



Forest Stewardship Council • Vision in Action



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Our vision

The world's forests meet the social, ecological and economic rights and needs of the present generation without compromising those of future generations.

Our mission

The Forest Stewardship Council (FSC) shall promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests.

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A Message from the Executive Director

The past year brought many changes and challenges to FSC, yet the organization closed 2008 with considerable momentum. Over the course of the past year, we bid farewell to longstanding leaders, started key processes to strengthen our system and credibility, improved our market development, and held one of the most successful General Assemblies in FSC's history. Our activities were guided by the FSC Global Strateg, and were composed of measures towards immediate goals, as well as towards mid and long term strategies.



Maintaining and increasing the credibility of FSC was a high priority this past year, and will remain a priority in 2009. The FSC team implemented steps towards strengthening its governance system, preparing for a full review of the FSC Principles and Criteria and made advances on the second phase of the plantations review. As expected, the complex issues involved in this have proved challenging, yet through the continued commitment of the FSC Board of Directors, members, network and staff we have been able to progress.

This same commitment was highly evident throughout the 2008 General Assembly which was marked by strong participation from the FSC members. Nearly 300 delegates from 65 countries attended the event, many carrying proxies of other members. The key issues of governance, credibility, Controlled Wood, forests and climate change, and the role of the National Initiatives were highly debated, eventually leading to approved motions and setting FSC's courses of action.

The market for FSC continued to grow well last year, particularly in the paper sector, with strong growth in chain of custody certificates. Our newly established FSC Global Development (FSC GD) started to provide better support and resources to the companies invested in FSC. Significant work is still needed in this area, especially to ensure that the strong market demand is consistent with advances of certification at the forest level.

As we look to 2009, I am encouraged by the successes of the past year and motivated by the challenges we face. Overall, 2008 was a transition year for FSC and I expect that this will also continue in 2009 as FSC continues to work to promote responsible forest management world-wide.

Thank you to all the members, national initiatives and staff that have contributed for FSC to advance towards its mission in 2008.

Yours truly,

A handwritten signature in black ink, which appears to be "Andre Giacini de Freitas". The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Andre Giacini de Freitas
FSC Executive Director

Amid complex issues, the FSC network continued to reaffirm its overall commitment to responsible forest management throughout 2008. We welcomed discourse, new challenges and found innovative ways to continue to engage in our efforts to promote responsible forest management with full conviction. Together, members, staff, businesses, certificate holders and stakeholders helped to make this past year a benchmark in FSC's history.

The milestones of 2008 included celebrating 15 years of vision in action, passing the 100 million certified hectare mark, and marked the increasing demand for FSC through 954 forest management certificates and more than 11,847 chain of custody certificates worldwide.

The work over the past year built upon the FSC Global Strategy, released in 2007. With renewed focus, FSC continued its position as the only truly credible international forest certification system. Among the top priorities for 2008 were creating more equitable access to the benefits of FSC; securing the integrity, credibility and transparency of the FSC system; creating more business value than products from non-certified forests; and strengthening our global network to deliver these goals.

FSC faced great challenges in 2008, yet seized them as opportunities to create effective solutions to the problems facing the world's forests, and those that depend on them. Establishing a solid presence in Africa, supporting small forest holders and communities and facilitating dialogue on FSC certified plantations were all issues that demanded our attention. FSC engaged fully in each instance, addressing failures, successes and finding consensus to move forward.

The past year was also notable for significant changes in the forest debate which expanded to include such complex issues as carbon, land use, biofuel, environmental services, new financial schemes and new monitoring technology. As the scope of forest management intensified, guidance from FSC membership remained a valuable voice for stakeholders around the globe.

It has been a year of tremendous growth, and the responsibilities placed upon FSC continue to grow. The successes of the past year have proved once again that FSC is steadfast in its commitment to meet challenges head on, no matter how great those challenges may be. The continued support and commitment from the FSC network will only strengthen these efforts. As we advance into the next chapter of FSC, I believe we will embrace the opportunities to draw on the strengths of the FSC system, continue to work constructively with critical feedback and continue to lead responsible forest management.

With my best regards,

A stylized, handwritten signature in black ink, consisting of a large, sweeping 'R' followed by a horizontal line that ends in a small arrow pointing to the right.

Roberto Waack
Chairman, FSC Board of Directors



2008 Year At A Glance

New FSC National Initiatives

Six new National Initiatives from around the world were approved in 2008. FSC efforts at the national level took hold in Honduras, Nepal, Norway, Papua New Guinea, Poland, and Senegal. At the close of the year, the total number of FSC National Initiatives grew to 52. www.fsc.org/fsc-locations.html



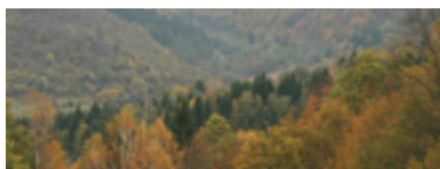
FSC Friday in the UK

An initiative of FSC UK, "FSC Friday" was started in 2008 to raise awareness of the FSC logo and to encourage people to look for the label when buying wood or paper products, as well as to highlight the importance of forests. A range of events took place in FSC certified forests all over the UK and the event will continue annually. www.fsc-uk.org



Lisbon Process furthers FSC certification for smallholders

In May 2008, over 60 participants gathered in Lisbon, Portugal, for a workshop on Smallholder and Community-based Forestry Operations. Coordinated by the FSC Social Program and WWF, the workshop focused on strengthening participation of small forest operations and communities in the FSC system. Two days of discourse yielded a new FSC initiative known as the 'Lisbon Process' – an action plan in line with Goal 2 of the FSC Global Strategy. www.fsc.org/smallholders



More than 100 million hectares certified to FSC standards

FSC is about providing the highest social and environmental quality assurance in forest management – the measurable impacts rather than the amount of hectares certified. Yet we still reached the 100 million hectare mark earlier than anticipated. "This shows a strong market interest in FSC and we are proud about this achievement" – FSC Executive Director Andre de Freitas.

New step towards stronger Governance

In 2008, FSC established a series of steps to advance its governance system to a stronger and more efficient structure. Following the release of the final governance review proposal paper by the FSC Board of Directors, the membership approved several governance related motions at the 2008 FSC General Assembly, which will be implemented in 2009 and 2010.



Members gather in Cape Town for FSC General Assembly

The FSC General Assembly 2008, which took place in Cape Town, South Africa, from 3 – 7 November, successfully reaffirmed that the collective efforts of the FSC network will guide the organization into an even stronger future. <http://www.fsc.org/general-assembly-2008>

FSC meets Dutch procurement criteria for timber

The Dutch Timber Procurement Assessment Committee (TPAC) confirmed that FSC International and its national standards conform to the Dutch government's procurement criteria for timber. Timber Procurement Assessment Committee. www.tpac.smk.nl/



FSC Denmark Award

The Danish FSC Design Award called for carpenters, designers and architects to design a product using FSC certified material. Architectural student Jonas Pedersen won the accolade which includes a trip to an FSC certified forest in Nicaragua and the opportunity to create a prototype of his winning design. www.fsc.dk



FSC appoints new Head of Policy & Standards

FSC has appointed Hans Joachim Droste as the new Head of Policy and Standards for FSC IC. Mr. Droste assumed the position on November 1, 2008, and will continue the work of former Head of Unit, Andre Giacini de Freitas. Bringing years of extensive experience, Mr. Droste will lead the development of international standards and policies.



New FSC Executive Director

Andre Giacini de Freitas takes over the office of FSC Executive Director from the outgoing FSC Executive Director Heiko Liedeker. A forester by training, Andre Giacini de Freitas also brings extensive and broad experience working with FSC. This includes field experience working as an auditor in Brazil as well as high-level, strategic and policy work at the international level. Previously, Andre Giacini de Freitas managed Imaflora, a Brazilian NGO that is also the SmartWood affiliate in that country, and also developed the social and environmental policy for Rabobank in Brazil. Since 2006 Andre Giacini de Freitas has been leading the FSC Policy and Standards and Communications programs.

PPP-NI project continues to strengthen FSC National Initiatives

Now in its third year, this project continued to optimize FSC's influence on policy, decision-making and regulatory institutions for responsible forest management, focusing on the Amazon, the Congo Basin and China. It continues to build and strengthen the capacity of FSC National Initiatives in these strategic regions to deliver services and enhance their ability to generate revenues. www.fsc.org/ppp-ni.html

Plantations review advances with Technical Expert teams

The Plantations review included Four Technical Expert teams which conducted meetings throughout 2008. The outcomes from each team addressed specific issues regarding FSC certification and plantations with recommendations for developing resources to better facilitate responsible management. The outcomes will also be provided as input to the Review and Revision of the FSC Principles and Criteria. www.fsc.org/plantationsreview.html



FSC Membership

FSC's unique role is to bring together people, organizations and businesses of the Global South and North to develop consensus-based solutions that promote responsible stewardship of the world's forests. People, organizations and businesses invest time, resources and credibility in FSC because forests are important to them. FSC's solutions respond to challenges created by poor management of forest resources and are supported by social, environmental and economic stakeholders in the Global South and North alike. They are used by people, organizations and businesses engaging markets to encourage responsible stewardship of forest resources.

Membership information from 31 December 2008

Chamber	North	South	Total
Economic	177	149	326
Environmental	133	213	346
Social	59	96	155
Total	369	458	827

General Assembly brings higher membership growth

In 2008, the number of FSC members grew by 15% from 720 members to 827. Most of the new members come from the global South. Membership from Africa continued to be a significant contributor to growth with an increase of 30%, especially from the Congo Basin. Asian and European membership also grew at a fast rate.

The higher growth this year – 15% in 2008 compared to 12% in 2007 – is partly due to the General Assembly. This membership event runs once every three years at a different location, making FSC more accessible to members in that region. This year, FSC hosted the event in Cape Town, South Africa.

FSC is a membership association with a governance system that gives social, environmental and economic interest an equal voice. The membership is the highest decision-making body in the organization and every three years members gather from around the world to participate at the General Assembly.

It is in this dynamic environment where valuable concerns and criticisms are brought into a forum. Different interest groups work together in an equitable way to find solutions. Members also elect the FSC Board of Directors to represent their needs for a three year term.

New members elected to the FSC Board of Directors

Three members were elected or re-elected to the FSC Board of Directors in 2008, and officially appointed at the FSC General Assembly 2008 in Cape Town: Chris van der Goot (Ecohout Foundation, Social North), Margareta Renström (WWF International, Environmental North) and Eric Palola (National Wildlife Federation, Economic North).





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FSC General Assembly 2008



The FSC General Assembly 2008, which took place in Cape Town, South Africa, from 3 - 7 November, successfully reaffirmed that the collective efforts of the FSC network will guide the organization into an even stronger future.

The General Assembly was marked by strong commitment and engagement from FSC members, Board of Directors, supporters and staff. This brought valuable concerns and criticism into the forum of the General Assembly and a focus on solutions that led to the amendment and approval of most policy motions.

The event was also very successful in terms of participation, with almost 300 people from 65 countries and diverse interest groups. Input

from different NGOs, social movement representatives and business leaders brought the needed perspectives that will help strengthen the FSC system.

All of these stakeholders conducted lengthy discussion on several issues and eventually reached agreements on how to move forward. Key highlights of the GA were the discussions around governance, the role of National Initiatives, FSC credibility, Controlled Wood, and forests and climate change.

The FSC membership approved motions related to all these topics, which will now be included into FSC's work plan for implementation. An initial analysis of the approved motions shows that many of them can be fully or at least partially implemented in 2009.

Maintaining credibility, securing resources and implementing GA motions are all part of FSC's next steps. Guided by the Global Strategy and the member decisions from the General Assembly, the FSC Board of Directors and management are focused on ensuring that the FSC system continues as the leading certification system for responsibly managed forests.

FSC wishes to extend sincere thanks to all of the participants who made the FSC General Assembly 2008 a success.



FSC General Assembly 2008 resources at a glance



Presentations - presentations from the General Assembly in pdf format are available online at www.fsc.org/garesources.

Motions - finalized motions are available online at www.fsc.org/garesources.

Podcasts - Tropical Forest Trust's 'In Conversation' podcasts feature Interviews from the FSC General Assembly 2008 including FSC directors, CBs, NIs and more, online at www.tropicalforesttrust.com/podcast.php.

Newsletters - throughout the GA, news and updates were delivered in NEPCo's CWU newsletter in special General Assembly editions and in collaboration with FSC and FSC Denmark.

Updates from Nov 3-6 are available online at www.fsc.org/garesources.html; and NEPCo's General Assembly summary is available online at www.nepcon.net/index.php?id=2345.

Participants - the General Assembly brought together near 300 delegates from 65 countries. NIs, CBs, certificate holders, trade unionists (many from Africa), NGOs, members and observers all gathered in Cape Town to strengthen the FSC system. FSC was pleased to provide subsidies to 102 delegates to attend. Thank you to all our donors and sponsors for making this possible.

Photos - see all the photos from the General Assembly at www.fsc.org/gaphotogallery.html



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The 'Lisbon Process' gives new life to FSC's smallholders program



FSC's Global Strategy clearly identifies increasing access to FSC certification for small forest owners as a priority. FSC aims for local stakeholders, communities and indigenous people to have equitable access to the benefits of FSC certification and is making concerted efforts to identify and develop useful mechanisms. The desired outcome is that indigenous peoples, communities and SLIMFs manage at least 15% of the total certified forest area.

The FSC community has put considerable effort into the development of a Social Strategy. The FSC developed Group certification in 1998 and the SLIMF (Small and Low Intensity Managed Forests) standard in 2004 to make certification more attractive to small forest owners. Still FSC has not made as much impact on small forest owners, community forests or low intensity managed forests as was initially hoped.

Currently, only a relatively small proportion of FSC forest areas are held by communities and small forest owners worldwide. However, the number of certificates paints a different picture: more than one in seven forest management certificates issued by FSC are to communities and small forest owners.

In 2008, FSC increased its activities related to smallholders and community-based forests. In May 2008, over 60 participants gathered in Lisbon, Portugal, for a workshop on Smallholder and Community-based Forestry Operations.

Coordinated by the FSC Social Program and WWF, the workshop focused on strengthening participation of small forest operations and communities in the FSC system and, second, to expand the supply of FSC certified products from smallholders and communities.

The Lisbon workshop drew key players from the global North and South, from forest product companies, NGOs, communities, donors as well as FSC and WWF staff. A survey before the workshop identified the most critical issues faced by these forestry operations. Separated into 16 working groups, participants tackled these issues and committed to their subsequent development.

Some initial commitments ranged from improving market access and promoting price premiums to creating user-friendly information. Another activity was programmed for increasing the certification of small holdings in France.

One working group on market access identified the possibility to establish national and international linking services based on leading models such as WWF's producer-buyer networks or the FAO and IIED Forest Connect alliance. These would provide information, build capacity and provide links between small forest producers, markets, service providers and policy processes.

The workshop also offered a space to compare new efforts and solutions already underway in different regions of the world and participants tackled the challenges with FSC staff.

Two days of discourse yielded a new FSC initiative known as the 'Lisbon Process' – an action plan in line with Goal 2 of the FSC Global Strategy. The Lisbon Process facilitated further activities to increase access and participation of smallholders to FSC certification and its benefits.

Focus on smallholders at the 2008 General Assembly

To continue the momentum of the Lisbon Process, FSC conducted analyses on its Small and Low Intensity Forests (SLIMF) program, and participants from the Lisbon Process scheduled a two day side event at the FSC General Assembly - 'Making FSC more accessible for small holders and communities'.

The General Assembly meeting was divided into two sessions. The first part focused on analyses and other new work that has taken place since the meeting in Portugal. The second session focused on two principal topics: prioritizing further activities to encourage smallholder certification, and work on GA motions that could affect smallholders and community forests.

The key activities for future attention that emerged from this second session include two that are underway and three that should be initiated.

The final work on GA motions led to the creation of a 9-person, 3-chamber working group that will provide guidelines for immediate use in seeking modifications to proposed motions so that they respond better to the perceived needs of smallholders and community forests.

KEY ACTIVITIES

Create a new working group to review, clarify, and propose changes in standards for Small and Low-Intensity Managed Forests (SLIMFs).

Create a new working group on greater flexibility in approaches to group certification structures.

Continue to develop user-friendly information for smallholders, community-based forests, and other less-sophisticated players in the FSC system.

Work on providing more training and training materials to improve the capacity of group managers, group CoC operators, and auditors.

Continue to pursue improved market access through linking community-based and smallscale forests to Fairtrade and other distinguishing mechanisms in the marketplace.

Increasing resources for smallholders

In October 2008, FSC began to develop a onestop website section to provide a central portal for all information on SLIMF certification, group certification and community forestry operations. With strong support from ProForest and WWF, the effort was launched during the 2008 General Assembly.

At www.fsc.org/smallholders, FSC provides resources specifically for smallholders such as an overview of relevant programs, current projects, success stories and guidance documents on technical challenges, as well as relevant news.

A series of case studies here shows the range of smallholder activities from around the globe, including cooperatives in Honduras and Indonesia, a non-timber forest products group certificate in Nepal, privately owned forest operations in Portugal and a successful certified forestry operation in the Northwest United States.

The resource also provides short, concise reference guides from FSC on how to address key technical aspects of responsible forest management for small, community-run and low-intensity forest operations. Briefing notes are available to smallholders on environmental impacts, group certification, high conservation value forests (HCV), simple monitoring and social impacts.

The resource will continue to be developed and smallholders can expect to find increasingly available and valuable resources, information and guidance.

More information may be found at www.fsc.org/smallholders. The full report from the Lisbon Process is also available online at www.fsc.org/fileadmin/web-data/public/document_center/News/2008_-_FSC_report_-_Creating_the_Lisbon_Process.pdf

Global Strategy & Social Impacts



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In December 2007, FSC launched its Global Strategy to guide the organization through its second decade. Over the past year, a number of initiatives have been launched to ensure that FSC stays on target with its five strategic goals. The FSC Monitoring and Evaluation Program (M&E) (more info about M&E on page 23) is assessing progress against the indicators stipulated in the FSC Global Strategy.

In October 2008, FSC released preliminary findings from a literature review of independent research on the impact of FSC certification. The review summarizes key findings from 180 references and reveals strong evidence that FSC has a positive impact on forest management in numerous social, environmental and economic aspects.

The findings released in 2008 revealed that the positive impact of FSC was found in several social aspects of forest management.

Improve worker conditions within certified forests

There have been important social benefits to local communities and forest workers, favoring employment of local people and raising health and safety standards. FSC forest management standards are often higher than those demanded by national legislation and regulations, and their implementation is monitored by FSC accredited certification bodies (Poschen, 2003).

The impact of FSC certification on workers is both direct and indirect. It promotes new attitudes in relation to workers: increasing the involvement of workers in decisions; improving health and safety; and addressing issues over migrant labor (Rezende et al., 2003; Thornber, 2003; Bowling et al., 2003).

Reduced social conflict in and around certified forests

Certification has had many effects that cannot be measured in hectares or premiums. It has given a greater voice to indigenous groups who have been historically left out of the forest debate. Certification has made a tremendous contribution to creating space for broad participation and continuous adaptation in forest management and conservation efforts. Regional standard-setting groups have brought together industry, the environmen-



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tal community and local communities in an unprecedented way. Hundreds of companies, communities and forest landowners have reinvented their businesses, enhanced their products and established new partnerships on the coattails of the certification movement (Ros-Tonen, 2004).

Helped to secure land tenure and use rights in certified forests

FSC has grown in size and inclusiveness to influence the power relationships around environmental, community and indigenous peoples interests (Cashore, 2006).

Local employment in Latvia's rural areas

Since achieving FSC certification in 2001, Latvia's vast state forest has ensured local employment in rural areas. This policy change arose following an assessment of the negative impacts of increased use of expensive machinery which small local enterprises cannot afford. As a prerequisite to achieving FSC certification, the state forest authorities developed a policy to provide local communities with employment opportunities. (Hirschberger, 2005)

Empowering indigenous peoples in the Congo

A striking example is coming from the Republic of Congo, an area with 'complex social settings'. The Forest Peoples Programme assessed the Congolaise Industrielle des Bois (CIB) logging concessions, to evaluate progress against the FSC Principles 2 & 3 protecting the rights of indigenous communities in logging concessions. They found that "CIB are implement-

ing a wide range of far-reaching measures designed to comply with FSC, which result in significant advance in the protection of indigenous peoples' rights in the region generally, and sets a new high standard for forestry in the Congo Basin". This includes the establishment of a new social project coupled with a community based mapping process, both specifically targeting indigenous communities. (Nelson, 2006)

Communities granted land titles

When Mil Madeireira sought certification for 82'000 hectares in 1997, the company did not know nor maintain relations with the families living in the forest management unit. During the certification process, it became clear that although there was no apparent conflict, there was potential for such situation to arise. These families used fire to clear their agricultural plots, an action that could threaten the forest resources under management. Furthermore, these families did not recognize Mil Madeireira as the legitimate owner of the area. As one of the conditions for certification, it was required that no forest management activities would take place in the areas bordering the occupied land. Due to FSC certification, 142 families received land titles in September 2008. The signed agreement between the Amazonas government and certified company Mil Madeireira compensates agrarian communities in the area of certified forest management (Cashore, 2006).

Full references available in 'FSC's impact in the forest - a literature review of independent research', www.fsc.org



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Driving change in the forest

Global Risk Assessment Tool



Photo credits: © Juan Carlos Reyes

FSC is the only forest certification system that controls the non-certified material along the supply chain right back to the forest of origin through third party verification. Controlled material must be independently verified before it is sold or mixed with FSC certified material to become part of a product that can be sold carrying the FSC label.

FSC Controlled Wood helps FSC certified manufacturers, printers, publisher and traders to control the non-certified material used in products carrying the FSC Mixed Sources label. It is a mandatory tool to avoid unacceptable timber and non-timber products produced in socially and environmentally damaging ways. (www.fsc.org/cw.html)

Evaluating the risk of the sourcing areas is an important component of the Controlled Wood system. However, many companies are finding it difficult to compile sufficient data. NEPCo, developed the Global Risk Assessment Tool in collaboration with the Rainforest Alliance and FSC, to compile available information for conducting risk assessments.

It provides companies with easy access to publicly available information for 153 countries. All countries with more than 100'000 hectares of forestland are covered. There are still gaps in the information for some of the indicators. Through the consultation process, the quality of the information should improve and many of these gaps will be closed.

Risk assessments developed by FSC National Initiatives and approved by FSC International will also be included in this database. Future versions should include information at the state, regional, or district level for relevant countries.

The data included in the Global Risk Assessment is currently guidance information. In the future, FSC will decide if the information contained in the Global Risk Assessment

is accurate enough to make this conclusive. For this reason, active participation of stakeholders in providing additional sources of information for risk assessment is crucial.

<http://globalforestrisk.nepcon.net/>.



Impacts & outcomes at the forest management level

Secured or improved environmental services in certified forests

FSC has improved the conservation status and enhanced biodiversity levels of forests. Research reveals that certification is a catalyst for often substantial changes to diverse aspects of forest management, rather than a means of rewarding operations that are already conducting excellent practices prior to certification. The majority of improvements in certified forests management areas are identified in forest management planning (inventories, improved monitoring and evaluation, reduced impact logging and improved silvicultural techniques, the adoption of scientific methods for example in establishing permanent sample plots) and biodiversity conservation measures (Newsom et al., 2005; Bass et al., 2001).

Ecological integrity maintained

FSC certification brought improvements to aquatic and riparian areas, identification and protection of HCVFs and threatened and endangered species, among others. The PT Sumalindo Lestari Jaya II in Indonesia classified some 50,000 hectares as HCVF. And the Ndola Pine Plantations Limited in Zambia has set aside HCVF areas as conservation corridors in which non-commercial tree species have been allowed to regenerate (Newsom and Hewitt, 2005).

Potential to support climate change mitigation

Clean Development Mechanism (CDM) investments can include carbon sequestration projects in developing countries. However, guidelines for achieving the socio-economic and environmental objectives of the CDM, and other concerns with sinks projects, have yet to be elaborated. Subak (2002) evaluated the FSC Criteria and indicators in the US in light of concerns for guiding afforestation and reforestation projects in the CDM. Sybak found that "the FSC criteria would help to meet some of the objectives of the Kyoto Protocol, including provisions to reduce the risk of premature carbon loss, and features that could somewhat lessen leakage of emissions outside the project area. Existing FSC monitoring and verification procedures provide some, but insufficient, overlap with expected requirements for measuring carbon stock changes. FSC Principles and Criteria articulate stringent

guidelines for meeting environmental and social goals that reflect years of negotiations between environmental, timber, human rights and labor interests."

Less deforestation, less wildfires in Guatemala

A recent and spectacular example is in the Maya Biosphere Reserve, an area of tropical forest in Guatemala's northern Petén region. Researchers found significantly less deforestation and incidence of wildfires within the FSC certified concessions than in the remaining multiple-use zone and lands designated for strict protection. In FSC certified areas under management: the deforestation rate was 20 times lower than in other concessions; areas devastated by fires decreased steadily from 6.5% (1998) to 0.1% (2007), while fires affected 7 - 20% of the surrounding forest concessions (Hughell & Butterfield, 2008).



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Strengthening and expanding the FSC certification framework



Photo credits: © Milan Reska

From reviewing its core document for forest stewardship, to drafting an Advice Note on the use of contractors for enterprises along the supply chain, in 2008 FSC completed numerous stakeholder balanced consultations to strengthen and expand its certification framework.

FSC initiated a full review of its core document for forest stewardship, the Principles and Criteria. After conducting a limited review in July, FSC broadened the process in response to comments received. This full review allows the relevant motions of the 2008 General Assembly to be included. Although some changes have been made at different FSC

General Assemblies, the current version has few differences from the original document adopted 15 years ago.

To support the development of national and regional FSC forest stewardship standards, FSC drafted a standard (FSC-STD-60-006 D4-9) that is to make the process and approval for FSC forest stewardship standards more efficient and increase stakeholder support. With the additional prioritization of regions and staff dedicated to this task, this standard supports certification to FSC forest stewardship standards rather than relying on interim standards set by certification bodies.

To ensure that existing national and regional FSC forest stewardship standards remain effective and up-to-date, FSC released a new Advice Note (FSC-ADV-60-006 V1-0) in December 2008 that clarifies the period of validity of standards and the conditions required to maintain compliance.

The second and final phase of the Plantations Review, the technical phase, is almost complete. The Expert Teams developed drafts guiding documents on maintaining ecosystem integrity and social management, a guide on integrated pest management and a study on conversion issues and new approaches to conversion. Additionally, the outcomes from this review will feed into the Principles and Criteria review.



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The Controlled Wood framework has made new ground with the approval of a new procedure (FSC-PRO-60-002 V 1-0) that governs how National Initiatives, and National and Regional Offices are to develop an FSC Controlled Wood risk assessment for endorsement by FSC. FSC is also monitoring the implementation of the Controlled Wood Standard for Company Evaluation (FSCSTD-40-005 V2-1) to better understand the challenges associated with implementation of the standard that came into effect for all companies in the supply chain in January 2008.

A draft of the Policy for Association with FSC (FSC-POL-20-002) is underway that is to incorporate comments from the last consultation. FSC expects this new policy to be finalized soon.

Expanding on the chain of custody framework, FSC drafted an Advice Note (FSC-ADV-40-017) for printers, publishers and paper suppliers and other supply chain triangles, to clarify how to work with contractors. This is a new approach which comes with a set of prerequisites and safeguards that must be put in place.

FSC Rules & Program online at www.fsc.org/fsc-rules.html



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FSC Global Development - strengthening market-driven change

In late 2007, FSC established FSC Global Development (FSC GD) - a new business unit focused on further developing the FSC market and strengthening recognition and integrity of the FSC logo and labels. Over the course of 2008, FSC GD has delivered on its intent.

FSC GD began development of new licensing scheme platform to provide increased services to certificate holders and retailers. Working closely with FSC National Initiatives and Trademark Service Providers (TSPs), FSC GD will oversee increased support to the organizations and businesses in the FSC system.

Throughout 2008, FSC GD continued improvements to the online label tool for certificate holders, managed successful registration of FSC trademarks in vital countries such as Brazil and Canada with registration in China and Japan also planned.

FSC GD made improvements to the certificate database and public search capability. These efforts will produce better data quality review and monitoring related to FSC market activities, as well as contribute to better overall data reporting on certificates worldwide.

The new features are part of a series of improvements that FSC is implementing throughout 2008 and 2009. They will help profile and promote certificate holders, as well as make information on forest management certificates more easily accessible. (www.fsc-info.org)
Additional information now includes:

Multi-site certificates now include the locations and contact details of each site.

Group certificates show the individual group members and contact details.

Additional information includes which FSC labels are available in combination with a detailed product list.

Public summaries for forest management certificates will begin to be included in the FSC certificate database. (Currently these reports are available on the website of each certification body and ASI's website online at www.accreditation-services.com).

2008 FSC Market Survey reveals benefits of FSC certification

FSC Global Development conducted the 2008 Market Survey to better assess the needs of certificate holders and non-certificate holders engaged in the FSC system.

From those surveyed in 2008, 59% agreed or strongly agreed that FSC certification brings increased sales to existing clients, and 65% agreed or strongly agreed that FSC certification brings access to new markets.

Findings from all FSC Market Surveys are found online in the annual FSC Market Info Pack at www.fsc.org-facts_figures.html

Broker Project - creating business solutions within the FSC system

The Broker Project engaged the business sector in several European countries (Italy, the Netherlands, Poland, Slovakia, and the United Kingdom, potentially also other countries like Bulgaria, Croatia and Romania) to work together to find solutions to the supply of FSC certified materials and products.

With generous support from the DOEN Foundation, FSC National Initiatives in these countries worked together on the development of a range of services such as linking supply and demand, export promotion, understanding FSC standards, and the correct use and promotion of the FSC trademarks.

The project involved all different sized companies, including large organizations such as Starbucks (www.starbucks.com) and Marks and Spencer (www.marksandspencer.com)

The project has also involved smaller and medium sized companies, like the Italian Eco-Fashion (www.ecofashion.it) and the Croatian Klana (www.klana.com) in the international trade in FSC products, and it is currently negotiating the affiliation of more companies.

Find more information on the Broker Project online at www.fscbroker.com

More than 100 million hectares certified to FSC standards

The FSC standards for responsible forest management are widely regarded as the most rigorous social and environmental standards in the industry, and in 2008 more than 100 million ha of forest lands were managed according to FSC requirements.

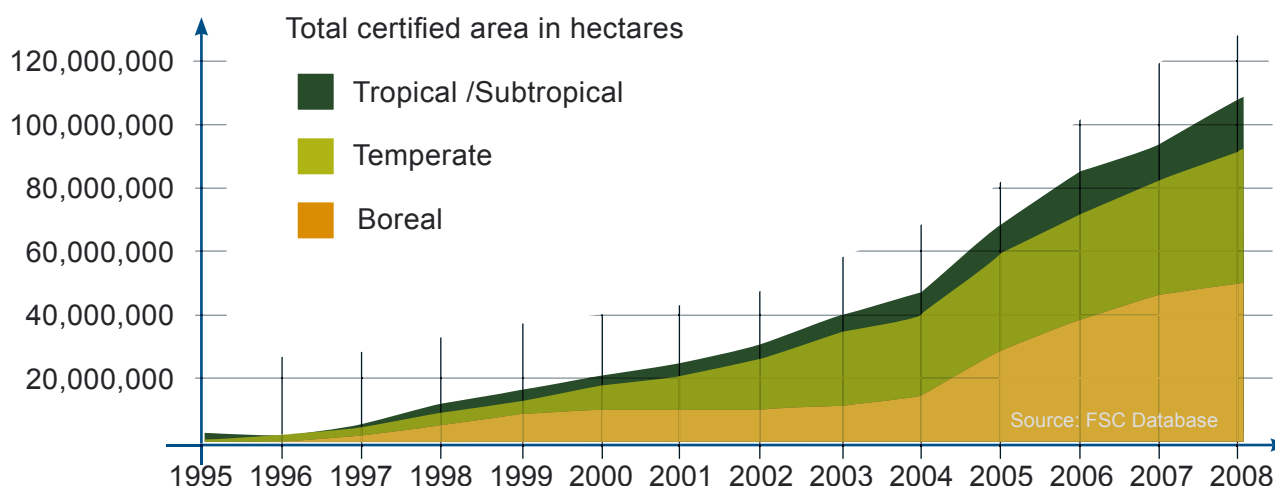
'FSC is about providing the highest social and environmental quality assurance in forest management - not about hectares certified. And yet we have reached the 100 million hectare mark earlier than anticipated. This shows a strong market interest in FSC and we

are proud about this achievement', commented Andre de Freitas, FSC Executive Director.

'The larger the forest area certified to FSC standards, the larger the forest area that is managed socially and environmentally responsibly. Each additional hectare certified to FSC standards brings us closer to achieving our mission: to improve forest management world wide', continues Mr. de Freitas.

For quarterly updates on FSC facts and figures, visit www.fsc.org/fact-figures.html

FSC certified forest area growth



Delivering on the Global Strategy

The preliminary findings from FSC Monitoring & Evaluation Program's literature review revealed that FSC helps to provide greater market access.

Facts about market prices are difficult to find, however, there is ample evidence from off-the-record discussions indicating that economic benefits come in the form of greater market access, and in a large number of cases, higher cash prices that are being paid quietly and consistently (Conroy, 2007). Cases of recertification after five years, also demonstrate that the financial benefits of certification together with non-market benefits, outweigh the costs.

The PriceWaterhouseCoopers analysis of "Sustainable Investments for Conservation" (2007) is based on case studies, one of which is called Precious Woods, an FSC certified

operation in Brazil. The analysis concludes that it is possible to combine nature conservation with private investment in a way that produces a satisfactory return on the capital investment. The report mentions economic advantages of credible and transparent forest certification. "Opportunities in sustainable forestry mainly arise from the expected surplus demand for certified tropical timber.

(...) Certification by the FSC has a favorable impact on the achievable market price." Not many researchers identified clear financial benefits for small, private or community managed forest operations. And the cost of audits and documentation for complex ecologies, especially for the certification of natural tropical forest management, are often described as particularly challenging. Even so, there are some positive examples.

Market Success Briefs



Photo credits: © Barlinek

Barlinek flooring using FSC certified merbau

In a highly efficient production line in the Western part of Poland, legality and sustainability are crucial issues to Barlinek - Europe's biggest engineered flooring factory which mainly exports their products.

Besides their main species oak, Barlinek uses a lot of tropical hardwoods from all regions around the world. In order to fulfill more and more enquiries from end users in sustainable timber species, Barlinek has embraced the FSC scheme and is fully committed towards 100% sustainable use of timber. FSC timber species are being sourced from Europe, Bolivia and Brazil.

Recently Barlinek has been the first flooring factory in Europe to use FSC certified merbau. Its supplying partner Lionex which is based in Kuala Lumpur sourced a limited volume of FSC certified merbau from a concession in West Malaysia.

Merbau FSC is of great importance as it is the main hardwood specie Barlinek is purchasing in the Far East. Although Purchase Manager Wojciech Knorps hopes that the supply volumes will increase in the near future, there is still a very limited volume available. As part of its Corporate Social Responsibility policy, Lionex is committed to source up to 100% sustainable timber and timber products by within 2 years. "Together with our client Barlinek we are developing more supply in various hardwoods, but especially merbau" mentions Marco Poot, Managing Director of Lionex. "The trade and production of certified timber is the only way for sustainable growth for both Barlinek as well as Lionex.

NTFPs from the Maya Biosphere Reserve

Two promising developments in the Maya Biosphere Reserve are the marketing of the FSC certified NTFPs xate (pronounced SHA-tay) which are palm fronds used in the floral industry and ramón nuts (Brosimum alicatum).

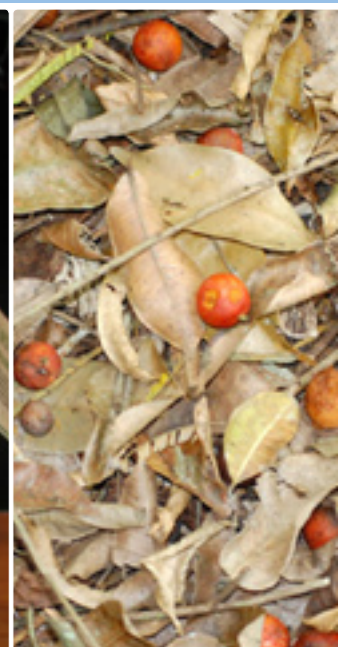
Ramón nuts are collected by a range of forest communities and processed by a women's cooperative in Ixlú, Flores, Petén, Guatemala



Photo credits: © Barlinek



Photo credits: © FSC Belgium



under the name of Alimentos Nutri Naturales S. A. The cooperative employs 6 women. The nuts are dried and ground into flour which is sold or used for making bread and the traditional local cakes 'galleta de ramón'. Ramón nuts can also be roasted and used to make a non-caffeinated coffee-like drink.

Trade in FSC certified xate is growing with buyers in the USA (Continental Floral Greens) and Netherlands. The forest communities have developed marketing guidelines (including labels carrying the FSC trademark). Between August 2005 and March 2008, over US\$ 400,000 of net income was distributed to 11 participating forest communities in the MBR.

The establishment of FORESCOM has also played an important role in giving the communities greater power of negotiation with the government and buyers. This, together with recognition in law of "sustainable use" of the forest for the benefit of forest communities, has helped to foster community development and allowed forest communities to become partners with the government.

FSC Recycled paper becomes standard at Staples

FSC certified recycled paper is now a standard offering for black and white high-speed copy and print jobs at all of Staples' 1'400 copy and print centers in the US. Staples, Inc. (Nasdaq: SPLs), the world's largest office products company.

The Forest Stewardship Council is widely recognized as the leading environmental certification standard for paper, ensuring that trees used to make the Staples brand recycled paper are sourced responsibly from well managed forests that protect rainforests and wildlife. With this move, Staples becomes the first nationwide copy and print operation to make FSC certified paper a standard offering.

First FSC labeled gin from Belgium

The first FSC labeled gin was launched in the Belgium market in December 2008. Made from the green pine cones of *Pinus sylvestris*, a common tree in the Flemish region, the launch of this gin also marks the first FSC certified non-timber forest product originating from Belgium.

Known as Dennenknopje, 'little pine cone' in Dutch, the gin is made from cones that are collected from the FSC certified Domeinbos Pijnven forest. Owned by the Flemish government, it is managed as part of a larger FSC Group that has been certified since 2006.

Distilleerderij Leukenheide is the family owned company responsible for producing the gin. Founded in 1833, it is the oldest traditional gin distillery in the region. The company achieved FSC chain of custody certification in May 2008, facilitating completion of the supply chain from Domeinbos Pijnven forest by processing the gin and labeling the bottle with the FSC label.



Photo credits: © Juan Carlos Reyes



Executive Director Heiko Liedeker steps down

In May 2008, FSC Executive Director Heiko Liedeker stepped down after six years of solid leadership at FSC. His decision facilitated a transition to new leadership for the next phase of strategic growth and outreach.

Liedeker guided FSC from troubled waters in 2001, to being the leading benchmark for forest certification worldwide today. During this time, the area of forests certified to the FSC Principles and Criteria worldwide quadrupled from 25 to 100 million hectares. At the same time the number of companies along the forest product supply chain committed to responsible purchasing increased ten fold, from 1'000 to 10'000 FSC chain of custody certificates.

"It was never boring, often a challenge, and always a great honor and pleasure for me to have been working with all of you for almost seven years. I am leaving FSC knowing that its management is in the best hands possible and most confidence that Andre Giacini de Freitas will continue FSC's successful development."

Mr. Liedeker resigned in November 2007 and left six months later, allowing for an intensive recruitment process, essential for a smooth hand-over to the successful candidate Mr. Andre Giacini de Freitas.

FSC wishes to thank Mr. Liedeker for his many years of dedicated leadership.



Andre Giacini de Freitas brings new leadership to FSC

FSC appointed its fourth Executive Director to guide the organization through the next stage of strategic developments. Andre Giacini de Freitas assumed office in June 2008 following the resignation of Heiko Liedeker, who had been at the helm of FSC for several years. Faced with a system growing at an unprecedented rate, Mr. de Freitas is keeping credibility at the forefront of the organization's priorities.

A forester by profession, Mr. de Freitas brings extensive and broad experience to his new role at FSC. This includes field experience working as an auditor in Brazil, as well as high-level strategic policy work at the international level.

Previously, he managed Imaflora, a Brazilian NGO and affiliate of the FSC accredited certification body Rainforest Alliance/ SmartWood program. He also developed the social and environmental policy for Rabobank in Brazil. He led the FSC Policy and Standards and Communications programs from 2006 through his new appointment as Executive Director.

Fifteen years since its inception, FSC is in a phase of unparalleled growth and change. The FSC Global Strategy and motions passed by membership at the 2008 FSC General Assembly will guide the organizational priorities.

FSC's accreditation program

ASI-Accreditation Services International GmbH is the company responsible for managing the FSC Accreditation Program.

In 2008, ASI implemented changes to procedures including the establishment of an ASI Accreditation Committee. The ASI Accreditation Committee will review all decisions related to initial accreditation, suspension, termination and re-accreditation. Other activities in 2008 related to ASI's quality

management system. The company revised its appeal and complaint procedures, developed a new surveillance assessment procedure and continued with the development of a new FSC-CAB accreditation agreement.

At the end of 2008, there were 20 certification bodies accredited to perform FSC evaluations and issue FSC certificates, and 8 applicant CBs.

www.accreditation-services.com/

ASI 2008 Information

Number of ASI audits	105 in over 29 countries (8 short notice)	
	Surveillance	Accreditation
Forest management	24	2
Chain of custody	43	6
Office	23	7

New Monitoring and Evaluation Program to assess FSC's impacts

FSC established the Monitoring and Evaluation Program in early 2008 to assess how FSC is delivering against its mission. The program focuses on two main areas: assessing FSC's progress on its recently adopted Global Strategy; and promoting and aligning research on FSC certification by independent organizations and academic institutions.

In promoting the responsible management of the world's forests, FSC is impacting workers and communities, shifting governance processes globally, and changing economical and environmental conditions in the forest.

Today there is little doubt that responsible forest management must include social, environmental, economic, cultural and spiritual values. FSC is called upon by NGOs, donors, market partners and other stakeholders to demonstrate its impacts. Yet, to measure FSC's global impacts is a complex task.

Performance against the Global Strategy is being measured against the 72 indicators defined in the document (www.fsc.org/global_strategy.html). To capture impacts

at different scales and ensure consistency across geographic areas and time, FSC has developed a three tier approach.

Information corresponding to the indicators, systematically collected by auditors and FSC staff, will provide the frame and detail; case studies will bring color and life through snapshots of benefits of FSC certification; while independent research will bring insight from impartial, cutting-edge studies.

The release of a literature review summary, 'FSC's impact in the forest', in November marked one of the first outcomes from the Monitoring and Evaluation Program. The review summarizes the findings from 180 reports, academic journals, books and NGO analyses. It uncovers strong evidence that FSC has a positive impact on forest management in several social, environmental and economic aspects. Furthermore, FSC is recognized as a policy tool to address many forestry issues.

For further information on the Monitoring and Evaluation program, contact the program manager at m.karmann@fsc.org.

FSC National Initiatives driving awareness around the globe update

At the end of 2008, the number of FSC National Initiatives (FSC NIs) around the globe was 52. Of those, six were accredited during the course of the past year including in Honduras, Nepal, Norway, Papua New Guinea, Poland, and Senegal.

National Initiatives promote FSC in their countries. They can be a Contact Person or Working Group. They are vital to supporting standard development by engaging stakeholders from the environmental, social and economic interests in active dialogue to find consensus on national definitions of responsible forest management, and support the development of national or sub-national standards.

Highlight on NIs around the world

The launch of FSC Friday

FSC UK set FSC Friday into motion, raising awareness and drawing attention to certified forests in the UK. The aim of 'FSC Friday' is to raise awareness of the FSC logo and to encourage people to look for the label when buying wood or paper products, and also to highlight the importance of forests.

Annual FSC Design Award from FSC Denmark

The annual Danish FSC Design Award calls for carpenters, interior designers and architects to design a product using FSC certified material and to consider sustainability issues in production. The 2008 award garnered

significant media attention, and included a trip to an FSC certified forest in Nicaragua and the opportunity for the designer to create a prototype of the winning design.

FSC US supports research towards USGBC consultation on certified wood

In 2008, the U.S. Green Building Council LEED program standards went under consultation, including proposed changes to the credits for certified wood. FSC US led the call to action to create support material and provide feedback to the USGBC consultation. Led by Dr. Gary Dodge, the efforts help to differentiate FSC from less stringent forest certification schemes and drive demand for truly exemplary forest management in the US green building market.

FSC Germany's Global Paper Forum

Among several market oriented efforts, FSC Germany held the 4th Global Paper Forum in June 2008. More than 100 representatives of FSC certificate holders, purchasers of FSC certified paper products, pulp producers and representatives of related sectors as well as NGOs gathered in Dusseldorf, Germany, to create a stronger market and new opportunities for FSC-labelled paper.

New NIs strengthen FSC global efforts

Six NIs joined the FSC network in 2008 with a range of activities. Among them, establishing Working Groups, undertaking awareness raising activities, developing national standards, promoting FSC certification and organized numerous workshops for communities, companies and NGOs.

New National Initiatives in 2008

Africa	Senegal	Contact Person
Asia and Oceania	Nepal	Contact Person
Asia and Oceania	Papua New Guinea	Working Group
Europe	Norway	Contact Person
Europe	Poland	Working Group
Latin America	Honduras	Working Group

PPP-NI - Strengthening National Initiatives to improve tropical forest management

While the uptake of FSC has been strong in boreal and temperate forests, progress in tropical forests has been slower. To be effective at combating deforestation on a global scale, it is essential to optimize FSC's influence in key geographical areas.

In 2008, the PPP-NI project continued its work to optimize FSC's influence on policy decision-making and regulatory institutions for responsible forest management, focusing on the Amazon, the Congo Basin and China. It will build and strengthen the capacity of FSC National Initiatives in these strategic regions to deliver services and enhance their ability to generate revenues.

PPP-NI project www.fsc.org-ppp-ni.html
FSC National Initiative in your region online at www.fsc.org/fsc-locations.html

Strengthening the FSC governance system

In 2008, FSC established a series of steps to advance its governance system to a stronger and more efficient structure. Following the release of the final governance review proposal paper by the FSC Board of Directors, the membership approved several governance related motions at the 2008 FSC General Assembly, which will be implemented in 2009 and 2010.

Created at the 1993 Founding Assembly, the FSC governance system is one of the unique assets FSC offers. The system, while occasionally modified by FSC members in successive General Assemblies, has remained largely intact since the FSC's inception. The early efforts to instill transparency, balance, and democracy in the governance system has provided enormous legitimacy for FSC in the marketplace and with stakeholders.

A period of sustained organizational growth over the last few years led members of the 2005 General Assembly to instruct the FSC Board and Staff to conduct a thorough review of FSC's strategic direction, financial platform, and governance systems. In particular, Motion 51 mandated a thorough review, and revisions as needed, to FSC's governance system.

Subsequently, FSC released the 'FSC Governance Review Final Process' in October 2008. In line with the FSC Global Strategy, it is the culmination of an extensive review and consultation process. The document presents proposals from the FSC Board of Directors for changes to the FSC governance system in four major areas including the role of FSC National Initiatives; FSC members; FSC Board of Directors; and other institutional decision-making structures.

The proposal led to the submission and approval of five motions by membership at the 2008 FSC General Assembly: statutory motions 2, 4, 5, 6, 7 and policy motion 59. (cont)



Photo credits: © Milan Reska

(continued from page 25) Some of the motions can be implemented right away, while others will need to evolve as the FSC system grows and establishes a stronger financial platform.

Motion 2, the 'Motion to support measures to improve FSC's governance structures' calls for FSC to complement the Disputes Proposal with professional advice from specialists in governance, and legal and institutional development to support the division of roles and responsibilities and development of contractual agreements. FSC will begin implementation in the beginning of 2009.

The 'Motion to improve dispute resolution in the FSC system', Motion 4, calls for FSC to replace the current Disputes and Accreditation Committee of the FSC Board of Directors with an independent Dispute Resolution Committee.

Under the new terms, complaints will follow one of two routes, depending on whether the disputes arise from: complaints about compliance with FSC certification or accreditation decisions; or administration decisions such as policy and standards or trademark issues. Amongst other changes, the system is to become more accessible, timely, and transparent. FSC expects to have this system in place by mid 2009.

Motion 5, the 'Motion to harmonize the rules for achieving quorum with that of decisionmaking in the FSC system', calls for FSC to adjust the quorum requirements. This is to ensure a better balance between organizational and

individual members, as currently the case with decision-making. FSC anticipates these changes will be made in 2009.

The 'Motion to strengthen the FSC membership system', Motion 6, mandates FSC to develop an integrated Membership Program between FSC A.C. and National Initiatives. FSC is also to create a 'supporters' membership category in order to separate 'voting members' and 'supporters' to aid in the effectiveness and coordination of the FSC network. FSC anticipates implementing these changes in 2010.

Motion 7, the 'Motion to improve the effectiveness of the Board of Directors and the FSC Senior Management Team', calls for the Board of Directors to become more strategic and less operational by re-aligning committee structures and Board operations. FSC expects to implement these changes in 2009.

The 'Motion on the role of the FSC National Initiatives in the global FSC Network', Motion 59, calls for FSC to establish regional FSC networks, new contracts between FSC and National Initiatives and non-voting representation of National Initiatives on the FSC Board of Directors. The motion is to better support FSC National Initiatives and will likely improve the effectiveness of the FSC Network. FSC expects these to be fully in place in 2010, with elements implemented already in 2009.

Find more information on FSC governance online at www.fsc.org/governance and www.fsc.org/general-assembly-2008.html



Photo credits: © Milan Reska



FSC explores its role in climate change mitigation

The increasing recognition of the critical links between forests and climate change and the demand for credible carbon credits generated from forest projects is putting climate change on FSC's agenda.

Forest ecosystems play a critical role in regulating the Earth's climate; at the same time, most forest ecosystems are also threatened by climate change. There is an increasing demand for credible carbon credits generated from forest projects.

The FSC system provides the context by which carbon management and carbon crediting can be harmonized with other uses and values of the forest. There are also potential risks associated with developing forest carbon projects and markets. FSC is currently analyzing both the potential opportunities and risks.

In August 2008, the FSC Board of Directors developed a statement to lay the foundation for FSC's potential role in climate change mitigation and align with the goals of the overarching FSC Global Strategy released in 2007

The statement, 'Forests and Climate Change', maintains that carbon management cannot be separated from the many ecosystem services that well managed forests provide. It identified the need for credible and affordable auditing tools to assess and monitor avoided deforestation and forest carbon sequestration.

At the 2008 FSC General Assembly in November, the membership passed Motion 43 'FSC Engagement in Forest-based Carbon' which solicits FSC to explore its potential to engage in frameworks to mitigate climate change.

Motion 43 considers that there are potential risks associated with developing forest carbon projects and markets, and consequently mandates FSC to analyze both potential opportunities and risks. Potential threats include forest conversion, forest degradation (e.g. from expansion of industrial logging in natural forests) and the violation of indigenous peoples' rights.

The membership requested FSC to explore the role that the Principles and Criteria, governance, accreditation, policy development and forest certification can play in frameworks to mitigate climate change by maintaining or increasing carbon stocks.

Based on the consensus of the General Assembly, FSC is to establish a sub-chamber balanced Working Group of FSC members and make recommendations to the FSC network, including a review of the FSC statement 'Forests & Climate Change'.

www.fsc.org/ccstatement.html



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Chris van der Goot

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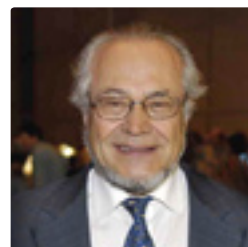
Kouami Kokou

Individual
Togo
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Luis Astorga

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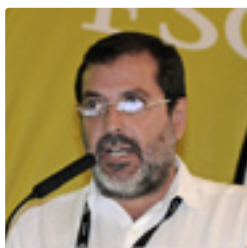
Alan Knight

Individual
United Kingdom
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Cristian Vallejos

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Mario Abreu

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Strong partners and supporters have united to become a powerful network. Together we are working for better management of the world's forests. Without the support and commitment of these partners, FSC would have never been able to have the positive impact it has. We would like to thank all our partners and supporters and invite all those new to FSC to become part of the solution and support FSC.

FSC wishes to thank the following partners who made financial donations to FSC during 2008. Without their support, our work in promoting improved management of the world's forests would not be possible.

BMZ – Bundesministerium Für Wirtschaftliche Zusammenarbeit
(German Federal Ministry for Economic Development Cooperation)
Brunner
CIFOR
CasaresCastelazo
Coop
DOEN Foundation
FSC Global Fund
Faber-Castell
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Freshfield Foundation
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GTZ – Deutsche Gesellschaft Für Technische Zusammenarbeit GmbH
(German Society for Technical Cooperation)
Greenpeace International
HIVOS – International Humanist Institute
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SGS South Africa
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VROM – Ministerie van Volkshuisvesting,
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Forest Stewardship Council (FSC)

Charles-de-Gaulle-Strasse 5 • 53113 Bonn • Germany

Phone +49 (0) 228 367 660 • Fax +49 (0) 228 367 66 30 • fsc@fsc.org • www.fsc.org