoration space. This includes specific initiatives such as Ecosystem Services framing for carbon and biodiversity markets.

Overall, this is a new area for FSC, and our knowledge is still limited, both in terms of topics to focus on and actors to engage with. Our first efforts are aimed at articulating a clear value proposition for this sector which we expect to have completed by 2022 as the basis for further planning of actions during the Global Strategy period.

By 2026, FSC will be recognized with the EU forestry taxonomy framework and broadly used and publicized by the investment sector as the most credible validation for forest stewardship. Connecting to other goals under Strategy 1 and Strategy 2, FSC will have already verified data on climate, biodiversity, and a set of social aspects, which will create engagement spaces with the investment sector, including financial platforms, green bonds, development banks and impact investors.

ACTION 44 | Sustainable Finance Engagement

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

Forests and forest management are critical to climate change mitigation, yet only 3 per cent of climate finance today goes to forests and land use. There is a clear need to increase financing for nature-based solutions and for international forest-related climate projects. This action seeks to position FSC standards and methodologies as verifiable tools to demonstrate positive impacts of forest related investments, thereby creating a basis for mobilizing institutional and impact capital for the forest sector through differentiated strategies targeting sustainable forestry market opportunities.

Main outputs for 2023

- Undertake a mapping exercise of financial sector partners, building on our current engagement at the Green Bonds Principle (GBP) and Initiative 20x20 and participation in investment events. This will serve as a building block for segmentation of financial organizations and links with action 46 on matchmaking
- Establish a sustainable finance task force" comprised of individuals and organizations who can advise on financial models for FSC products, including the Ecosystem Services Procedure (ES Procedure) and the restoration toolbox.
- Establish collaboration agreements on impact reporting criteria with the Global Reporting Initiative (GRI) and Carbon Disclosure Project (CDP) and finalize a report of recommendations for the alignment with FSC
- Continued participation in the GBP Task Forces on Climate Transition Finance and Sustainability Linked Bonds, including positioning FSC tools as effective solutions.
- Develop value propositions for the use of forest management certification with ES Procedure as part of green bonds, landscape bonds, and impact investment, as well as use cases and pilot concepts to test financial value propositions with partners.

ACTION 45 | Project Matchmaking

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

When it comes to supporting businesses through private sector development, there are a multitude of approaches and levels of interventions: from advisory work to developing entrepreneurship strategies to supporting capacity building services for businesses. Especially in the latter case, development agencies like the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) have focused on improving the “investment-readiness” of businesses, implying that these organizations require external finance to build up, scale, or improve their business. However, businesses often lack information about the characteristics and availability of capital, resulting in a failure to secure external finance due to not meeting investor requirements or not meeting investors interested in financing their business. With this action, FSC will engage in matchmaking, connecting FSC certificate holders with investors in co-creation processes also involving global platforms such as the World Resources Institute-led Initiative 20x20.

Main outputs for 2023

- Develop a roadmap for investment criteria, types of forest operations, and geographic area, focusing on Green Bond Principles (GBP) members and Initiative 20x20 members.
- Finalize segmentation of financial sector and impact investors with a regional focus, prioritizing those in Latin America and Africa.
- Map project developers and finalize an engagement strategy for them.
- Identify and develop an action plan for at least two restoration initiatives in Latin America and Asia Pacific to be completed in collaboration with investors and project developers.

Strategy 3: Catalyse Change

Goal 3.4 | Accelerate awareness of the value of forests



FSC will continue to work with key partners such as public figures, influencers, opinion makers, and research and educational institutions to act as FSC brand ambassadors, thereby tapping into a “multiplier effect.” FSC’s narratives will be increasingly embedded into FSC-certified products and businesses, for instance, explaining how forest stewardship helps address the climate and biodiversity crises.

During the Global Strategy period, these efforts will continue to increase the global public's understanding and behaviour to reflect the importance of forest stewardship and FSC's role. Data-driven stories and enhanced visibility will strengthen FSC’s reputation, underpinning FSC’s role as a leader in the forest stewardship space.

By 2026, FSC will have demonstrated the value of forests under forest stewardship through relatable meta stories. Storytelling will strongly build on a data-driven dimension, in a way that is both meaningful and inspiring, while also explaining FSC’s concrete contributions to global challenges at scale as well as the role that forest stewardship plays as a key sustainability solution.

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.

To raise FSC's profile and connect new audiences with the responsible forestry mission, we will invest in significant brand communication efforts in 2023. This will increase understanding of FSC relative to the broader sustainability agenda and reinforce the value of certification. It will also provide certificate holders and membership a consistent message to amplify on FSC's behalf, strengthening FSC's role as a market-driven solution, and build awareness and trust of FSC as the leading voice for forest stewardship.

Main outputs for 2023

- **Country Website Blueprint.** Following the relaunch of the international website ([FSC.org](https://www.fsc.org)), FSC will define and build a benchmark best-in-class national website that acts as a platform for action to unlock consumer and business demand starting with the United States. Internationally, the targeted and transformed experience can be the blueprint/vision for all local websites.
- **Forests First Campaign.** Continue to support the consumer activation campaign (Forests First), partnering with FSC-aligned companies to help raise FSC awareness and action. This includes approaching 20 companies to fundraise media investment to deploy paid media campaigns.
- **FSC Forest Week 2023.** Engage 1000+ companies and organization in FSC Forest Week 2023, a global licence holder activation effort, to raise the profile of responsible forestry and FSC's role in protecting forests globally.
- **Next Gen Messaging.** Evaluate, sharpen, and future-proof FSC overarching messaging and key benefits. To help the organization more effectively promote the value of certification and other offerings, this exercise will help FSC's messaging become more impact based by combining audience insight and other behavioural data such as online search trends.

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.

We are telling stories related to forests, including those of people, animals, and ecosystems, highlighting what FSC has achieved, what FSC has learned, and what FSC needs to do better. These stories form the foundation of content across our communications approach, from pitching to journalists, to social media campaigns, to videos and simple stories on our website. This will demonstrate the importance of forests and create an audience connection with forests. By building trust and credibility in FSC and showing the outcomes of FSC's work, it will also demonstrate FSC's value of FSC and advocate for choosing FSC.

Main outputs for 2023

- Gather five stories worldwide to be pitched to traditional media and posted on FSC social media channels and website.
- Implement two major social media campaigns with a reach of over 2 million people and engagement rates above 10 per cent.
- Engage five digital influencers to increase FSC's awareness among new audiences.

ACTION 48 | Media engagement

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

We are actively engaging with journalists and media influencers to share our stories, achievements, and challenges in a narrative way. This includes actively engaging with identified top-tier media through desk-side visits, exclusive briefings and events. This will demonstrate the importance of forests and create an audience connection with forests. It will also demonstrate FSC's value and advocate for choosing FSC by building trust in FSC's credibility and showing the outcomes of FSC's work.

Main outputs for 2023

- Three targeted media webinars to strengthen media relations and unlock new opportunities for media coverage.
- Three FSC stories on top-tier international media outlets by leveraging the media team's new and existing relationships with journalists.
- Establish partnerships with at least one international media training organization (Google News Initiative, Deutsche Welle Akademie, Thompson Reuters Foundation, and others) to increase trust in FSC among media and position it as a leader in its field.
- Amplify FSC's presence in at least one relevant major international event through media outreach by connecting FSC's mission and work with global social and environmental agendas.

ACTION 54 | FSC Brand Architecture

Ensure that our core offerings reflect our strategic aims.

During the past years, we have worked to develop complementary new solutions aimed at growing our reach and demonstrating the value and benefits of forest stewardship. These include ecosystem services claims, conservation, restoration, community certification, non-timber forest products, and dialogue platforms, among others. Currently, these solutions do not have the level of emphasis of our leading certification tool and are not necessarily understood as part of a comprehensive set of offerings.

This action aims at revisiting the way we structure and present our current product and services offerings, identifying both a holistic and practical approach that can help expand our value proposition and relevance to meet the ambitions set by the FSC Global Strategy 2021-2026. The delivery of this action is a stepping stone to adapt the FSC system both internally and externally to reach its full potential.

Main outputs for 2023

- Updated brand architecture concept that allows FSC to organize and reorganize its product and service portfolios to maximize relevance, effectiveness, and long-term competitive advantage.
- Determine a practical approach and the implications of the application of the updated concept to help FSC more effectively achieve the Global Strategy's objectives. This includes linkages to FSC's business model as well as the 2023 Next Gen Messaging to sharpen and future-proof FSC's overarching messaging and key benefits to different stakeholders.

Annex 1 – Added and Outgoing Actions

Six new additional actions

Strategy 1: Co-create and Implement Forest Solutions			Strategy 2: Transform Markets	Strategy 3: Catalyse Change	
ACTION 49 Merging Requirements Goal 1.2	ACTION 50 New PfA & Remedy Goal 1.2	ACTION 51 Ecosystem Services Safeguards & Integrity Goal 1.3	ACTION 52 Global Forest Potential Goal 2.3	ACTION 53 Government Engagement Goal 3.2	ACTION 54 FSC Brand Architecture Goal 3.4

Six outgoing actions

Strategy 1: Co-create and Implement Forest Solutions	Strategy 2: Transform Markets	Strategy 3: Catalyse Change			
ACTION 7 Core Procedure Revision Goal 1.2 ✓ Completed	ACTION 21 Alternative Inputs Goal 2.1 ✗ Integrated into Action 19 – Circular Market Development	ACTION 38 Landscape Stewardship Goal 3.1 ⏸ Paused until 2024	ACTION 39 Government Toolkit Goal 3.2 ✓ Completed	ACTION 40 Economic Incentives Goal 3.2 ✗ Integrated into the new Action 53 – Government Engagement	ACTION 43 Sustainable Finance Instruments Goal 3.3 ✗ Integrated into Action 44 – Sustainable Finance Engagement



Important note: All Implementation Framework actions are envisioned for accountability and reporting. This includes integrated actions.