



ROADMAP TO COMMITMENT

DELIVERABLE 2.4

INNOVATION ALLIANCE FOR TRAINING PROGRAMMES
FOR DEFORESTATION-FREE SUPPLY CHAINS IN EUROPE



Co-funded by
the European Union

In partnership with



universität freiburg



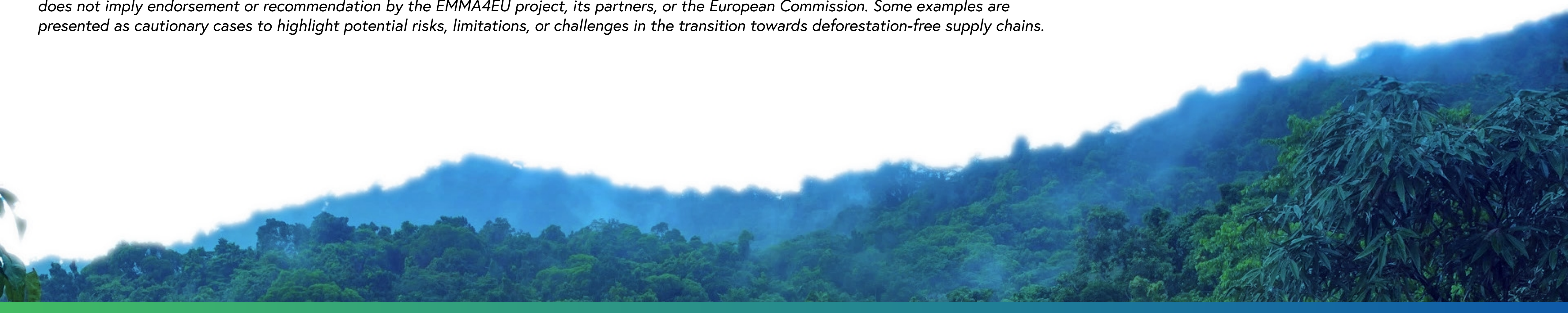
Roadmap to Commitment



The **Roadmap** provides a **practical, step-by-step framework** to guide civil society, public and private sector actors **toward Deforestation-Free Supply Chains (DFSC)**. Serving as both a toolkit and decision-support guide, it facilitates the adoption of monitoring and implementation strategies aligned with international regulations and market requirements. Drawing from 43 case studies in the Innovation Report on Deforestation-Free Supply Chains, it offers actionable, user-friendly, and audience-specific recommendations. While designed primarily for businesses, public authorities, financial institutions and civil society organisations involved in deforestation-free supply chains, it is also useful for students, professionals, and educational institutions (HEIs and VETs) interested in sustainability, compliance, and supply chain transformation.

The **Roadmap to Commitment** is inspired by the Accountability Framework Initiative approach and integrates the three core thematic pillars identified by **EMMA4EU** as essential for achieving deforestation-free supply chains: (1) compliance (aligning with regulatory requirements), (2) technology (leveraging tools for monitoring and transparency), and (3) corporate social responsibility (promoting environmental and social sustainability). Though not intended as a regulatory compliance checklist—such as for the EU Regulation on Deforestation-Free Products (EUDR)—it supports stakeholders in aligning with such regulations through strategic implementation, progress indicators, and contextual case studies. The Roadmap to Commitment is adaptable to various commodities and regional contexts, with each step detailing monitoring tools and decision-making supports to support a transition to robust, transparent, and inclusive DFSCs.

The initiatives, tools, and practices mentioned in this document are provided solely for illustrative and educational purposes. Their inclusion does not imply endorsement or recommendation by the EMMA4EU project, its partners, or the European Commission. Some examples are presented as cautionary cases to highlight potential risks, limitations, or challenges in the transition towards deforestation-free supply chains.

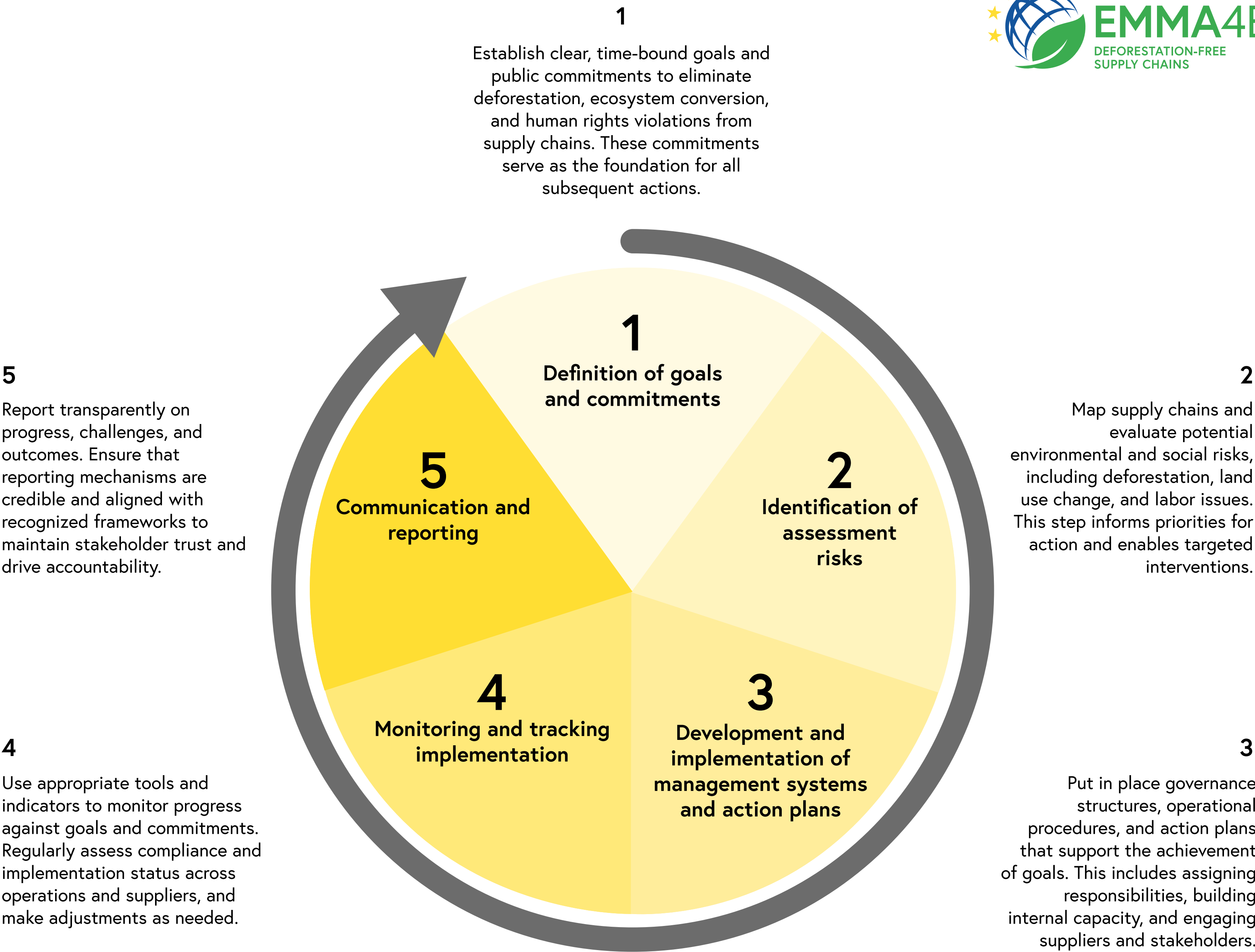


Structure of the Roadmap

The Roadmap to Commitment is designed to help a wide range of stakeholders in building or reinforcing deforestation-free supply chains (DFSCs).

It offers tailored pathways and resources based on user profiles, ensuring relevance to your role and responsibilities. The Roadmap is structured around five key steps that guide stakeholders through a comprehensive process — from setting commitments to ensuring accountability.

Each step is designed to support meaningful progress toward deforestation-free supply chains, while accommodating the specific needs and capacities of different user groups.



Target User Groups



The Roadmap addresses the specific needs and roles of five key user groups:

 Businesses	 Public Authorities	 Civil Society Groups	 Service Providers	 Financial Institutions
EUDR-targeted companies, involved in the trade, processing and/or distribution of relevant commodities and goods.	Policymakers, regulators, and public agencies responsible for control and enforcement.	Civil society groups and representatives connected to production/consumption impacts and/or supporting compliance and sustainability efforts.	Entities offering technological, legal, consulting, or advisory solutions.	Investors, banks, and impact funds influencing or supporting actors across the supply chain.
Operators/Traders/ FMCG companies.	Policymakers/Competent Authorities.	NGOs / Advocacy Groups / Consumer Groups / Rights-holder Organizations.	Supply chain monitoring and mapping companies, certification bodies, legal advisory firms.	Banks / Investment Firms / Asset Managers / Insurance Providers.

How to use the Roadmap



Step 1 – Identify your profile

Select the profile that best represents your organisation.

 Businesses

 Public Authorities

 Civil Society Groups

 Service Providers

 Financial Institutions

Once selected, you'll access a version of the roadmap tailored to your needs.

Step 2 – Navigate the five key steps

Select the step that aligns with your current stage — you can enter the roadmap at any point, depending on your specific needs and progress. Alternatively, you may explore the full process to ensure coherence, alignment with best practices, and continuous improvement.

- 1. Definition of goals and commitments
- 2. Identification and assessment of risks
- 3. Development and implementation of management systems and action plans
- 4. Monitoring and tracking implementation
- 5. Communication and reporting

Step 3 – Build your Deforestation-Free strategy

Each step supports action and reflection, with tailored content and tools to guide your decisions and next steps.

- Key actions** – Focused, practical recommendations aligned with your role and responsibilities.
- Guiding questions** – Prompts to guide internal discussions, assess gaps, and shape your planning.
- Innovation case and tools** – Innovation examples and tested resources to support real-world application and learning.

List of acronyms



TCFD	Task Force on Climate-Related Financial Disclosures
CDP	Carbon Disclosure Project
GRI	Global Reporting Initiative
ESG	Environmental, social, and governance
EUDR	Deforestation-free products Regulation
CSR	Corporate Social Responsibility
DFSC	Deforestation-free Supply Chains
FMCG	Fast-Moving Consumer Goods
HEI	Higher Education Institutions
VET	Vocational Education and Training
AFi	Accountability Framework initiative
OECD	Organisation for Economic Co-operation and Development
NGO	Non-Governmental Organization
IPLCs	Indigenous Peoples and Local Communities
SME	Small and medium-sized enterprises
SDGs	Sustainable Development Goals
ISSB	International Sustainability Standards Board
PRI	Principles for Responsible Investment
NDPE	No Deforestation, No Peat, No Exploitation
PCI	Produce, Conserve and Include
EUFO	EU Observatory on deforestation and forest degradation
KPIs	Key performance indicators
CAR	Cadastro Ambiental Rural / Environmental Rural Registry
ViSeC	Visión Sectorial del Gran Chaco Argentino
FSC	Forest Stewardship Council
M&E	Monitoring & evaluation
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
FPIC	Free, Prior, and Informed Consent
GIS	Geographic Information System
AI	Artificial intelligence



Businesses



Public Authorities



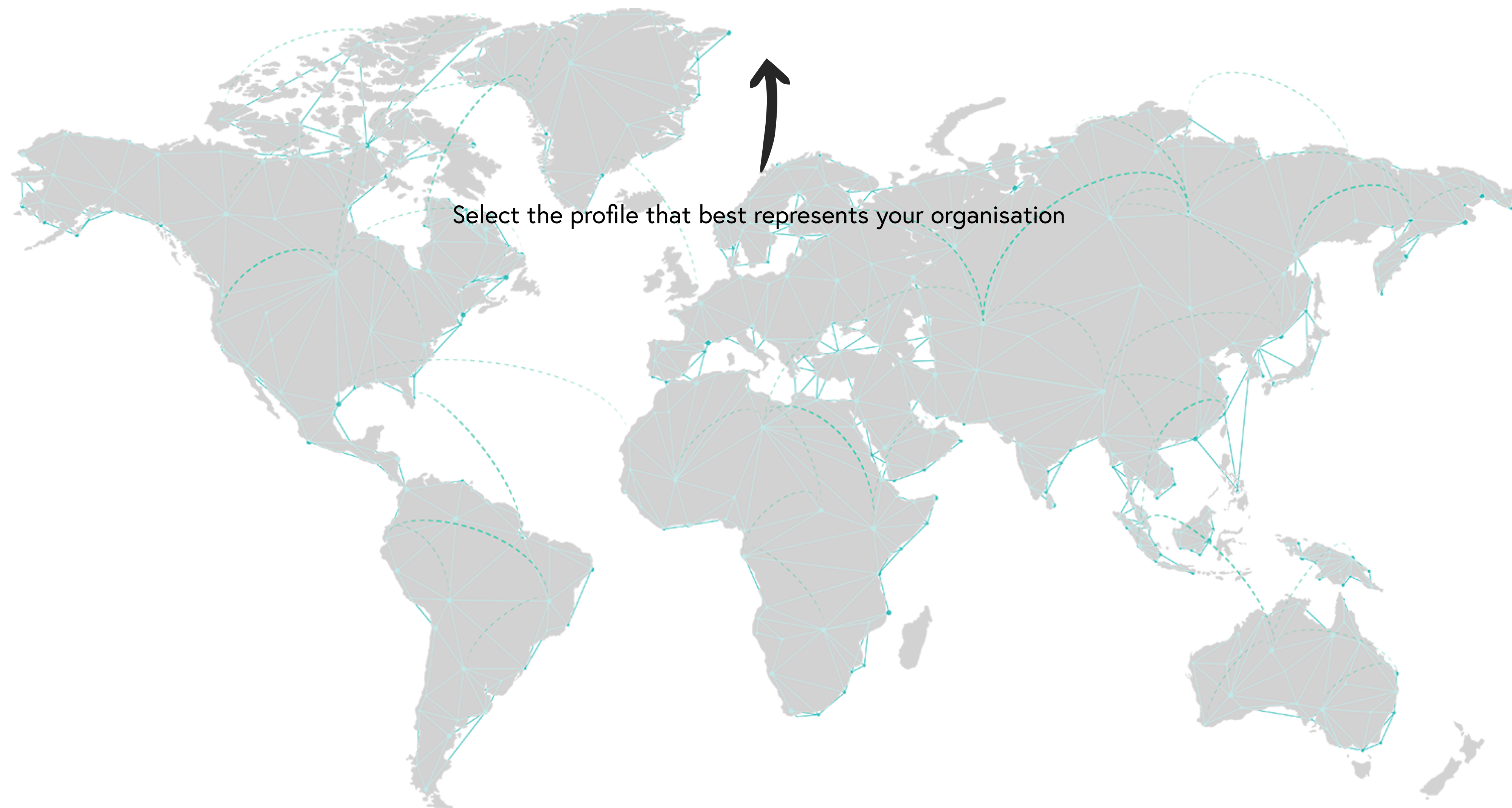
Civil Society Groups



Service Providers



Financial Institutions



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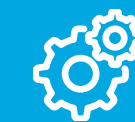
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Public Authorities



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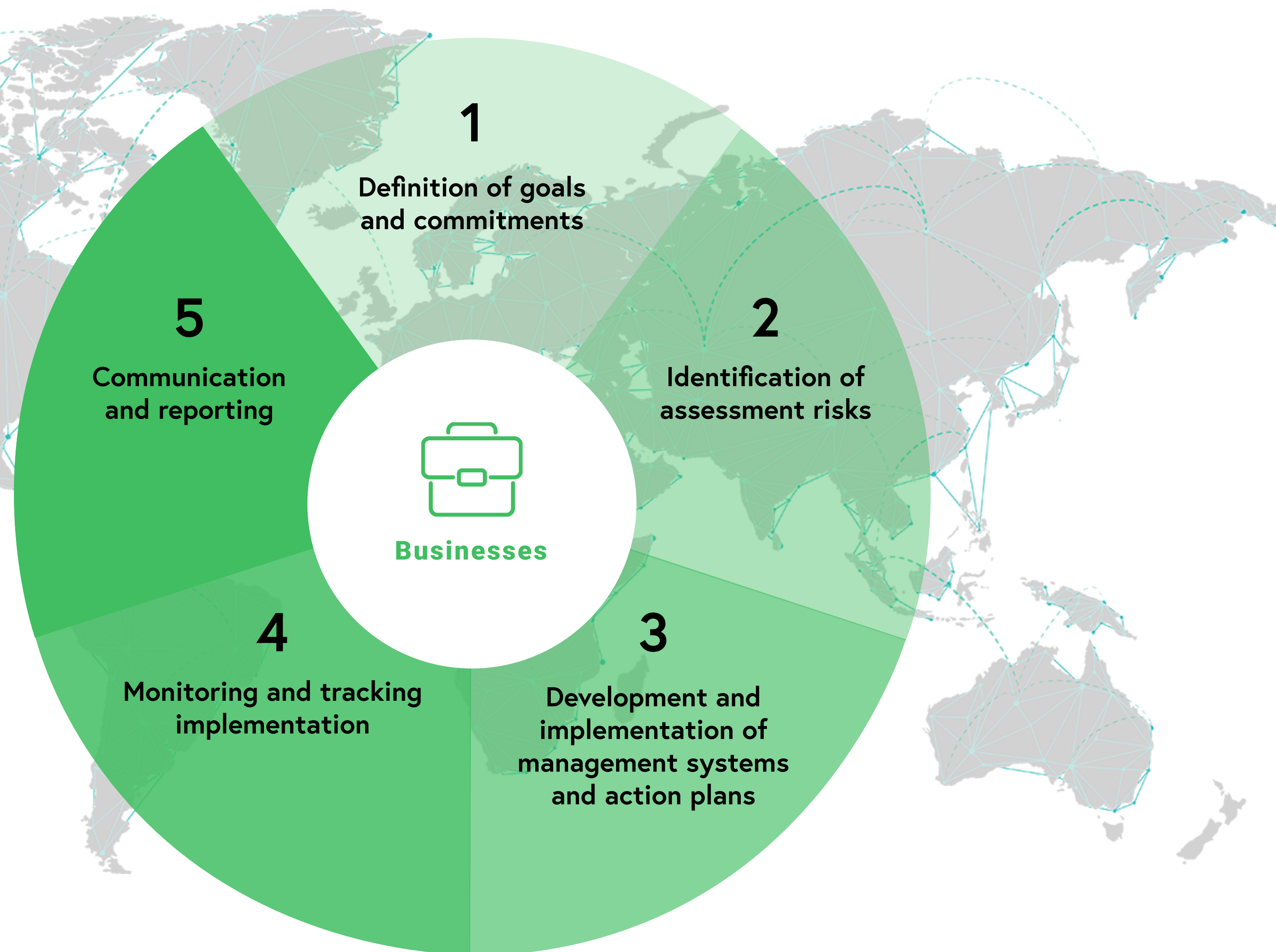


Service Providers



Financial Institutions

Click on the step





KEY ACTIONS

1) Identify common challenges and potential risks linked to the company's business operations and supply chains

2) Develop new policies or update existing ones to articulate commitments to address and remediate core issues linked to the environment (deforestation and conversion), human rights (violations and abuses), and fairness/equity (benefit- and cost-sharing)

3) Set measurable targets, realistic timelines, and consistent definitions in line with stakeholder expectations, legal frameworks, and international standards.

4) Engage stakeholders through participatory actions on identifying challenges and risks, defining the policy's scope, and assessing resource needs.

5) Integrate Policies into Corporate Governance and Supply Chain Operations.

GUIDING QUESTIONS

- What policies or commitments do we already have regarding deforestation-free sourcing?
- Are our suppliers aligned with our sustainability policies?
- What gaps exist in our current risk assessment and mitigation strategies?
- How frequently do we review and update our policies to ensure they remain relevant and effective?

INNOVATION CASES AND TOOLS*

*This section presents practices that support Deforestation-Free Supply Chains (DFSC) through Compliance, Corporate Social Responsibility (CSR), and Technological Solutions. Each innovation case and tool is tagged with its relevant focus areas. All featured cases are analysed in the [Innovation Report](#), and for some of them, you can also watch a video presentation by [clicking here](#).



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GUIDING QUESTIONS

- What core environmental, human rights, and fairness/equity issues need to be explicitly addressed in our policies, and how do they align with global standards?
- How can we define clear, measurable commitments and responsibilities for our company, suppliers, and stakeholders regarding deforestation prevention, human rights protection, and equitable benefit-sharing?
- How do we integrate the perspective of local communities, smallholders, and indigenous groups into policy development to ensure fairness, inclusivity, and shared benefits?
- What financial, operational, and structural resources are required to implement and sustain these policies effectively, and how do we ensure continuous improvement through periodic reviews and updates?

INNOVATION CASES AND TOOLS*

- Payment for Ecosystem Services (CSR)

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GUIDING QUESTIONS

- What specific, time-bound, and quantifiable targets should we set for achieving deforestation-free supply chains, human rights protection, and equitable sourcing?
- How do we ensure that our definitions (e.g., "deforestation-free," "sustainable," "fair benefit-sharing") align with legal requirements, international standards, and stakeholder expectations?
- What are the key milestones and realistic timelines for implementation, and how do we account for supply chain complexities and regional variations?
- How will we track progress against these targets, and what verification mechanisms (e.g., third-party audits, monitoring tools, supplier reporting) will we use?

INNOVATION CASES AND TOOLS*

- The Accountability Framework Initiative (Compliance, CSR)
- ELAN platform by Global Nature Fund and OroVerde (Compliance, CSR)
- Selo Verde (Compliance, Technology)

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GUIDING QUESTIONS

- Who are the key stakeholders (e.g., suppliers, civil society, investors, government agencies, local communities) that should be involved in policy development?
- What are the main concerns and expectations of stakeholders regarding deforestation-free sourcing, human rights, and equitable trade?
- How do we incorporate stakeholder feedback into policies while maintaining business feasibility and compliance?
- How do we balance ambition with feasibility, ensuring that targets push progress while remaining achievable for our company and suppliers?

INNOVATION CASES AND TOOLS*

- Ensuring inclusion of compliant smallholders (Compliance)

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GUIDING QUESTIONS

- What procurement and sourcing decisions need to be adjusted to align with the new policies?
- How do we embed new commitments into corporate governance structures to ensure long-term accountability?
- How do we ensure that suppliers at all levels of the supply chain understand and comply with the new policies?
- What incentives or support mechanisms can we provide to suppliers to help them transition toward sustainable practices?
- How do we communicate our commitments and progress to external stakeholders, including investors, customers, and regulatory bodies?

INNOVATION CASES AND TOOLS*

- Produce, Conserve and Include (PCI) State Strategy (Compliance)
- Sustainability policy of the Dutch Pension Fund (Technology, CSR)

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KEY ACTIONS

1) Identify key commodities, sourcing regions, suppliers, and supply chain actors.

2) Assess deforestation and environmental risks and evaluate social and human rights risks. Allow integration of risks identified by third parties.

3) Analyse gaps in current risk management practices to prevent deforestation, environmental harm, and human rights violations across supply chains.

4) Develop a risk prioritisation framework to assess, rank, and address environmental, deforestation, and human rights risks across supply chains based on severity, likelihood, and business relevance.

GUIDING QUESTIONS

- How far can we trace our supply chain, and where are the gaps in transparency?
- What tools and data sources can we use to assess environmental and social risks?
- How frequently do we update our supply chain risk mapping to account for emerging threats?

INNOVATION CASES AND TOOLS*

- Trase (Compliance, Technology)
- Verité (Compliance, Technology)
- Sourcing Hub (Compliance, Technology, CSR)

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GUIDING QUESTIONS

- What are the main environmental risks (e.g., deforestation, water scarcity, soil degradation, climate change vulnerabilities) affecting our supply chain?
- Are there high-risk jurisdictions/high-risk commodities in our supply chain known for deforestation, social conflicts, or weak governance?
- Do we have mechanisms in place to monitor land conversion, habitat destruction, or other environmental changes in real time?
- How do our sourcing practices impact indigenous peoples and local communities and local land rights?
- Do our suppliers comply with international human rights standards, and how do we verify this?
- What grievance mechanisms are in place to address concerns raised by workers, communities, or other stakeholders?

INNOVATION CASES AND TOOLS*

- MapBiomass (Technology)
- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Satelligence (Compliance, Technology)
- Forensic timber tracing (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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GUIDING QUESTIONS

•How do our current policies and due diligence frameworks compare to industry best practices and regulatory expectations?

•Are there critical risks that we are currently not assessing or mitigating effectively?

•Do we have the necessary internal capacity, resources, and partnerships to improve risk management?

INNOVATION CASES AND TOOLS*

• Forest 500 by Global Canopy (CSR)

• The EUDR's Benchmarking system (Compliance)

• The role of private certification under the EUDR (Compliance)

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GUIDING QUESTIONS

- Which risks pose the greatest threat to our business operations, reputation, and sustainability commitments?
- How do we prioritise risks based on severity, likelihood, and impact on stakeholders?
- What decision-making framework do we use to allocate resources to high-risk areas?
- Do we have a tiered approach to addressing risks (e.g., immediate action, long-term remediation, ongoing monitoring)?
- How do we integrate risk assessment outcomes into business decision-making and procurement policies?

INNOVATION CASES AND TOOLS*

- Risk Information Alliance (Compliance)
- Conservation liability in the palm oil industry (CSR)

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1) Develop a clear list of action points for each identified risk area and specify stakeholder roles and responsibilities for each action point. Reflect on potential consequences of proposed actions to identify both beneficiaries and those who may face challenges.

2) Assign oversight and responsibility for governance and implementation, including Board level, senior management, and relevant departments, teams, business units.

3) Implement robust frameworks and tools to assess and manage the implementation of the action plan, including:

- Traceability and compliance assessment systems that ensure transparency, accountability, and timely preventive and/or remedial actions.
- Effective grievance mechanisms for rights-holders and other stakeholders to raise concerns, identify risks, and submit complaints.
- Engagement with suppliers to communicate requirements and provide support for implementation, while also managing non-compliance

4) Set up regular review cycles, internal audits, and feedback mechanisms to refine the action points.

5) Integrate sustainability criteria into procurement and production practices.

6) Collaborate with stakeholders to identify suitable and effective actions to address previously identified challenges and risks.

7) Support smallholders and producers by facilitating sustainable production methods and the adoption of best practices to protect ecosystems, respect Indigenous Peoples and Local Communities rights, and uphold worker welfare in commodity production and processing.

GUIDING QUESTIONS

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GUIDING QUESTIONS

- Who within the company (departments, teams) and across the supply chain (suppliers, partners) is responsible for implementing each action?
- What governance structure is in place to oversee implementation and address challenges?

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GUIDING QUESTIONS

• What traceability and compliance assessment systems do we need to ensure transparency and accountability across our supply chain, and how do we verify their effectiveness?

• What grievance mechanisms are in place to address concerns from workers, communities, or stakeholders?

• What strategies and communication channels will we use to engage suppliers, ensure they understand and adopt sustainability requirements, and provide them with necessary support for compliance?

• What enforcement mechanisms will we establish to manage supplier non-compliance, and how do we balance corrective actions with continuous improvement incentives?

• How frequently should we conduct audits, risk reviews, and feedback sessions, and what key performance indicators (KPIs) will we use to measure progress and refine our action plan?

INNOVATION CASES AND TOOLS*

• Oil palm agroforestry (CSR)

• Brazil's CAR (Cadastro Ambiental Rural / Environmental Rural Registry) (Compliance, Technology)

• ViSeC (Visión Sectorial del Gran Chaco Argentino) (Compliance, CSR)

• Forest Stewardship Council (FSC) (Compliance, Technology, CSR)

• Mass balance (Technology)

• Amazon Soy Moratorium (Compliance, Technology)

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GUIDING QUESTIONS

- What should be the frequency and structure of our review cycles (e.g., quarterly, bi-annually), and who should be responsible for leading them?
- What internal audit processes are needed to assess the effectiveness of our action plan implementation, and how can we ensure they are objective and actionable?
- How can we gather and incorporate feedback from internal teams, suppliers, and stakeholders to improve our action plans?
- How will we document, communicate, and act on insights and findings from reviews and audits to ensure improvements are implemented and tracked over time?

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GUIDING QUESTIONS

• How do we incorporate sustainability requirements into supplier contracts and procurement policies?

• What minimum sustainability standards must suppliers meet to maintain contracts and partnerships?

• How do we incentivize suppliers to comply with deforestation-free, human rights, and ethical sourcing commitments?

• What mechanisms exist for supplier engagement, collaboration, and capacity-building?

• How do we ensure that sustainability commitments do not disproportionately impact smallholder farmers or marginalized groups?

INNOVATION CASES AND TOOLS*

• BNP Paribas agricultural sector policy (CSR)

• The EUDR's inspection obligations for competent authorities (Compliance)

• Soft Commodity Forum (CSR)

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4) Set up regular review cycles, internal audits, and feedback mechanisms to refine the action points.

5) Integrate sustainability criteria into procurement and production practices.

6) Collaborate with stakeholders to identify suitable and effective actions to address previously identified challenges and risks.

7) Support smallholders and producers by facilitating sustainable production methods and the adoption of best practices to protect ecosystems, respect Indigenous Peoples and Local Communities rights, and uphold worker welfare in commodity production and processing.

GUIDING QUESTIONS

• What are the most pressing challenges and risks that stakeholders identify, and how do their perspectives align or differ from our internal risk assessments?

• How do we balance business feasibility, environmental sustainability, and social responsibility when developing action plans with stakeholders?

• What mechanisms can we establish for ongoing stakeholder engagement, collaboration, and feedback to continuously refine and improve our risk mitigation strategies?

INNOVATION CASES AND TOOLS*

• The role of EU-partner country cooperation under the EUDR (Compliance)

• Payment for Ecosystem Services (CSR)

• Rainforest Alliance (Compliance, Technology)

***This section presents practices that support Deforestation-Free Supply Chains (DFSC) through Compliance, Corporate Social Responsibility (CSR), and Technological Solutions.**
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KEY ACTIONS

1) Develop a clear list of action points for each identified risk area and specify stakeholder roles and responsibilities for each action point. Reflect on potential consequences of proposed actions to identify both beneficiaries and those who may face challenges.

2) Assign oversight and responsibility for governance and implementation, including Board level, senior management, and relevant departments, teams, business units.

3) Implement robust frameworks and tools to assess and manage the implementation of the action plan, including:

- Traceability and compliance assessment systems that ensure transparency, accountability, and timely preventive and/or remedial actions.
- Effective grievance mechanisms for rights-holders and other stakeholders to raise concerns, identify risks, and submit complaints.
- Engagement with suppliers to communicate requirements and provide support for implementation, while also managing non-compliance

4) Set up regular review cycles, internal audits, and feedback mechanisms to refine the action points.

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7) Support smallholders and producers by facilitating sustainable production methods and the adoption of best practices to protect ecosystems, respect Indigenous Peoples and Local Communities rights, and uphold worker welfare in commodity production and processing.

GUIDING QUESTIONS

• What challenges do smallholders and producers face in adopting sustainable production methods, and how can we provide targeted support (e.g., training, financial incentives, technical assistance)?

• How do we integrate fair labour practices, living wages, and worker welfare improvements into commodity production and processing while ensuring economic viability for smallholders?

• What partnerships (e.g., NGOs, cooperatives, government programmes, certification bodies) can we leverage to scale up sustainable practices and provide long-term support for smallholders and producers?

INNOVATION CASES AND TOOLS*

• Direct cocoa supply chains and own plantations: The RitterSport case (CSR)

• Kyagalanyi Coffee exporter (Compliance, Technology, CSR)

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KEY ACTIONS

1) Develop Tailored Monitoring Systems. Establish systems to track compliance and measure progress toward DFSC goals. Implement external reporting to demonstrate improvements to buyers, investors, civil society, and other stakeholders. Introduce independent verification processes to ensure transparency, accountability, and continuous strategic improvement.

2) Implement traceability and collect data on key environmental, social and governance indicators, ensuring consistency across reporting frameworks.

3) Establish clear KPIs to measure progress on deforestation-free commitments, human rights protections, and supply chain sustainability.

4) Conduct periodic field assessments, supplier audits, and community engagement sessions to validate data accuracy. Prioritise high-risk supply chain segments for in-depth evaluations and proactive interventions.

5) Use monitoring insights to drive continuous improvement. Regularly review monitoring outcomes to identify trends, gaps, and areas for corrective action. Update the action plan based on lessons learned, stakeholder feedback, and emerging best practices to enhance overall impact.

GUIDING QUESTIONS

- What key elements should be included in our monitoring and verification framework to ensure it effectively tracks progress?
- What best practices from industry standards or similar initiatives can we integrate into our monitoring approach?
- How do we ensure our monitoring system remains adaptable to new risks, regulations, and sustainability challenges?
- How do we balance internal monitoring with third-party verification to enhance credibility and accuracy?
- What role should stakeholders (e.g., suppliers, NGOs, communities) play in verifying and validating compliance data?

INNOVATION CASES AND TOOLS*

- Satelligence (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)

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GUIDING QUESTIONS

- What technologies and tools are best suited for tracking sustainability commitments?
- How do we ensure that our traceability systems effectively cover both direct and indirect suppliers?
- What ESG indicators are most relevant for assessing environmental and social compliance in our supply chain?
- How do we ensure that the data collected is accurate, consistent, and aligned with reporting standards?
- What barriers (e.g., costs, supplier capacity, data privacy concerns) exist in implementing digital traceability, and how can they be addressed?

INNOVATION CASES AND TOOLS*

- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Blockchain (Technology, CSR)
- Remote sensing-based forest disturbance driver mapping (Technology)
- Remote sensing-based products and services for EUDR (Compliance)
- Artificial intelligence applications aimed at curbing deforestation

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GUIDING QUESTIONS

- What specific and measurable KPIs should we track to assess environmental, social, and governance performance?
- How frequently should we collect, analyse, and report data to ensure timely decision-making and stakeholder engagement?
- What reporting frameworks (e.g., GRI, CDP, Science-Based Targets) should we align with to maintain credibility?
- How do we ensure that our reporting is transparent, accessible, and useful for different stakeholders (internal teams, investors, regulators)?
- How can we incorporate supplier and community feedback into performance reporting to ensure real-world impact?

INNOVATION CASES AND TOOLS*

- Verité (Compliance, Technology)
- Beef on Track (Compliance, Technology)
- PRIMI+COTI initiatives (Compliance, Technology)

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GUIDING QUESTIONS

- How do we identify and prioritise high-risk supply chain areas for targeted audits and deeper assessments?
- What methodologies should we use for on-the-ground verification, supplier audits, and community engagement?
- How do we ensure that audits are independent, credible, and free from conflicts of interest?
- What early warning systems or red flags should we establish to detect and address compliance issues before they escalate?
- How can we use audit and assessment findings to proactively engage suppliers in corrective actions and improvements?

INNOVATION CASES AND TOOLS*

- Substantiated concerns under the EUDR (Compliance)
- explorer.land (Map-based data & story-telling for more transparency) (Technology, CSR)

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GUIDING QUESTIONS

- How do we ensure that monitoring insights are translated into concrete actions for improvement?
- What mechanisms should we establish to continuously update and refine the action plan based on real-time data and feedback?
- How do we incorporate lessons learned from past challenges to strengthen future sustainability efforts?
- What role should stakeholders play in reviewing monitoring outcomes and co-developing solutions for improvement?
- How do we measure and communicate the long-term impact of our sustainability initiatives to internal and external audiences?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)

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KEY ACTIONS

1) Develop a clear and structured sustainability reporting framework aligned with recognised standards (CDP, GRI, TCFD, etc.). Define the scope, frequency, and KPIs for sustainability reporting.

2) Ensure transparency and accessibility of information for stakeholders by communicating sustainability progress, challenges, and corrective action in a clear and accessible manner.

3) Provide opportunities for stakeholders to engage with and respond to sustainability disclosures by implementing consultations and public forums for continuous dialogue and improvement.

4) Report achievements but also challenges and lessons learned. Disclose shortcomings, gaps, and ongoing risks while outlining corrective measures and next steps.

5) Use data-driven insights to strengthen accountability and decision-making. Leverage traceability tools, audits, and monitoring insights to provide evidence-based updates that strengthen transparency and decision-making.

GUIDING QUESTIONS

- Which reporting frameworks best align with our commitments and stakeholder expectations?
- What are the most relevant key performance indicators (KPIs) to track and report on progress toward deforestation-free supply chains and human rights commitments?
- How frequently should we publish progress updates, and what reporting cycles align with industry standards and regulatory requirements?
- What governance mechanisms should be in place to validate and ensure the accuracy of reported information?

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GUIDING QUESTIONS

- Who are the primary stakeholders (e.g., investors, customers, NGOs, local communities) that need access to our sustainability reports, and how do their information needs differ?
- What communication formats (e.g., reports, infographics, interactive dashboards, videos) best ensure accessibility and engagement across different audiences?
- How do we ensure that reported information is both technically accurate and easy to understand for non-expert audiences?
- How do we maintain a balance between transparency and protecting sensitive business information?
- What mechanisms can we use to proactively share updates and keep stakeholders informed beyond formal reporting cycles?

INNOVATION CASES AND TOOLS*

- Universal Mill List (CSR)

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GUIDING QUESTIONS

- What structured processes (e.g., stakeholder forums, surveys, roundtables) can we use to gather feedback on sustainability progress and reporting?
- How do we ensure that affected communities, smallholders, and vulnerable groups have a voice in sustainability discussions?
- What measures can we put in place to respond to stakeholder concerns and demonstrate that feedback is driving meaningful action?
- How do we integrate stakeholder input into policy revisions and future action plans?
- What partnerships (e.g., with NGOs, research institutions, local organisations) can help improve the credibility and inclusivity of our engagement process?

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GUIDING QUESTIONS

- What challenges and gaps have we encountered in implementing our sustainability commitments, and how can we communicate them honestly while maintaining credibility?
- How do we document and share lessons learned from both successes and failures in a way that fosters continuous improvement?
- What corrective actions are we implementing to address shortcomings, and how do we ensure transparency around these efforts?
- How do we benchmark our progress against industry peers and best practices to provide a realistic perspective on our performance?
- What role do external audits, independent evaluations, or third-party certifications play in enhancing the credibility of our reporting on challenges?

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GUIDING QUESTIONS

- What data sources (e.g., satellite monitoring, supplier audits, grievance mechanisms) provide the most reliable insights into sustainability performance?
- How do we ensure that reported data is actionable, influencing procurement decisions and operational improvements?
- What real-time tracking or predictive analytics tools can help enhance decision-making and reporting?
- How can we integrate sustainability performance metrics into executive decision-making and company-wide performance evaluations?
- What internal accountability measures should be in place to ensure that progress reporting leads to tangible improvements rather than just compliance reporting?

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Businesses



Public Authorities



Civil Society Groups

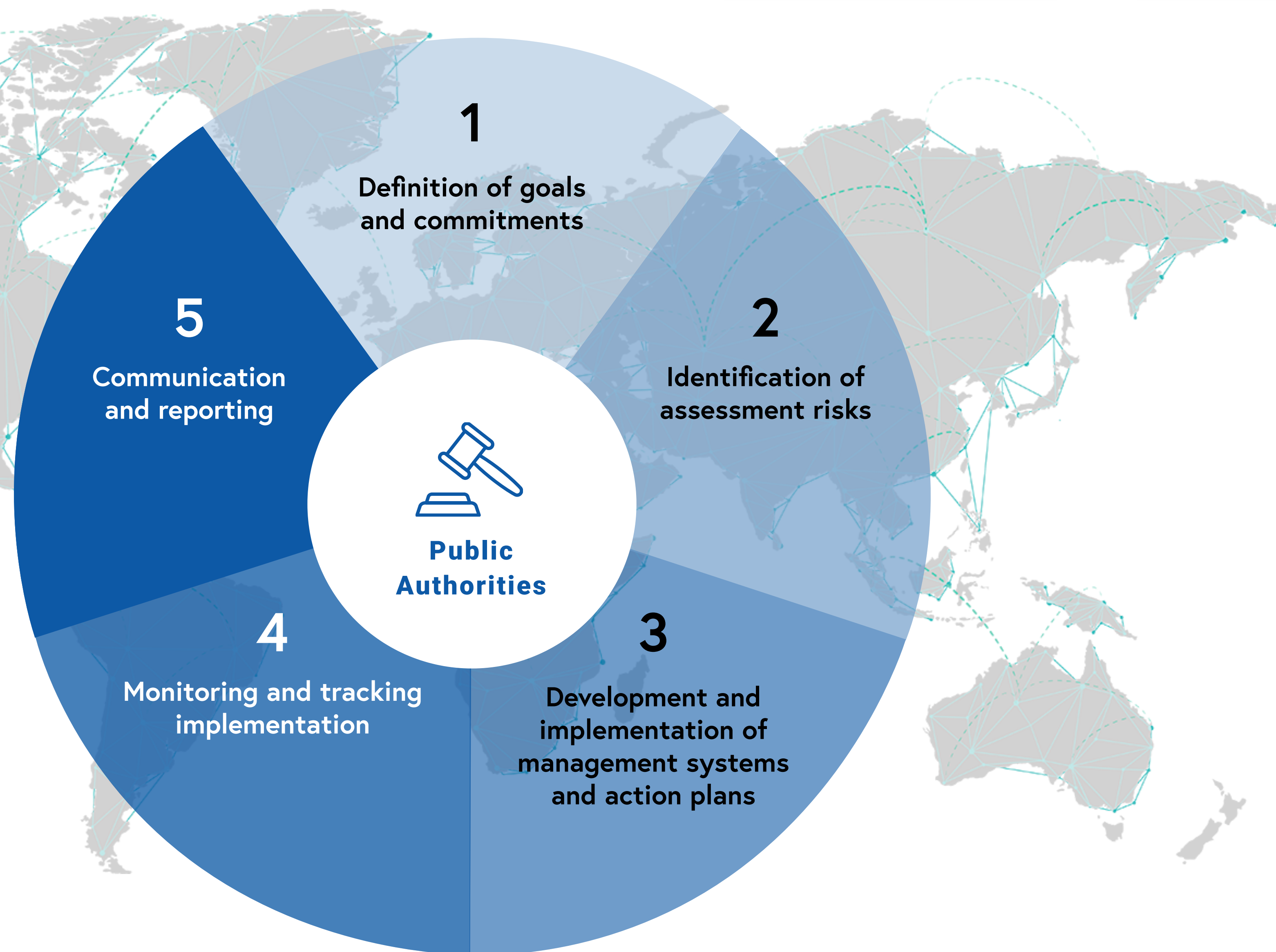


Service Providers



Financial Institutions

Click on the step





KEY ACTIONS

1) Identify challenges and potential risks linked to DFSC-specific legislation

2) Develop new regulatory frameworks or update existing ones to articulate commitments to address and remediate core issues linked to the environment (deforestation and conversion), human rights (violations and abuses), and fairness/equity (benefit- and cost-sharing)

3) Set measurable national targets, realistic implementation timelines, and harmonized definitions for deforestation-free supply chains, aligned with international standards and stakeholder expectations.

4) Engage stakeholders through participatory and inclusive processes to identify challenges, risks, policy priorities, and resource needs for implementing deforestation-free commitments.

5) Integrate deforestation-free and human rights commitments into governance structures, regulatory systems, and cross-ministerial coordination mechanisms.

GUIDING QUESTIONS

- What specific environmental, social, economic, and governance risks could arise from the introduction or enforcement of deforestation-free supply chain (DFSC) legislation in our national context?
- What challenges might businesses, smallholders, or customs authorities face in complying with the requirements of DFSC legislation?
- Which commodities, regions, or supply chain actors within our jurisdiction are most exposed to deforestation risks or most vulnerable to negative impacts from DFSC legislation?
- What potential unintended consequences could the legislation create for local economies, vulnerable populations, or Indigenous Peoples and Local Communities (IPLCs)?
- What institutional, legal, or enforcement gaps exist within current governance systems that could hinder the effective implementation of DFSC legislation?

INNOVATION CASES AND TOOLS*

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GUIDING QUESTIONS

- What environmental, social, and governance (ESG) challenges related to deforestation and land-use change are most relevant in our jurisdiction?
- What commitments or targets should we include in laws, policies, or strategies to align with international frameworks (e.g., EUDR, SDGs, Paris Agreement)?
- How can we ensure that national policies protect Indigenous Peoples' and Local Communities' rights and promote equitable access to benefits?
- What mechanisms should we establish to prevent, detect, and remediate environmental or human rights violations linked to commodity supply chains?
- How will we ensure cross-ministerial coordination, accountability, and periodic review of policy implementation and progress?

INNOVATION CASES AND TOOLS*

- Payment for Ecosystem Services (CSR)

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GUIDING QUESTIONS

- What national targets should we set for reducing or eliminating deforestation and human rights violations linked to commodity production and trade?
- What is a realistic timeline for implementing legislation, enforcement mechanisms, and supporting programmes?
- What internationally recognised definitions (e.g., “deforestation,” “conversion-free,” “smallholder”) should we adopt or adapt for national application?
- How do we ensure coherence between national targets and existing international commitments (e.g., SDGs, Paris Agreement, EU Deforestation Regulation)?
- What systems will we use to track progress, evaluate effectiveness, and publicly report on national achievements or gaps?

INNOVATION CASES AND TOOLS*

- The Accountability Framework Initiative (Compliance, CSR)
- ELAN platform by Global Nature Fund and OroVerde (Compliance, CSR)
- Selo Verde (Compliance, Technology)

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5) Integrate deforestation-free and human rights commitments into governance structures, regulatory systems, and cross-ministerial coordination mechanisms.

GUIDING QUESTIONS

- Who are the key stakeholders (private sector, producers, IPLCs, civil society, researchers) to engage in designing DFSC policies and regulations?
- How can we ensure multi-stakeholder participation in policy development at national and local levels?
- How do we identify and address power imbalances to ensure marginalized voices (e.g., Indigenous Peoples, smallholders, women) are heard?
- How do stakeholder consultations inform the scope and content of legislation or programmes?
- What public resources, incentives, or support systems are needed to enable compliance across different stakeholder groups?

INNOVATION CASES AND TOOLS*

- Ensuring inclusion of compliant smallholders (Compliance)

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5) Integrate deforestation-free and human rights commitments into governance structures, regulatory systems, and cross-ministerial coordination mechanisms.

GUIDING QUESTIONS

- How do we embed DFSC objectives within existing policy frameworks, regulatory systems, and inter-ministerial collaboration processes?
- What institutional responsibilities should be assigned across ministries, agencies, and enforcement bodies?
- How can we integrate DFSC considerations into public procurement policies and development programmes?
- What budgetary, legal, and operational resources are required to operationalise these commitments?
- How do we ensure that regional and local governments have the mandate and capacity to implement these policies effectively?

INNOVATION CASES AND TOOLS*

- Produce, Conserve and Include (PCI) State Strategy (Compliance)
- Sustainability policy of the Dutch Pension Fund (Technology, CSR)

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KEY ACTIONS

1) Identify key imported commodities, sourcing countries, traders, and supply chain actors operating within the national markets.

2) Assess environmental, deforestation, and social/human rights risks associated with commodity production, trade, and imports at the national level. Integrate risk information provided by external sources.

3) Analyse gaps in existing governance frameworks, monitoring systems, and enforcement mechanisms for addressing deforestation and social risks linked to commodity production and trade.

4) Develop a national risk prioritisation framework to assess and rank environmental, deforestation, and social risks related to commodity production, trade, and imports, guiding enforcement and policy actions.

GUIDING QUESTIONS

- What are the main imported or domestically produced commodities with potential deforestation and social risks?
- From which countries or regions are these commodities imported or sourced?
- Who are the main traders, importers, processors, and buyers operating within our jurisdiction?
- What data systems or customs information do we have to map these supply chain actors?
- What are the gaps or weaknesses in our current monitoring of supply chain actors and commodity flows?

INNOVATION CASES AND TOOLS*

- Trase (Compliance, Technology)
- Verité (Compliance, Technology)
- Sourcing Hub (Compliance, Technology, CSR)

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4) Develop a national risk prioritisation framework to assess and rank environmental, deforestation, and social risks related to commodity production, trade, and imports, guiding enforcement and policy actions.

GUIDING QUESTIONS

- What commodities and sourcing countries pose the highest environmental and social risks in our national context?
- What regions within the country face the greatest environmental pressures and social vulnerabilities related to commodity production?
- What external sources of risk information (NGOs, international databases, trade partners) can inform our risk assessments?
- What monitoring systems, enforcement data, or jurisdictional risk maps are available to support this assessment?
- How can this risk information guide policy priorities, resource allocation, and enforcement strategies?

INNOVATION CASES AND TOOLS*

- MapBiomas (Technology)
- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Satelligence (Compliance, Technology)
- Forensic timber tracing (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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KEY ACTIONS

1) Identify key imported commodities, sourcing countries, traders, and supply chain actors operating within the national markets.

2) Assess environmental, deforestation, and social/human rights risks associated with commodity production, trade, and imports at the national level. Integrate risk information provided by external sources.

3) Analyse gaps in existing governance frameworks, monitoring systems, and enforcement mechanisms for addressing deforestation and social risks linked to commodity production and trade.

4) Develop a national risk prioritisation framework to assess and rank environmental, deforestation, and social risks related to commodity production, trade, and imports, guiding enforcement and policy actions.

GUIDING QUESTIONS

- What policies, regulations, or enforcement systems currently exist to address deforestation, environmental, and human rights risks?
- Where are the main gaps or weaknesses in governance, monitoring capacity, or legal enforcement?
- Do current systems adequately address supply chain traceability and due diligence for imported and domestically produced commodities?
- How effective are current data systems and coordination mechanisms between ministries, agencies, and local governments?
- What institutional reforms, resources, or capacity-building efforts are needed to strengthen risk management?

INNOVATION CASES AND TOOLS*

- Forest 500 by Global Canopy (CSR)
- The EUDR's Benchmarking system (Compliance)
- The role of private certification under the EUDR (Compliance)

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4) Develop a national risk prioritisation framework to assess and rank environmental, deforestation, and social risks related to commodity production, trade, and imports, guiding enforcement and policy actions.

GUIDING QUESTIONS

- What criteria should guide national risk prioritisation (e.g., forest loss rates, biodiversity value, vulnerable communities, trade volumes)?
- How do we align our risk framework with international standards (e.g., EU Deforestation Regulation risk categorisation)?
- How can we differentiate between low-risk, medium-risk, and high-risk commodities, regions, or sourcing countries?
- What data sources and monitoring tools will inform our risk assessments?
- How do we ensure our framework guides enforcement priorities, resource allocation, and policy design?

INNOVATION CASES AND TOOLS*

- Risk Information Alliance (Compliance)
- Conservation liability in the palm oil industry (CSR)

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KEY ACTIONS

1) Develop a clear list of policy actions, enforcement measures, and support programmes for each identified risk area. Specify institutional roles and responsibilities and assess potential social and economic consequences of each action.

2) Assign clear governance responsibilities and oversight for policy implementation across relevant ministries, agencies, and levels of government.

3) Implement governance frameworks, enforcement tools, and stakeholder mechanisms to ensure effective implementation of DFSC policies, including:

- Systems for product traceability and compliance verification
- Accessible grievance and complaint mechanisms for rightsholders and the public
- Engagement processes with private sector actors, producers, and other stakeholders

4) Set up regular review cycles, policy evaluations, compliance monitoring, and stakeholder feedback mechanisms to assess the effectiveness of deforestation-free policies and enforcement systems and improve them over time.

5) Integrate sustainability and deforestation-free criteria into public procurement policies and trade regulations to prevent deforestation-linked products from entering public supply chains and national markets.

6) Collaborate with stakeholders (businesses, producers, Indigenous Peoples, local communities, civil society, and other governments) to identify suitable and effective policy, regulatory, and operational actions to address deforestation and social risks.

7) Support smallholders and producers by developing enabling policies, extension services, and financial incentives that promote sustainable production, protect ecosystems, and uphold rights.

GUIDING QUESTIONS

- What policy interventions, enforcement actions, or support measures are needed to address each identified deforestation or social risk?
- Which ministries, agencies, or public bodies are responsible for leading or supporting each action?
- How do we ensure coordination and clarity of roles across different levels of government (national, regional, local)?
- Who will benefit from these actions (e.g., forest communities, responsible producers), and how do we maximize positive impacts?
- Are there any potential negative consequences (e.g., impact on smallholders, increased compliance costs), and how can we address them through complementary measures?

INNOVATION CASES AND TOOLS*

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GUIDING QUESTIONS

- Which ministries, regulatory bodies, or public agencies are responsible for leading the implementation of DFSC policies and enforcement actions?
- How do we ensure coordination between national, regional, and local authorities on implementation and monitoring?
- Are there specific units or focal points designated to manage deforestation-free supply chain policy and risk management?
- What roles should enforcement agencies, customs authorities, or agricultural departments play?
- What governance structures (committees, working groups) and accountability mechanisms are needed to ensure oversight and regular progress tracking?

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GUIDING QUESTIONS

- What systems and tools do we need to trace commodity flows and verify compliance with deforestation-free regulations (e.g., customs controls, national registries)?
- What enforcement tools and procedures will allow us to identify and address non-compliant imports, producers, or actors?
- How can we create inclusive and safe grievance mechanisms for affected communities, workers, and civil society to report risks or violations?
- What dialogue and engagement platforms should we establish with the private sector and producers to communicate requirements and provide support?
- How will we ensure that grievance mechanisms, enforcement systems, and monitoring tools are transparent, coordinated, and effective?

INNOVATION CASES AND TOOLS*

- Oil palm agroforestry (CSR)
- Brazil's CAR (Cadastro Ambiental Rural / Environmental Rural Registry) (Compliance, Technology)
- ViSeC (Visión Sectorial del Gran Chaco Argentino) (Compliance, CSR)
- Forest Stewardship Council (FSC) (Compliance, Technology, CSR)
- Mass balance (Technology)
- Amazon Soy Moratorium (Compliance, Technology)

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GUIDING QUESTIONS

- How often should we conduct policy reviews, enforcement evaluations, or compliance monitoring related to deforestation-free regulations?
- What indicators or data sources should we use to assess the effectiveness of regulations, enforcement, and support programmes?
- What role should independent audits, third-party assessments, or expert panels play in our review process?
- How can we create feedback mechanisms for producers, companies, local communities, and citizens to report challenges or provide input on policy implementation?
- How do we ensure that lessons learned from monitoring, complaints, and evaluations lead to updates in legislation, enforcement practices, or support measures?

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GUIDING QUESTIONS

- What sustainability and deforestation-free criteria should be mandatory for public procurement tenders, particularly for high-risk commodities (e.g., timber, paper, food, construction materials)?
- How can procurement rules promote traceability, verification, or certification requirements to ensure suppliers to public entities comply with deforestation-free standards?
- How do we balance sustainability criteria with accessibility for local or small suppliers, ensuring that public procurement remains inclusive and fair?
- What sustainability and deforestation-free requirements should we apply to imported goods or domestically traded products to align with international obligations (e.g., EUDR, CITES, bilateral agreements)?
- How can customs procedures, import licenses, or market authorization processes be updated to integrate sustainability criteria and deforestation-free compliance?

INNOVATION CASES AND TOOLS*

- BNP Paribas agricultural sector policy (CSR)
- The EUDR's inspection obligations for competent authorities (Compliance)
- Soft Commodity Forum (CSR)

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INNOVATION CASES AND TOOLS*

- The role of EU-partner country cooperation under the EUDR (Compliance)
- Payment for Ecosystem Services (CSR)
- Rainforest Alliance (Compliance, Technology)

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GUIDING QUESTIONS

- What are the main challenges faced by smallholders and local producers in adopting sustainable practices?
- What policy instruments (e.g., subsidies, credit access, land tenure recognition, extension services) can support their transition?
- How can we ensure that public programmes integrate environmental protection, Indigenous rights, and worker welfare?
- How do we coordinate across ministries and with local governments to reach producers effectively?
- How do we monitor the impact of these support programmes and adjust them over time?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)
- Kyagalanyi Coffee exporter (Compliance, Technology, CSR)

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KEY ACTIONS

1) Develop Tailored Monitoring and Control Systems.

Establish regulatory and operational systems to monitor compliance of imported or traded goods with deforestation-free requirements. Implement external reporting mechanisms to transparently disclose enforcement activities, compliance levels, and identified risks to the public, industry, and international partners. Introduce independent verification processes, audits, and data-sharing protocols to ensure transparency, accountability, and continuous improvement of enforcement strategies.

2) Implement traceability systems and collect data on environmental, social, and governance risks related to commodity production, trade, and imports, ensuring alignment with national and international reporting obligations.

3) Establish clear KPIs to measure progress on the implementation and enforcement of deforestation-free regulations, human rights protections, and sustainable production within national policies.

4) Conduct periodic compliance inspections, import audits, and stakeholder engagement sessions to validate data accuracy, focusing enforcement resources on high-risk sectors, regions, and supply chains.

5) Use monitoring and enforcement insights to improve policies, regulations, and enforcement strategies. Regularly review outcomes to identify gaps and update national frameworks based on lessons learned, stakeholder feedback, and evolving risks.

GUIDING QUESTIONS

- What monitoring systems and technologies can we implement at border, customs, and market levels to track compliance?
- How do we ensure regular public reporting on enforcement results, detected risks, and non-compliance cases?
- What independent verification or audit mechanisms can strengthen the credibility of our enforcement system?
- How do we collaborate and share data with other countries, trade blocs, and international monitoring platforms?
- How do we adjust our enforcement strategy based on monitoring results and lessons learned?

INNOVATION CASES AND TOOLS*

- Satelligence (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)

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GUIDING QUESTIONS

- What traceability systems (e.g., customs data, import registries, producer databases) do we need to track the origin of commodities?
- What environmental and social indicators should we collect at national or regional levels to monitor risks?
- How do we align data collection systems with international obligations (e.g., EUDR, CITES, SDGs reporting)?
- What infrastructure, governance structures, and IT systems are required to manage traceability and ESG data?
- How do we ensure data transparency, accessibility, and accuracy while respecting privacy and sensitive information?

INNOVATION CASES AND TOOLS*

- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Blockchain (Technology, CSR)
- Remote sensing-based forest disturbance driver mapping (Technology)
- Remote sensing-based products and services for EUDR (Compliance)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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GUIDING QUESTIONS

• What KPIs should track progress in preventing deforestation and promoting sustainable land use (e.g., deforestation rates, hectares under sustainable management)?

• What indicators should measure improvements in human rights protections and social equity (e.g., land tenure recognition cases, FPIC processes completed)?

• How can enforcement KPIs be designed to measure the effectiveness of monitoring systems and compliance actions (e.g., inspections conducted, violations prosecuted)?

• How do we align KPIs with national reporting obligations (SDGs, international treaties, EU Deforestation Regulation)?

• How do we ensure transparency and public reporting of KPI results to demonstrate accountability?

INNOVATION CASES AND TOOLS*

• Verité (Compliance, Technology)

• Beef on Track (Compliance, Technology)

• PRIMI+COTI initiatives (Compliance, Technology)

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GUIDING QUESTIONS

- What regions, commodities, or supply chain segments present the highest environmental and social risks requiring inspection?
- What standards and procedures guide import audits and compliance checks (e.g., legality of sourcing, human rights compliance)?
- How do we engage communities, Indigenous Peoples, and local actors in inspections or data validation efforts?
- What follow-up actions, penalties, or support measures are triggered by non-compliance findings?

INNOVATION CASES AND TOOLS*

- Substantiated concerns under the EUDR (Compliance)
- explorer.land (Map-based data & story-telling for more transparency) (Technology, CSR)

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GUIDING QUESTIONS

- What lessons have monitoring, enforcement, or compliance data revealed about policy effectiveness?
- Are there geographic regions, commodities, or actors that require enhanced enforcement or support?
- What institutional or regulatory gaps need to be addressed?
- How do we integrate feedback from companies, communities, and civil society into policy updates?
- How often do we review, revise, and publish updates to national action plans or enforcement protocols?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)

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KEY ACTIONS

1) Develop a clear and structured reporting framework for communicating progress on deforestation-free regulations, enforcement actions, policy implementation, and national sustainability targets.

2) Ensure transparency and accessibility of information on deforestation-free policy implementation, compliance monitoring, and enforcement actions for citizens, private sector, and civil society.

3) Provide mechanisms for public consultation, stakeholder dialogue, and participatory governance related to deforestation-free policies, enforcement, and sustainability reporting.

4) Report achievements and implementation gaps in policy enforcement and risk management. Disclose ongoing challenges and outline improvements or reforms underway.

5) Use data-driven insights from monitoring, enforcement, and traceability systems to inform public policy decisions, enforcement strategies, and reporting.

GUIDING QUESTIONS

- What reporting obligations exist nationally and internationally (e.g., EUDR reporting, SDGs, environmental treaties), and how do we align with them?
- What indicators should be included to track enforcement, compliance, deforestation rates, human rights protections, and sustainability progress?
- How frequently should public reports be produced and shared (e.g., annual deforestation reports, enforcement summaries)?
- What platforms or channels (open databases, dashboards, public portals) should we use to share this information transparently?
- How can we ensure stakeholder access to information, including affected communities, civil society, and international partners?

INNOVATION CASES AND TOOLS*

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KEY ACTIONS

1) Develop a clear and structured reporting framework for communicating progress on deforestation-free regulations, enforcement actions, policy implementation, and national sustainability targets.

2) Ensure transparency and accessibility of information on deforestation-free policy implementation, compliance monitoring, and enforcement actions for citizens, private sector, and civil society.

3) Provide mechanisms for public consultation, stakeholder dialogue, and participatory governance related to deforestation-free policies, enforcement, and sustainability reporting.

4) Report achievements and implementation gaps in policy enforcement and risk management. Disclose ongoing challenges and outline improvements or reforms underway.

5) Use data-driven insights from monitoring, enforcement, and traceability systems to inform public policy decisions, enforcement strategies, and reporting.

GUIDING QUESTIONS

- What data and information (e.g., deforestation rates, enforcement actions, policy updates) should be made publicly available?
- How do we ensure transparency around both successes and challenges in implementing deforestation-free policies?
- What platforms or channels (government portals, open data platforms, public reports) are best suited for transparent communication?
- How do we make information accessible for different users, including local communities, businesses, and NGOs?
- What mechanisms do we have for stakeholders to provide feedback, raise concerns, or request information?

INNOVATION CASES AND TOOLS*

- Universal Mill List (CSR)

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GUIDING QUESTIONS

- What forums, platforms, or consultation processes can we establish to enable public participation in policy development, monitoring, and reporting?
- How do we ensure the inclusion of vulnerable groups like Indigenous Peoples, smallholders, and affected communities in participatory processes?
- What legal or procedural frameworks guide consultations and public hearings on sustainability-related policies?
- How do we transparently respond to stakeholder feedback and ensure follow-up actions?
- How do we facilitate continuous dialogue with businesses, civil society, and communities to improve policy effectiveness?

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GUIDING QUESTIONS

- What progress has been made in implementing deforestation-free regulations and sustainability programmes, and how do we measure it?
- Where are the current gaps in enforcement, compliance, inter-agency coordination, or stakeholder inclusion?
- What risks remain unresolved (e.g., illegal deforestation hotspots, land tenure conflicts), and how are they being monitored?
- What reforms or policy adjustments are planned to address identified weaknesses?
- How can we present these updates transparently while maintaining public trust and international credibility?

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GUIDING QUESTIONS

- How can we use real-time monitoring data (e.g., satellite imagery, compliance databases) to target enforcement more effectively?
- What systems ensure that data collected from inspections, grievance mechanisms, and reports is used to inform policy adjustments?
- How do we strengthen inter-agency coordination to share data and support evidence-based decision-making?
- How can we use data-driven insights to improve transparency and public reporting on policy effectiveness?
- How do we build national or regional systems that centralize data collection, verification, and use for strategic decision-making?

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Businesses



Public Authorities



Civil Society Groups

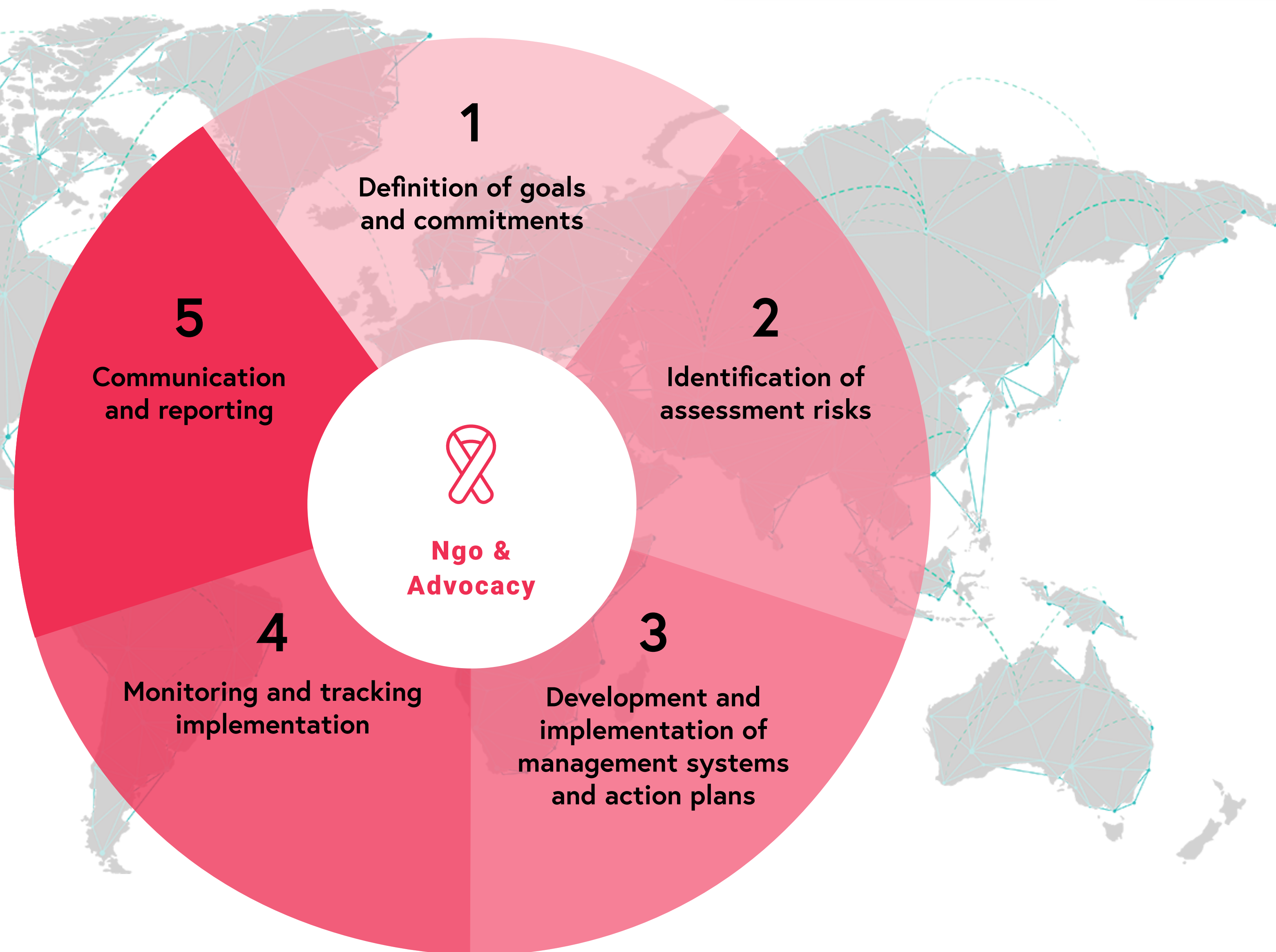


Service Providers



Financial Institutions

Click on the step





KEY ACTIONS

1) Identify challenges and potential risks linked to supporting DFSC adoption and enforcement

2) Develop or update organisational policies and advocacy positions to articulate commitments to address deforestation, human rights protection, and equity in supply chains — ensuring that support to communities and advocacy work align with these goals.

3) Define strategic advocacy targets, realistic timelines, and consistent definitions to guide campaigns and engagement with governments, companies, and local communities.

4) Engage communities, local organisations, and other actors to co-identify risks, co-define advocacy priorities, and assess resource needs for capacity building and rights protection.

5) Integrate DFSC-related commitments into internal governance, program design, field operations, and advocacy strategies.

GUIDING QUESTIONS

- What barriers do local communities, Indigenous Peoples, or smallholders face in complying with DFSC requirements?
- What risks do we foresee in terms of social justice, land rights, or exclusion of vulnerable groups from supply chains?
- How can DFSC legislation or private sector commitments create unintended negative impacts on livelihoods or food security?
- What challenges exist in accessing transparent and reliable data for independent monitoring and advocacy?
- What risks exist for our organisation when advocating for DFSC in politically or economically sensitive regions?

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GUIDING QUESTIONS

- How do our organisational goals and campaigns address the links between deforestation, land-use change, human rights, and equity?
- What specific policy demands or advocacy positions should we develop to influence government and corporate actors toward deforestation-free and fair practices?
- How do we ensure that our own engagement with communities is participatory, rights-based, and promotes equitable benefit-sharing?
- What partnerships and alliances can strengthen our ability to protect forest-dependent communities and Indigenous Peoples?
- How do we establish internal accountability and feedback mechanisms to reflect learning from affected communities and field experiences?

INNOVATION CASES AND TOOLS*

- Payment for Ecosystem Services (CSR)

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GUIDING QUESTIONS

- What change objectives or impact targets should we set for influencing DFSC policies, corporate practices, or community empowerment?
- What is a realistic timeline to achieve our advocacy or programmatic goals, considering the political and market context?
- What definitions and principles will guide our advocacy messages (e.g., rights-based approaches, fair trade, deforestation-free standards)?
- How do we ensure consistency in our messaging across campaigns, partners, and geographies?
- How do we track and report our advocacy impact and progress toward these targets?

INNOVATION CASES AND TOOLS*

- The Accountability Framework initiative (Compliance, CSR)
- ELAN platform by Global Nature Fund and OroVerde (Compliance, CSR)
- Selo Verde (Compliance, Technology)

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5) Integrate DFSC-related commitments into internal governance, program design, field operations, and advocacy strategies.

GUIDING QUESTIONS

- How do we ensure meaningful participation of affected communities and local groups in shaping our advocacy or project strategies?
- What challenges, risks, or resource gaps do communities face in preventing deforestation and protecting their rights?
- How can we structure participatory processes to build trust and co-create solutions?
- How do we incorporate local knowledge, lived experiences, and traditional practices in defining advocacy or program scopes?
- What technical, financial, or legal resources do communities need, and how can we help mobilize or facilitate them?

INNOVATION CASES AND TOOLS*

- Ensuring inclusion of compliant smallholders (Compliance)

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5) Integrate DFSC-related commitments into internal governance, program design, field operations, and advocacy strategies.

GUIDING QUESTIONS

- How do we ensure that our governance structures (boards, leadership, teams) commit to rights-based, deforestation-free principles?
- How do we integrate these commitments into project design, advocacy planning, and partnerships?
- How can our organisational policies promote ethical engagement with communities, partners, and donors?
- What internal procedures ensure that programmes address social equity, human rights, and environmental sustainability?
- How do we build staff capacity and allocate resources to ensure operationalisation of these commitments?

INNOVATION CASES AND TOOLS*

- Produce, Conserve and Include (PCI) State Strategy (Compliance)
- Sustainability policy of the Dutch Pension Fund (Technology, CSR)

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KEY ACTIONS

1) Conduct independent risk assessments, identifying high-risk commodities, regions, and supply chain loopholes where deforestation may still occur to inform advocacy strategies

2) Assess deforestation drivers, environmental risks, and human rights violations linked to commodity supply chains, landscapes, or companies. Use diverse sources including field data, community input, and external monitoring.

3) Analyse gaps in organisational risk monitoring, advocacy strategies, and community support mechanisms for addressing deforestation and social justice challenges.

4) Develop a risk prioritisation framework to guide advocacy strategies, monitoring efforts, and community support activities based on environmental, deforestation, and human rights risks.

GUIDING QUESTIONS

- What commodities or sectors are most responsible for deforestation and human rights impacts in our focus regions?

- What companies, investors, or trade actors are involved in these supply chains?

In which regions or landscapes are forest-dependent communities most at risk?

- What data sources or field information do we have to identify responsible actors and trace supply chains?

- What are the gaps in information that limit our ability to hold companies and governments accountable?

INNOVATION CASES AND TOOLS*

- Trase (Compliance, Technology)

- Verité (Compliance, Technology)

- Sourcing Hub (Compliance, Technology, CSR)

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GUIDING QUESTIONS

- What are the key environmental risks and deforestation drivers in the regions or supply chains we focus on?
- What human rights risks (land rights conflicts, labour abuse, displacement) are present for local communities?
- How do we gather and verify risk information from multiple sources (fieldwork, community testimony, satellite monitoring, investigations)?
- How can we ensure affected communities are central to our risk identification processes?
- How do we prioritise companies, regions, or sectors for monitoring and advocacy based on risk levels?

INNOVATION CASES AND TOOLS*

- MapBiomas (Technology)
- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Satelligence (Compliance, Technology)
- Forensic timber tracing (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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GUIDING QUESTIONS

- What tools, methodologies, and monitoring systems do we currently use to assess deforestation and social risks in target regions or supply chains?
- Where are the gaps in our capacity to gather, verify, and analyse risk information?
- Do we have sufficient mechanisms in place to respond to community grievances or emerging risks?
- How effective is our engagement with companies, governments, and affected communities in driving risk mitigation?
- What new partnerships, data tools, or operational strategies could strengthen our risk monitoring and response work?

INNOVATION CASES AND TOOLS*

- Forest 500 by Global Canopy (CSR)
- The EUDR's Benchmarking system (Compliance)
- The role of private certification under the EUDR (Compliance)

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GUIDING QUESTIONS

- What criteria should guide our prioritisation of regions, companies, or sectors (e.g., environmental harm, human rights violations, community vulnerability)?
- How do we balance urgent environmental risks with longer-term social justice or governance issues?
- How can local community perspectives and lived experiences feed into risk prioritisation?
- What tools or data sources should we use to support evidence-based risk ranking?
- How do we ensure flexibility in our approach to respond to emerging or unforeseen risks?

INNOVATION CASES AND TOOLS*

- Risk Information Alliance (Compliance)
- Conservation liability in the palm oil industry (CSR)

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2) Assign organisational oversight and operational responsibility for implementing advocacy strategies, monitoring, and community engagement related to deforestation-free supply chains.

3) Implement robust frameworks and tools to assess and manage the implementation of the action plan, including:

- Support corporate and government action plans by providing expertise, data, and best practices for achieving deforestation-free supply chains.
- Lead public campaigns, education programmes, and advocacy efforts to pressure companies and governments to act.
- Support grievance mechanisms.
- Push for stronger laws and enforcement by advocating for stricter deforestation-free regulations at national and global levels.

4) Set up regular strategy reviews, monitoring & evaluation (M&E) processes, and stakeholder feedback mechanisms to refine advocacy campaigns, field programmes, and risk monitoring practices.

5) Promote and advocate for the integration of sustainability and deforestation-free criteria into government policies, corporate practices, and investment decisions.

6) Collaborate with communities, local organisations, companies, and public authorities to co-design effective actions for preventing deforestation, protecting rights, and addressing social and environmental risks.

7) Support smallholders, producers, and local communities by building capacity, defending rights, and facilitating access to sustainable practices and markets.

GUIDING QUESTIONS

• What advocacy, monitoring, or community engagement actions should we take to address each risk area?

• Who within our organisation (e.g., advocacy teams, field staff, communications) is responsible for implementing each action?

• How do we involve local communities, grassroots organisations, and allies in implementing actions?

• Who stands to benefit from these actions (e.g., marginalised groups, forest communities), and how do we maximise these benefits?

• Could our actions unintentionally create risks (e.g., backlash against communities, loss of livelihoods), and how can we prevent or mitigate them?

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GUIDING QUESTIONS

- Which governance bodies (Board, leadership team) oversee our sustainability, advocacy, and community engagement commitments?
- Who within our organization is responsible for implementing specific activities (monitoring, advocacy, field engagement)?
- Do we need dedicated focal points or working groups to coordinate DFSC-related work internally?
- How do we ensure clear coordination between HQ and field teams or partner organizations?
- How do we track performance, accountability, and continuous learning across teams involved in implementation?

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GUIDING QUESTIONS

• What technical expertise, data, or field knowledge can we provide to help businesses and governments design and implement more effective DFSC action plans?

• How can we ensure our support contributes to equitable and inclusive solutions, especially for vulnerable stakeholders like smallholders or Indigenous Peoples?

• What are the priority audiences (e.g., consumers, investors, policymakers) for our awareness-raising campaigns on deforestation-free supply chains?

• What communication strategies, platforms, or partnerships can help us amplify our messages and increase public pressure on companies and governments?

• How can we help design, promote, or strengthen grievance mechanisms so that communities, workers, and rights-holders can safely report risks and violations?

• What evidence, case studies, or research can we provide to push for stricter deforestation-free regulations?

INNOVATION CASES AND TOOLS*

• Oil palm agroforestry (CSR)

• Brazil's CAR (Cadastro Ambiental Rural / Environmental Rural Registry) (Compliance, Technology)

• ViSeC (Visión Sectorial del Gran Chaco Argentino) (Compliance, CSR)

• Forest Stewardship Council (FSC) (Compliance, Technology, CSR)

• Mass balance (Technology)

• Amazon Soy Moratorium (Compliance, Technology)

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GUIDING QUESTIONS

- How frequently should we review and assess the effectiveness of our advocacy strategies, monitoring activities, and community engagement programmes?
- What indicators, evidence, or data sources should we use to measure the impact and relevance of our work?
- How do we incorporate feedback from local communities, partners, and rightsholders into programme or strategy updates?
- What grievance or reporting mechanisms do we have in place for stakeholders to raise concerns about our work or implementation gaps?
- How do we use review findings to adjust our tactics, focus areas, or partnerships to maximise positive impact and reduce unintended harm?

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GUIDING QUESTIONS

• What specific sustainability criteria should we recommend to companies, governments, or investors to ensure deforestation-free supply chains?

• How can we support the development of procurement or investment policies that promote respect for human rights, Indigenous Peoples' rights, and environmental protection?

• What campaigns, research, or advocacy strategies can we use to push for stronger sustainability criteria in corporate sourcing and government procurement?

• How can we support vulnerable producers, smallholders, or Indigenous Peoples to meet sustainability criteria and avoid exclusion?

• How do we monitor and expose cases where sustainability criteria are missing, weak, or poorly enforced?

INNOVATION CASES AND TOOLS*

• BNP Paribas agricultural sector policy (CSR)

• The EUDR's inspection obligations for competent authorities (Compliance)

• Soft Commodity Forum (CSR)

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KEY ACTIONS

1) Develop clear action plans for advocacy, community engagement, and monitoring activities related to identified risks. Define organisational roles and responsibilities, and assess the social and environmental implications of actions.

2) Assign organisational oversight and operational responsibility for implementing advocacy strategies, monitoring, and community engagement related to deforestation-free supply chains.

3) Implement robust frameworks and tools to assess and manage the implementation of the action plan, including:

- Support corporate and government action plans by providing expertise, data, and best practices for achieving deforestation-free supply chains.
- Lead public campaigns, education programmes, and advocacy efforts to pressure companies and governments to act.
- Support grievance mechanisms.
- Push for stronger laws and enforcement by advocating for stricter deforestation-free regulations at national and global levels.

4) Set up regular strategy reviews, monitoring & evaluation (M&E) processes, and stakeholder feedback mechanisms to refine advocacy campaigns, field programmes, and risk monitoring practices.

5) Promote and advocate for the integration of sustainability and deforestation-free criteria into government policies, corporate practices, and investment decisions.

6) Collaborate with communities, local organisations, companies, and public authorities to co-design effective actions for preventing deforestation, protecting rights, and addressing social and environmental risks.

7) Support smallholders, producers, and local communities by building capacity, defending rights, and facilitating access to sustainable practices and markets.

GUIDING QUESTIONS

• How do we ensure the meaningful participation of affected communities and rightsholders in designing solutions?

• What partnerships with companies, governments, or local organisations can strengthen our capacity to address identified risks?

• How can we facilitate co-created solutions that respect traditional knowledge, community rights, and cultural practices?

• How do we balance advocacy pressure with collaboration to ensure effective change without undermining community relationships?

• What mechanisms can we use to jointly monitor the implementation and impact of agreed solutions with stakeholders?

INNOVATION CASES AND TOOLS*

• The role of EU-partner country cooperation under the EUDR (Compliance)

• Payment for Ecosystem Services (CSR)

• Rainforest Alliance (Compliance, Technology)

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7) Support smallholders, producers, and local communities by building capacity, defending rights, and facilitating access to sustainable practices and markets.

GUIDING QUESTIONS

- What are the key barriers preventing smallholders and local producers from adopting sustainable and deforestation-free practices?
- How can we design community-driven capacity-building programmes that respect traditional knowledge and cultural practices?
- How do we advocate for and defend smallholder rights, including land tenure, FPIC, and social protections?
- How can we support market access or certification for smallholders and producers practicing sustainability?
- How do we ensure our programmes are inclusive, participatory, and tailored to diverse local contexts?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)
- Kyagalanyi Coffee exporter (Compliance, Technology, CSR)

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Establish independent tools and methodologies to track company and government compliance with deforestation-free commitments. Report findings publicly to create transparency, support accountability, and foster systemic change. Collaborate with local communities, journalists, and technical partners to enhance verification processes.

2) Collect and monitor data on environmental and social risks, land-use change, human rights violations, and company performance using independent monitoring systems and field-based information.

3) Establish KPIs to measure the effectiveness of monitoring, advocacy, community engagement, and the protection of forests, rights, and livelihoods.

4) Conduct field monitoring, community-based assessments, and participatory research to validate risk data, particularly in high-risk landscapes or supply chains.

5) Use monitoring insights and community feedback to strengthen advocacy strategies, programme effectiveness, and accountability efforts. Update campaigns and interventions based on evolving risks, learnings, and emerging opportunities.

GUIDING QUESTIONS

- What tools and methodologies (e.g., satellite data, field investigations, community monitoring) will we use to track compliance?
- How can we collaborate with local communities and affected rightsholders to ensure ground-level verification?
- How do we ensure our monitoring results are communicated effectively to the public, media, and decision-makers?
- What mechanisms will we use to verify or validate reported corporate claims of deforestation-free sourcing?
- How do we ensure monitoring contributes to advocacy, policy influence, and better corporate behavior?

INNOVATION CASES AND TOOLS*

- Satelligence (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)

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GUIDING QUESTIONS

- What types of ESG and deforestation-related data are most critical for monitoring corporate or government performance?
- What sources of data (satellite imagery, community-based monitoring, field investigations) can we use to collect credible information?
- How do we ensure the participation and consent of local communities in data collection processes?
- How do we ensure transparency, accuracy, and responsible use of sensitive data?
- How can we share monitoring data effectively with stakeholders (e.g., companies, governments, media) to drive accountability?

INNOVATION CASES AND TOOLS*

- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Blockchain (Technology, CSR)
- Remote sensing-based forest disturbance driver mapping (Technology)
- Remote sensing-based products and services for EUDR (Compliance)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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GUIDING QUESTIONS

• What KPIs should we track to assess the environmental impact of our work (e.g., hectares of forest monitored, alerts issued, deforestation cases exposed)?

• What indicators should measure human rights and social impact (e.g., land rights secured, communities supported, grievances resolved)?

• How do we track progress in our advocacy (e.g., policies influenced, corporate commitments secured)?

• How do we ensure that KPIs reflect community perspectives and participatory monitoring?

• How do we use KPIs to improve transparency, fundraising, and reporting to partners and donors?

INNOVATION CASES AND TOOLS*

• Verité (Compliance, Technology)

• Beef on Track (Compliance, Technology)

• PRIMI+COTI initiatives (Compliance, Technology)

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GUIDING QUESTIONS

- Which landscapes, supply chains, or companies should we prioritise for field monitoring based on environmental and human rights risks?
- How do we design participatory monitoring methodologies that empower local communities and Indigenous Peoples?
- What mechanisms can we use to capture and validate local knowledge and experiences?
- How do we verify company claims or government data through independent investigations or ground-truthing?
- How do we safely document and communicate field findings while protecting communities and informants?

INNOVATION CASES AND TOOLS*

- Substantiated concerns under the EUDR (Compliance)
- explorer.land (Map-based data & story-telling for more transparency) (Technology, CSR)

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GUIDING QUESTIONS

- What lessons have field monitoring, investigations, and community engagement revealed?
- Are there specific companies, regions, or supply chains that require targeted advocacy or support?
- How do we adapt our campaigns or field programmes to respond to new developments or risks?
- How do we ensure that community feedback and grievances shape our strategic decisions?
- How do we track and communicate progress, challenges, and impact to partners, donors, and affected communities?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)

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KEY ACTIONS

1) Develop structured reporting and communication strategies to share monitoring findings, advocacy outcomes, and progress in supporting deforestation-free supply chains and community rights.

2) Ensure transparency and accessibility of monitoring findings, advocacy positions, and community engagement outcomes for the public, donors, and affected stakeholders.

3) Facilitate open dialogue and participatory engagement with communities, partners, and other stakeholders to co-design solutions, gather feedback, and enhance accountability.

4) Communicate both achievements and difficulties in advocacy, field work, or monitoring efforts. Report lessons learned and disclose areas where progress is slow or risks persist.

5) Use data-driven insights from monitoring, fieldwork, and community engagement to strengthen advocacy, reporting, and programmatic decisions.

GUIDING QUESTIONS

- What types of information should we report publicly (e.g., cases of deforestation, corporate performance assessments, advocacy wins, community impact stories)?
- What reporting formats and platforms (e.g., reports, websites, social media, interactive maps) are most effective for our audience?
- How frequently should we publish reports or updates on our monitoring and advocacy work?
- How do we ensure that reporting protects sensitive community information and upholds ethical communication standards?
- How do we engage communities, allies, and rightsholders in shaping and validating our reporting content?

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GUIDING QUESTIONS

- What information should we share publicly to hold companies and governments accountable (e.g., risk maps, monitoring findings, case studies)?
- How do we communicate not only success stories but also challenges faced in advocacy or community work?
- What channels and formats (e.g., websites, social media, community meetings, radio) can help reach diverse audiences effectively?
- How do we ensure that reporting is accessible and relevant for the communities we work with (language, format, local context)?
- How do we promote two-way communication, enabling feedback, dialogue, and co-creation with communities and partners?

INNOVATION CASES AND TOOLS*

- Universal Mill List (CSR)

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GUIDING QUESTIONS

- What participatory approaches (e.g., community assemblies, listening sessions, participatory mapping) best support inclusive engagement?
- How do we ensure affected communities, grassroots groups, and rightsholders can provide input on our work and strategies?
- How do we create feedback mechanisms that are safe, accessible, and adapted to local contexts?
- How do we ensure transparent communication and follow-up on stakeholder feedback?
- How can we promote collaboration and co-creation with stakeholders to enhance sustainability and rights-based outcomes?

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GUIDING QUESTIONS

- What have been our key wins (e.g., corporate commitments, land rights protected), and what challenges have limited further progress?
- What systemic or contextual barriers (e.g., political resistance, funding constraints, local opposition) have affected our impact?
- What risks are still active or unresolved (e.g., community threats, ongoing deforestation)?
- What lessons have we learned from strategies that didn't work or partnerships that faced difficulties?
- What adjustments or next steps are we taking to improve our interventions and accountability?

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5) Use data-driven insights from monitoring, fieldwork, and community engagement to strengthen advocacy, reporting, and programmatic decisions.

GUIDING QUESTIONS

- How do we use monitoring data (e.g., deforestation alerts, human rights violations) to prioritise advocacy or direct field actions?
- How do we ensure that evidence from communities and field research informs public campaigns and policy recommendations?
- How do we balance transparency with security when communicating sensitive data about risks or violations?
- How do we ensure our programmes and interventions are responsive to changing risk dynamics identified through monitoring?
- What partnerships or tools can strengthen our capacity to gather, analyse, and act on data?

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Businesses



Public Authorities



Civil Society Groups

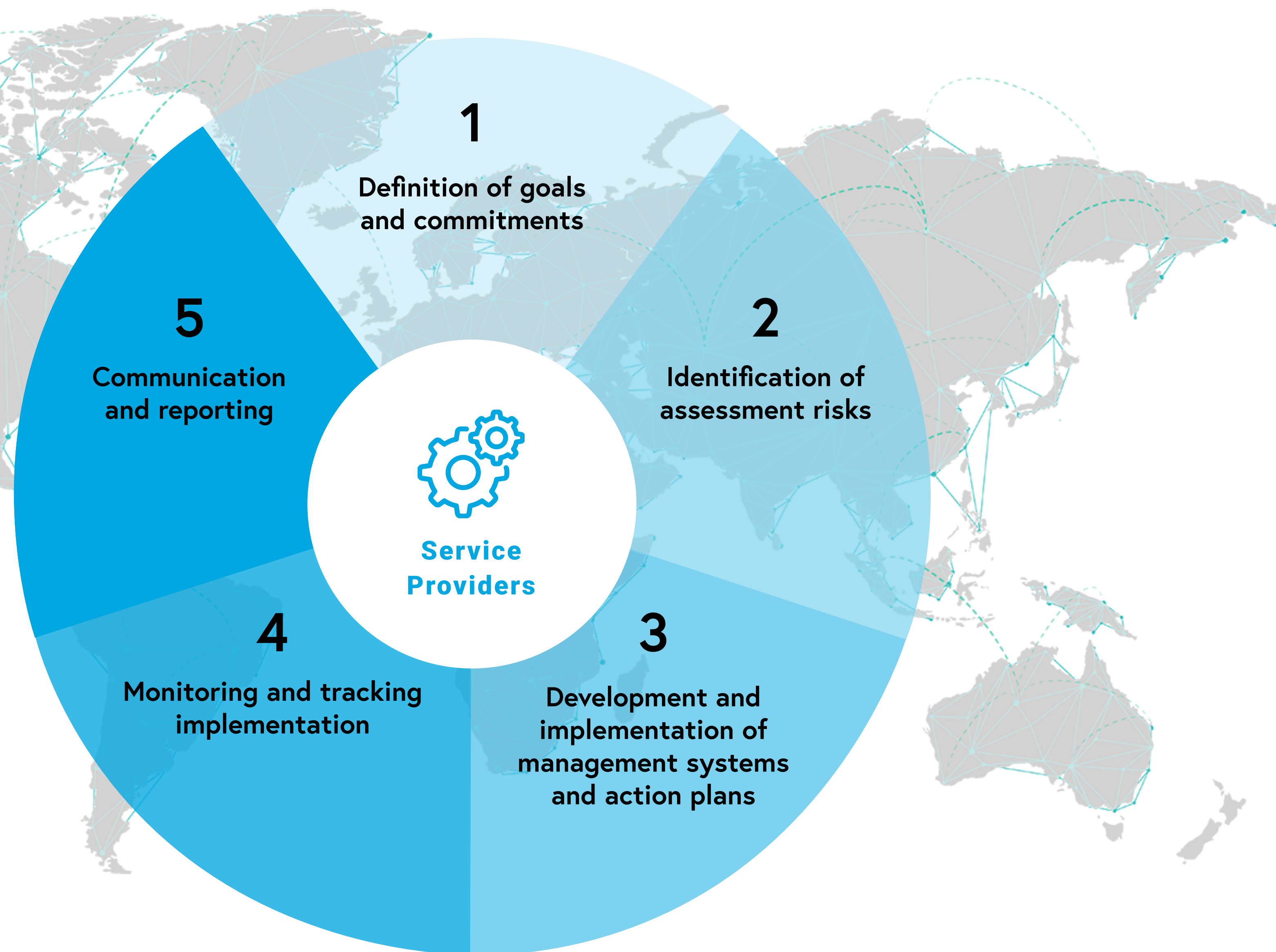


Service Providers



Financial Institutions

Click on the step





KEY ACTIONS

1) Identify challenges and potential risks linked to supporting businesses with DFSC compliance solutions

2) Develop or update internal sustainability policies and client engagement principles to articulate commitments to support deforestation-free supply chains, human rights protection, and equitable solutions – ensuring responsible service provision.

3) Set service delivery targets, development timelines, and clear definitions for supporting client compliance with deforestation-free, human rights, and equity commitments.

4) Engage clients, supply chain actors, and end-users to identify operational challenges, scope needs, and required resources for effective DFSC solutions.

5) Integrate sustainability, DFSC, and human rights commitments into service delivery models, client engagement processes, and internal governance.

GUIDING QUESTIONS

- What technical or operational challenges do our clients face in implementing traceability and monitoring solutions for DFSC compliance?
- Are there legal uncertainties, regulatory inconsistencies, or interpretation risks in applying DFSC requirements across different jurisdictions?
- What data integration or verification challenges could limit the effectiveness of our tools or services?
- How do we ensure that our solutions are accessible and affordable, especially for smallholders and SMEs?
- What reputational or liability risks could arise if clients misuse our tools or fail to achieve DFSC compliance?

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GUIDING QUESTIONS

- What ethical principles and sustainability commitments should guide our work with clients in sectors exposed to deforestation or human rights risks?
- How can we ensure that our tools, services, and advice promote responsible sourcing, traceability, and social inclusion, especially for smallholders or Indigenous communities?
- What criteria should we apply when deciding to engage (or disengage) from clients linked to unsustainable or unethical practices?
- How do we ensure transparency and ethical use of data, monitoring tools, and verification services in sensitive contexts?
- What internal accountability mechanisms (e.g., code of conduct, ethical review boards) should we establish to govern our practices and commitments?

INNOVATION CASES AND TOOLS*

- Payment for Ecosystem Services (CSR)

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GUIDING QUESTIONS

- What service or product delivery targets should we set for supporting clients in achieving deforestation-free supply chain goals?
- What realistic timelines should guide the development and rollout of tools, services, or client engagement programmes?
- What standard definitions and frameworks should our tools or advisory services align with (e.g., EUDR, Accountability Framework)?
- How do we ensure consistency in the definitions and methodologies applied across different clients and sectors?
- How will we measure the effectiveness and client uptake of our solutions against these targets?

INNOVATION CASES AND TOOLS*

- The Accountability Framework initiative (Compliance, CSR)
- ELAN platform by Global Nature Fund and OroVerde (Compliance, CSR)
- Selo Verde (Compliance, Technology)

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GUIDING QUESTIONS

- How do we engage clients and end-users to understand their specific challenges in achieving deforestation-free supply chains?
- What stakeholder inputs (suppliers, producers, auditors) can help us design relevant, context-specific tools and services?
- How do we ensure that our solutions are inclusive and responsive to smallholder or marginalized actor needs?
- What technical, financial, or operational support do clients require to implement DFSC monitoring or compliance systems effectively?
- How do we ensure feedback loops for continuous improvement and adaptation of our services based on stakeholder engagement?

INNOVATION CASES AND TOOLS*

- Ensuring inclusion of compliant smallholders (Compliance)

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GUIDING QUESTIONS

- How do we embed ethical and sustainability principles into the design and delivery of our services or technology solutions?
- How do client onboarding processes and service contracts reflect deforestation-free and human rights commitments?
- How can we ensure internal governance structures (management, advisory boards) are aligned with sustainability goals?
- What operational procedures (e.g., data use, client engagement, impact assessments) should reflect these commitments?
- How do we train staff and ensure continuous learning on DFSC-related best practices for service delivery?

INNOVATION CASES AND TOOLS*

- Produce, Conserve and Include (PCI) State Strategy (Compliance)
- Sustainability policy of the Dutch Pension Fund (Technology, CSR)

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KEY ACTIONS

1) Identify key commodities, regions, supply chain actors, and client needs to tailor risk analysis tools, traceability systems, or advisory services.

2) Assess and map deforestation, environmental, and social risks relevant to client operations and supply chains. Facilitate integration of third-party risk data into client tools and advisory services.

3) Analyse gaps in client-facing risk management solutions, tools, and advisory services to address deforestation, environmental, and human rights risks.

4) Develop a risk prioritisation framework to help clients assess and rank deforestation and social risks within their supply chains or operations.

GUIDING QUESTIONS

- What are the primary commodities and sectors our clients operate in, and what are the associated deforestation risks?
- What sourcing regions or jurisdictions require specialized monitoring or traceability solutions?
- Who are the key supply chain actors (producers, traders, processors) our tools or services need to cover?
- What information or data gaps do our clients face in identifying risks in their supply chains?
- How can our solutions be adapted to provide value in complex, fragmented, or smallholder-dominated supply chains?

INNOVATION CASES AND TOOLS*

- Trase (Compliance, Technology)
- Verité (Compliance, Technology)
- Sourcing Hub (Compliance, Technology, CSR)

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KEY ACTIONS

1) Identify key commodities, regions, supply chain actors, and client needs to tailor risk analysis tools, traceability systems, or advisory services.

2) Assess and map deforestation, environmental, and social risks relevant to client operations and supply chains. Facilitate integration of third-party risk data into client tools and advisory services.

3) Analyse gaps in client-facing risk management solutions, tools, and advisory services to address deforestation, environmental, and human rights risks.

4) Develop a risk prioritisation framework to help clients assess and rank deforestation and social risks within their supply chains or operations.

GUIDING QUESTIONS

- What environmental and social risks are most relevant to our clients' supply chains, sourcing regions, or investment portfolios?
- What third-party data sources (satellite alerts, grievance platforms, risk indices) can be integrated into our tools and solutions?
- How can our systems support dynamic risk updates and real-time alerts for clients?
- How do we customise risk analysis methodologies for different commodities, regions, or client contexts?
- What data gaps exist, and how can we help clients fill them (e.g., through field verification, partnerships, local data collection)?

INNOVATION CASES AND TOOLS*

- MapBiomass (Technology)
- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Satelligence (Compliance, Technology)
- Forensic timber tracing (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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4) Develop a risk prioritisation framework to help clients assess and rank deforestation and social risks within their supply chains or operations.

GUIDING QUESTIONS

- How comprehensive are our current tools, platforms, and advisory services in helping clients identify and manage deforestation and social risks?
- Where do gaps exist in our solutions (e.g., limited coverage of smallholders, lack of real-time data, insufficient geographic coverage)?
- Do our tools facilitate effective integration of external risk information (satellite data, grievance reports, certification data)?
- How well do our solutions address both environmental and social dimensions of risk?
- What upgrades, innovations, or strategic partnerships could improve our ability to support client risk management?

INNOVATION CASES AND TOOLS*

- Forest 500 by Global Canopy (CSR)
- The EUDR's Benchmarking system (Compliance)
- The role of private certification under the EUDR (Compliance)

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GUIDING QUESTIONS

- What risk factors (e.g., commodity type, geography, supplier profile, regulatory exposure) should our tools help clients prioritise?
- How can we design customizable risk matrices or scoring systems suitable for different client needs?
- What external datasets, satellite monitoring, or risk indices can we integrate into our solutions?
- How can we ensure our framework supports both environmental risk and human rights risk assessments?
- How do we build in flexibility for real-time updates, alerts, and evolving risk factors in our client-facing tools?

INNOVATION CASES AND TOOLS*

- Risk Information Alliance (Compliance)
- Conservation liability in the palm oil industry (CSR)

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3) Implement robust frameworks and tools to assess and manage the implementation of the action plan, including:

- Offer customised strategies, technological tools, and certification support to help businesses implement deforestation-free practices.
- Design suppliers engagement programmes and compliance roadmaps for companies.
- Develop cost-effective, scalable, and adaptable technology solutions to different supply chain needs.

4) Set up regular review cycles, product audits, client feedback mechanisms, and solution improvement processes to refine tools, advisory services, and risk management support for deforestation-free supply chains.

5) Integrate sustainability and deforestation-free requirements into client advisory services, digital tools, procurement platforms, and traceability systems.

6) Collaborate with clients, supply chain actors, local partners, and technical experts to co-design practical, scalable solutions for managing deforestation and social risks.

7) Support smallholders and producers by developing affordable, user-friendly, and scalable tools and advisory services that enable the adoption of sustainable production methods.

GUIDING QUESTIONS

- What specific tools, services, or advisory solutions can we offer to address each client risk area (e.g., traceability, ESG compliance, monitoring systems)?
- Which internal teams (e.g., product development, legal advisory, data specialists) will lead on delivering each solution?
- What roles and responsibilities should clients have in using and implementing these solutions effectively?
- Who within client supply chains or stakeholder networks will benefit from these solutions (e.g., procurement teams, smallholders)?
- What potential challenges could arise from implementing our solutions (e.g., complexity, cost, data privacy), and how can we minimize these barriers?

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GUIDING QUESTIONS

• Who in our governance structure (Board, leadership) is responsible for overseeing sustainability commitments and DFSC service delivery?

• What internal teams (product development, advisory, client success, legal) are responsible for designing and implementing solutions?

• Are new roles or coordination mechanisms needed to manage DFSC-specific service offerings or risk management support?

• How do we ensure coordination between technical teams, client-facing teams, and external partners?

• What performance indicators or accountability mechanisms will we use to track implementation and continuous improvement?

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GUIDING QUESTIONS

• What are the most common challenges that businesses face in implementing deforestation-free supply chains, and how can we tailor our services to address these specific needs?

• What role can we play in helping businesses engage their suppliers, especially smallholders or indirect suppliers, in risk mitigation and compliance processes?

• How can we design supplier engagement programmes or training modules that are practical, inclusive, and adapted to different levels of supplier capacity?

• What technological solutions (e.g., traceability systems, risk dashboards, monitoring tools) can we offer that balance sophistication with user-friendliness and cost-effectiveness?

• How can we design tools that are adaptable to diverse supply chain realities – from large corporations to smallholder-dominated chains?

INNOVATION CASES AND TOOLS*

• Oil palm agroforestry (CSR)

• Brazil's CAR (Cadastro Ambiental Rural / Environmental Rural Registry) (Compliance, Technology)

• ViSeC (Visión Sectorial del Gran Chaco Argentino) (Compliance, CSR)

• Forest Stewardship Council (FSC) (Compliance, Technology, CSR)

• Mass balance (Technology)

• Amazon Soy Moratorium (Compliance, Technology)

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GUIDING QUESTIONS

- How frequently should we review and update our tools, platforms, and advisory services to align with evolving client needs and regulatory requirements?
- What performance indicators or usage data should we track to assess the effectiveness of our solutions?
- How do we collect and integrate feedback from clients, users, suppliers, and field actors to improve our services?
- What mechanisms should we create for clients to report issues, suggest improvements, or raise concerns about tool functionality or service delivery?
- How do we ensure that lessons learned from client engagement and product reviews inform solution upgrades, new service offerings, or strategic adjustments?

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GUIDING QUESTIONS

• What sustainability criteria should we help clients define and operationalise in their procurement and supply chain policies?

• How can we design tools or platforms that help businesses apply sustainability filters, risk scoring, and compliance checks during supplier selection?

• What advisory services, training modules, or supplier engagement programmes can we offer to support compliance with deforestation-free criteria?

• How do we customise sustainability criteria in our solutions to reflect sector-specific, regional, or commodity-specific risks?

• How do we help clients integrate sustainability criteria into contracts, sourcing decisions, monitoring systems, and non-compliance protocols?

INNOVATION CASES AND TOOLS*

• BNP Paribas agricultural sector policy (CSR)

• The EUDR's inspection obligations for competent authorities (Compliance)

• Soft Commodity Forum (CSR)

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GUIDING QUESTIONS

- Who should we engage (clients, suppliers, field experts, Indigenous groups, local organisations) to inform the design of our tools or advisory services?
- How can we co-develop solutions that are context-specific and adaptable to client needs and realities on the ground?
- How do we ensure our solutions support inclusive approaches, benefiting smallholders and vulnerable supply chain actors?
- What collaboration mechanisms (pilots, co-design workshops, feedback loops) can we create to strengthen our service offerings?
- How do we evaluate and communicate the effectiveness and user-friendliness of our tools with stakeholders?

INNOVATION CASES AND TOOLS*

- The role of EU-partner country cooperation under the EUDR (Compliance)
- Payment for Ecosystem Services (CSR)
- Rainforest Alliance (Compliance, Technology)

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GUIDING QUESTIONS

- What technological tools or services can we design specifically for smallholders and producers (e.g., mobile apps, monitoring tools, advisory platforms)?
- How can we ensure that our solutions are accessible, affordable, and adapted to local capacities and infrastructure?
- What types of partnerships (e.g., cooperatives, NGOs, government agencies) can facilitate deployment and scaling of our tools?
- How do we incorporate social, environmental, and rights-based considerations into our services for producers?
- How do we measure and demonstrate the impact of our tools in improving sustainable practices and livelihoods?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)
- Kyagalanyi Coffee exporter (Compliance, Technology, CSR)

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2) Develop tools and platforms to enable clients to implement traceability systems and collect ESG data consistently for risk management and reporting purposes..

3) Establish KPIs to measure the effectiveness and impact of tools, services, and solutions provided to clients for managing deforestation-free supply chains.

4) Support clients with tools, methodologies, and services to conduct field assessments, supplier audits, and community engagement activities focused on data validation and risk evaluation.

5) Use client feedback, monitoring results, and market trends to improve tools, services, and advisory support. Regularly update solutions to address emerging risks, regulatory changes, and client needs.

GUIDING QUESTIONS

- What monitoring tools or platforms (e.g., satellite tracking, dashboards, reporting systems) can we develop for clients?
- How do we tailor monitoring solutions to different sectors, supply chain complexities, and client needs?
- What independent verification or assurance services can we offer to strengthen client reporting?
- How do we ensure our solutions are user-friendly, scalable, and interoperable with other systems (e.g., EUDR platforms)?
- How can we use monitoring insights to provide strategic advice and continuous improvement recommendations to our clients?

INNOVATION CASES AND TOOLS*

- Satelligence (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)

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GUIDING QUESTIONS

- What traceability and ESG data solutions can we offer that meet the regulatory and sustainability reporting needs of clients?
- How do we ensure our tools are adaptable to different supply chains, commodities, and client capacities?
- How can we integrate various reporting frameworks (e.g., EUDR, GRI, CDP) into our platforms to streamline client reporting?
- How do we balance data transparency, security, and privacy within our solutions?
- How can we help clients build supplier capacity for traceability and ESG data collection?

INNOVATION CASES AND TOOLS*

- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Blockchain (Technology, CSR)
- Remote sensing-based forest disturbance driver mapping (Technology)
- Remote sensing-based products and services for EUDR (Compliance)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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GUIDING QUESTIONS

- What KPIs can we use to measure the uptake and impact of our solutions (e.g., number of users, % of traceable volume managed through our platform)?
- How do we measure the contribution of our services to client progress (e.g., ESG risk reduction, compliance improvement, supplier engagement levels)?
- How can we develop KPIs that reflect real-world environmental and social impacts, beyond tool performance?
- How do we track client satisfaction, usability, and feedback for continuous improvement?
- How do we communicate the performance of our solutions to clients, partners, and the broader market?

INNOVATION CASES AND TOOLS*

- Verité (Compliance, Technology)
- Beef on Track (Compliance, Technology)
- PRIMI+COTI initiatives (Compliance, Technology)

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GUIDING QUESTIONS

- What tools (mobile apps, reporting systems, GIS platforms) can we provide to help clients conduct field assessments and audits?
- How do we design services that help clients engage communities and suppliers effectively during data verification?
- How can we support clients in identifying high-risk suppliers or sourcing regions for prioritised evaluations?
- What best practices, audit protocols, or training modules can we offer for ethical and rights-based field assessments?
- How do we ensure our solutions facilitate actionable follow-up on audit findings and community feedback?

INNOVATION CASES AND TOOLS*

- Substantiated concerns under the EUDR (Compliance)
- explorer.land (Map-based data & story-telling for more transparency) (Technology, CSR)

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5) Use client feedback, monitoring results, and market trends to improve tools, services, and advisory support. Regularly update solutions to address emerging risks, regulatory changes, and client needs.

GUIDING QUESTIONS

- What client feedback or usage data indicates gaps or areas for improvement in our solutions?
- Are there new risks, regulatory requirements, or supply chain challenges our tools need to address?
- How often do we review and update our tools, methodologies, and advisory services?
- How do we involve clients and supply chain actors in co-designing improvements?
- How do we track the effectiveness of implemented improvements and communicate these updates to users?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)

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KEY ACTIONS

1) Develop reporting modules and client communication tools that align with sustainability reporting standards and help clients communicate their progress on deforestation-free commitments.

2) Ensure transparency and accessibility of methodologies, tools, and client support strategies to build trust and facilitate effective ESG risk management.

3) Enable client engagement and feedback mechanisms to improve tools, services, and reporting solutions, and create forums for shared learning and collaboration.

4) Report service and solution achievements along with challenges faced in implementation, data gaps, or client uptake. Share learnings and outline planned improvements.

5) Use client data, monitoring results, and solution analytics to inform product improvements, client advisory services, and evidence-based reporting tools.

GUIDING QUESTIONS

- What reporting frameworks and standards should our tools support to help clients meet regulatory and stakeholder expectations?
- What KPIs and reporting functionalities should we build into our platforms for traceability, ESG compliance, and supply chain reporting?
- How can we help clients automate or simplify reporting processes while ensuring accuracy and consistency?
- How do we integrate visual reporting tools (dashboards, real-time data visualizations) to improve communication?
- How do we ensure data privacy and compliance when developing client-facing reporting solutions?

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3) Enable client engagement and feedback mechanisms to improve tools, services, and reporting solutions, and create forums for shared learning and collaboration.

4) Report service and solution achievements along with challenges faced in implementation, data gaps, or client uptake. Share learnings and outline planned improvements.

5) Use client data, monitoring results, and solution analytics to inform product improvements, client advisory services, and evidence-based reporting tools.

GUIDING QUESTIONS

- How do we communicate clearly the methodologies, assumptions, and limitations of our tools and solutions?
- How do we share best practices, case studies, or learnings from client engagements without breaching confidentiality?
- What documentation, user guides, or open resources can we provide to make our services more accessible?
- How do we ensure transparency about data handling, privacy, and security in our tools?
- How do we foster open communication with clients and stakeholders to gather feedback and improve our services?

INNOVATION CASES AND TOOLS*

- Universal Mill List (CSR)

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GUIDING QUESTIONS

- What mechanisms (e.g., user feedback sessions, surveys, client advisory boards) can we use to gather input on our tools and services?
- How do we create spaces (e.g., webinars, workshops, knowledge-sharing platforms) for clients to exchange experiences and best practices?
- How can we ensure that feedback from diverse clients (large companies, smallholders, local partners) informs product development and service delivery?
- How do we track and communicate how feedback has influenced improvements or new offerings?
- How do we facilitate multi-stakeholder dialogues or collaborations using our platforms or services?

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GUIDING QUESTIONS

- What milestones have we reached (e.g., adoption rates, client coverage, successful pilots), and what obstacles have we encountered?
- What gaps exist in data coverage, usability, or geographic/service reach?
- What feedback or lessons from clients have helped us recognise flaws or areas needing improvement?
- How do we communicate ongoing technical limitations transparently without compromising client confidence?
- What updates, feature improvements, or support models are planned to respond to challenges?

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GUIDING QUESTIONS

- How do we analyse usage data, monitoring results, and client feedback to improve our tools and services?
- How can we enable clients to use real-time data and dashboards to inform their sourcing, risk management, and reporting decisions?
- How do we design advisory services that help clients interpret complex sustainability data into actionable insights?
- How can we leverage aggregated client data (ensuring confidentiality) to identify broader sector trends and emerging risks?
- What technical capabilities (e.g., data analytics, visualization, AI) do we need to strengthen our data-driven service offering?

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Businesses



Public Authorities



Civil Society Groups

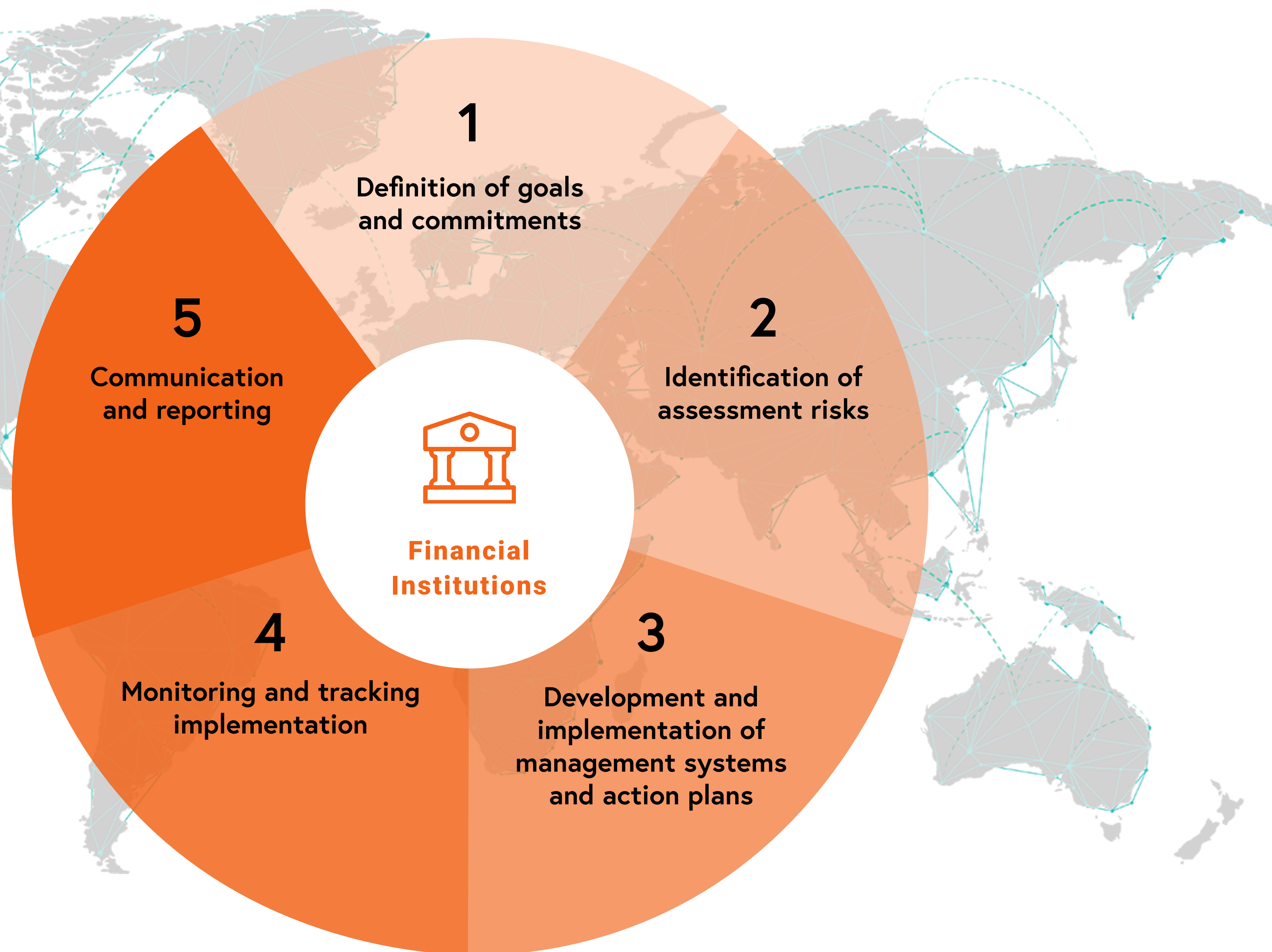


Service Providers



Financial Institutions

Click on the step





KEY ACTIONS

1) Identify existing challenges and potential risks linked to investments the soft-commodity agricultural sector

2) Develop or update sustainable finance policies, investment criteria, and ESG frameworks that commit to avoiding deforestation-linked financing, protecting human rights, and promoting fair and inclusive economic development.

3) Set clear and measurable ESG targets, timeframes, and definitions for managing deforestation-related risks and impacts across portfolios, aligned with international standards and stakeholder expectations.

4) Engage clients, investees, and affected stakeholders to identify risks, define ESG policy scope, and assess support needs for transitioning to deforestation-free practices.

5) Integrate DFSC-related commitments into investment governance structures, risk management frameworks, client engagement processes, and product design.

GUIDING QUESTIONS

- Which sectors, clients, or asset classes in our portfolio are most exposed to deforestation risks?
- What financial or reputational risks could arise from being linked (directly or indirectly) to deforestation-prone companies?
- What challenges do we face in assessing and monitoring deforestation risks within investment or lending due diligence?
- How could DFSC commitments affect relationships with clients, especially in high-risk sectors (agriculture, forestry, land use)?
- What data gaps, reporting limitations, or verification challenges hinder our ability to assess deforestation risk exposure?

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GUIDING QUESTIONS

- What ESG risks (deforestation, land rights violations, social exploitation) must be explicitly addressed in our investment or lending policies?
- How can we integrate deforestation-free and human rights safeguards into client engagement, due diligence, and portfolio management practices?
- What exclusion criteria, minimum safeguards, or positive screening measures should we adopt regarding high-risk sectors or clients?
- How do we ensure that financial products (e.g., green bonds, sustainability-linked loans) promote fairness and support vulnerable actors like smallholders?
- What internal governance, accountability, and monitoring systems must we establish to enforce these policies effectively?

INNOVATION CASES AND TOOLS*

- Payment for Ecosystem Services (CSR)

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GUIDING QUESTIONS

- What measurable targets should we set to reduce exposure to deforestation-linked companies or assets within our portfolio?
- What is a realistic timeline for implementing risk management actions and achieving deforestation-free portfolio objectives?
- What standard definitions and criteria (e.g., NDPE policies, EUDR alignment, Accountability Framework) will guide our ESG assessments?
- How do we ensure clients, investees, and internal teams understand and apply these targets and definitions consistently?
- How will we track and report on progress against targets, including through ESG reporting frameworks (e.g., TCFD, ISSB, PRI)?

INNOVATION CASES AND TOOLS*

- The Accountability Framework Initiative (Compliance, CSR)
- ELAN platform by Global Nature Fund and OroVerde (Compliance, CSR)
- Selo Verde (Compliance, Technology)

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GUIDING QUESTIONS

- How do we engage portfolio companies, clients, and affected communities to understand ESG risks, challenges, and resource gaps?
- How can engagement help refine our investment or lending policies to better reflect real-world conditions?
- What support (technical assistance, financial mechanisms) might companies need to transition towards deforestation-free practices?
- How do we ensure engagement processes consider Indigenous Peoples, smallholders, or affected workers within financed projects?
- How do we integrate engagement outcomes into investment terms, risk assessments, and ESG action plans?

INNOVATION CASES AND TOOLS*

- Ensuring inclusion of compliant smallholders (Compliance)

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GUIDING QUESTIONS

- How do we integrate deforestation and human rights safeguards into investment and lending governance structures and policies?

- How do our ESG risk assessment tools, due diligence processes, and internal approval systems reflect these commitments?

- How can we embed sustainability criteria into financial product design (e.g., loan conditions, green bonds, sustainability-linked products)?

- How do we align staff incentives, performance targets, and client relationship management with sustainability objectives?

- What training and capacity-building is needed internally to ensure all relevant teams can implement these commitments effectively?

INNOVATION CASES AND TOOLS*

- Produce, Conserve and Include (PCI) State Strategy (Compliance)
- Sustainability policy of the Dutch Pension Fund (Technology, CSR)

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KEY ACTIONS

1) Identify key sectors, clients, portfolios, and financial flows exposed to deforestation, land conversion, and human rights risks.

2) Assess deforestation, environmental, and social risks associated with investments, lending, and client operations. Integrate third-party risk data and external verification sources.

3) Analyse gaps in ESG risk management systems, due diligence processes, and monitoring practices for identifying and mitigating deforestation and social risks in portfolios.

4) Develop a risk prioritisation framework to assess and rank deforestation, environmental, and social risks within investment portfolios, lending activities, and client relationships.

GUIDING QUESTIONS

- Which sectors (agriculture, forestry, infrastructure) in our portfolio are most exposed to deforestation and social risks?
- What clients, borrowers, investees, or assets are linked to high-risk commodities or regions?
- In which geographies or jurisdictions do these clients operate or source from?
- What level of supply chain visibility do we have through ESG disclosures, client reporting, or external data?
- What are the gaps in our risk screening, client information, or investment exposure mapping?

INNOVATION CASES AND TOOLS*

- Trase (Compliance, Technology)
- Verité (Compliance, Technology)
- Sourcing Hub (Compliance, Technology, CSR)

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GUIDING QUESTIONS

- Which clients, sectors, or assets in our portfolio are operating in or sourcing from high deforestation-risk regions?
- What environmental and social risks (e.g., land grabbing, labour violations, biodiversity loss) are associated with these clients or projects?
- How do we integrate external risk data (e.g., ESG ratings, NGO reports, satellite alerts) into investment or lending decisions?
- What tools or frameworks (e.g., sectoral risk matrices, jurisdictional risk lists) support our risk assessment processes?
- How do we assess and differentiate between high-risk, moderate-risk, and low-risk clients or transactions?

INNOVATION CASES AND TOOLS*

- MapBiomas (Technology)
- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Satelligence (Compliance, Technology)
- Forensic timber tracing (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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GUIDING QUESTIONS

- What ESG risk assessment frameworks and due diligence systems do we currently use to identify deforestation and social risks?

- Where are the weaknesses or limitations in our current processes (e.g., coverage of indirect exposure, data gaps, client disclosure limitations)?

- How well do our existing systems capture supply chain or sourcing risks within financed companies?

- Are our monitoring and engagement practices sufficient to manage identified risks over time?

- What tools, guidelines, partnerships, or data sources could help strengthen our ESG risk management approach?

INNOVATION CASES AND TOOLS*

- Forest 500 by Global Canopy (CSR)

- The EUDR's Benchmarking system (Compliance)

- The role of private certification under the EUDR (Compliance)

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GUIDING QUESTIONS

- What factors should guide the prioritisation of ESG risks (e.g., sector exposure, client risk profile, region-specific risks, potential financial impact)?
- How do we incorporate deforestation risk into existing ESG scoring or risk matrices?
- What thresholds or triggers should guide engagement intensity or enhanced due diligence with clients?
- How can we differentiate between high-risk sectors (e.g., palm oil, soy, beef) and lower-risk sectors?
- How frequently should we review and update our risk prioritisation framework based on changing market or environmental conditions?

INNOVATION CASES AND TOOLS*

- Risk Information Alliance (Compliance)
- Conservation liability in the palm oil industry (CSR)

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2) Assign governance oversight and operational responsibility for implementing deforestation and ESG-related commitments within investment and lending practices.

3) Implement ESG management frameworks and client engagement tools to assess and manage the implementation of the action plan, including:

- Develop green finance strategies, sustainability-linked loans, and impact investment models to support DFSC.
- Engage with clients and portfolio companies to help them transition to sustainable business models.
- Integrate deforestation risk assessments into credit risks models, due diligence processes, and investment decisions.
- Develop sustainability-linked loans, green bonds, and impact investments funds to support businesses transition to deforestation-free supply chains.

4) Establish regular review cycles, portfolio audits, ESG monitoring, and client feedback mechanisms to refine investment practices, sustainability frameworks, and risk management systems.

5) Integrate sustainability and deforestation-free criteria into financing conditions, loan agreements, investment policies, and client engagement strategies.

6) Collaborate with clients, investees, sector experts, and rightsholders to identify effective risk mitigation actions and support transitions to deforestation-free business models.

7) Support smallholders and producers by enabling access to finance, blended finance models, and investment products designed to promote sustainable production and deforestation-free supply chains.

GUIDING QUESTIONS

• What specific actions (e.g., enhanced due diligence, client engagement, investment exclusions) are needed to manage each identified risk?

• Which internal teams (e.g., ESG analysts, investment officers, risk managers) are responsible for implementing each action?

• What expectations should we set for clients or investees to play their part in risk mitigation?

• Who will benefit from these actions (e.g., low-risk clients, responsible producers, impacted communities)?

• Are there unintended consequences (e.g., limiting finance access for smallholders or SMEs), and how can we mitigate them (e.g., technical assistance, capacity-building)?

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GUIDING QUESTIONS

• What roles should the Board or ESG committees have in overseeing deforestation and social risk management strategies?

• Which senior leaders or teams (e.g., ESG officers, risk management, investment committees) are responsible for operationalising these commitments?

• How are responsibilities divided across departments (investment teams, client relations, risk analysts, compliance)?

• Are new roles, units, or task forces needed to manage DFSC-specific risks and reporting?

• How do we ensure that ESG responsibilities are embedded across the organisation, not siloed in specific teams only?

INNOVATION CASES AND TOOLS*

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GUIDING QUESTIONS

• What financial instruments (e.g., green bonds, sustainability-linked loans, impact funds) are best suited to incentivize businesses to achieve deforestation-free supply chains?

• How do we ensure that financial incentives (e.g., lower interest rates, flexible repayment terms) are tied to credible, measurable sustainability targets related to deforestation?

• What engagement approaches and tools can we use to support clients in transitioning to sustainable, deforestation-free business models?

• How do we define expectations and conditions for clients operating in high-risk sectors or regions?

• How do we integrate deforestation and environmental risks into existing ESG risk frameworks, credit risk models, and investment approval processes?

• What criteria, indicators, or data sources should we use to assess deforestation risks in client operations and supply chains?

• How do we structure sustainability-linked loans, green bonds, or impact funds to specifically address supply chain transformation and deforestation-free commitments?

• What KPIs and monitoring mechanisms should we require from clients to ensure accountability and track progress toward sustainability-linked targets?

• How can we mobilize blended finance, public-private partnerships, or concessional finance to support smallholders and SMEs in transitioning to sustainable practices?

INNOVATION CASES AND TOOLS*

• Oil palm agroforestry (CSR)

• Brazil's CAR (Cadastro Ambiental Rural / Environmental Rural Registry) (Compliance, Technology)

• ViSeC (Visión Sectorial del Gran Chaco Argentino) (Compliance, CSR)

• Forest Stewardship Council (FSC) (Compliance, Technology, CSR)

• Mass balance (Technology)

• Amazon Soy Moratorium (Compliance, Technology)

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GUIDING QUESTIONS

• How frequently should we review our ESG policies, deforestation-free commitments, and portfolio exposure to environmental and social risks?

• What metrics, ESG indicators, or client performance data should we track regularly to evaluate progress and risks?

• What internal or external audits should we conduct to verify client compliance and internal ESG risk management effectiveness?

• How can we engage clients, portfolio companies, and rightsholders to provide feedback or raise concerns about our policies or investment practices?

• How do we update our ESG frameworks, risk models, or client engagement strategies based on the results of reviews, audits, or stakeholder feedback?

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- Engage with clients and portfolio companies to help them transition to sustainable business models.
- Integrate deforestation risk assessments into credit risks models, due diligence processes, and investment decisions.
- Develop sustainability-linked loans, green bonds, and impact investments funds to support businesses transition to deforestation-free supply chains.

4) Establish regular review cycles, portfolio audits, ESG monitoring, and client feedback mechanisms to refine investment practices, sustainability frameworks, and risk management systems.

5) Integrate sustainability and deforestation-free criteria into financing conditions, loan agreements, investment policies, and client engagement strategies.

6) Collaborate with clients, investees, sector experts, and rightsholders to identify effective risk mitigation actions and support transitions to deforestation-free business models.

7) Support smallholders and producers by enabling access to finance, blended finance models, and investment products designed to promote sustainable production and deforestation-free supply chains.

GUIDING QUESTIONS

• What minimum ESG and deforestation-free requirements should we integrate into our investment policies, credit risk assessments, and client onboarding processes?

• How can sustainability criteria be included in financing agreements, sustainability-linked loans, and investment covenants?

• What sector-specific or geography-specific sustainability risks require enhanced criteria or screening?

• What data, verification tools, or reporting requirements should we expect from clients to demonstrate compliance?

• How do we ensure that financial products (e.g., green loans, impact investments) directly support sustainable sourcing and deforestation-free supply chains?

INNOVATION CASES AND TOOLS*

• BNP Paribas agricultural sector policy (CSR)

• The EUDR's inspection obligations for competent authorities (Compliance)

• Soft Commodity Forum (CSR)

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1) Develop clear ESG action plans for managing deforestation and social risks across portfolios. Define client expectations, institutional responsibilities, and assess the impact of actions on stakeholders.

2) Assign governance oversight and operational responsibility for implementing deforestation and ESG-related commitments within investment and lending practices.

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GUIDING QUESTIONS

• Who among our clients, investees, rightsholders, or technical partners should we engage to co-design solutions for deforestation and social risks?

• How can we help clients identify suitable risk mitigation strategies (e.g., supply chain improvements, certification, traceability investments)?

• What role can we play in facilitating collaboration between clients and local stakeholders (e.g., smallholders, NGOs, Indigenous Peoples)?

• How can blended finance, technical assistance, or partnership models support clients in implementing solutions?

• How do we ensure that client engagement is constructive, rights-based, and leads to measurable improvements?

INNOVATION CASES AND TOOLS*

• The role of EU-partner country cooperation under the EUDR (Compliance)

• Payment for Ecosystem Services (CSR)

• Rainforest Alliance (Compliance, Technology)

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GUIDING QUESTIONS

• What financial products can we design to improve smallholder access to capital for sustainable practices (e.g., microfinance, sustainability-linked loans, blended finance)?

• How can we collaborate with other financial actors, development banks, or donors to de-risk investments in smallholder-driven supply chains?

• How do we integrate social and environmental safeguards into our financing models for producers?

• How do we ensure gender equity, Indigenous rights, and worker welfare in the projects we finance?

• How do we measure the social and environmental impact of our smallholder financing programmes?

INNOVATION CASES AND TOOLS*

• Direct cocoa supply chains and own plantations: The RitterSport case (CSR)

• Kyagalanyi Coffee exporter (Compliance, Technology, CSR)

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1) Develop ESG Monitoring and Risk Management Systems. Establish systems to assess, monitor, and report on portfolio exposure to deforestation risks. Require regular disclosure from investee companies and borrowers. Integrate independent verification and ESG audits to ensure accountability and alignment with deforestation-free investment policies.

2) Collect ESG data from clients and portfolio companies, including deforestation-related indicators, and integrate this information into risk management and reporting frameworks.

3) Establish clear KPIs to measure progress in reducing deforestation and social risks within portfolios, client performance, and the impact of sustainable finance instruments.

4) Conduct periodic client engagement reviews, field assessments (directly or via partners), and ESG performance audits, prioritizing high-risk sectors and operations for deeper evaluation.

5) Use ESG monitoring insights and client performance data to refine investment practices, risk management frameworks, and engagement strategies. Update ESG policies based on lessons learned, stakeholder engagement, and best practices.

GUIDING QUESTIONS

- How do we screen and track our portfolio's exposure to deforestation-related risks over time?
- What ESG indicators and reporting frameworks should we require from our clients and investees?
- How do we verify the credibility of client disclosures (e.g., third-party certifications, audits, satellite monitoring)?
- What internal tools and processes do we need to identify early warning signals of deforestation risks?
- How do we integrate monitoring results into investment decisions, engagement strategies, and risk management frameworks?

INNOVATION CASES AND TOOLS*

- Satelligence (Compliance, Technology)
- Global Forest Watch (Compliance, CSR)

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GUIDING QUESTIONS

- What ESG and deforestation-related indicators should we require from clients and investees?
- How can we align data collection with recognised reporting frameworks (e.g., TCFD, PRI, ISSB, CDP Forest Questionnaire)?
- How do we verify the accuracy and credibility of ESG data reported by clients?
- What tools or platforms should we use to collect, store, and analyse ESG data consistently across portfolios?
- How do we ensure that ESG data informs investment decisions, risk assessments, and public reporting?

INNOVATION CASES AND TOOLS*

- EU Observatory on deforestation and forest degradation (EUFO) (Compliance, Technology)
- Blockchain (Technology, CSR)
- Remote sensing-based forest disturbance driver mapping (Technology)
- Remote sensing-based products and services for EUDR (Compliance)
- Artificial intelligence applications aimed at curbing deforestation (Technology)

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GUIDING QUESTIONS

- What KPIs should we track to assess portfolio exposure to deforestation risks (e.g., % of assets in high-risk sectors, % of clients with NDPE policies)?
- What indicators should measure client performance improvements (e.g., traceability coverage, ESG risk reduction, grievance resolution rates)?
- What KPIs can we set for sustainability-linked loans or green finance instruments (e.g., emission reductions, verified deforestation-free supply chains)?
- How do we standardize KPI reporting across clients for comparability and consistency?
- How do we disclose KPI performance to investors, regulators, and stakeholders?

INNOVATION CASES AND TOOLS*

- Verité (Compliance, Technology)
- Beef on Track (Compliance, Technology)
- PRIMI+COTI initiatives (Compliance, Technology)

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GUIDING QUESTIONS

- Which clients, sectors, or investments require enhanced ESG assessments or field verification based on risk exposure?
- How do we verify the ESG claims and risk data reported by clients (e.g., through third-party audits, site visits, independent assessments)?
- How can we encourage or require clients to conduct field assessments and share results transparently?
- What role can partnerships (e.g., ESG service providers, technical experts) play in conducting or supporting field verifications?
- What actions follow if risks or violations are confirmed (e.g., engagement, conditional finance, divestment)?

INNOVATION CASES AND TOOLS*

- Substantiated concerns under the EUDR (Compliance)
- explorer.land (Map-based data & story-telling for more transparency) (Technology, CSR)

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GUIDING QUESTIONS

- What trends or risks have been identified through ESG monitoring of portfolios or client engagement?
- Are there specific sectors, clients, or investment products that require adjustment or enhanced due diligence?
- How do we revise risk management frameworks or investment criteria based on new insights?
- How do we engage clients in a constructive way to drive improvements while managing risks?
- How do we communicate monitoring outcomes and improvements to investors, regulators, and the public?

INNOVATION CASES AND TOOLS*

- Direct cocoa supply chains and own plantations: The RitterSport case (CSR)

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1) Develop a clear and structured ESG reporting framework aligned with responsible investment standards (e.g., PRI, TCFD, ISSB) to disclose portfolio exposure to deforestation risks and sustainability performance.

2) Ensure transparency and accessibility of ESG information by communicating portfolio risks, client engagement outcomes, and sustainability progress to investors, clients, and regulators.

3) Provide engagement opportunities for clients, investees, rightsholders, and civil society to respond to ESG reporting, portfolio risks, and sustainability practices.

4) Disclose portfolio-level progress as well as ESG-related risks, exposure gaps, and lessons from client engagement. Report on challenges and planned improvements.

5) Use ESG data, portfolio monitoring, and client reporting to inform investment decisions, risk management, and sustainability-linked finance products.

GUIDING QUESTIONS

- Which ESG reporting frameworks should we align with to disclose deforestation and supply chain risks (e.g., PRI, TCFD, SFDR, ISSB)?
- What KPIs and metrics should we report at the portfolio level (e.g., % exposure to deforestation-linked sectors, client compliance levels, financed emissions)?
- How frequently should we report to investors, regulators, and the public on ESG performance and risk management?
- How do we ensure consistent and comparable reporting across asset classes, geographies, and client sectors?
- What verification or assurance processes should we use to validate ESG disclosures?

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GUIDING QUESTIONS

- What ESG risks, sector exposures, and client engagement outcomes should we disclose publicly?
- How do we communicate challenges, limitations, and ongoing efforts to manage deforestation risks within our portfolios?
- What reporting formats and communication channels best meet the expectations of investors, clients, and regulators?
- How do we ensure transparency while respecting client confidentiality and sensitive information?
- What feedback mechanisms or dialogue platforms can we use to engage investors, stakeholders, and rightsholders in our sustainability efforts?

INNOVATION CASES AND TOOLS*

- Universal Mill List (CSR)

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GUIDING QUESTIONS

- What engagement processes (e.g., client dialogues, roundtables, public disclosures, ESG workshops) can we use to facilitate feedback on our ESG policies and reporting?
- How can we create safe and accessible channels for rightsholders and affected communities to share concerns or input related to financed activities?
- How do we ensure that feedback from clients and rightsholders informs risk management, investment decisions, or ESG policies?
- How can we promote dialogue between clients and local stakeholders as part of due diligence or monitoring processes?
- What processes ensure transparency, feedback loops, and reporting back to stakeholders on actions taken?

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GUIDING QUESTIONS

- What progress have we made in reducing portfolio exposure to deforestation and social risks?
- Where do we still face gaps (e.g., limited client disclosures, sector-level exposure, regional challenges)?
- What lessons have we learned from ESG engagement efforts or flagged risk cases?
- How do we report on unresolved ESG risks while showing steps taken to mitigate them?
- What corrective actions, product changes, or risk policy updates are planned based on this learning?

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GUIDING QUESTIONS

- How do we integrate ESG risk data (e.g., client traceability, exposure to deforestation regions) into investment and credit decisions?

- What systems ensure that client-reported data is verified and factored into ongoing risk assessments?

How do we use monitoring outcomes to escalate client engagement or trigger changes in financing terms?

- How can we use portfolio data to identify systemic risks or trends (e.g., sectoral or regional risks) that inform investment strategy?

- How do we ensure that data-driven insights feed into sustainability-linked finance products, KPIs, and ESG performance incentives?

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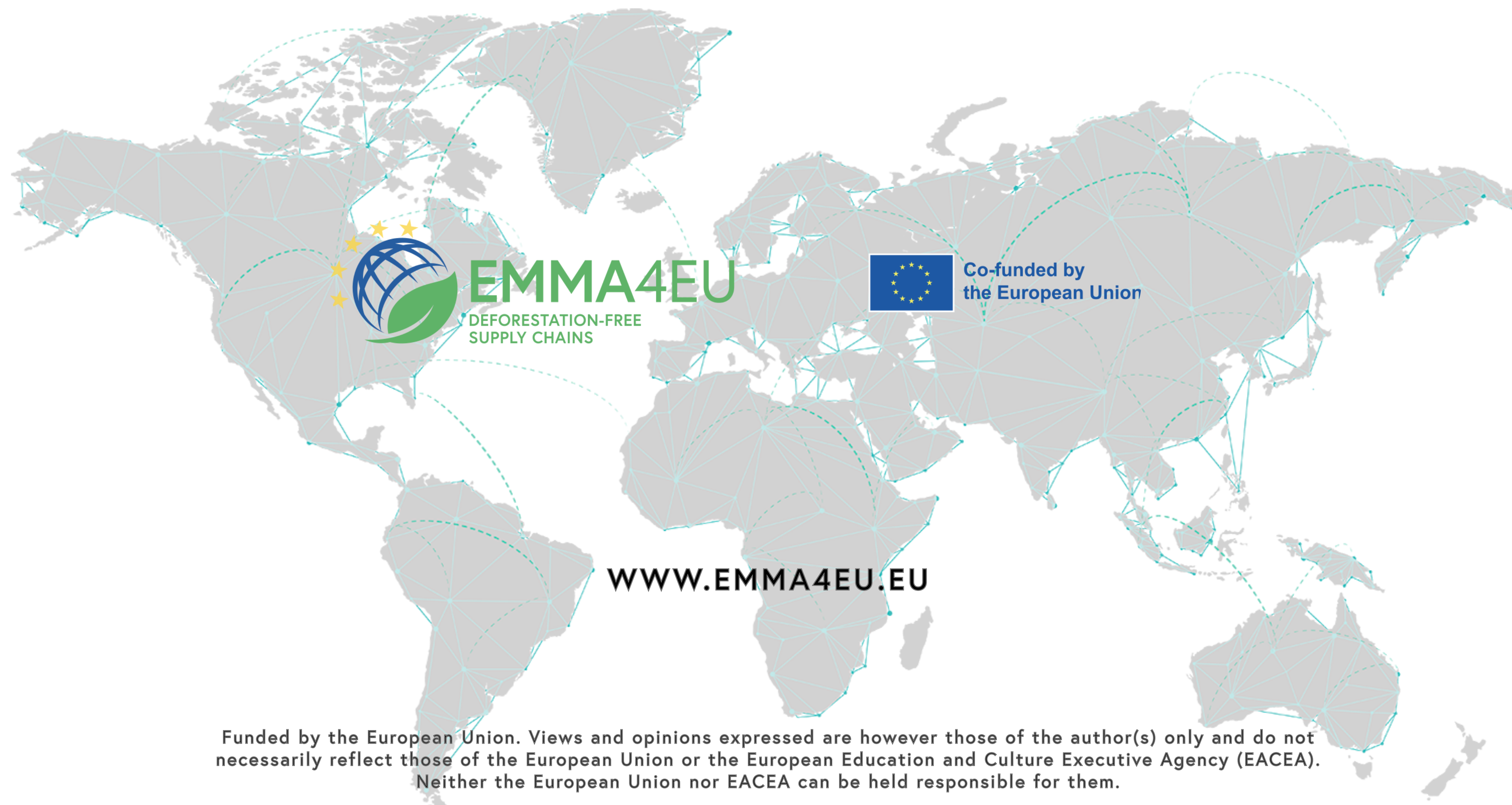
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Version	Date	Lead authors	Review
0.1	11/11/2024	Etifor: Elena Massarenti; AidEnvironment: Joana Faggin, Marco Tulio Garcia, and Rita Raleira	Kick-off of Task 2.5. Initial concept drafted by Etifor, based on the Innovation Report, case studies, and thematic areas. AE supported development as a key task contributor. The draft was shared with UFR - WP2 leads- for alignment.
0.2	20/11/2024	Etifor: Elena Massarenti; AidEnvironment: Joana Faggin, Marco Tulio Garcia, and Rita Raleira	Guidelines and structural logic proposal drafted in collaboration with AE. This version was used to collect feedback from partners and present the conceptual model for validation and approval. Roadmap framed as a step-by-step, multi-stakeholder tool combining compliance, technology and CSR. Key contributions collected by UNIPD.
0.3	19/02/2025	Etifor: Elena Massarenti; AidEnvironment: Joana Faggin, Marco Tulio Garcia, and Rita Raleira	First full content draft structured around key actions and guiding questions, as per UNIPD and UFR feedback.
0.4	10/04/2025	Etifor: Elena Massarenti; AidEnvironment: Joana Faggin, Marco Tulio Garcia, and Rita Raleira	Draft aimed to visually illustrate the conceptual steps and user-profile logic of the roadmap. Stakeholder segmentation and user-specific pathways introduced.
0.5	10/04/2025	Etifor: Elena Massarenti; AidEnvironment: Joana Faggin, Marco Tulio Garcia, and Rita Raleira	Actions further refined and organised according to user profiles. Guiding questions and case studies integrated. Excel version shared as a working document for feedback from all partners.
0.6	14/04/2025	Etifor: Elena Massarenti; AidEnvironment: Joana Faggin, Marco Tulio Garcia, and Rita Raleira	First interactive mock-up created as a PDF. Incorporated core feedback from PbN and OF. Only the "Business" profile was functional for testing. Navigation and layout structure were tested. Feedback invited on usability and content logic.
0.7 Final	28/05/2025	Etifor: Elena Massarenti; AidEnvironment: Joana Faggin, Marco Tulio Garcia, and Rita Raleira	Final version integrating feedback from most partners. All user pathways completed. Case studies reviewed and confirmed as cross-cutting elements. Final toolkit version shared with the communication team for implementation and submission



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