

OVERVIEW OF FOREST MANAGEMENT CONSULTATIONS

Public webinar on 14 October 2025

What to expect today

- High level overview of the requirements and content in consultation
- Learn how to get participate in the consultations and raise clarifying questions
- 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
1	Overview of consultations	5 min.
2	PCI consultation	15 min.
3	Developing country requirements consultation	15 min
4	Outcome orientation in forest management	20 min
5	How to participate	5 min
6	Q&A	30 min.

FOREST MANAGEMENT CONSULTATIONS

FSC has launched two related consultations
on:

- Our **Forest Management** standards
- How we develop **Forest Stewardship Standards**

Join us....

Forest Management Standards

PCI Revision

- FSC Principles & Criteria
 - International Generic Indicators
- Other forest management normative documents

Forest Stewardship Standards Revision

- Development and revision of FSC Country Requirements
 - Forest Stewardship Standard content requirements

Public Consultation
October 1 – November 30

Let's start from the beginning...



FSC®

THE MISSION →

To promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests.

THE VISION →

The true value of forests is recognized and fully incorporated into society worldwide. FSC is the leading catalyst and defining force for improved forest management and market transformation, shifting the global forest trend toward sustainable use, conservation, restoration, and respect for all.



How do we do this



Certification against our forest management standards reflects our values on the ground to achieve our vision.



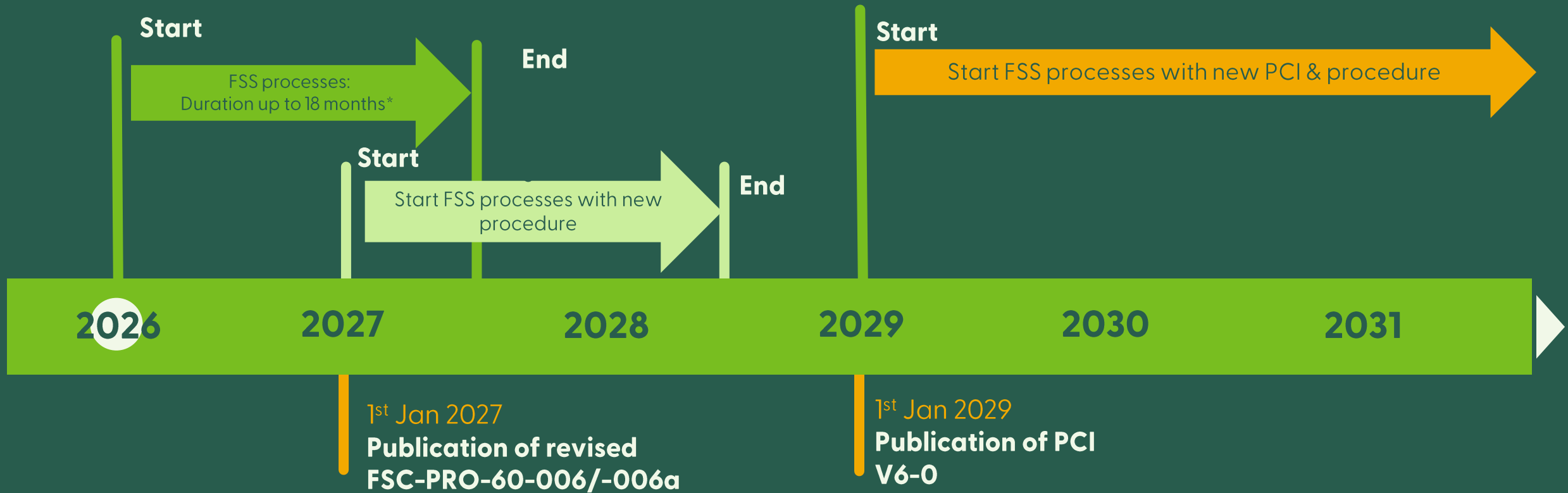
Our standards are:
FSC Principles & Criteria + International
Generic Indicators =
Forest Stewardship Standards

What's happening now

TIME TO REVISE
&
TIME TO RETHINK



Still developing Forest Stewardship Standards



PCI REVISION

Forest Management Standards

PCI Revision

- FSC Principles & Criteria
- International Generic Indicators
- Other forest management normative documents

Public Consultation
October 1 – November 30

Conceptual Phase

WHAT WE HEARD FROM STAKEHOLDERS

✓ **Climate change**

Outdated in terms of climate mitigation and adaptation in a volatile world.

✓ **Complex**

Complicated wording and application of Forest Stewardship Standards. Unclear requirements.

✓ **Redundant**

Repeated requirements.

What we did

Consulted with stakeholders and researched extensively resulting in:



Review Report



Three Green Papers
(Climate Change &
Biodiversity ; Scope &
Applicability and Outcome
orientation)



3 public webinars



2 in person workshops

....find all resources and publications available
at pci.fsc.org



Survey for FSC Members



**Launched
PCI Hub**

Objectives of this revision

To develop more **user-oriented**
Forest Stewardship Standards
while maintaining FSC's integrity
and delivering greater value and
impact for people and forests.



Streamlining



User-oriented



Outcome focused

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

Key proposals



User-orientation



**Strengthening:
Social & environmental
requirements, climate
change and biodiversity
conservation**



**Scope &
Applicability**



Outcome orientation



**Streamlining and
clarifying related
documents and
requirements such as:
Annexes, Policy on
Excision, Glossary of
Terms & more**

Streamlining the PCI

DEFINITION

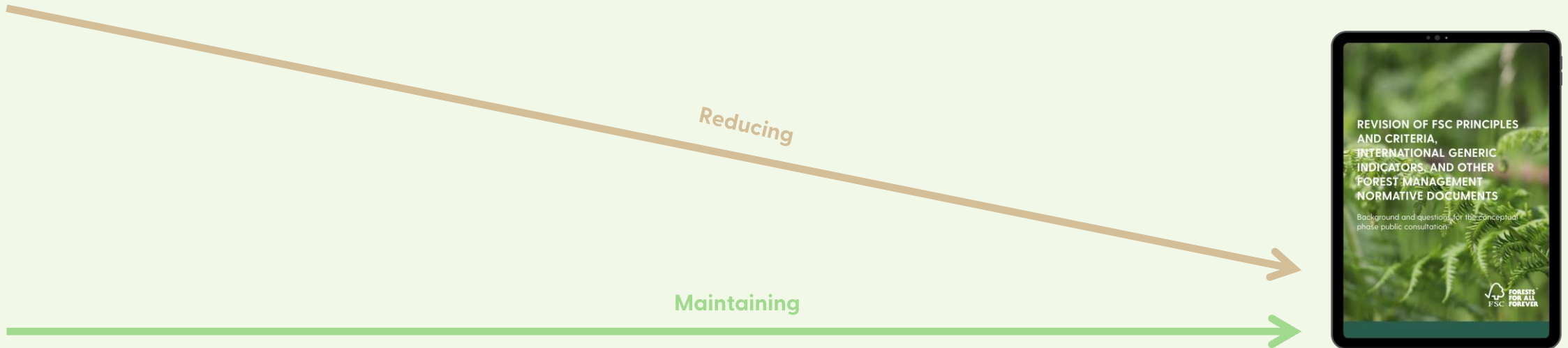
A streamlined structure is defined as a way to improve accessibility, enhance coherence and efficiency while reducing redundancy and complexity of FSC requirements.



WHAT THIS LOOKS LIKE

- ✓ Thematic overlaps reduced
- ✓ Core concepts (e.g., biodiversity protection) not fragmented across the standard
- ✓ Clear and logical sequence of requirements that follows a natural progression (coherent flow)

STREAMLINING



Maintaining social & environmental protection & values



Reducing



Annexes



**Instructions for
standard developers**



Complexity



Repetitions



Redundancy

Key proposals



User-orientation



**Strengthening:
Social & environmental
requirements, climate
change and biodiversity
conservation**



**Streamlining and
clarifying related
documents and
requirements such as:
Annexes, Policy on
Excision, Glossary of
Terms & more**



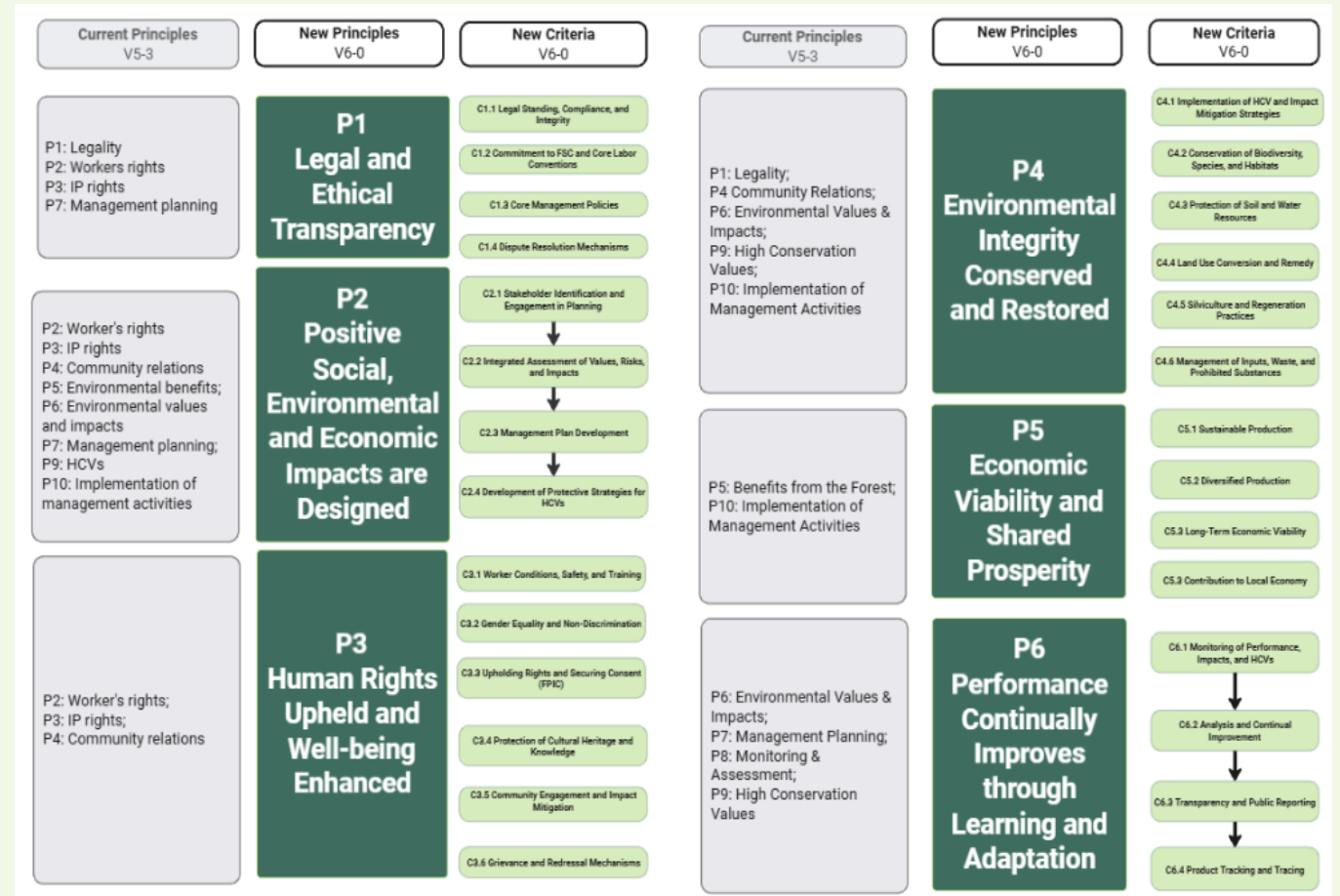
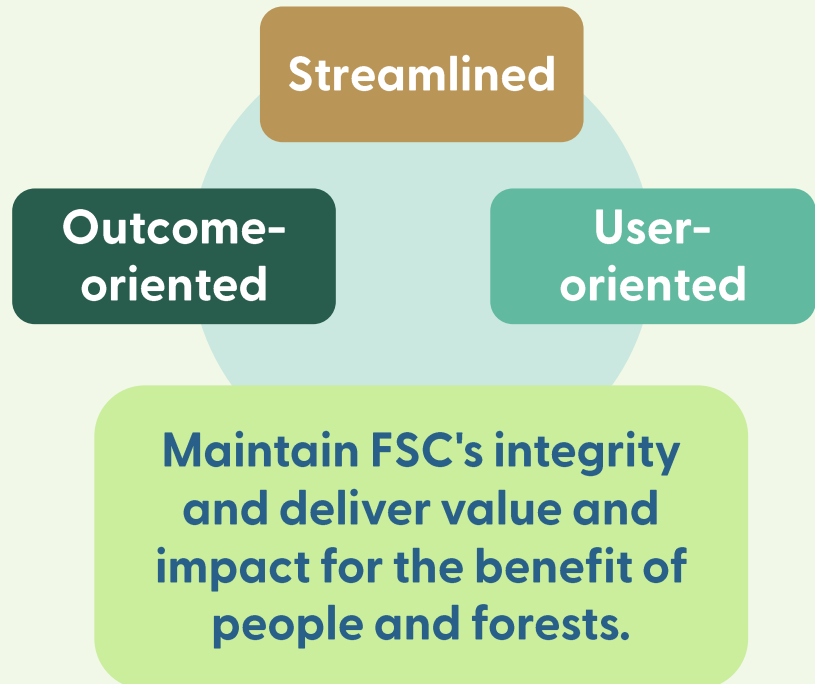
**Scope &
Applicability**



Outcome orientation

Proposed restructuring of PCI

This hypothetical mock-up proposes a structure that synthesizes the strengths of **several approaches** into a single, cohesive framework.



Modular Approach

Core indicators

+

pre-tagged indicators for
different contexts (users,
products and services)



CORE REQUIREMENTS



Products

- Timber
- Non-timber forest products (NTFPs)



Services

- Production
- Conservation
- Ecosystem services



User type

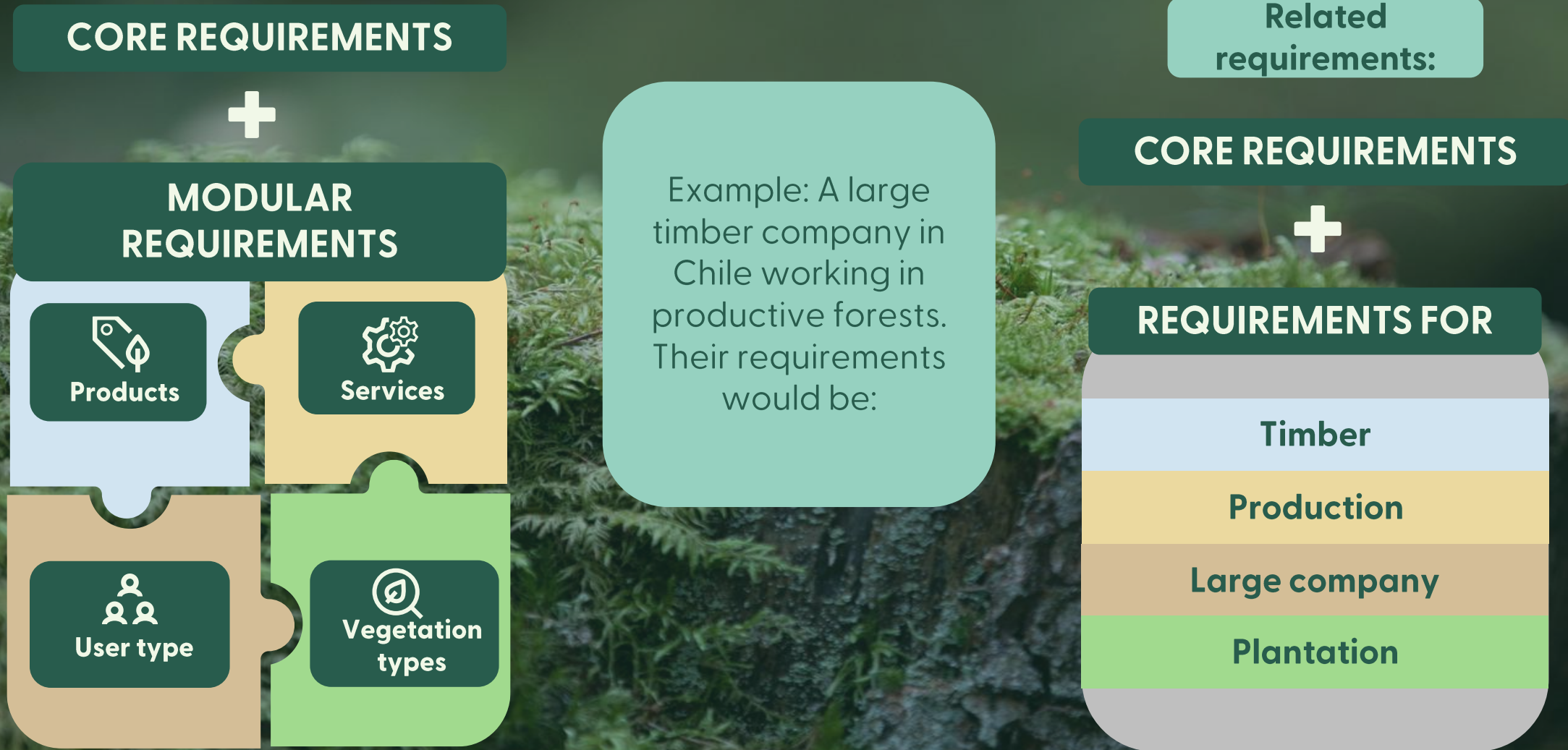
- Organizations
- Large companies
- Small or Low-Intensity Managed Forests (SLIMF)
- Community-managed forests
- Governments



Vegetation types

- Natural forests
- Semi-natural forest
- Plantations
- Other vegetation types

Modular approach example



Key proposals



User-orientation



Strengthening:
Social & environmental
requirements, climate
change and biodiversity
conservation



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Scope &
Applicability

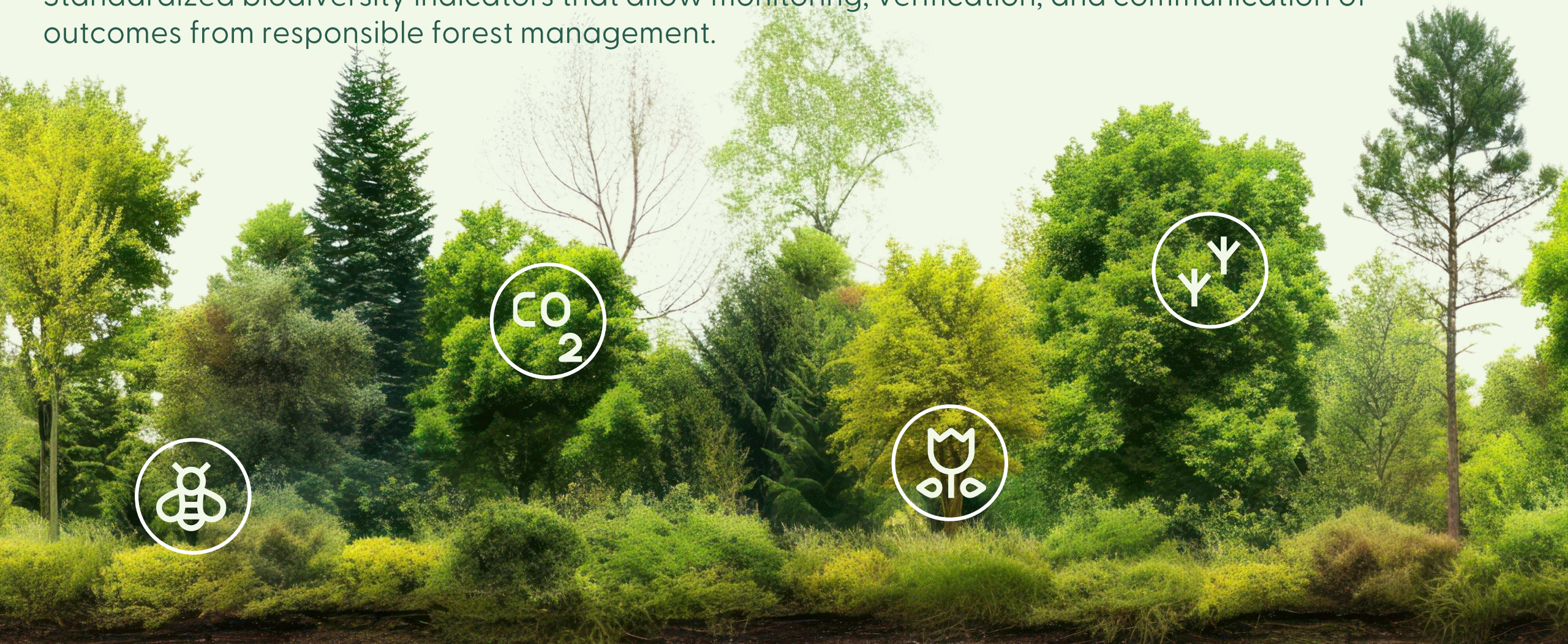


Outcome orientation

Climate and biodiversity

Explicit requirements for climate adaptation, mitigation, resilience.

Standardized biodiversity indicators that allow monitoring, verification, and communication of outcomes from responsible forest management.



Social Requirements

Stronger commitments to:



Gender equality
and workers rights
– aligning with
international
regulations



Indigenous
Peoples' rights
(including living in
voluntary isolation)

Papers and webinar material published on PCI
Hub for more detail and background information.



Key proposals



User-orientation



Strengthening:
Social & environmental
requirements, climate
change and biodiversity
conservation



Streamlining and
clarifying related
documents and
requirements such as:
**Annexes, Policy on
Excision, Glossary of
Terms & more**



Scope &
Applicability



Outcome orientation

Scope and Applicability

Vegetation types for certification currently include:



Natural forests



Plantations



other (i.e. non-forest) vegetation types*.

*other vegetation types is limited to those land-uses involving growing of trees, but includes, in principles 'non-forest' land-uses as they contribute to the mission of FSC.

Currently handled on a case-by-case basis.

Challenge: Ambiguity around:



Agroforestry
models where
crops are
cultivated
during early
plantation
establishment



Woody agricultural
crops grown primarily
for non-timber
products



Short-rotation
plantations

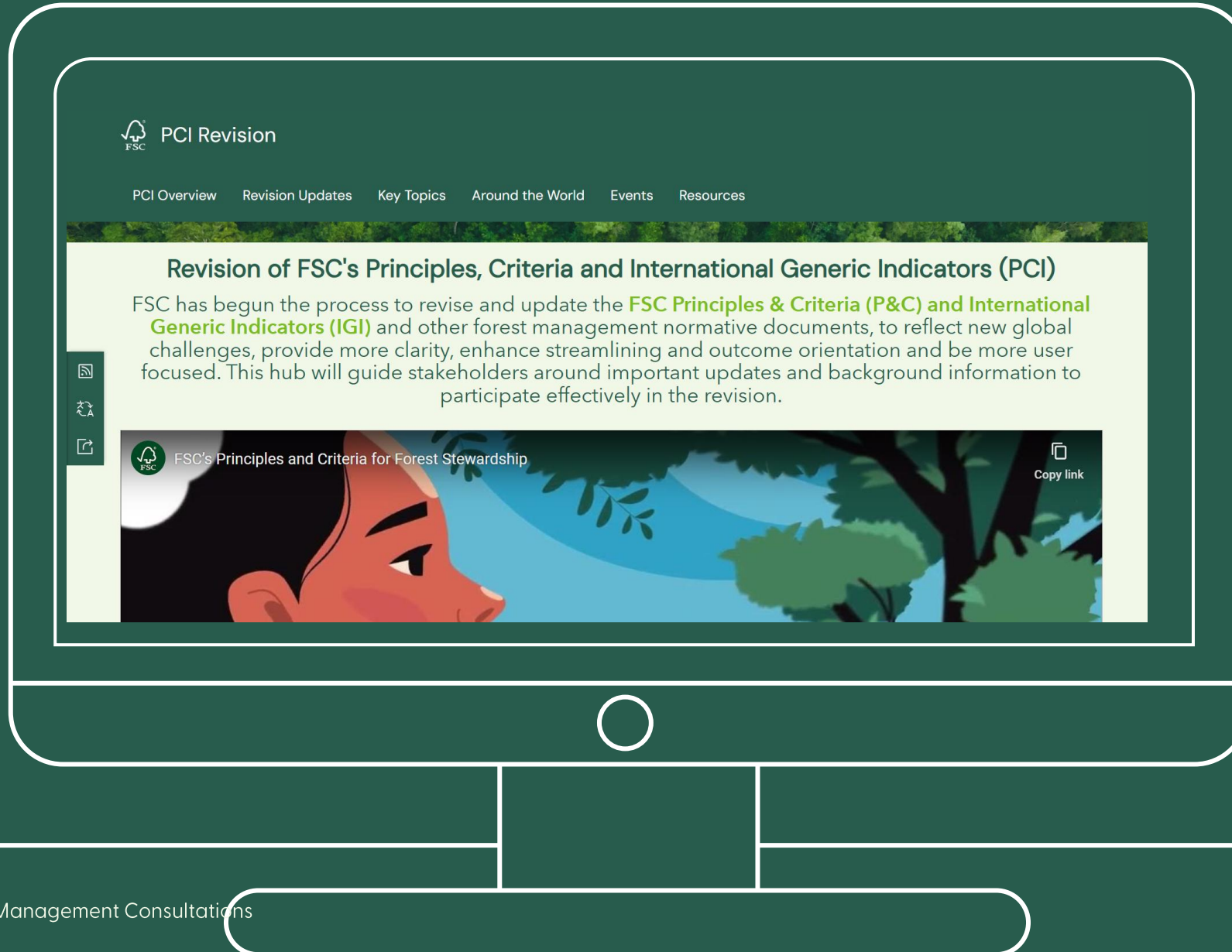
Where to find more information



Supporting material & tools

-  [PCI Hub at pci.fsc.org](https://pci.fsc.org)
-  [Green papers](#)
-  [Background material](#)
-  [Consultation material](#)
-  [Questions and explanation](#)
-  [Consultation Overview](#)
-  [Upcoming webinars](#)
-  [FSC General Assembly](#)

Stay informed: PCI Revision Hub at pci.fsc.org



Q & A

DEVELOPING AND REVISING COUNTRY REQUIREMENTS

Forest Management Standards

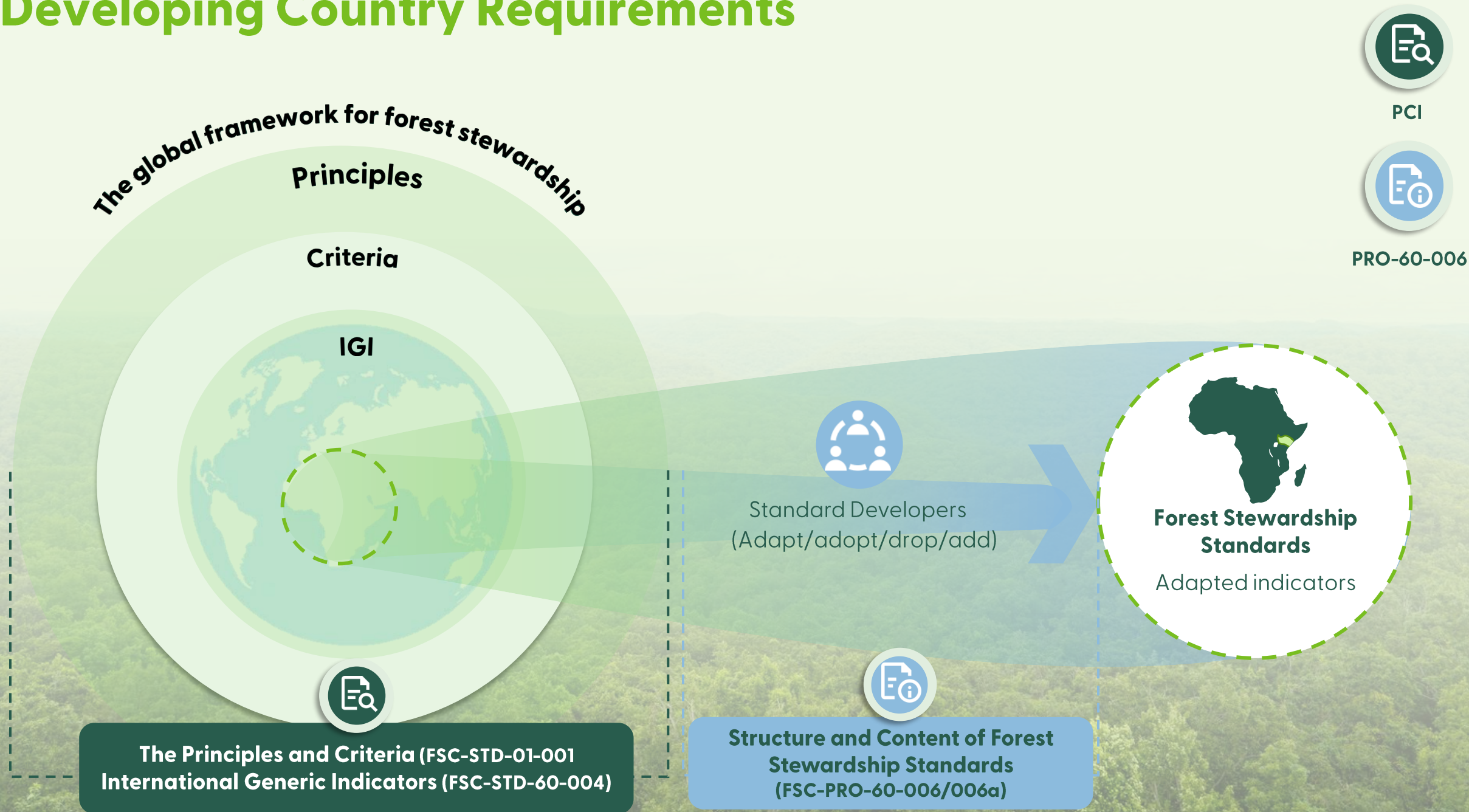
Forest Stewardship Standards Revision

- Development and revision of FSC Country Requirements
- Forest Stewardship Standard content requirements

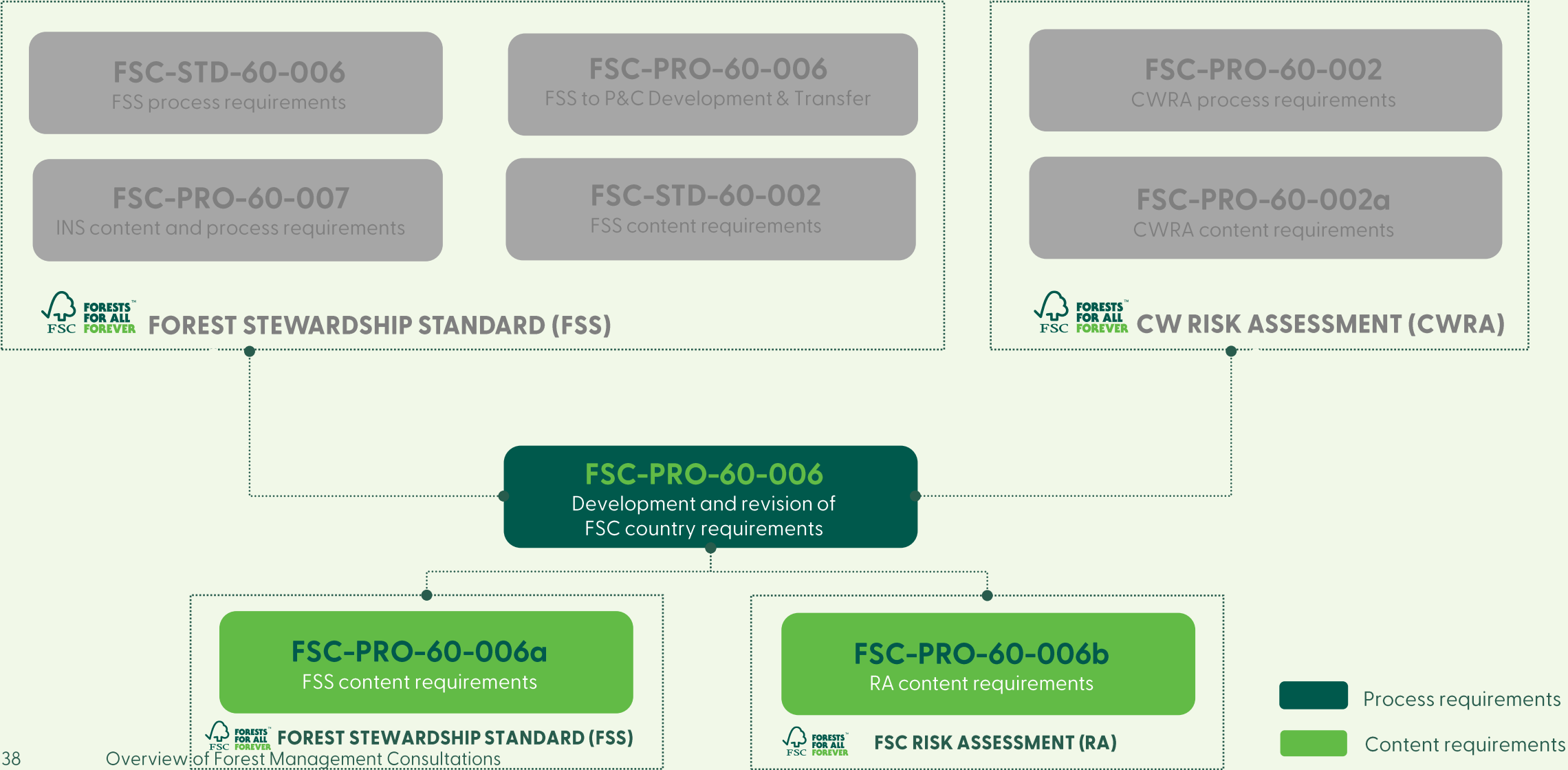
Public Consultation
October 1 – November 30

Drafting Phase

Developing Country Requirements



What normative documents





WHAT WE HEARD FROM STAKEHOLDERS

✓ **Long processes**

Lack of involvement of FSC at early stages, lack of binding commitments, no specification of consequences should delays occur by any of the parties involved, .

✓ **Complex**

Complicated wording of requirements and application of Forest Stewardship Standards and FSC Risk Assessments.

✓ **Uneven calibration**

Inconsistent training of all involved parties, calibration among reviewers, decision-making body.

Objectives of this revision

FSC is innovating its Forest Stewardship Standards (FSS) by introducing **outcome orientation and risk-based approaches**—ensuring both environmental and social integrity while reducing unnecessary burden on working groups.



Streamlining



Alignment



Outcome
orientation



Risk based
approaches

Key proposals



Alignment with PRO-01-001



New approach for stalled processes



Outcome orientation



Streamlining and clarifying related documents

There will be 3 distinct types of processes for the development and revision of FSC country requirements:

MAJOR PROCESS

The process to develop or revise FSC country requirements involving chamber-balanced WG

REGULAR PROCESS

The process involving TWG when major process is not possible

ACCELERATED PROCESS

For urgent development or revisions to preserve the integrity and credibility of FSC; it can be used for FSS transfer. Also applies for administrative revisions



**In countries with an FSC Network Partner, they are the responsible body for all types of processes
(Previously, NPs were only responsible for chamber-balanced processes)**

Key proposals



Alignment with PRO-01-001



New approach for stalled processes

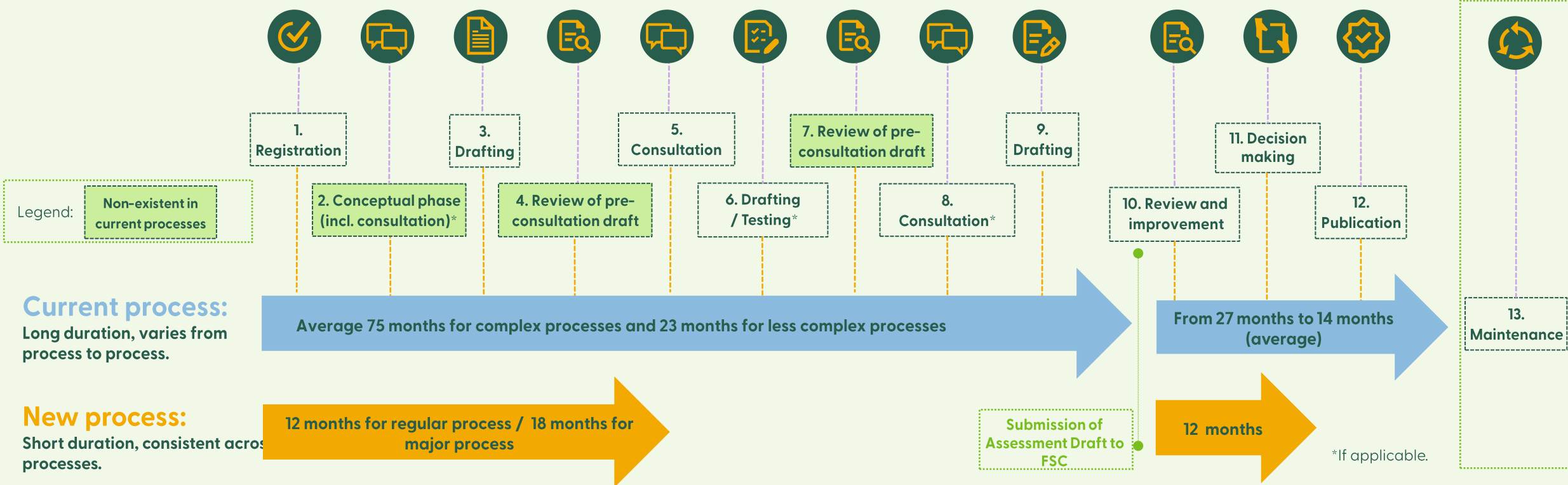


Outcome orientation

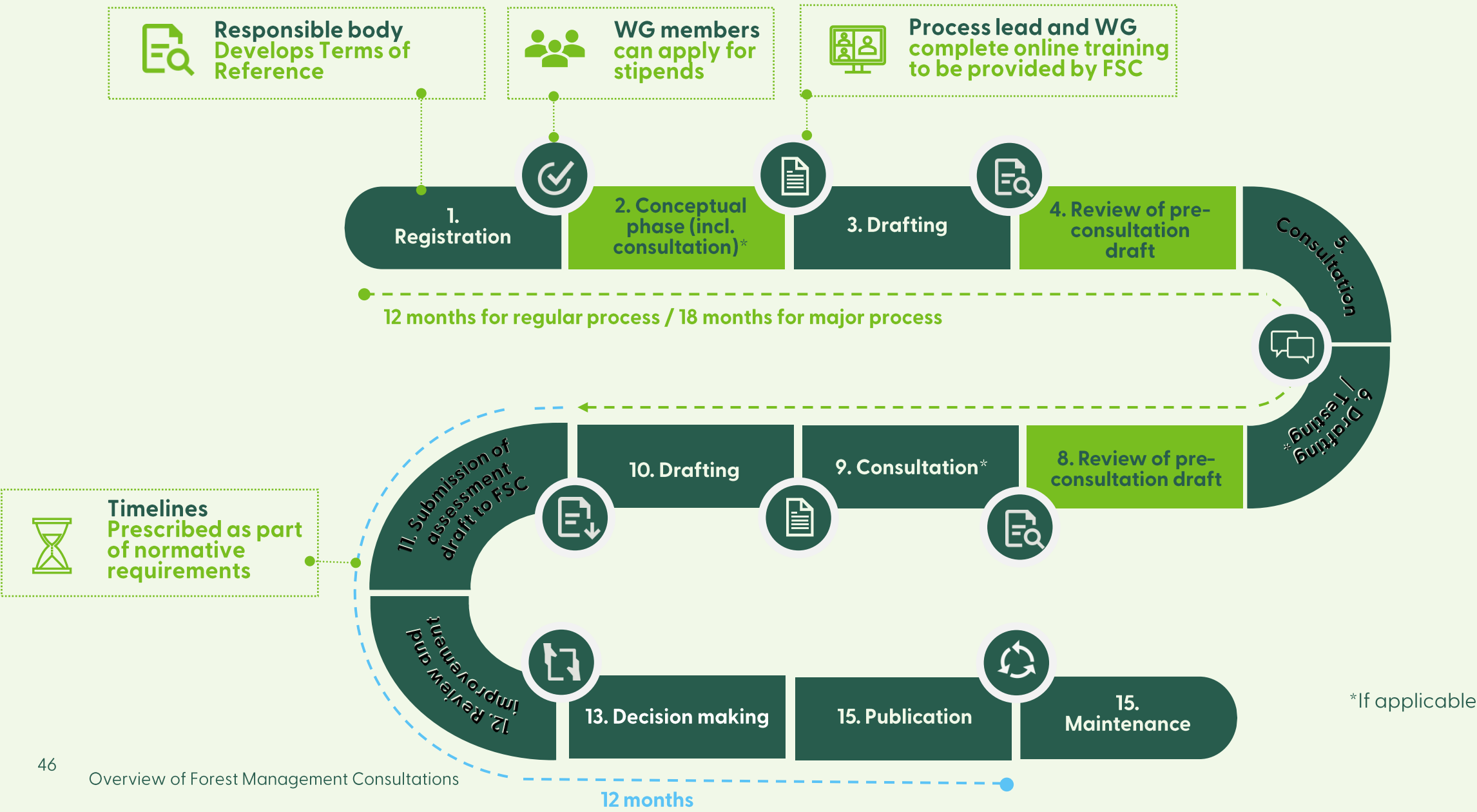


Streamlining and clarifying related documents

Comparison Timeline for Current and New processes



New process steps and shorter duration



Key proposals



Alignment with PRO-01-001



New approach for stalled processes



Outcome orientation



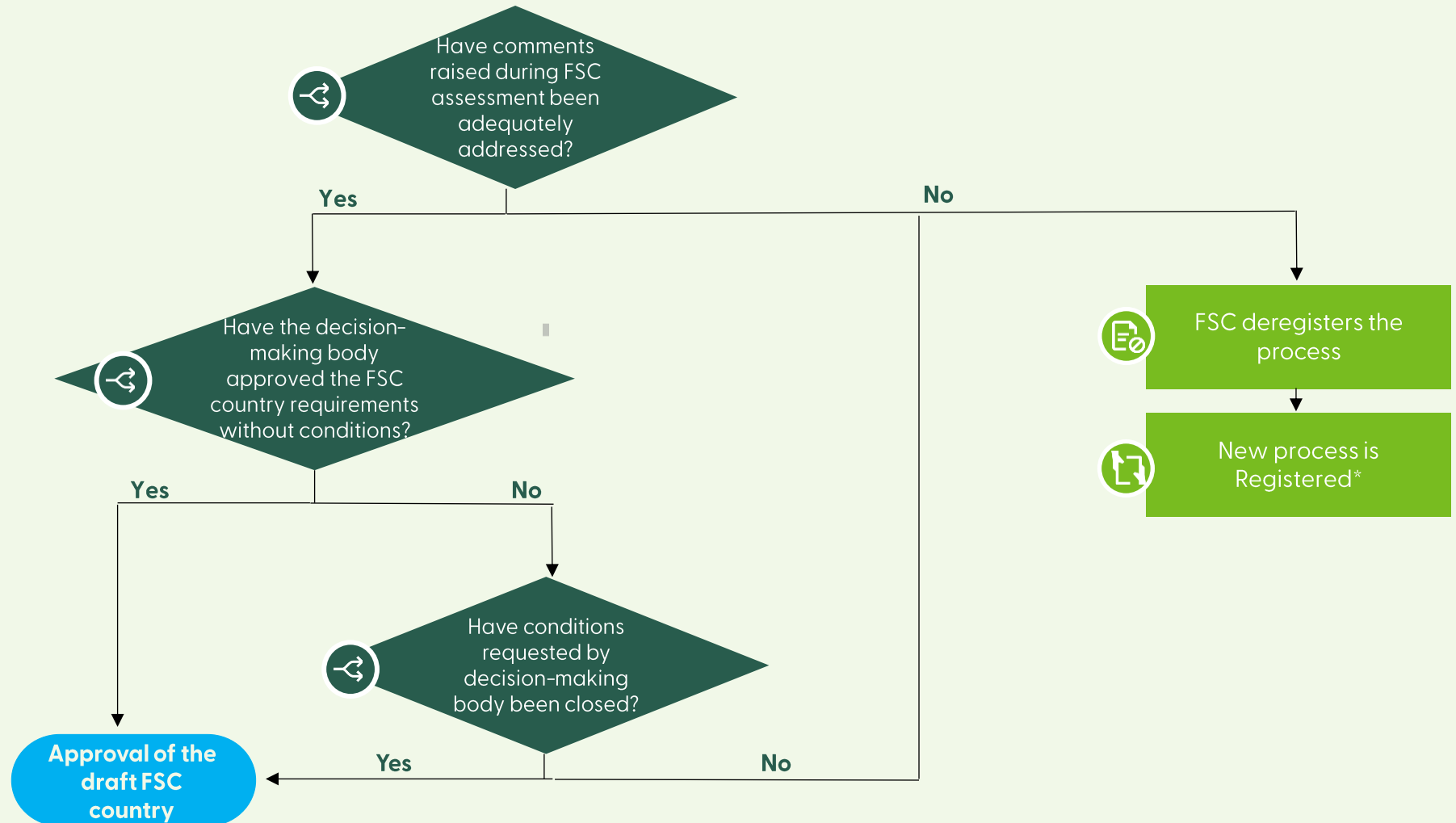
Streamlining and clarifying related documents

Defining and overcoming a “stalled process”

Example: After submission of assessment draft to FSC

Grounds to designate a processes as ‘stalled’ can include:

- a) Process lead fails to adhere to agreed timelines;
- b) WG fails to reach consensus on the drafts;
- c) Process lead fails to address FSC comments; or
- d) WG and process lead fail to address conditions issued by the decision-making body



*Last draft produced serves as the starting point for the new process.

Key proposals



Alignment with PRO-01-001



New approach for stalled processes



**Streamlining for
outcome orientation and
risk-based approaches**



**Streamlining and
clarifying related
documents**

Streamlining FSS towards outcomes

Potential outcome:

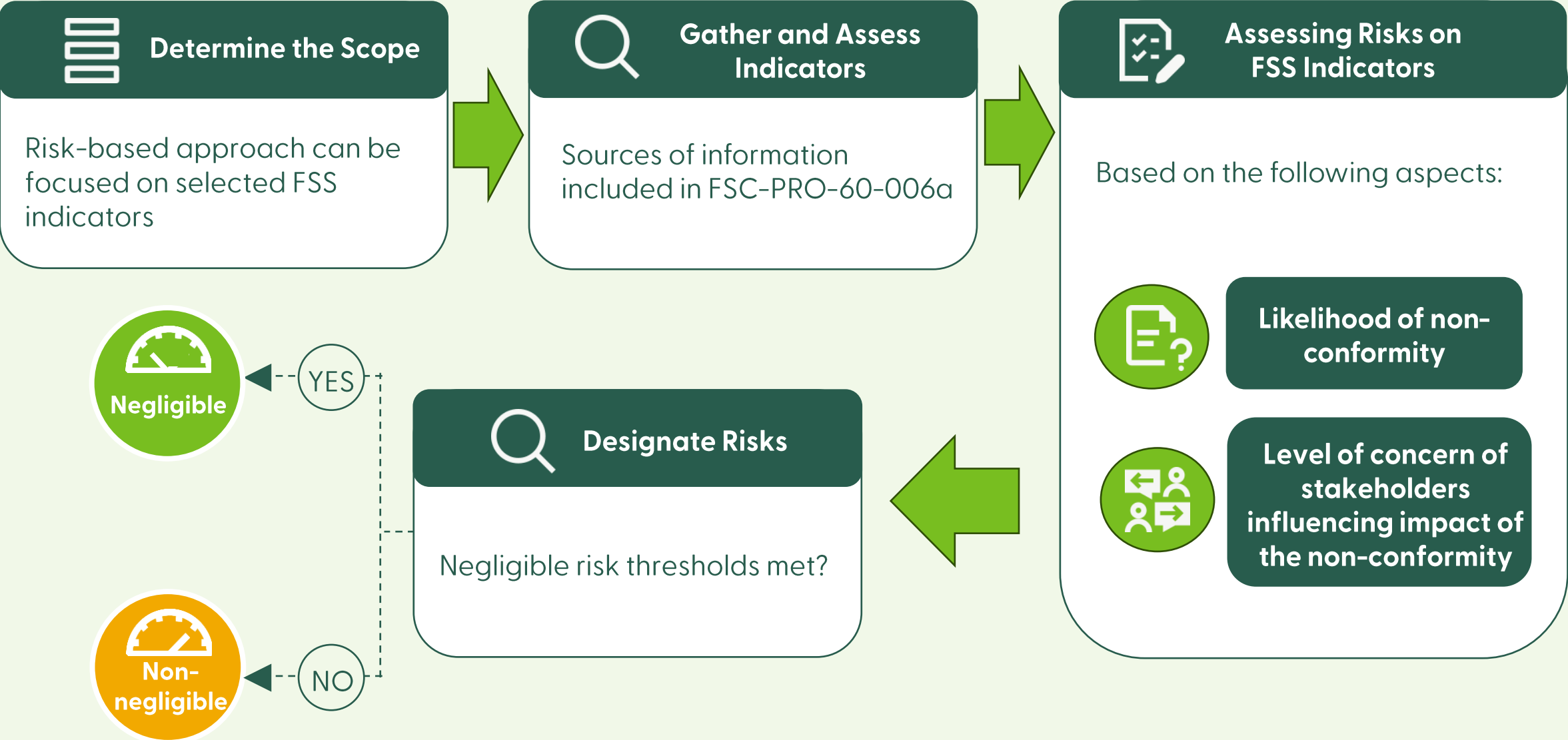
BoD has given the mandate to explore including Risk Based Approaches and results of FSC RA into FSS development

a) FSS indicators designated as negligible or non-negligible risk based on potential non-conformities

b) FSS indicators designated as negligible risk will not be subject to evaluation



Risk-based approach



Where to find more information



Supporting tools



[Process page](#)



[Consultation material](#)



[Upcoming webinars](#)



[Outcome orientation material](#)



[FSC General Assembly](#)

Q & A



OUTCOME ORIENTATION IN FOREST MANAGEMENT

FSC Global Strategy 2021-2026

Goal 1.2: Streamline policies
and standards towards
outcome orientation.

1

**OUTCOME ORIENTATION:
SETTING THE SCENE**

2

**OUTCOME ORIENTATION
IN THE PCI**

3

**OUTCOME ORIENTATION IN
THE FOREST STEWARDSHIP
STANDARDS**

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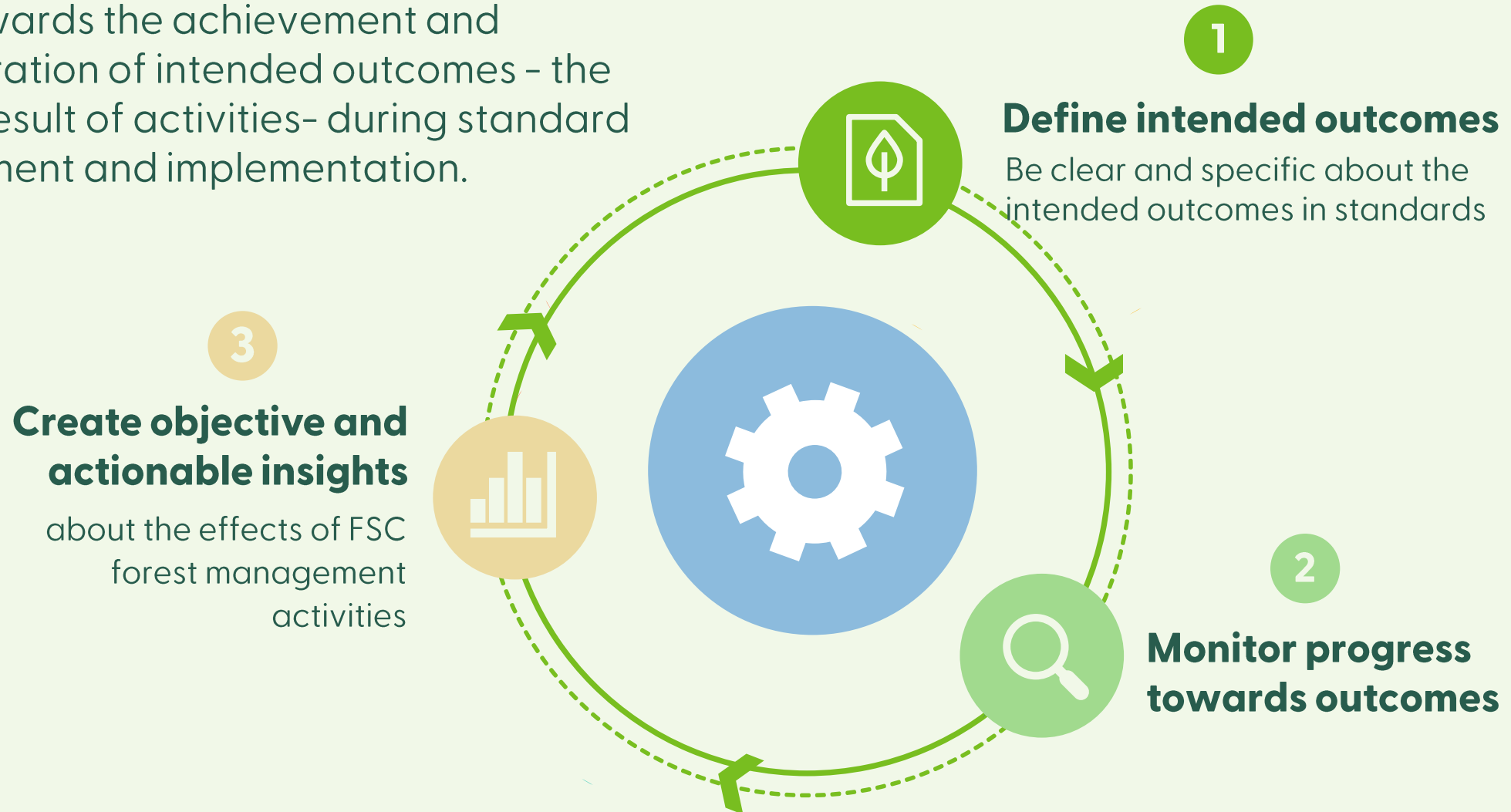
**OUTCOME ORIENTATION
IN THE PCI**

3

**OUTCOME ORIENTATION IN
THE FOREST STEWARDSHIP
STANDARDS**

Outcome orientation: **the concept**

Outcome orientation means putting more focus towards the achievement and demonstration of intended outcomes – the desired result of activities– during standard development and implementation.



Outcome orientation: **objectives**

Outcome orientation means putting more focus towards the achievement and demonstration of intended outcomes – the desired result of activities– during standard development and implementation.

3
Create objective and actionable insights
about the effects of FSC
forest management
activities



Fosters the **demonstration** of **positive** outcomes of certification

Fosters the **improvement** of **standards**

Foster the **improvement** of forest management **practises**



Outcome orientation: **why?**

1

FSC Forest Management Standards are predominantly **practise-based**.

They prescribe **what must and must not be done**. They relate to the implementation of **activities**.

They are **not** designed to **quantify** outcomes and **track** progress.

2

FSC monitoring and evaluation system is **not fit** for purpose.

There is a high **number** of sustainability **outcomes** and countries, and lots of variation across them.

The monitoring and evaluation system is **disconnected** from standard development.

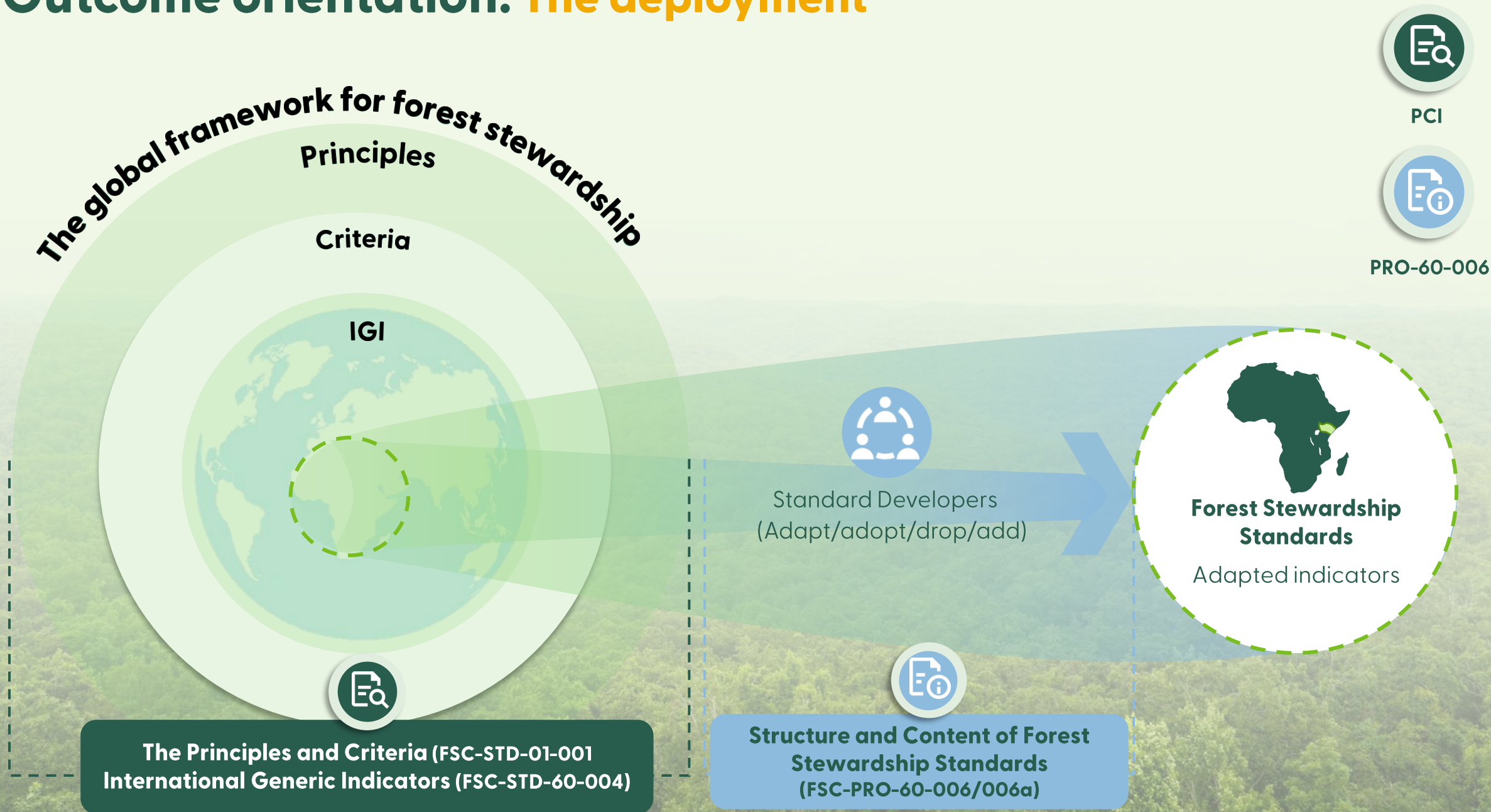
3

Society and markets are **evolving**.

Society is demanding **more transparency** and **accountability**.

The number of legislation and frameworks requiring **data** and evidence of impacts **increases**.

Outcome orientation: The deployment



FSC Global Strategy 2021-2026

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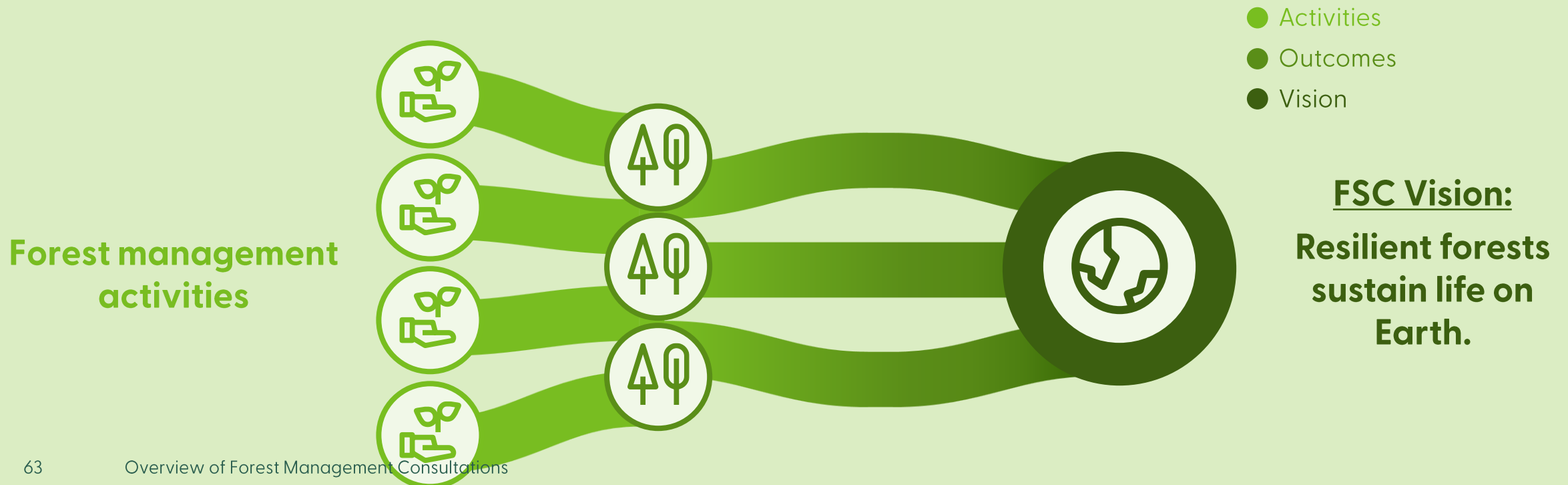
OUTCOME ORIENTATION IN
THE FOREST STEWARDSHIP
STANDARDS

Outcome orientation in the PCI

The PCI revision offers the opportunity to define **forest stewardship** in terms of **desired results**.

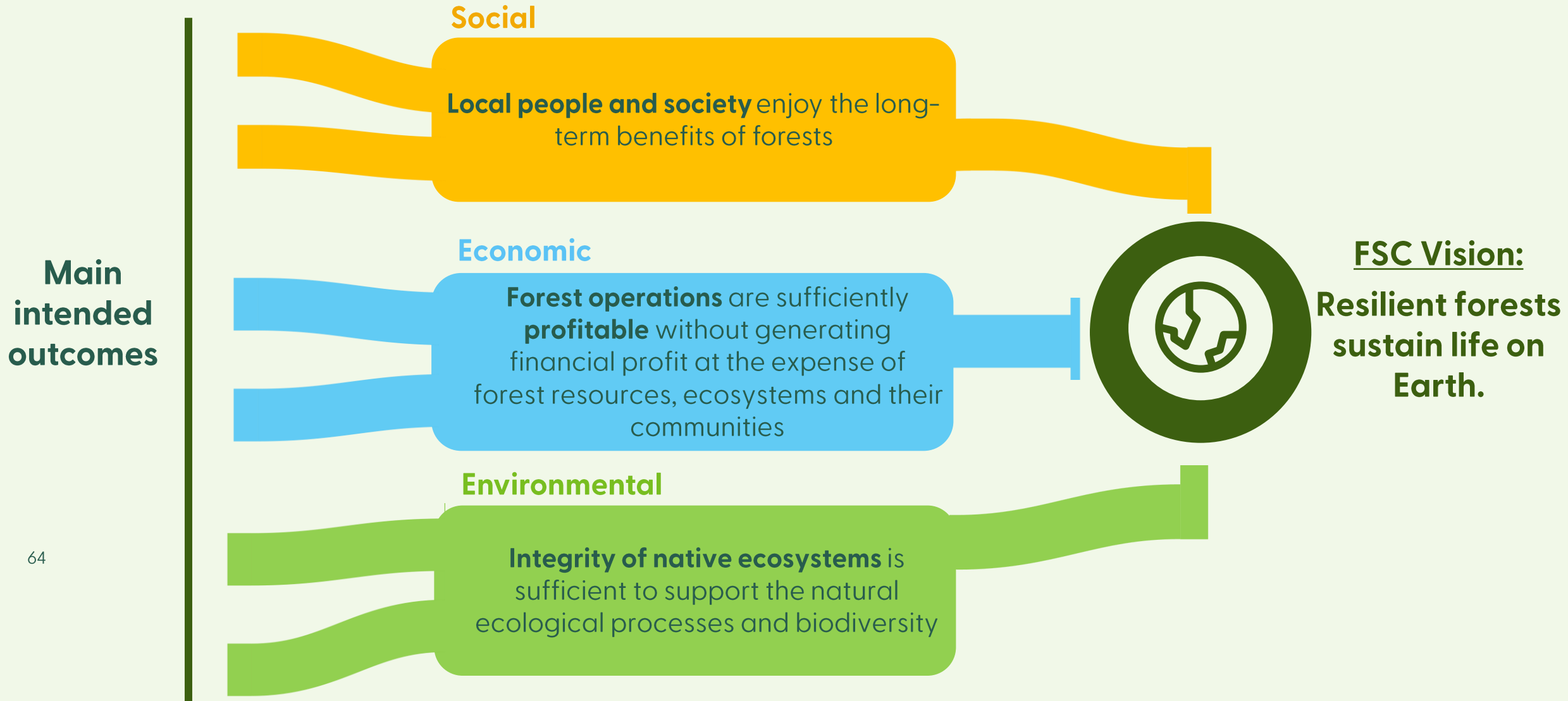
What should be the global set of intended outcomes of forest stewardship?

Using a Theory of Change approach to define the causal chain of forest stewardship



The **intended impacts** of forest stewardship

One for each of the three sustainability dimensions.



The main intended outcomes of forest stewardship



Intermediate
intended
outcomes
(visible at pci.fsc.org)



Using intended outcomes to design the PCI

Proposal #1

We use intended outcomes to **formulate** the Principles and Criteria.

Benefits

1. Shorter sentences with clarity about desired results.
2. Less complex and technical language.
3. Standards more readable and easier to understand.

Example

Current formulation

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.

Proposed 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.

Using intended outcomes to design the PCI

Proposal #2

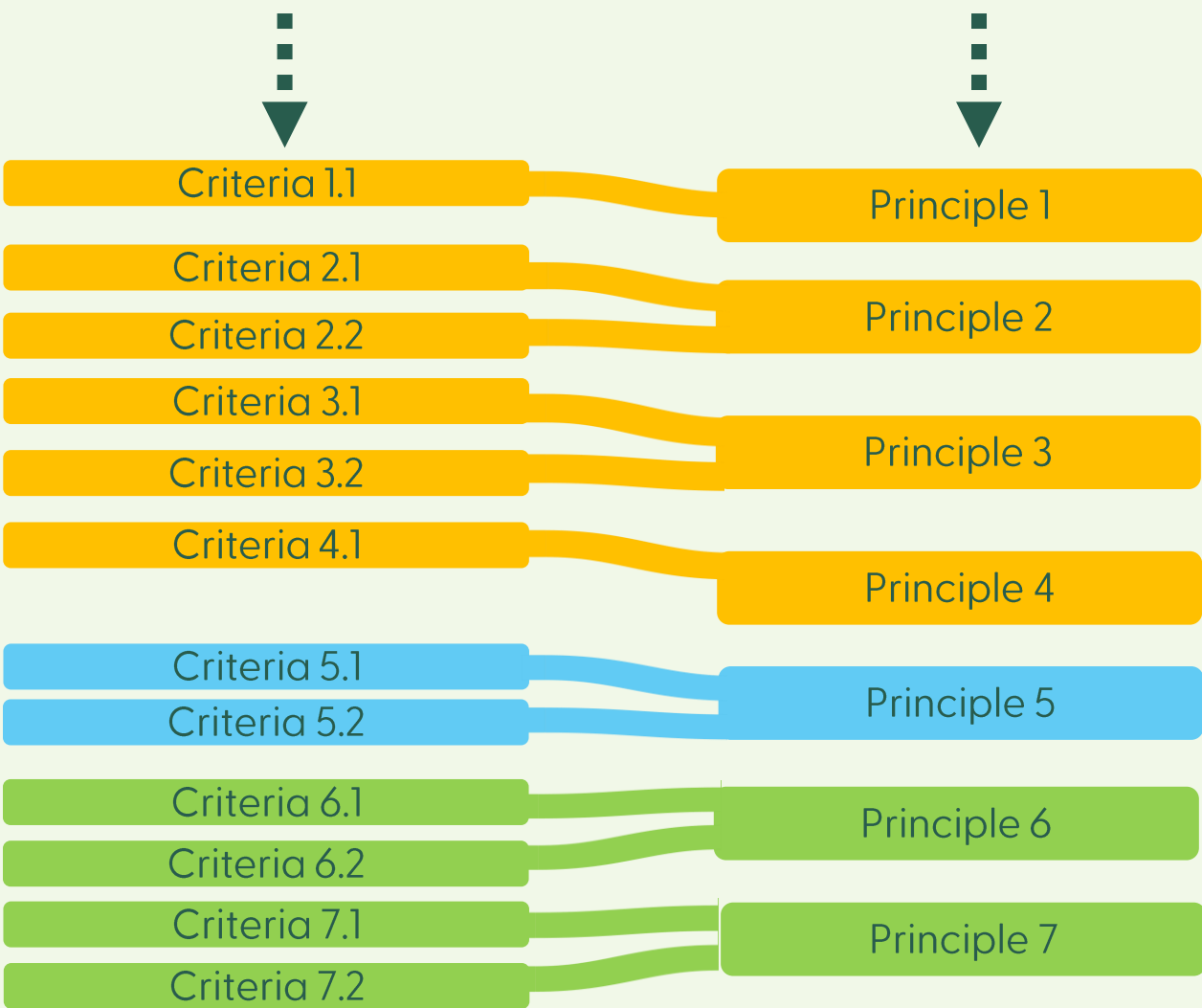
We **structure** the PCI around the intended outcomes defined in the causal chain.

Benefits

Increases coherence and consistency across the whole PCI.

Intermediate intended outcomes

Main intended outcomes



Using intended outcomes to design the PCI

Proposal #2

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

Benefits

Increases coherence and consistency across the whole PCI.

Designing the Principles:

- Each Principle would refer to a precise outcome.
- The scope of the current Principles would not be much affected (e.g. Principles 2, 3, 4).

1. Makes the global set of main outcomes of forest stewardship more prominent.

2. Facilitates the subsequent development of Criteria / intermediate intended outcomes.

Using intended outcomes to design the PCI

Proposal #2

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

Benefits

Increase coherence and consistency across the whole PCI.

Designing the Criteria:

- Each Criterion would refer to a **single** and **clear** (intermediate) intended **outcome**.
- Each Criterion would be **coherent with** and **contribute to** the **Principle** / main intended outcomes.

1. Increases consistency across Criteria.
2. Increases coherency between Criteria and Principles.
3. Increases clarity and focus of the scope of each Criterion.
4. Alignment with PRO-60-006 and the implementation of outcome-oriented FSS.



Using intended outcomes to design the PCI

Proposal #2

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

Benefits

Increases coherence and consistency across the whole PCI.

Designing the IGI:

IGI would be:

- Binary (Y/N), field usable verifiers – the certification requirements.
- Specifying **activities** clearly contributing to achieve the Criteria / intermediate intended outcomes.
- This does not move away from the current IGI but act as a safeguard to ensure that forest management activities deliver on outcomes.

1. Stays consistency with the current IGI and assurance system.
2. Focuses on activities that are clearly contributing to outcomes. Could allow reducing burden from IGI not contributing to results.
3. Contributes to balancing the need to measure progress towards outcomes and burden.



FSC Global Strategy 2021-2026

Goal 1.2: Streamline policies
and standards towards
outcome orientation.

1

OUTCOME ORIENTATION:
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IN THE PCI

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OUTCOME ORIENTATION IN
THE FOREST STEWARDSHIP
STANDARDS

Outcome orientation in the FSS

FSC-PRO-60-006 offers the opportunity to **prioritize** intended outcomes for **a given FSS**.

This will allow **focusing** on the most **important** outcomes in the **local context**. Those for which it is particularly crucial to **quantify** and **demonstrate** progress.



Outcome orientation in the FSS

+ Guidance developed

Proposal

Standard developers define:

- **3-5 key intended outcomes** for the entire FSS (at the Criteria level).
- **indicators** = activities intended to contribute to the intended outcomes.



PCI

Benefits

1. Enhances focus.
2. Allows better managing burden and costs of monitoring.
3. Ensures progress towards outcomes is made.

Example

Key Intended Outcome

C6.9: Natural forest cover is maintained

C2.3: Workers have safe working conditions

Outcome orientation in the FSS

+ Guidance developed

Proposal

Local experts define **monitoring requirements** for each outcome:

- Monitoring indicators (featured under P8),
- Data collection method,
- Sampling,
- Data needs.

Benefits

1. Ensures the integration of local scientific expertise, and the development of sound and cost-effective scientific methodologies.
2. Ensures credible insights are gathered.

Example

Key Intended Outcome

C6.9: Natural forest cover is maintained

C2.3: Workers have safe working conditions

Monitoring Indicator

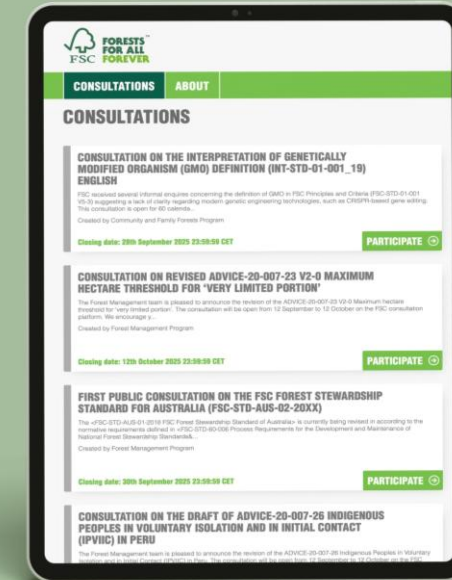
Area of natural forest cover identified in the management unit

Workdays lost due to work-related injuries

PARTICIPATE!

How to participate

Questions on FSC Consultation Platform



All can register for platform and participate

Your voice matters



Stakeholder
input directly
shapes
standards



FSC values
diversity of
perspectives



International
standards to
reflect
international
and
chamber-
balanced
opinions



We will
share
consultation
report by
April 2026 to
show how
feedback
heard

Side events

Upcoming dedicated webinars

Country Requirements: 13 November

PCI Revision: 20 November

Open Consultations

Both consultations open until 30
November 2025

FSC General Assembly

Join us for side events and an Open
House.



**Let's hear
from you
once more**

Overview of Forest Management
Consultation



How to reach us

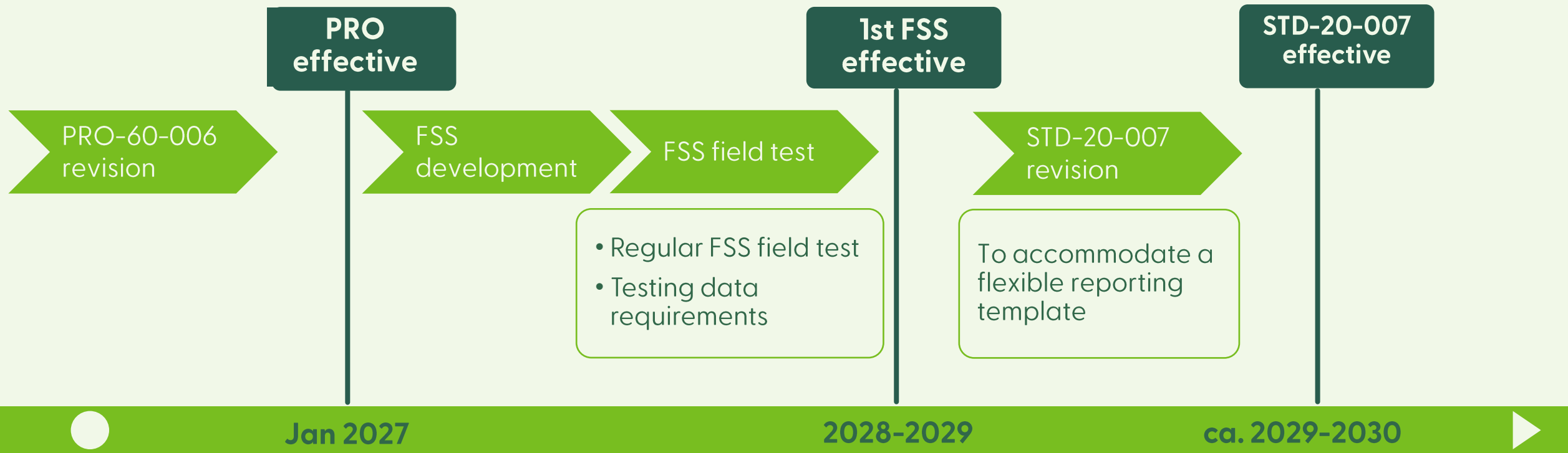
forestmanagement@fsc.org

country_requirements@fsc.org

Q&A

What Outcome Orientation is	What Outcome Orientation is NOT
Outcome orientation...	
Aims to: • make clear and explicit what intended outcomes of forest stewardship are, and • quantify progress against them.	Does not aim to raise the bar of certification. The performances to be achieved by certificate holders for certification should not increase because of outcome orientation.
Draws focus on a few key intended outcomes.	Does not imply that monitoring and data collection should be done on every aspect of forest management.
Aims to generate insights about the effectiveness of forest management requirements to progress towards intended outcomes.	Is not data centric. It does not aim to collect data for the sake of collecting data without clarity on what we want to learn from them.
Aims to benefit: • all FSC stakeholders to better demonstrate positive outcomes of FSC certification. • certificate holders and standard developers to better understand the effects of forest management requirements / activities on sustainability outcomes.	Is not FSC-centric. It does not aim to only serve FSC International for communication purposes at a global scale.
Aims to foster improvements in forest management standards over time and will generate benefits for the FSC system gradually.	Is not a one-off solution that will ensure all positive impacts of FSC are generated and demonstrated on the short-term.
Is part of a broader monitoring and evaluation system that will continue to operate centrally, build on and complement the insights gained.	Is not an attempt to transfer all monitoring activities and associated burden to FSC stakeholders.

Outcome orientation: **implementation timeline**

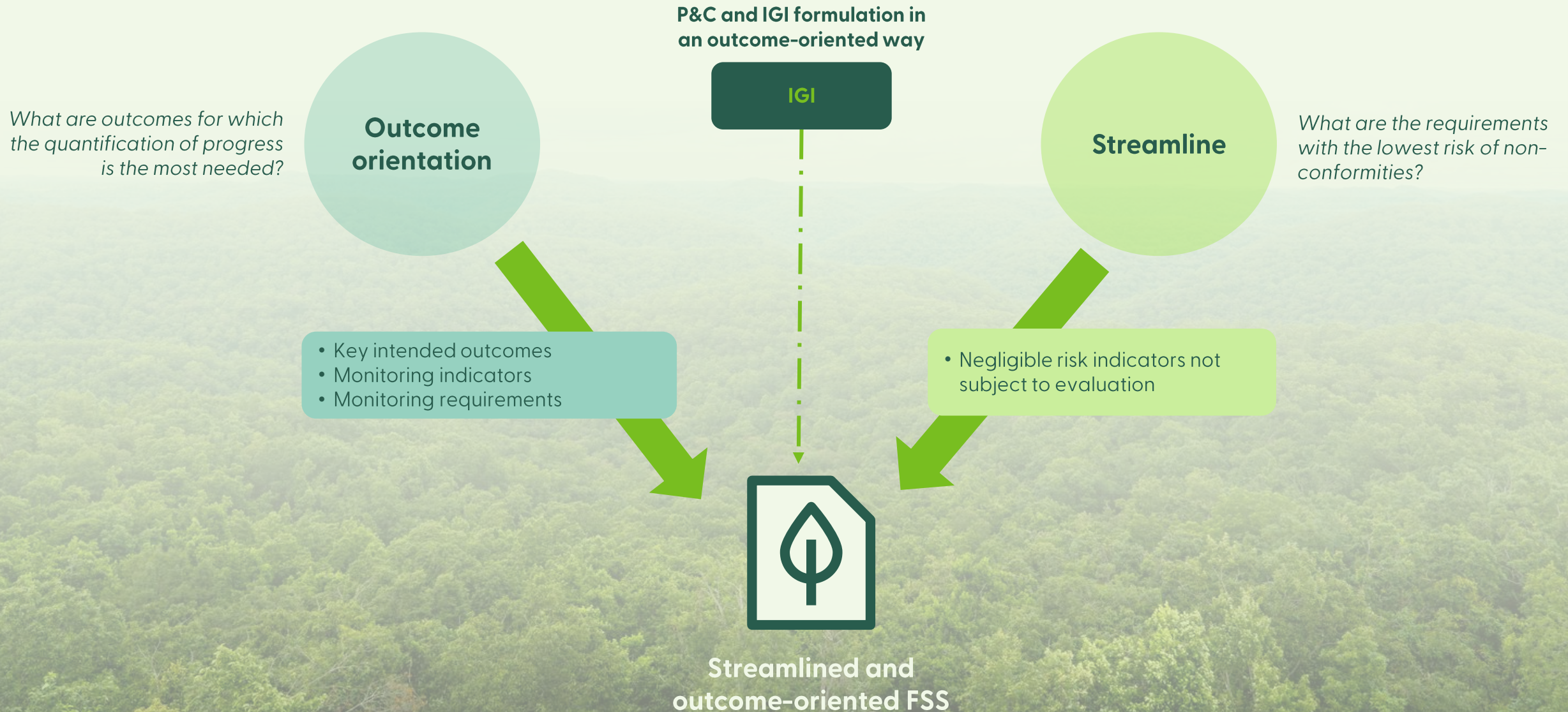


Outcome orientation: **Burden**

Here are the most important considerations to reduce the risk of increased burden on certificate holders:

1. Some **issues are already being monitored** as part of certification or regular forest management (e.g. wages paid to workers, number of work-related accidents, rare and threatened species, HCVs etc.)
2. The number of key intended outcomes to be monitored is **limited to a few**,
3. Some data collection can be cost-effective with modern **technologies**,
4. Some data collection can be **conducted by FSC** when modern technologies permit this to be done effectively and centrally, for example with earth observation,
5. Some data collection can be **conducted by research institutions**,
6. The monitoring requirements could be **adapted for certificate holders with less technical or financial capacities**.
7. Streamlining against risk will contribute to balancing out the burden from monitoring.

Oure vision for future FSS development



Process timelines



FSC-PRO-60-006

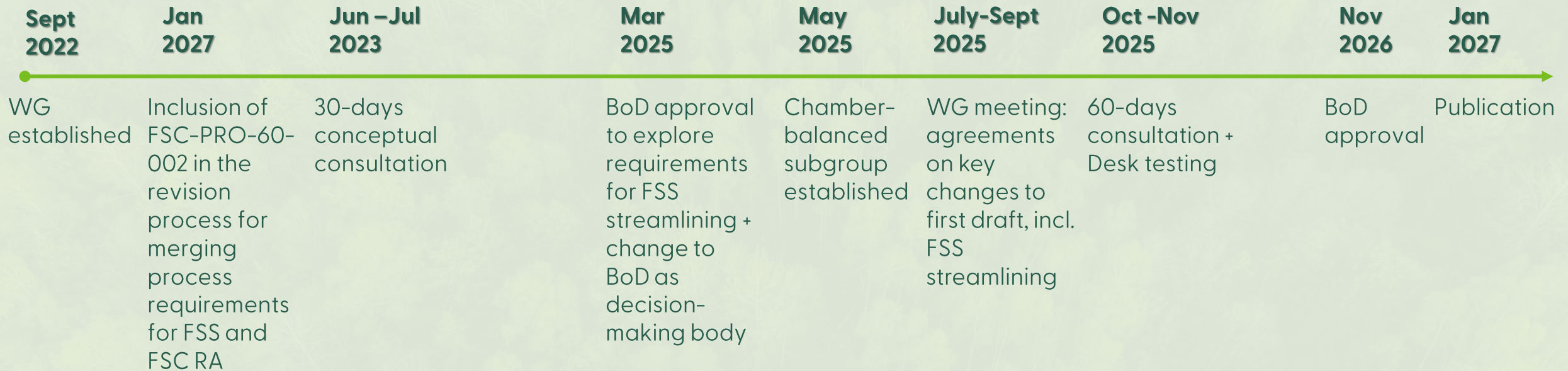
Process requirements for development & revision of FSC country requirements



PRO-60-006a (addendum)

Content requirements for development & revision of Forest Stewardship Standards (FSS)

To be launched: January 2027



* The process timelines have been extended 3 times. One of the main reasons is the change of 4 process leads.