

Engagement Plan for FSC Principles, Criteria and Indicators (PCI) Revision (2026)

January 2026



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FOR ALL
FOREVER**

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Objective

Ensure informed, wide-ranging, and meaningful engagement of FSC Members and key stakeholder groups throughout the PCI revision process, with transparent communication, inclusive input mechanisms, and strong support for understanding the implications of proposed changes. The plan emphasizes revising key topics, including streamlining, simplification, user- and outcome-orientation, and a balanced focus on social and environmental safeguards.

2026 Focus Spread out & Activate

Working Group launch and activate Consultative Forums

Provide structured stakeholder input to guide the WG's work.

Deepen Understanding

Enable Members and key stakeholders to grasp implications and have inclusive dialogues as drafting begins.

Enable Regional Dialogue

Foster regionally and locally contextualized conversations and input.

Process Overview

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Stakeholder Groups



Primary

- **FSC Members (Environmental, Social, Economic Chambers; Global North and South)** – voting audience for the final approval of the Principles & Criteria in October 2028.
- Certificate Holders
- Forest managers
- Communities – Indigenous Peoples, smallholders, local communities



Secondary

- Certification bodies and ASI
- OneFSC (Network Partners, Regional Offices, FSC International Staff)

Engagement in 2026 is used to inform the Working Group's drafting and to provide Members and other key stakeholders with high-quality insights for decision-making down the line.



Engagement Principles

1

Transparency

Clear visibility into how input is used and how decisions are made.

2

Inclusiveness

Specific attention to Indigenous Peoples, smallholders, non-timber forest product stakeholders, forest managers and Global South Members.

3

User-friendliness

Emphasize usability, feasibility, being culturally appropriate and the practical implications of proposals.

4

Outcome orientation

Communicate how changes achieve environmental, economic and social outcomes more effectively.

5

Exploring Balanced safeguards

Work with stakeholders to find ways to improve rigour while avoiding unnecessary burdens.

6

Consistency

Cohesive messaging across regions, channels, and languages.

How

The topics touched on by PCI revision are complex and multi-faceted touching environmental, social and economic tenets of the organization. Amplifying stakeholder engagement in this process can help address responding to key issues and keeping FSC relevant for the future by utilizing our rich existing membership networks and partnerships. PCI revision provides an opportunity for actively seeking a closer relationship with certificate holders.

Local events

Regions have different forests and input - now that the topics are defined the FSC network can own and lead localized dialogue. FSC International to support with preliminary content and presentation material.

Building capacity

Members have different levels of understanding of PCI. Now is the time to encourage mentoring other members by members. Build pathways for increased understanding of FSC's PCI.

Consultative Forums

Consultative forums have been in our system for a long time but not fully utilized – historically more an email list than a “forum.” In 2026 will launch externally facilitated forums with clear roles and responsibilities.

What

The key topics have been defined and presented high-level. In 2026 the topics will be shared in more detail, with proposed impacts and benefits to sense-check and get feedback on. We will engage with stakeholders to get feedback on user-orientation and plain language of requirements. Topics will arise based on Working Group discussions and contentious points where forums and other engagement activities can be utilized to find solutions and get additional feedback on those identified topics.

Engagement Activities for 2026

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Member survey

Reach out to FSC Members to confirm the dialogue topics.



Dialogue sessions

3 virtual dialogue sessions to deep dive into key topics. Quick survey to membership to confirm buy-in to the topics. Proposed topics include (finalized based on survey):

- Modular approach (March/April 2026)
- Outcome Orientation (August 2026)
- Restructuring PCI (November 2026)



Consultative Forums

Consultative Forums with independent moderators to facilitate exchanges between forums, experts and working groups for solution iterations and feedback loops.



Advocacy for PCI

Including PCI revision in FSC's Engagement Pillar advocacy plan and workstreams for external engagement and government advocacy.



Ongoing feedback loops

Regular engagement from PSC, Board liaisons and alignment with other processes such as Global Strategy, Climate & Biodiversity Strategy implementation, Ecosystem Services (biodiversity & carbon credits), system integrity and IFL advice note development.

Network activation



Activating the FSC Network

- Toolkit to activate and support FSC's local teams (Network Partners and FSCI field teams) to host workshops
- Training Session at FSC's Global Staff Meeting for Network Partners and FSCI staff (April)
- We will be checking continually in with local teams to identify further opportunities to the below

Events planned by the local teams (continually updated):



Workshop on PCI in Australia



- United States members meeting
- Indigenous Land Symposium in Canada



Training sessions on FM and including PCI in:

- Thailand
- Indonesia
- India
- Viet Nam

Regional members meeting:

- Malaysia
- Indonesia



Workshop/
Presentations on PCI in:

- Finland
- Ukraine
- Adria Balkans



Workshop on PCI in Ecuador

FSC Brazil Annual Members Assembly

Ecosystem Services Summit in Argentina

We seek to fully leverage existing local FSC events to target forest managers, certificate holders, relevant forest, institutions, governments, for discussions on PCI revision. These dialogues will strengthen FSC's leadership on forest stewardship locally.

Supporting the FSC Network in outreach

Providing core material and information for local feedback. Basing content on two user types: general and technical.

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User types



General

Developing content and interactive activity proposals for stakeholders not deeply familiar with the PCI.

Clarification, user-orientation and simple language for both user types.



Technical

Prepare proposed impacts and benefits. Get feedback from committed stakeholders to ground truth proposals, especially proposed impacts.

Material & Support

- Presentation material with support for initial AI translation for Network Partners to review and finalize
- Ideas and proposal for engaging activities such as gamification
- Working with our network to prepare pre-engagement activities such as a survey to support them beforehand on technical topics and concerns and develop agendas accordingly

Regional meetings



Regional Membership meetings in 3 regions in 2026

Regional meetings for FSC Members to be held in Latin America, Asia Pacific and Europe organized by FSCI's Membership team. The agenda to include minimum a half day workshop on the PCI revision. Identifying opportunities for Africa.



Invitations to extend beyond membership

Key stakeholders in forest management from the region will be invited to join the discussions and take part of the PCI workshop – reflecting PCI at the core of FSC and opening avenues as a dialogue platform. This includes FM and CoC Certificate Holders, local NGOs, local and national government institutes, academia etc. Exemplify FSC as a continued leader for responsible forest stewardship.

10 Simple to Complex



Diversity also comes up in how people understand material. To address this spectrum, the revision will continue to aim to provide resources in different formats. Currently, we have short videos on the revision, green papers, event material, and more. While not every view can be reflected in the final requirements, each view will enrich the discussion. In 2026, we will expand this resource library with material on working group deliberations, more explanations of developments in key topics, short explanatory videos on key topics and controversial issues, and more.

Member mentorship: During events and dialogues members will be encouraged to develop mentorship or a buddy system to support newer or less knowledgeable members throughout the revision process.

External document corner: Exploring developing a channel for FSC Members and stakeholders to provide documents and papers relevant to the revision. This will be a dedicated resource page for interested stakeholders looking to build expertise and dive deep into a related topic. NB: Content upload doesn't assume that all staff and working members have read the document. A process will be defined to manage expectations and protect data rights how it works before launching.

Communication

Key Messages

- “This revision is about making FSC stronger, outcome-oriented, and easier to use.”
- “We are committed to clearer outcomes and more effective environmental & social safeguards.”
- “Your input directly shapes the requirements—every step is transparent.”
- “We support you with materials, hosting dialogue sessions, and personalized outreach because all input matters and is important.”
- “The 2028 GA vote will define FSC’s next decade - your informed participation matters.”

2026 Detailed Schedule of Events & Outreach

Q1 2026

Month	Actions	Resources Needed
January	<ul style="list-style-type: none"> Prepare forum invitation packages with culturally appropriate messaging. Develop engagement segmentation for Members 	Staff: Policy Outreach Manager (POM), Financial: \$0–\$1,000 (communications)
February	<ul style="list-style-type: none"> Begin translation workflow setup. Launch Expert Corner 	Staff: POM + Comms Financial: Translation allocation (\$2,000 starter)
March	<ul style="list-style-type: none"> Dialogue session I: Modular Approach (virtual). Launch Network Incubator. Meeting with PIPC 	Staff: FM/POM + moderators Financial: Indigenous stipends & interpretation (\$2,000), moderators (\$5,000)

Q2 2026

Month	Actions	Resources Needed
April	<ul style="list-style-type: none"> Digital Forum platform pilot on PCI Hub launched. FSC Global Staff Meeting sessions with FSC Network Partners and all FSCI Staff. Plan local and regional outreach 	Staff: IT + POM + FM Financial: Existing resources
May	<ul style="list-style-type: none"> Direct outreach to Members through regional teams. One-on-one calls with high-impact Member groups. Working Group kick-off comms. First Consultative Forum meetings (all 3 forums, online) 	Staff: FSC Membership Team Financial: Existing resources
June	<ul style="list-style-type: none"> Working Group in person meeting comms. Forum meetings. Youth observers confirmed. Regional members meeting in APAC 	Staff: POM, FM, Comms Financial: Youth travel pre-booking (\$5,000 covered budget)

2026 Detailed Schedule of Events & Outreach

Q3 2026

Month	Actions	Resources Needed
July	· WG Update #1 published· Forum follow-up sessions for Indigenous Peoples and smallholders· Preparation of 2027 draft consultation strategy	Staff: FM, POM + student assistant (note-taking) Financial: Indigenous interpretation & stipends (\$1,500)
August	· Dialogue session 2: Outcome Orientation (virtual)· Forum meetings	Staff: Regional Members teams Financial: Travel support gap (Indigenous requests, \$2,500), Interpretation (\$2,000)
September	· Gathering notes & summaries from regional workshops· Posting Forum feedback summaries· Certification Body meeting· Regional members meeting in Europe	Staff: Student assistant + POM

Q4 2026

Month	Actions	Resources Needed
October	· Member Webinar: WG update (October) · Forum meetings· Regional members meeting in LATAM	Staff: POM, Comms Financial: Interpretation (~\$2,000)
November	WG Update #2 published· Dialogue 3: Streamlining & user-friendliness (virtual)	Staff: POM + student assistant
December	· Refinement of Member segmentation for 2027 consultations · Forum meeting (final input round 2026)·	Staff: Policy Outreach + Members Team Financial: Interpretation (~\$1,000)

Other Engagement Workstreams in 2026



Including Indigenous Peoples in Revision

- Indigenous Peoples (IP) forum as primary input
- Requesting PIPC meetings & involvement in regional meetings
- IP expert to support Working Group



Including youth

- Two youth observers (IFSA & ALECIF)
- Touchpoints between youth and WG, Consultative Forums and Board Liaisons
- Quarterly meetings with Policy Outreach team



Regional Member Workshops

- One workshop per region for dialogue
- Interactive case studies & scenario exercises



Certificate Holder touchpoints

- Activate FSC's local events with CHs, members and other local stakeholders
- Recognize effort and role in workplans
- Include PCI in CH survey to inform on revision and get high-level feedback



Materials Development (ongoing)

- Monthly updates through PCI Hub on what's new such as:
- "What we're debating" series (plain language)
- Videos & example-based storytelling



Begin Individual Outreach Planning

- Segment Members by region, chamber, interest
- Define engagement touchpoints (2027–2028)

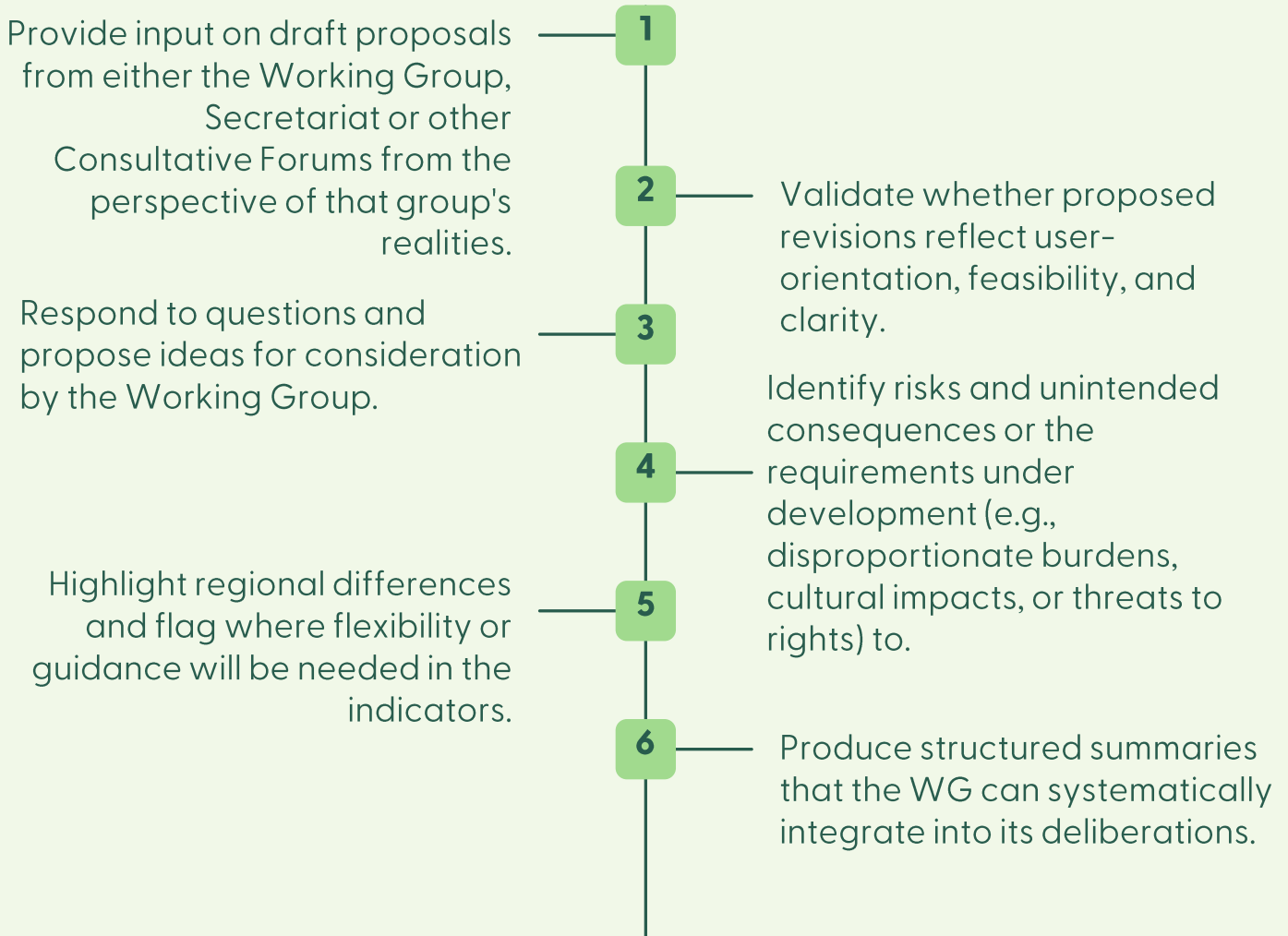


Being Culturally Appropriate

- Provide interpretation and translated materials in Spanish and French and other languages such as needed based on forums need
- Offer stipends for participants from under-resourced communities,
- Use format diversity (verbal, visual, recorded, local facilitation),
- Create trust-building spaces (longer meetings, one-on-one sessions),
- Support travel to at least one in-person meeting for Indigenous Peoples and youth, where budget allows

Consultative Forums Objective & Functionality

Each Forum will:



PCI Hub Digital Forums Functionality Exploring potential of new digital tool

- Discussion threads on key topics
- Moderated Q&A
- Upload of targeted questions from WG/FSC staff
- Feedback summaries for Members & WG
- Working on: Translate button integration for cross-language dialogue

Activation of Consultative Forums

Forums include

- Forest Managers (users)
- Indigenous Peoples and smallholders (users/topics)
- NTFPs and other topics such as Intact Forest Landscapes (topics)

How they work

- Meet bi-monthly online to get updated on the process and hold discussions on questions raised in the process requiring additional insight
- Respond to questions for testing/feedback from the WG or PCI Core Group and are informed of updates
- Exploring opening a digital dialogue platform within the PCI Hub for Consultative Forum discussions outside of meetings for providing spontaneous input (April 2026)
- Independent (external) moderators to facilitate forums (meetings & online)
- Indigenous Peoples and smallholders' forums meet simultaneously for enriched dialogue and are provided with additional opportunities to have information sessions and learn more about topics of their interest
- Stipend to encourage and value Indigenous Peoples' participation

Workflow for Forum Responses

1. Question or draft section are made available to the Forum via the PCI Hub by FSC Secretariat.
2. Forum facilitators circulates materials, sets meeting dates, and posts guiding questions.
3. Virtual meeting with interpretation to consolidate discussion and develop positions.
4. Forum Summary Report drafted.
5. Forum reviews and validates the summary.
6. Summary is submitted to WG and posted to the PCI Hub.
7. WG reviews input, documents how it was used, and shares responses.

Expected Contributions by Forum Type

Indigenous Peoples

- Guidance on FPIC, cultural values, territorial rights, and safeguards
- Ensuring revisions respect collective rights and knowledge systems
- Identifying where indicators must reflect customary practices
- Feasibility analysis of applicable requirements
- Recommendations for simplification and flexibility
- Feedback on expected administrative burdens and cost implications

14 participants

Forest Managers

- Operational practicality and auditability
- Technical feedback on indicators
- Insights on differences between large-scale, community/medium-scale management, different types of forest and forest operations
- Relevant topics that may arise during discussions with the Working Group
- Sense check simplification efforts

24 participants

NTFPs and Emerging Topics

- Guidance on sustainable forest management beyond timber extraction
- Identifying where indicators must reflect NTFP systems, species dynamics, and seasonality
- Feedback on environmental and social safeguards relevant to non-timber forest uses such as harvesting practices
- Recommendations for outcome-oriented, user-friendly indicators in multi-use forests
- Will include the IFL Consultative Forum after the Advice Note is developed

9 participants

How Consultative Forum Input Is Captured

Standardized Input Template

Each Forum response to WG questions will follow a structured format:



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Quarterly Synthesis Reports

Assign a recorder per topic within the forum. They are responsible to prepare a Forum Input Summary every quarter, including:

- Key themes
- Recommendations
- Areas of consensus
- Areas of dissent
- Questions for WG

Reports are uploaded to the PCI Hub for transparency and shared with Members periodically.

Direct WG Engagement

- WG Liaison welcomes participation in all Forum meetings.
- The WG may attend 1–2 major Forum sessions each year to present drafts or respond to questions.
- Topic-specific joint workshops may be convened during the 2027 consultation phase.

Feedback Loop

For each major round of input:

- WG provides a “What we heard / How we addressed it” memo to each Forum.
- These memos are made public to the membership to enhance transparency and trust.

Consultative Forum tools



Primary Platform: The PCI Hub

Each Forum will have an online space accessible only to the forums, Facilitators, working group and PCI core group featuring:

- Login-based access
- Discussion threads organized by topic
- Document repositories
- Polls & surveys
- "Ask the WG" channel where the WG Liaison funnels questions to the WG

Meeting Formats

1

Virtual Meetings

2-hour sessions via Zoom

Facilitated by external facilitators & structured with pre-distributed materials

2

Digital Dialogue on PCI Hub

Prompts during key phases

Members can respond in their own language (machine translation supported)

Forest Managers and NTFP Forums

Meeting frequency: Bi-Monthly

Indigenous Peoples

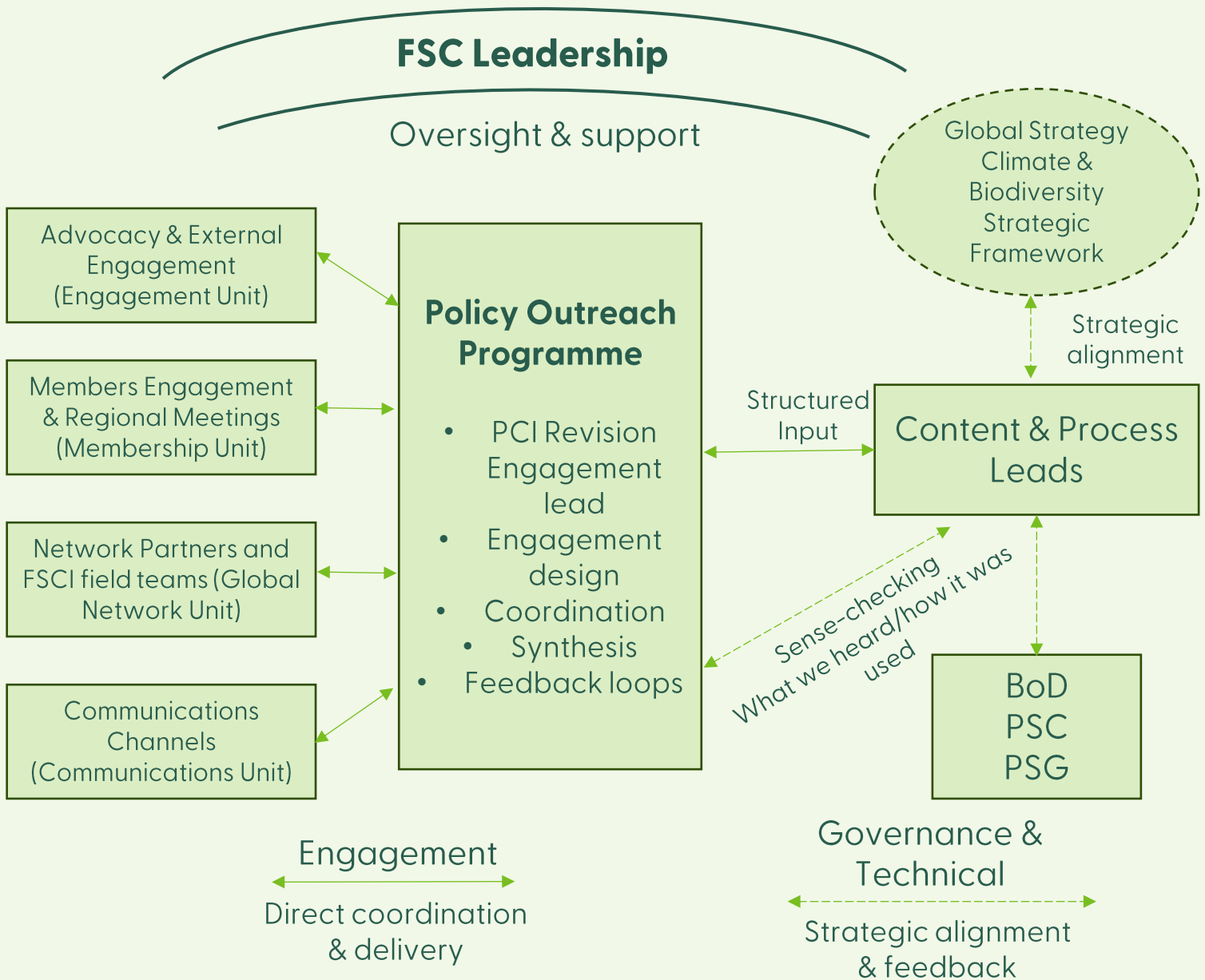
(Including Traditional Peoples and local communities)

Meeting frequency: Quarterly as requested to not overwhelm

Resources & Staffing



The PCI revision overall touches on multiple teams and programs. Engagement is being led by the new **Outreach Programme** in the Policy and Performance Unit. Technical lead and engagement with the Working Group, Board of Directors, PSC and PSG continues to be led by the **Forest Management Programme**. This revision is supported throughout the whole Secretariat with collaboration across different units and teams, including attention and oversight from FSC top leadership.



Risks

Risks

Risk	Mitigation
Low engagement	Personalized outreach, diversified formats (online fora, online webinars, in-person regional events), working more closely with Indigenous Foundation and PIPC, stipends where budget allows and simultaneous interpretation.
Tension between safeguards and user-orientation	Balanced and neutral messaging based on potential impact and transparent trade-offs
Language barriers	Increase interpretation budget and availability. More AI translated material
Content too complex	Visuals where possible, examples and simplified explanations
Loudest input assumed as primary feedback resulting in unbalanced views reflected	Different engagement instruments with reports to reflect varied feedback and transparency into different views. Clarity into how feedback is used and clear engagement processes, not deviating every time a concern is raised.



Looking ahead

Activities from 2024-2026 to be evaluated for identifying additional engagement requirements for 2027-2028. To be confirmed after budgeting exercise in 2026.

2027

Public consultation on the draft will be held. Engagement activities to include continuation of local events, North American Members Regional Meeting and global forums to discuss key changes in the draft through webinars and dialogues.

2028

Direct outreach and events for FSC Members for preparing for the vote at the General Assembly.





Thank you

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