

# PRINCIPLES, CRITERIA & INDICATORS REVISION: OUTCOME ORIENTATION

FSC International  
July 9<sup>th</sup> 2025

# What to expect today

Today we are providing insight into what direction we are going to start setting the stage for the upcoming consultation

This webinar will share information and inspiration for upcoming discussions among stakeholders in the line-up to the consultation

We have launched discussion forums in the FSC Member's Portal so our FSC Members can dive deeper into key topics

Presentation will be shared and summaries of the questions and answers will be published

Today's session is public and open to all stakeholders



# AGENDA



Topic		Time	Presenter
1	Welcome & Introduction	5 min.	Sandra
2	P&C and IGI revision process	10 min.	Sandra
3	Outcome orientation: background and concept	15 min	Arildo
4	Outcome orientation in the FSS	15 min	Franck
5	Outcome orientation in the PCI	15 min	Arildo/ Franck
6	Stay engaged Q&A	20 min.	Jannicka



# Introduction

Today we are covering the revision of FSC's Principles, Criteria and Indicators with a particular focus on the outcome orientation components. We will explore this topic by answering four key questions:

- Why does it matter?
- Why are we here today?
- How will the work be done?
- What topics are being covered?





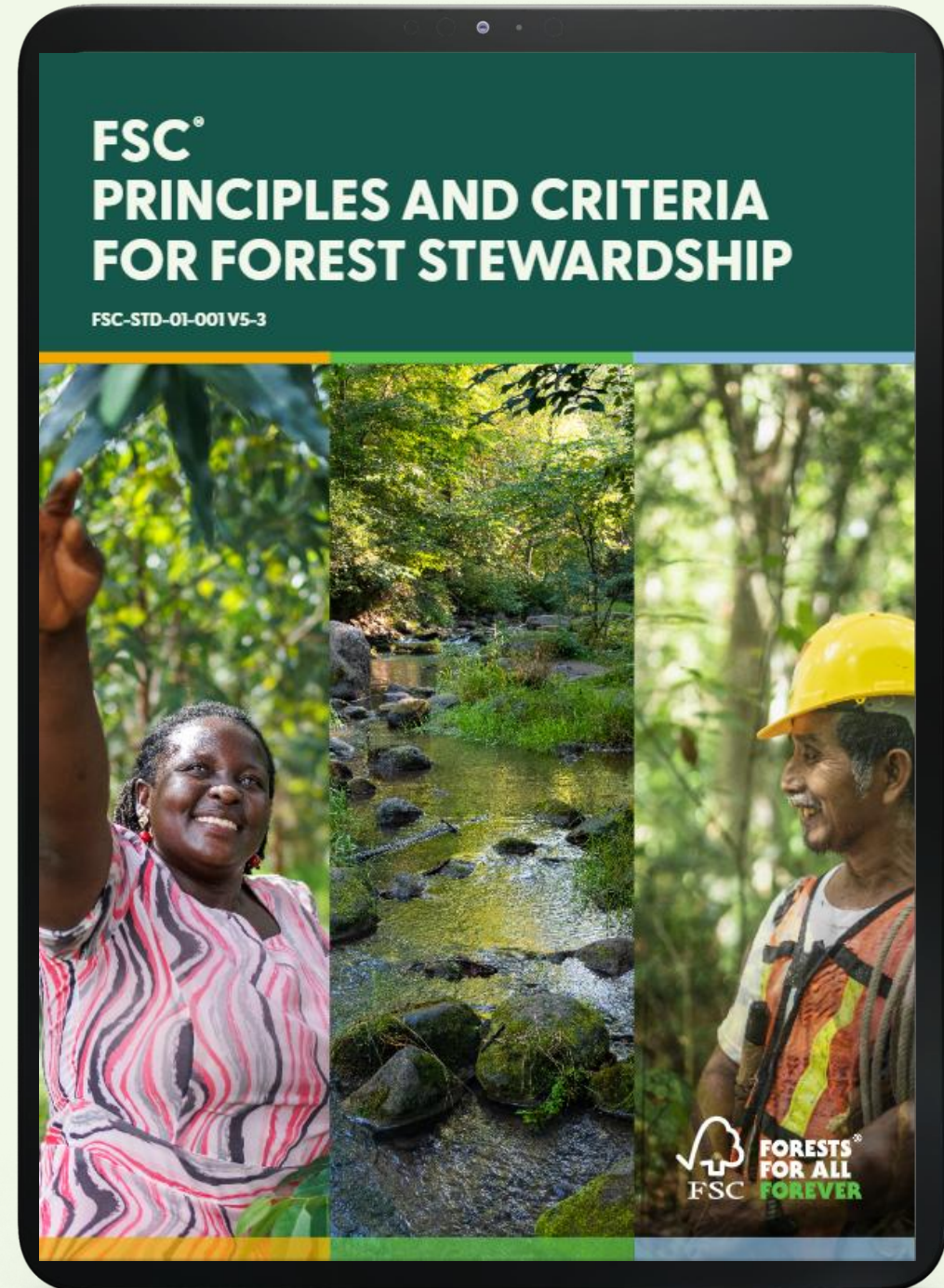
# FSC Principles and Criteria



The Principles and Criteria (P&C) is the core standard for FSC Forest Management Certification



The P&C define a global benchmark for good Forest Stewardship





Socially fair.



# Principles and Criteria for responsible forest stewardship



# FSC International Generic Indicators



Operationalize at national level the FSC Principles and Criteria Version 5-3



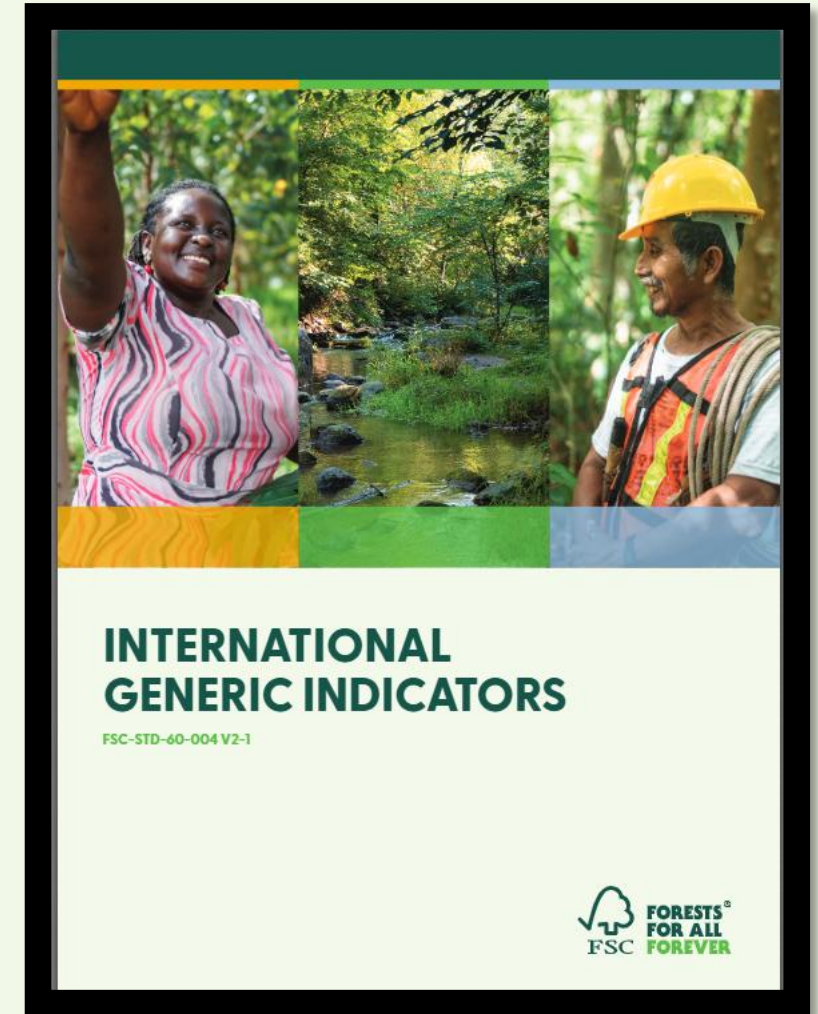
Ensure the consistent implementation of the P&C across the globe



Improve and strengthen the credibility of the FSC System

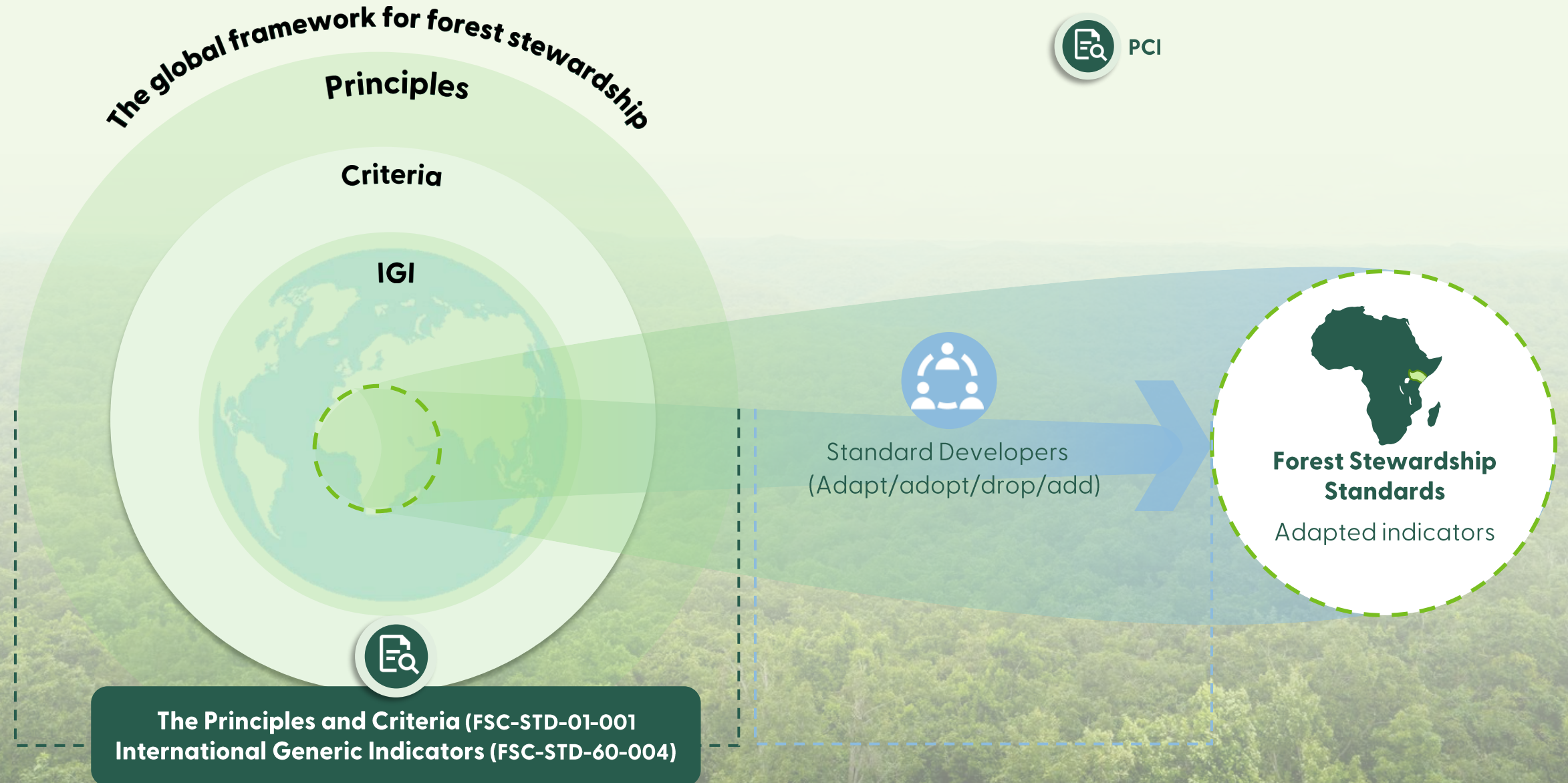


Improve the consistency and quality of Forest Stewardship Standards





# The role of FSC Principles and Criteria and International Generic Indicators



# Joint revision of several normative documents

FSC – STD-01-001  
FSC Principles and Criteria

FSC – STD-60-004  
International Generic Indicators

FSC – POL-10-004  
Scope of application of  
the FSC Principles and  
Criteria for Forest  
stewardship

FSC – POL-20-003  
FSC Policy on the  
excision of areas from  
the scope of certification

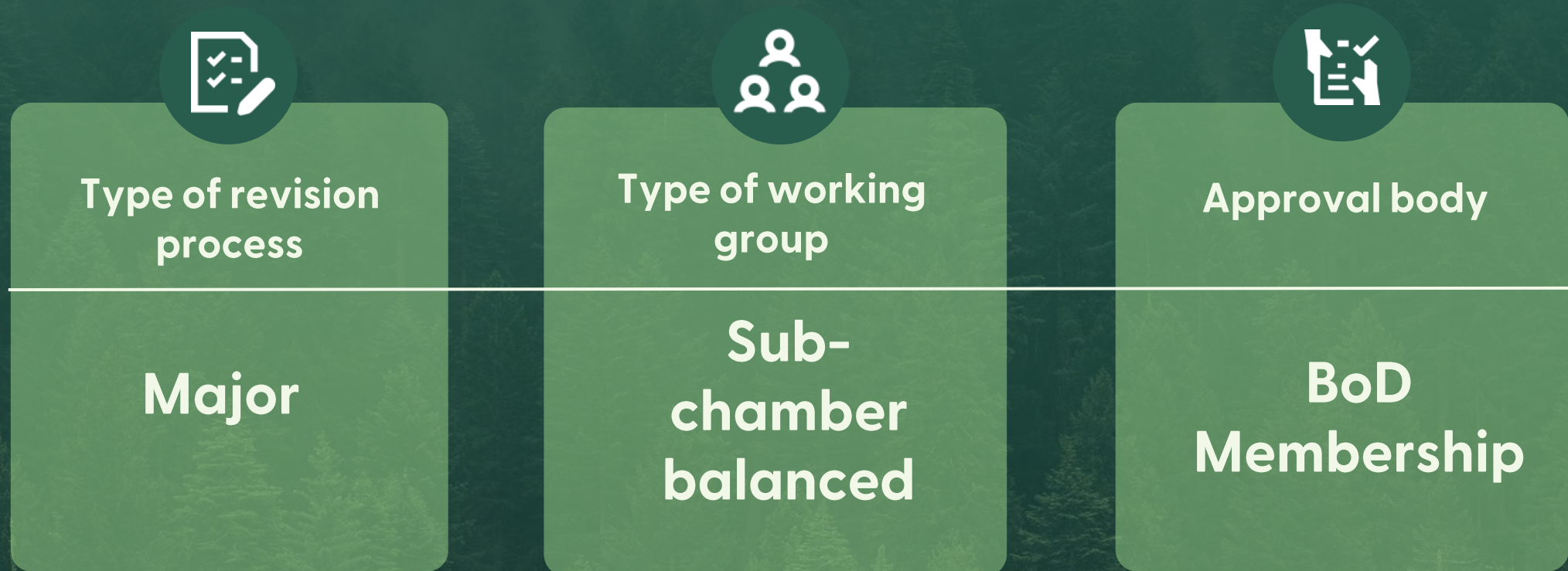
FSC – DIR-20-007  
FSC Directive on FSC  
Forest Management  
Evaluations





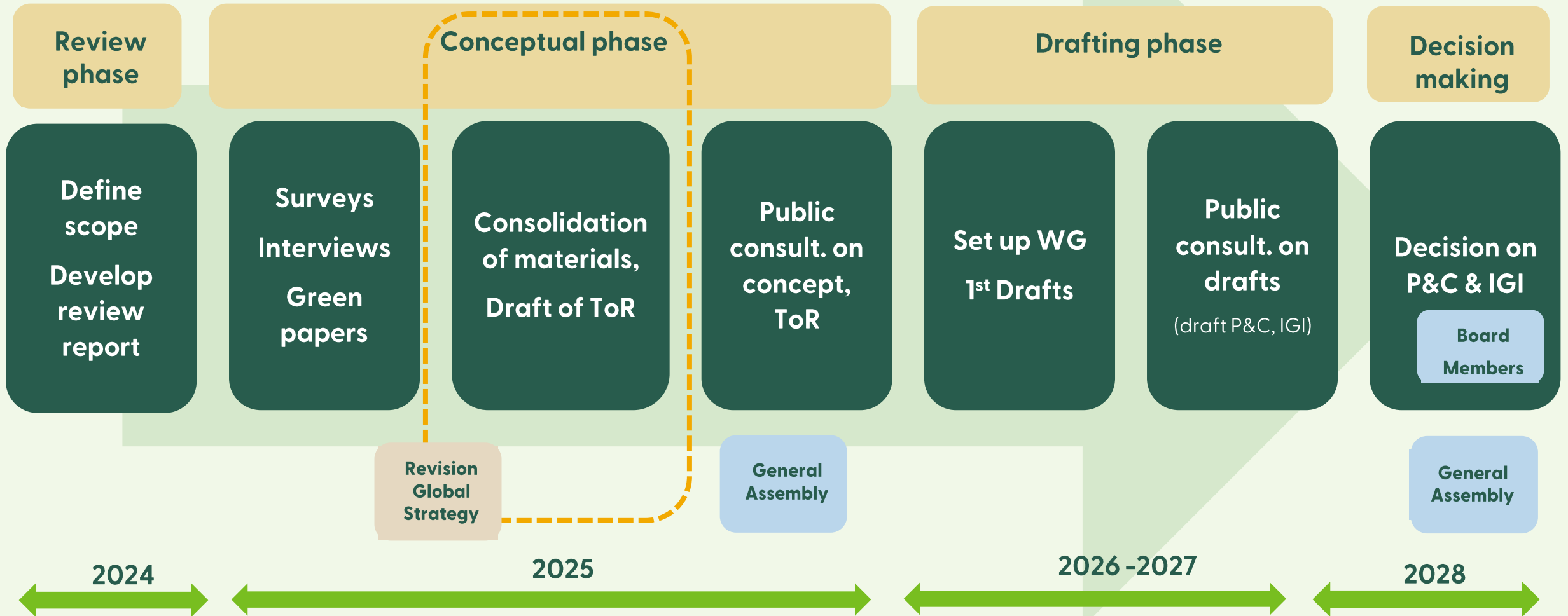
# **P&C and IGI (PCI) revision process**

# How we are conducting the revision

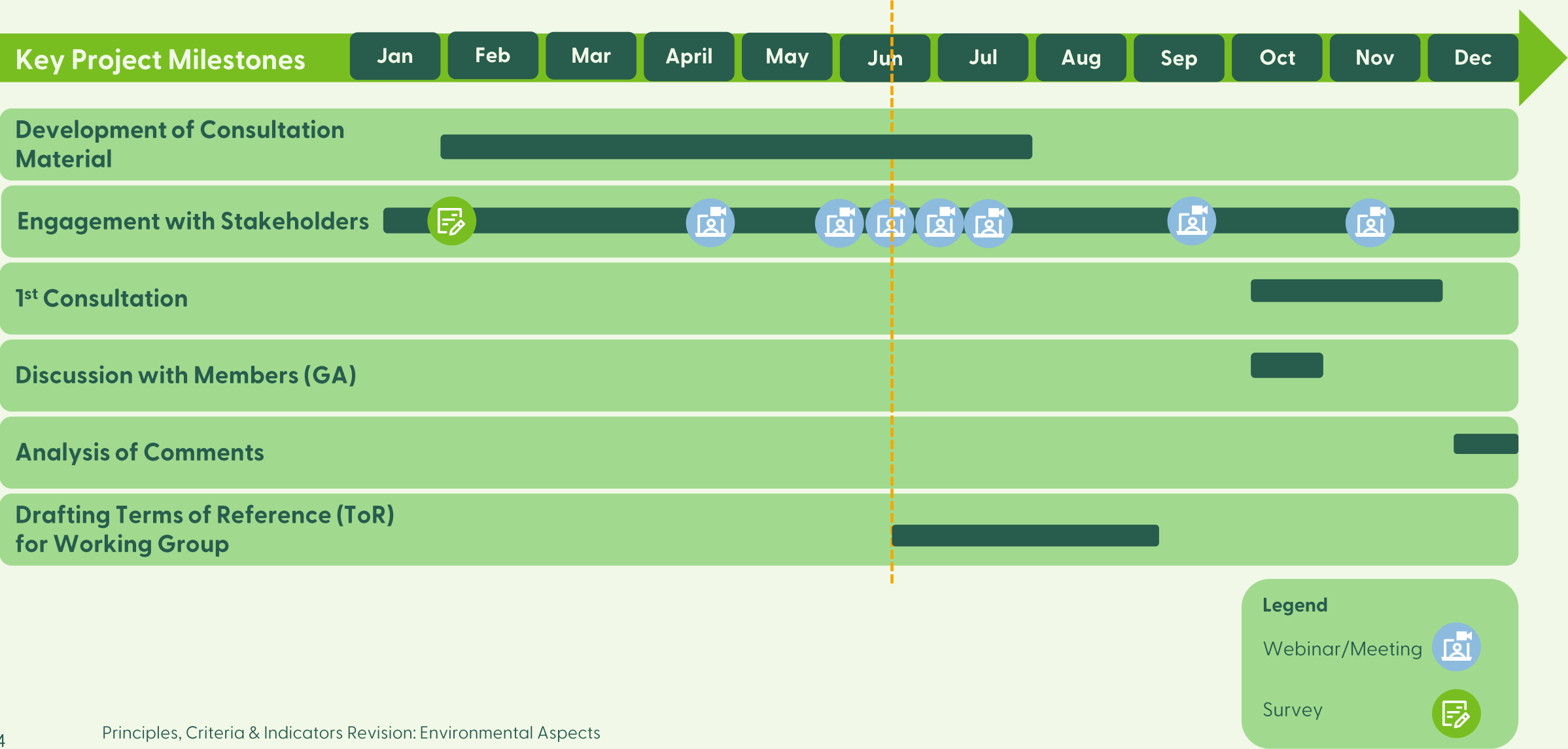




# Key milestones of the major revision process

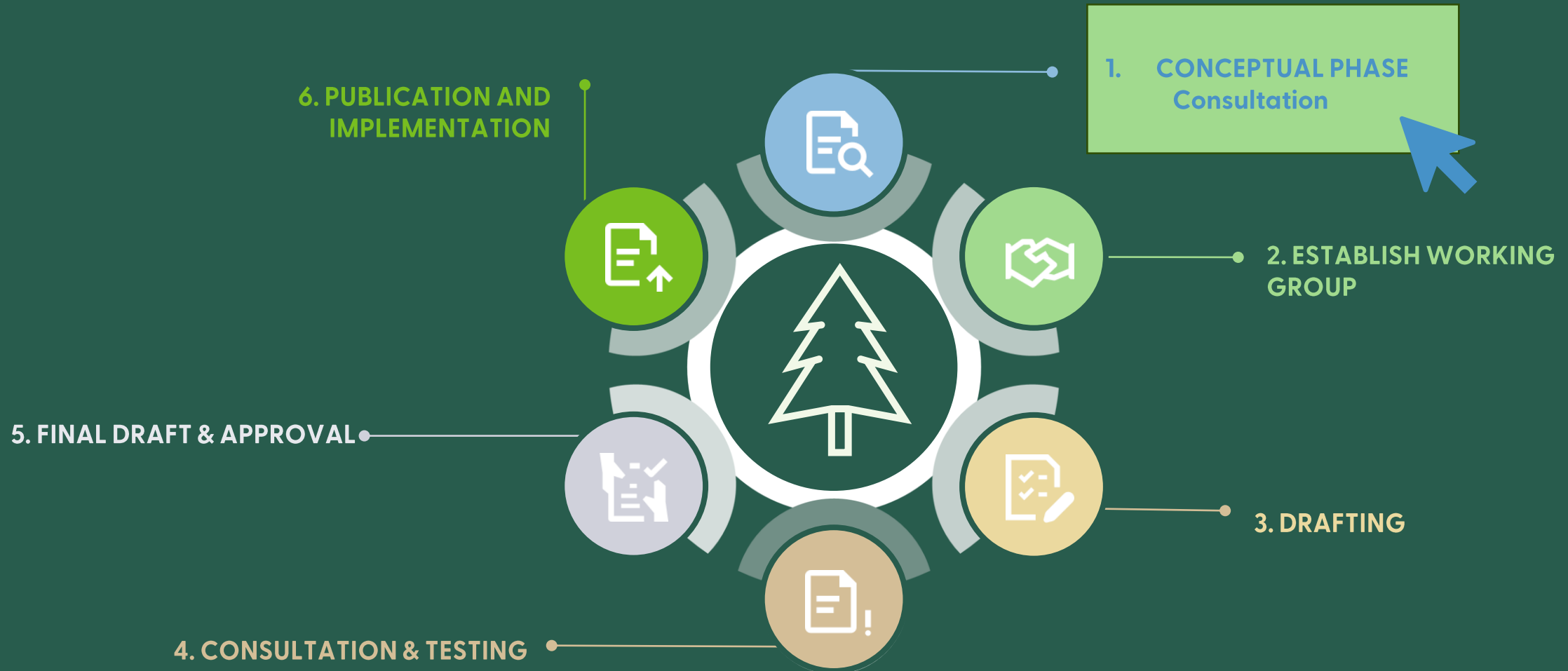


# Milestones for Conceptual Phase for 2025





# Standard setting process



## Key Topics

The conceptual phase of this revision is designed around key topics to inform the drafting phase.



# Key main topics

1

## Social Aspects

- Gender and diversity
- Indigenous Peoples
- Workers' Rights
- Community relations

2

## Climate change & biodiversity

- Understand where climate is included
- Enhance biodiversity

3

## Scope & Applicability

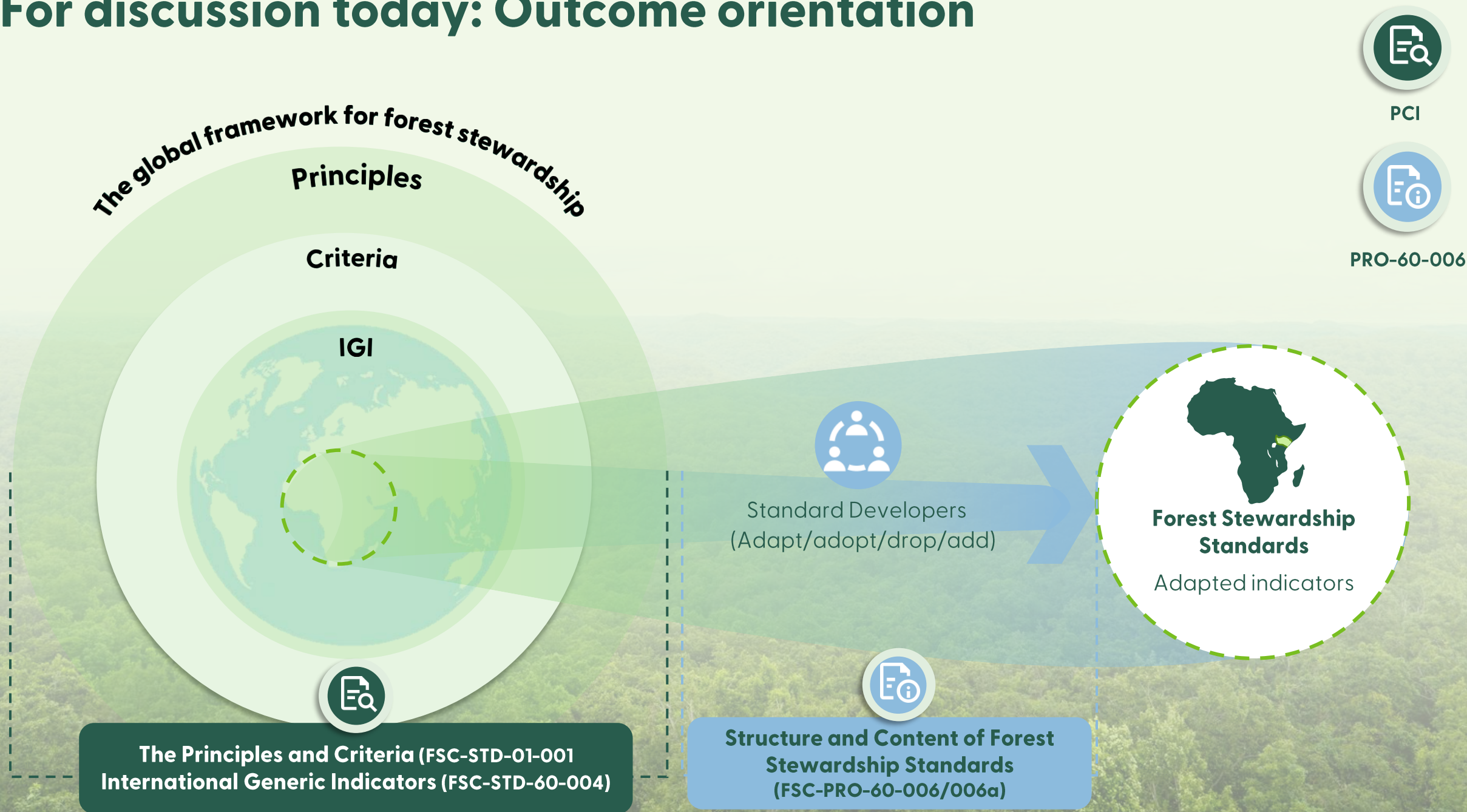
- Applicability of the scope of the P&C (to widen or narrow the scope)
- User-focused approach

4

## Outcome Orientation

- General incorporation into PCI
- Defining intended outcomes of forest stewardship

# For discussion today: Outcome orientation

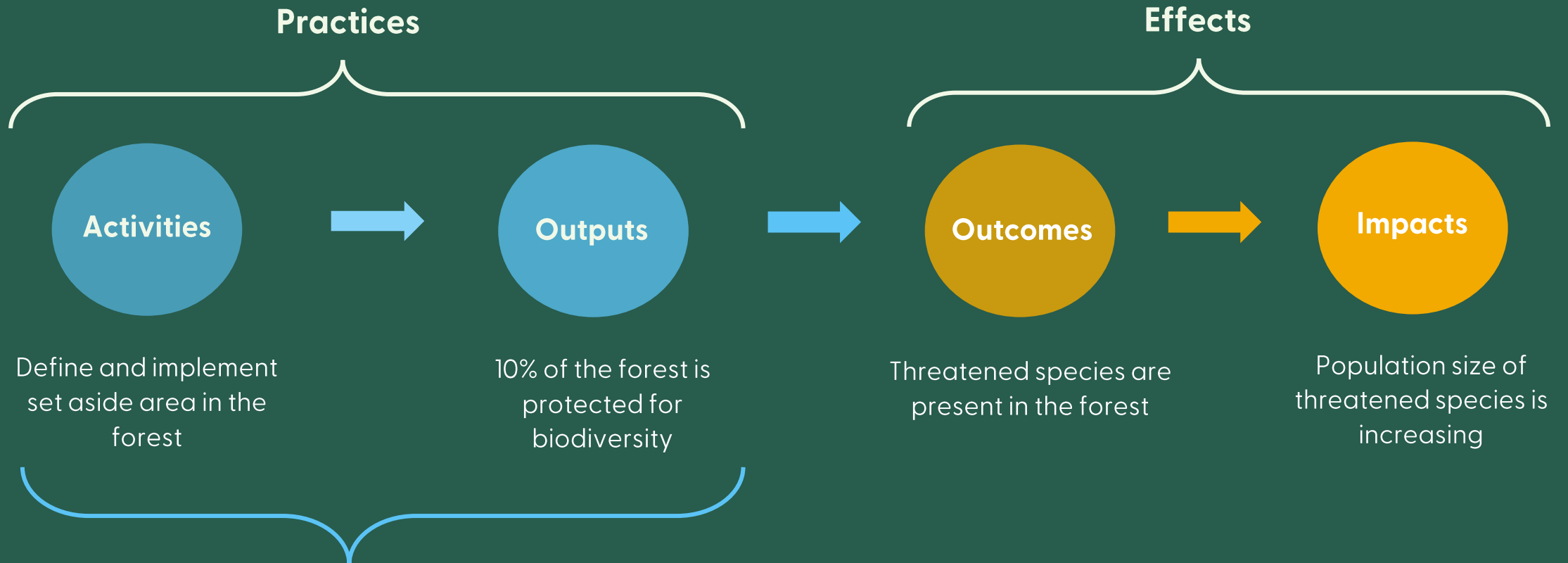




# **Outcome orientation: background and concept**



Outcomes refer to the short to medium-term effects resulting from the implementation of activities.



The PCI strongly relate to good practices

# Practice-based and outcome-oriented standards

## Practice-based standards

- Requirements prescribe **what must and must not be done**.
- Requirements and their evaluation relate to the implementation of **activities** that are expected to deliver positive outcomes rather than on actual outcomes achieved.
- Not designed to quantify outcomes.

## Outcome-oriented standards

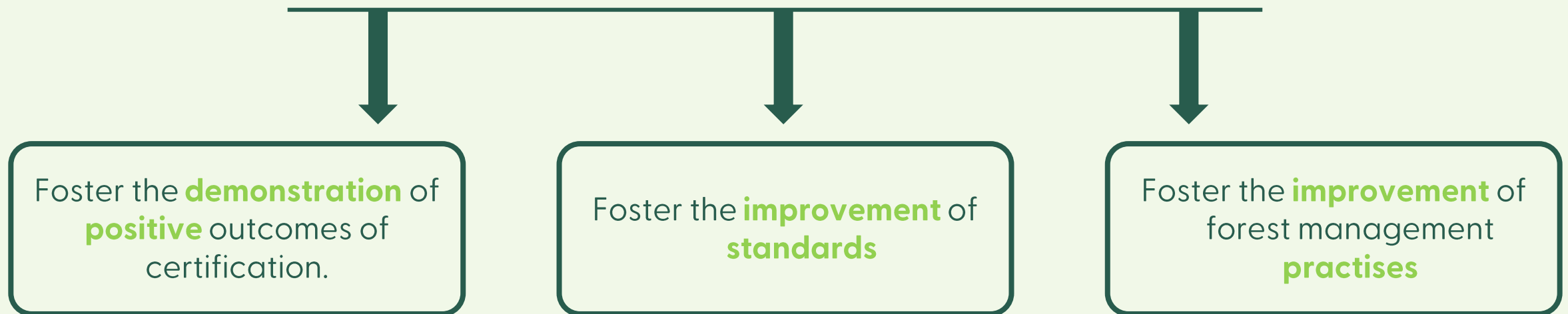
- Recognize there is a variety of ways to achieve the same result and focus more on **what to be achieved**, on the effects of activities.
- Focus not exclusively on activities but on the progress towards outcomes.
- Should facilitate monitoring, **quantifying**, reporting of **performances** and **progress**.

# Outcome orientation: The concept

Outcome orientation means that the development and implementation of standards is guided by a **few prioritized key intended outcomes**, and that **progress** against these is demonstrated.

By making our standards outcome-oriented, we want to:

1. Bring more focus on **what to be achieved**, the result of activities.
2. Gather **data-driven insights** about the effects of FSC forest management activities.





# Outcome orientation: **why it's needed**

## FSC Forest Stewardship Standards

Are predominantly practice-based.

## FSC Monitoring and Evaluation system

**Not fit** to demonstrate the effects of FSC on sustainability **outcomes at scale**.

## Evolving market

Increasing demand for **data and substantiation** on sustainability claims and impacts.

## FSC Global Strategy 2021-2026

Strong focus on data, the demonstration of positive outcomes and impacts, and the value and benefits of forest stewardship.

# Outcome orientation: **why it's needed**

Our mission is to promote **environmentally appropriate**, **socially beneficial**, and **economically viable** management of the world's forests

**How do we (and certificate holders) know when we are achieving this?**

FSC has **forest stewardship standards** and a **monitoring and evaluation** system but we **need to do better to demonstrate if we are achieving our mission**. Society is demanding **more transparency and accountability**.

# Outcome orientation: **why it's needed**



In 2022 we set to find out:

**What is the value of responsible forest stewardship on biodiversity?**



Collection

## The value of responsible forest stewardship for biodiversity

Evidence from Brazil, Finland, and Sweden

[Get started](#)



1 Introduction



2 Brazil



3 Finland



4 Sweden

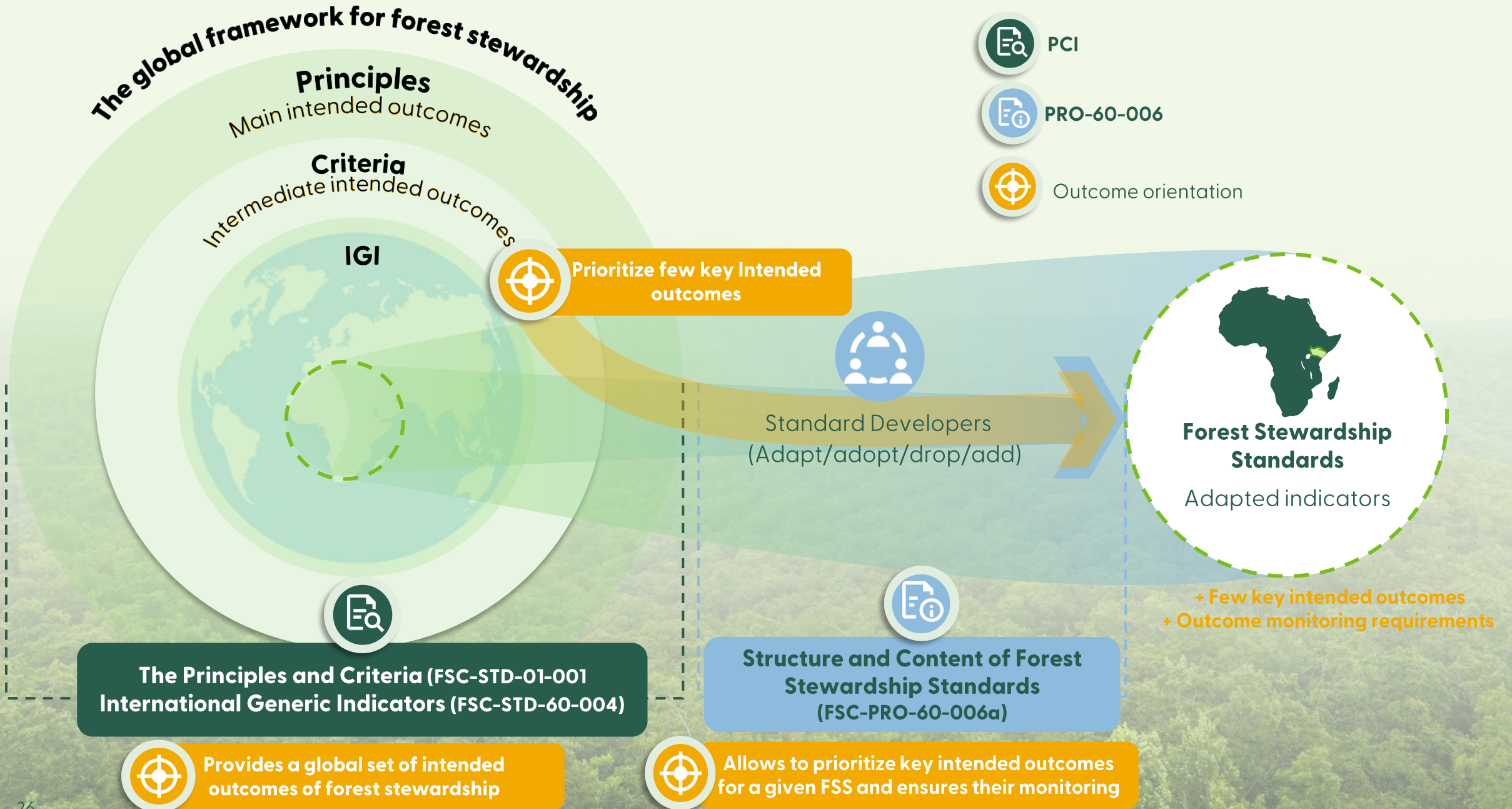


5 Conclusions



6 Additional information and acknowledgements







# Outcome orientation in the Forest Stewardship Standards



# Outcome orientation: the vision for Forest Stewardship Standards (FSS)

1

DEFINE FEW KEY INTENDED OUTCOMES

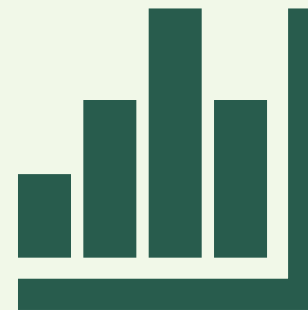


## A STANDARD WILL INCLUDE:

- Practice-based requirements
- 3-5 key intended outcomes relevant for each standard
- Corresponding requirements for outcome monitoring

2

MONITOR PROGRESS TOWARDS THESE OUTCOMES



## DATA COLLECTION WILL INCLUDE:

1. Generic reporting data
2. Outcome specific data

EVALUATE AND CREATE INSIGHTS

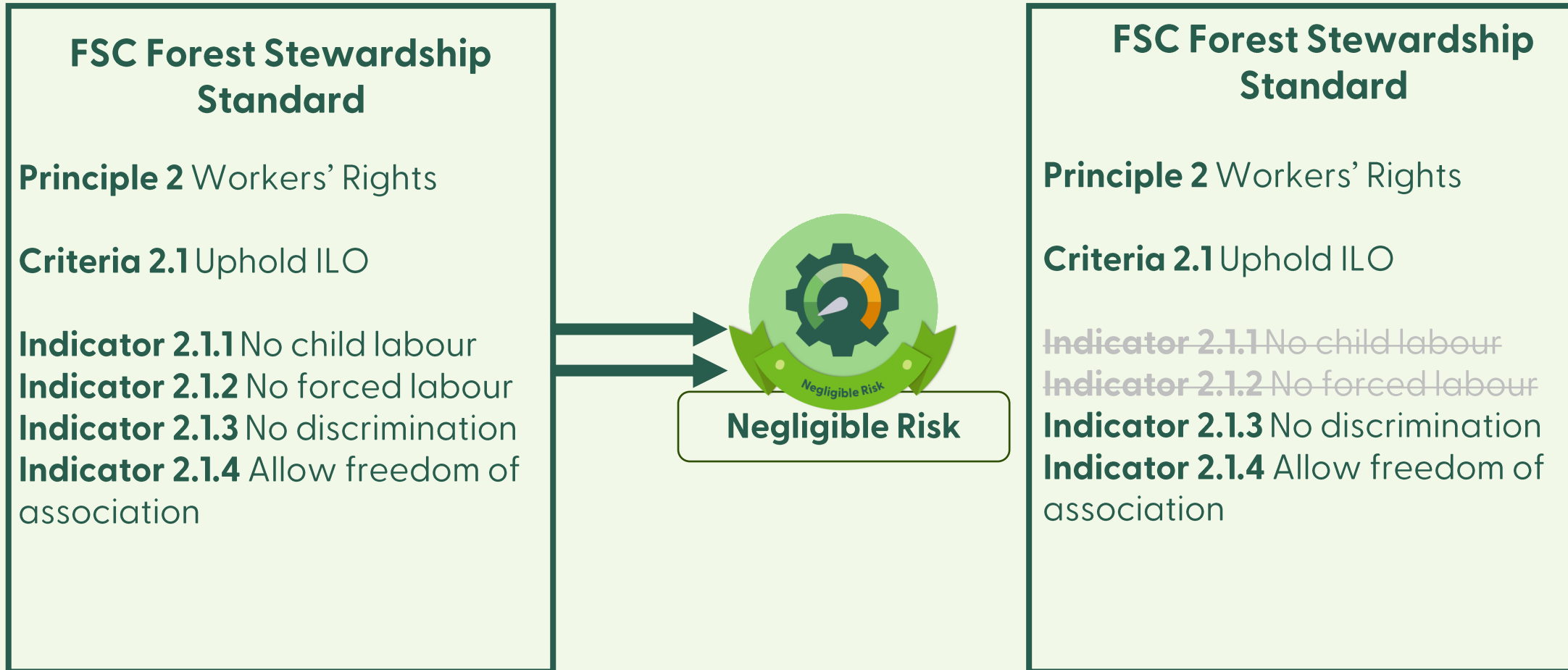


# Outcome orientation: **streamlining against risk**

1. In FSC Global Strategy, **outcome orientation** is primarily framed through the lens of **streamlining**.
2. Streamlining is understood as a way to enhance clarity and consistency of FSC normative requirements, while also reducing the cost and complexity of the certification process.
3. We are exploring how to **streamline** Forest Stewardship Standards (FSS) against **risks**:
  - a) The overall idea is to use the **Risk-Based Approach** (FSC-PRO-60-010) to allow standard developers **identifying FSS indicators** that can be considered as “**negligible risk**” of non-conformance to “**turn them off**” or “**mute**” for the certification process.
  - b) The approach would consist of using **data and information** to assess the risk of non-conformance for FSS indicators.
  - c) The approach is **being explored** by the **Working Group** (FSC-PRO-60-006) and a **chamber-balanced sub-group** dedicated to this matter.

# Outcome orientation: streamlining against risk

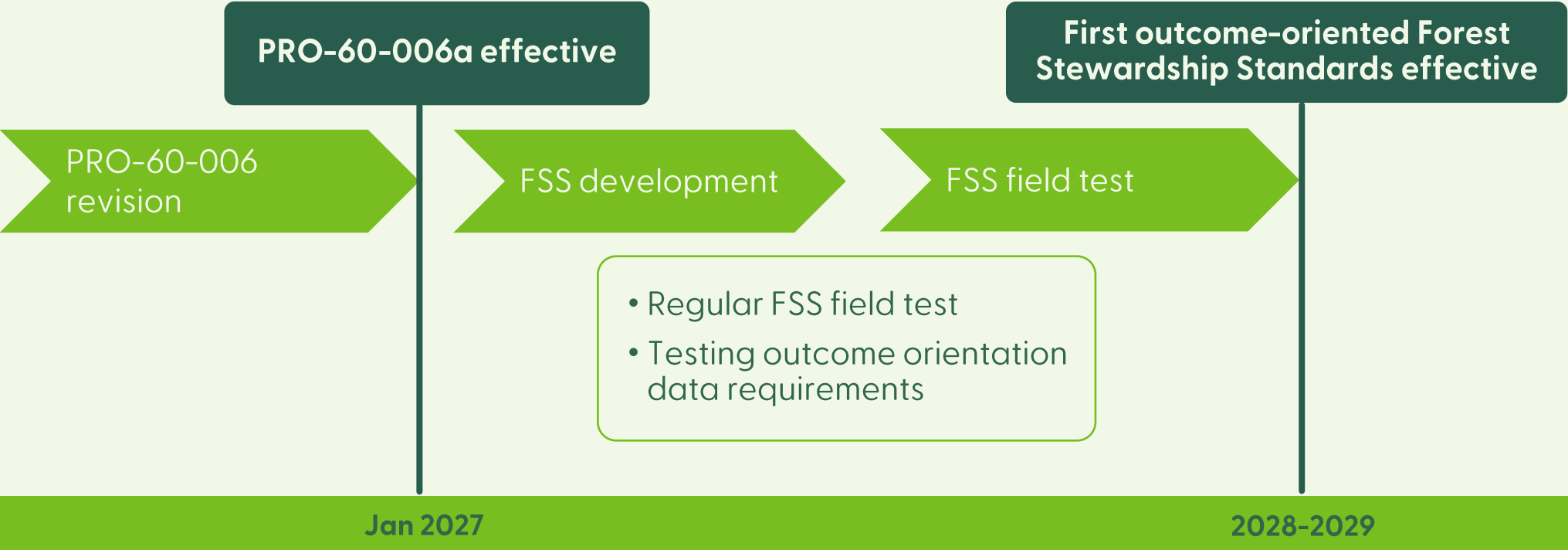
## Example



# Outcome orientation: **implementation timeline**



The PRO-60-006 will represent a **first deployment** of outcome orientation and will help **prepare** the system and standard developers before the PCI are revised and effective.





## Outcome orientation in PCI





# Defining the intended outcomes of forest stewardship



# Theory of change – a process to define intended outcomes of forest stewardship



## BIG PICTURE THINKING

How does forest stewardship contribute to FSC's Vision?



## ENHANCE COLLABORATION

A process to multiple stakeholders agree on the intended outcomes specific to the PCI.

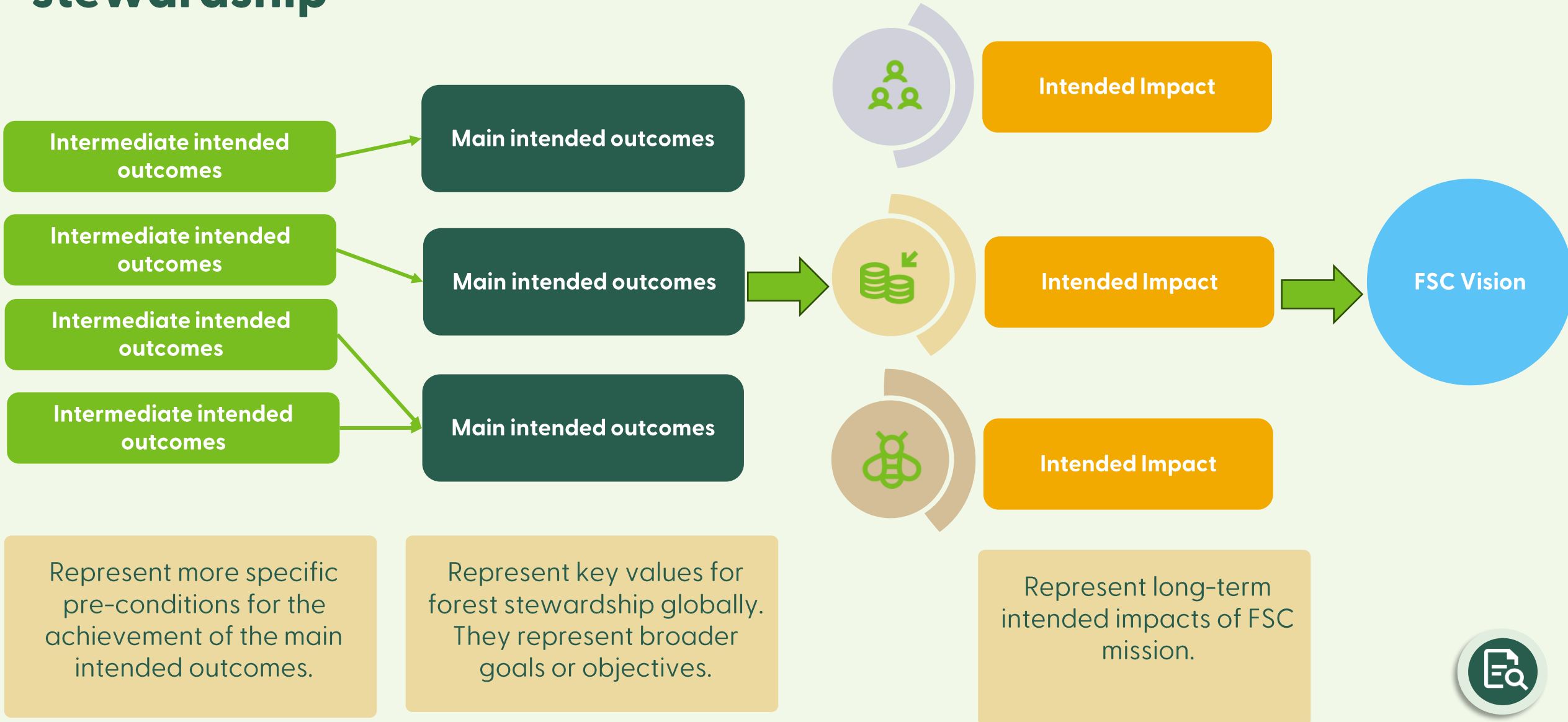


## IMPROVE FSC SYSTEM

Provides a global overarching framework to guide Monitoring & Evaluation activities while enhancing transparency and accountability.



# Main elements of a Theory of Change for forest stewardship



# Main intended outcomes of forest stewardship

## Main Intended Outcomes

Forest operations are legally compliant

The social and economic wellbeing of workers is safeguarded

Indigenous Peoples's rights are upheld, their knowledge systems, identity, culture and wellbeing in relation to their forests is thriving

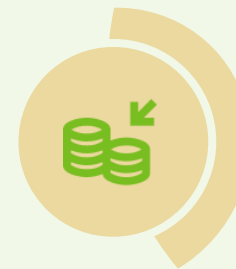
The social and economic wellbeing of local communities is safeguarded

Forest operations are economically viable

Adaptive forest management is based on a monitoring system

Forest structure and composition resembles that of a reference forest ecosystem

Forest functional processes resembles that of a reference forest ecosystem



## Intended Impacts

Local people and society at large enjoy long-term benefits of forests

Forest operations are sufficiently profitable without generating financial profit at the expense of forest resources, ecosystems, or affected communities

Integrity of forest ecosystems resembles that of a reference forest ecosystem



## FSC Vision

Resilient forests sustaining life on earth



# Intermediate intended outcomes of forest stewardship

## Intermediate Intended Outcomes

Workers have equal career opportunities and working conditions irrespective of their gender

Workers have safe working conditions

Workers receive a living wage allowing a decent standard of living

The presence of rare and threatened species is maintained

Natural forest cover is maintained

## Main Intended Outcomes

The social and economic wellbeing of workers is safeguarded

Forest structure and composition resemble that of a reference forest ecosystem

# Making the PCI outcome-oriented



# Making the PCI outcome-oriented. Overview

Having the intended outcomes of forest stewardship defined provides the opportunity to **redesign** and make the Principles, Criteria and IGI **outcome-oriented**.

There are three specific opportunities:

1. Structuring around outcomes

2. Prioritizing key intended outcomes

3. Defining core requirements

# Making the PCI outcome-oriented.

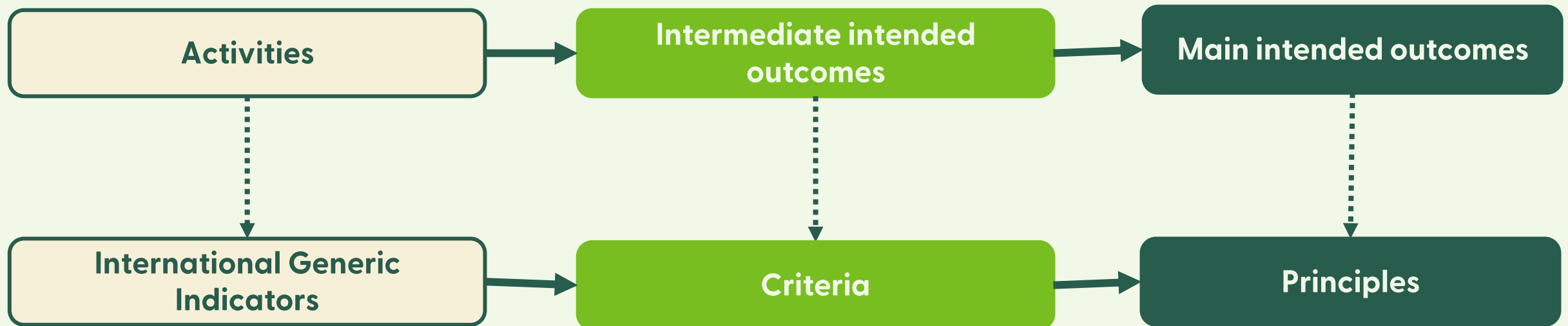
## 1. Structuring around outcomes: overview

### Overall suggestion #1

We structure the PCI around the intended outcomes defined in the causal chain.

### Foreseen benefits

1. Increase clarity of what FSC certification is expected to achieve.
2. Increase relevance of IGI to contribute to expected outcomes.
3. Allows alignment with PRO-60-006.





# Making the PCI outcome-oriented.

## 1. Structuring around outcomes: overview

### Overall suggestion #2

Using outcomes to simplify the formulation of the Principles and Criteria.

- a) Shorten sentences to clearly show the desired result.
- b) Use plain language, remove complex technical language.

### Foreseen benefits

1. Make the PCI more readable and easier to understand.

### Formulation in the current P&C

**Principle 2.** The Organization shall maintain or enhance the social and economic wellbeing of workers.

2.2 The Organization shall promote gender equality in employment practices, training opportunities, awarding of contracts, processes of engagement and management activities.

### An example of a simplified formulation

**Principle 2.** The social and economic wellbeing of workers is safeguarded.

2.2 Workers have equal access to employment opportunities, fair treatment, and no discrimination, regardless of their gender.

# Making the PCI outcome-oriented.

## 1. Structuring around outcomes: the Principles

### Suggestion for the Principles

We keep the Principles structured around outcomes.

Each Principle refers to a precise intended outcome.

### Implications

- Essentially how the current P&C are structured (e.g. Principles 2, 3, 4)
- Further changes could take place:
  - P10 relates to forest management activities. Its criteria could be hosted under an outcome-oriented Principle.
  - P9 relates to HCVs in general. Each of the 6 HCV categories could be hosted under related Principles.

### Foreseen benefits

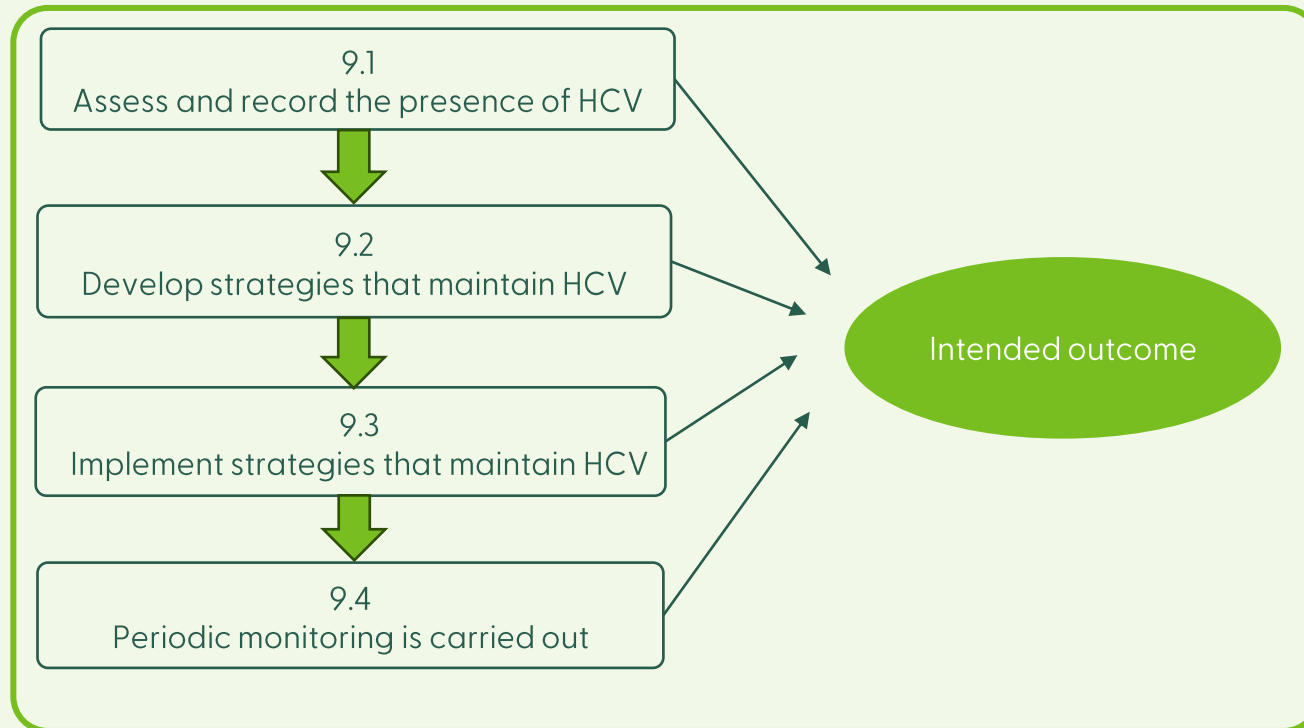
1. Clarify the global set of main intended outcomes.
2. Allows the subsequent development of Criteria-level outcomes and keep coherence.

# Making the PCI outcome-oriented.

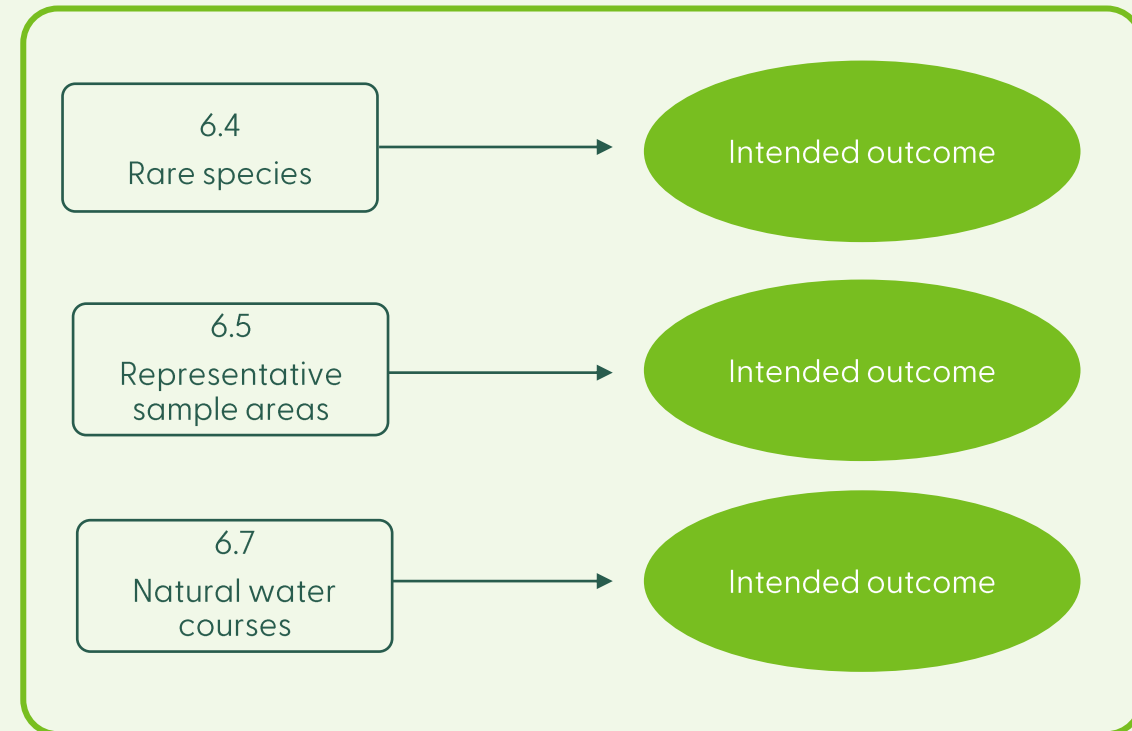
## 1. Structuring around outcomes: the Criteria

In the current P&C, the logic behind the formulation of the Criteria within a given Principle is not consistent.

**Some Criteria are formulated as a chronological sequence and tend to relate to activities**



**Some Criteria relate to different aspects/outcomes of the Principle**



# Making the PCI outcome-oriented.

## 1. Structuring around outcomes: the Criteria

### Suggestion for the Criteria

- Keep Criteria formulated as intended outcome that is **coherent with** and **contributing to** the Principle.
- Each Criterion should be/have a **single** and **clear** intended outcome.
- Keep forest management activities out of the of Criteria.

### Implications

- Could increase the number of Criteria.

(A similar revision was done for FSC Risk Assessment Framework (PRO-60-006b): the original indicators had broad scopes and were revised to be more narrowly focused. The number of indicators increased. But the clarity increased.)

### Foreseen benefits

1. Increased consistency of the formulation across Criteria.
2. Increased coherency between Criteria and Principles.
3. Increased clarity and focus of the scope of each Criterion.
4. Facilitate the implementation of outcome-oriented FSS



# Making the PCI outcome-oriented.

## 1. Structuring around outcomes: the International Generic Indicators (IGI)

### Reminder

Suggestion for Forest Stewardship Standards:

**Monitoring indicators** will allow quantifying/monitoring progress against the prioritized 3-5 key intended outcomes most relevant in each country.



PRO-60-006

### Suggestion for the IGI

Keep IGI:

- As binary (Y/N), field usable verifiers – the **certification requirements**.
- To specify **activities** clearly intended to achieve the intended outcomes

### Foreseen benefits

1. Essentially how the current IGI work.
2. Could allow getting rid of IGI not clearly contributing to outcomes.
3. Ensures measurable progress towards outcomes.

## Poll #1

Do you agree to  
structure the **PCI** around outcomes  
as suggested?

# Making the PCI outcome-oriented.

## 2. Prioritizing key intended outcomes

### Reminder

Suggestion for Forest Stewardship Standards (FSS):

Standard developer shall **prioritize 3-5 key intended outcomes** that are most relevant in each Country to ensure progress against them is monitored.



PRO-60-006



### Option A

Full prioritization at FSS level  
(currently in PRO-60-006)

- The PCI provides the global set of intended outcomes.
- FSS standard developers prioritize the 3-5 key intended outcomes.
- **No global** key intended outcomes are set that are mandatory for all.

### Option B

Hybrid prioritization at both FSS level and PCI

- Some key intended outcomes are set mandatory for all globally.
- Some others are prioritized by FSS standard developers.

## Poll #2

Do you think the PCI should specify some  
**key intended outcomes** that should be  
made **globally mandatory** for all FSS  
(option B)?



# Making the PCI outcome-oriented.

## 3. Defining core requirements

### Reminder

Overall approach being explored for Forest Stewardship Standards:  
Standard developers identify **indicators** that can be considered as “**negligible risk**” of non-conformance and “**muted**”, to **simplify certification** and **lower the net burden**.



PRO-60-006

### Option A

Some IGI are to be identified in the PCI as **core requirements** that should **always be maintained / never** be categorized as “**negligible risk**”

### Option B

All IGI can potentially be categorized as “**negligible risk**”

## Poll #3

Do you think the PCI should specify some **core requirements** that should always be maintained / **never be** categorized as “negligible risk” during the streamlining of FSS (option A)?



**Stay engaged**

# Important events



## **Green Paper**

Published in September 2025



## **PCI Revision Process:**

Public consultation: 1 October 2025 – 30 November 2025



## **FSC General Assembly**

Join us at dedicated side events and plenary sessions in Panama from October 25-31



## **FSC-PRO-60-006 / -006a Revision Process:**

Public consultation (covering outcome orientation – 1 October 2025 – 30 November 2025)



# Stay informed: PCI Revision Hub at [pci.fsc.org](https://pci.fsc.org)



Let's hear  
from you  
once more

Principles, Criteria & Indicators  
(PCI) Revision: Outcome  
Orientation



How to reach us  
[impacts@fsc.org](mailto:impacts@fsc.org)

# Thank you



**Forest Stewardship Council®**

**FSC® International Center**



Adenauerallee 134, 53113 Bonn, Germany

T +49 (0) 228 367 66-0

F +49 (0) 228 367 66-65

FSC International Center © All rights reserved

FSC® F000100

**[www.fsc.org](http://www.fsc.org)**