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International
Management

Revisión de la Gobernanza de FSC 2.0

Informe final y recomendaciones: presentación al Consejo Directivo

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Resumen ejecutivo

- La Fase 2 de la Revisión de la Gobernanza de FSC (RG 2.0) se acometió con el objetivo de implementar la Moción 2017/69. Se trataba de la continuación de la labor emprendida por el grupo de trabajo para la revisión de la gobernanza (GTRG) dentro del marco de la AG 2017 para mejorar la gobernanza de FSC. Basándonos en sus resultados, encuestamos y entrevistamos a más de 2000 actores sociales de FSC entre marzo y diciembre de 2018.
- Concluimos que la gobernanza de FSC –un sistema de 3 cámaras cuyos miembros son la entidad de toma de decisiones más importante– era y sigue siendo su principal fortaleza y ventaja competitiva debido a la sólida credibilidad que le confiere a los estándares FSC. Así, nuestras recomendaciones se centran en cómo se puede proteger esta esencia, al tiempo que se aumenta la transparencia y se facilita el importante trabajo de FSC.
- Un desafío clave es permitir que los miembros contribuyan y utilicen sus aportaciones de forma que ayuden a FSC al máximo. Por lo tanto, FSC debe involucrar a sus miembros de manera más inteligente, por ejemplo, a través de herramientas que ayuden a fomentar un mejor debate sobre las políticas. En este sentido, creemos que se deben incluir las mociones, que en general deberían reducirse en número, incrementarse en calidad y debatirse antes de la Asamblea General.
- Los miembros exigen transparencia y se dirigen frecuentemente al personal con solicitudes. Les resultará más fácil buscar información comprensible de alto nivel por sí mismos en el Portal de Miembros o en cualquier otro lugar. Y debe quedar claro con quién deben contactar si desean más información.
- FSC necesita definir y practicar roles y responsabilidades de forma más clara a nivel interno, pero también de cara al mundo exterior, idealmente a través de representaciones gráficas. Esto incluye las escalas nacional e internacional, pero también la forma en que interactúan el Consejo Directivo y la Secretaría. Creemos que la implementación de la Moción 2017/67 (Sistema de auditoría Interna) de una forma práctica podría ayudar con estas cuestiones y así aumentar la transparencia, que parece ser el objetivo principal de los partidarios de la moción, incluso aunque "auditoría interna" tenga un significado diferente y sus costes de implementación puedan ser considerables.

Lista de siglas y acrónimos

Siglas	Explicación	Siglas	Explicación
APAC	Asia Pacífico	IGI	Indicadores Genéricos Internacionales
RC	Reunión del Consejo Directivo de FSC	MI	Miembro internacional
CD	Consejo Directivo	LATAM	Latinoamérica
CGC	Comité de Gobernanza del Consejo	M#####/#	Moción número ### aprobada en el año #####
TC	Titulares de Certificados	CM	Comité de Mociones
CEI	Comunidad de Estados Independientes	NAM	Norteamérica
DG	Director General	MN	Miembro nacional
PE	Panel de expertos	ON	Oficina Nacional
EUR	Europa	SR	Socio independiente de la Red
EUTR	Reglamento de la madera de la UE	P y C	Principios y Criterios
FLEG	Aplicación de leyes, gobernanza y comercio forestal de la UE	CP	Comité de Políticas
AG	Asamblea General	HDP	Herramienta para la discusión de políticas
ELG	Equipo de liderazgo global	CPE	Comité de Políticas y Estándares
RG	Revisión de la gobernanza	UPE	Unidad de Políticas y Estándares
RG 2.0	Revisión de la gobernanza Fase 2	DR	Director Regional
GTRG	Grupo de trabajo de la Revisión de la gobernanza	OR	Oficina Regional
PEG	Plan estratégico global	GDE	Grupo de Desarrollo de Estándares
CDI	Consejo Directivo Internacional (igual que el Consejo Directivo, se utiliza para diferenciar de los Consejos nacionales)	Personal	Personal de FSC
		GT	Grupo de Trabajo

Contenido

Revisión de la gobernanza 2.0

Análisis y recomendaciones
Agradecimientos y anexo

La RG 2.0 tiene como finalidad obtener una opinión externa sobre qué debería cambiarse en la gobernanza de FSC

Sobre la elaboración de este informe...

- El Consejo Directivo y la Secretaría de FSC se pusieron en contacto con nosotros porque buscaban a alguien neutral y con la capacidad de ayudarles a implementar la Moción 2017/69. Tratamos de estar a la altura de las expectativas recogiendo tantas opiniones como nos fue posible de los diferentes actores sociales de FSC y escuchando a todas las personas que estuviesen dispuestas a compartir sus ideas con nosotros.
- La Secretaría nos ayudó en todo lo posible y compartió con nosotros toda la información que le solicitamos. Asimismo, informamos de forma regular al Consejo Directivo sobre nuestro progreso y les proporcionamos resultados provisionales. No obstante, ninguno de los dos interfirió en nuestra recopilación de datos ni nos impidió investigar ninguna cuestión.
- A veces nos sentíamos abrumados por la complejidad que a menudo comprende el sistema FSC. A menudo nos sorprendió lo mucho que logra FSC con los pocos recursos que tiene. Pero sobre todo nos sentimos honrados por la amabilidad de las personas que entrevistamos y por lo mucho que les importa FSC y su misión de salvar los bosques para las generaciones futuras.

...y cómo utilizarlo

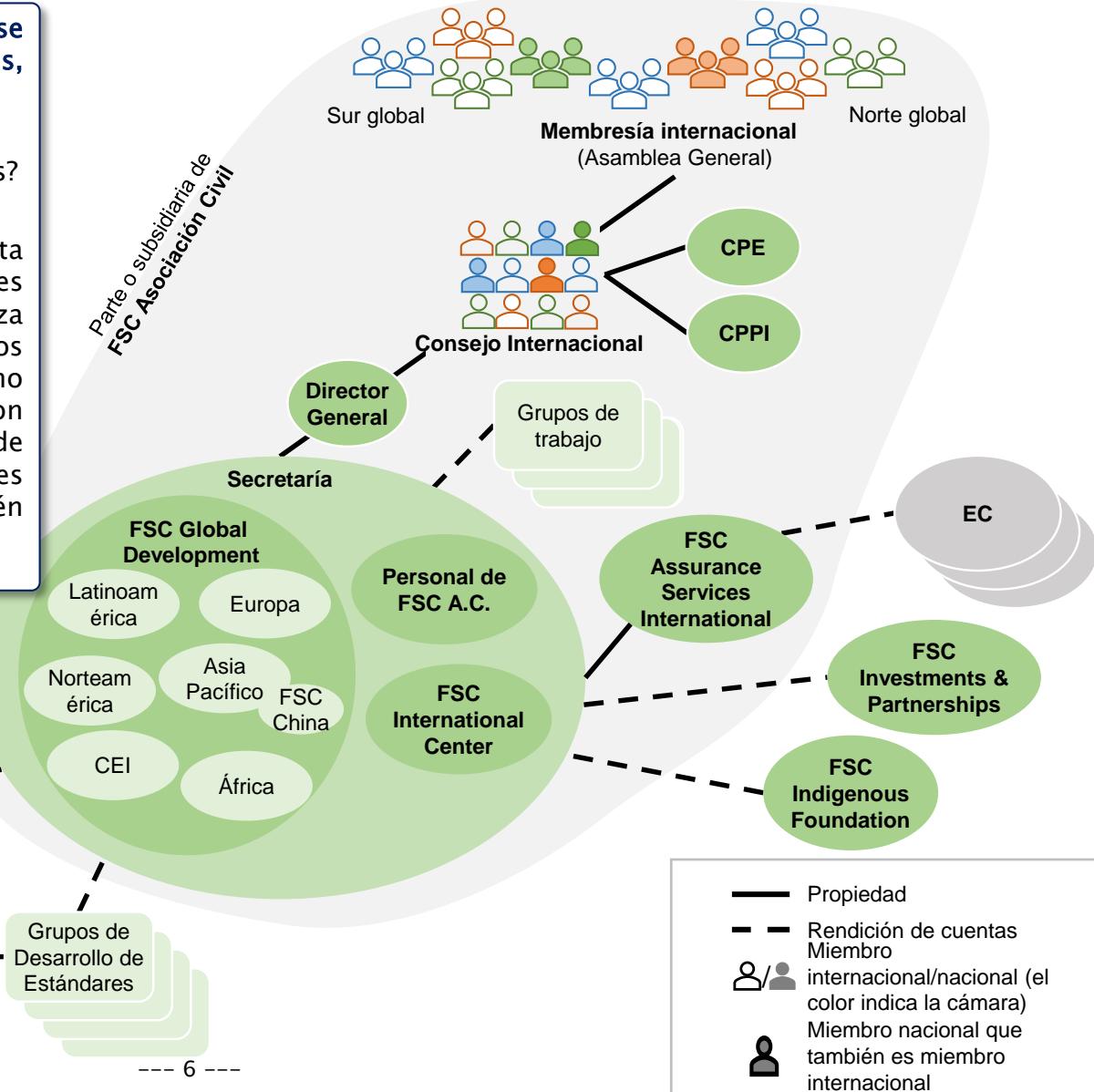
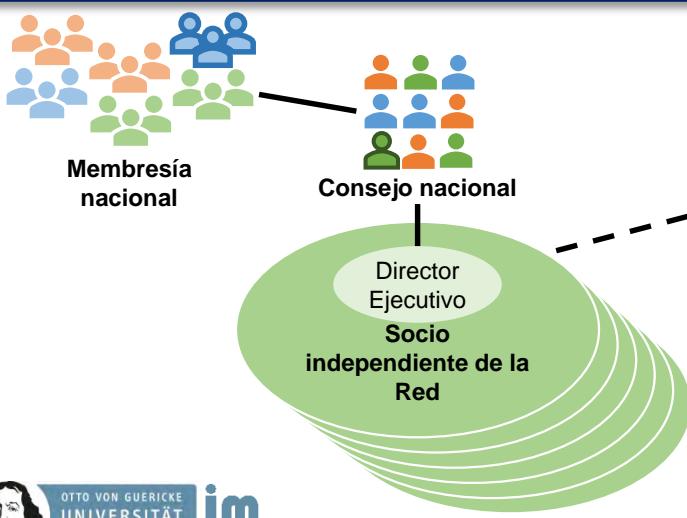
- El propósito de la RG 2.0 es identificar las debilidades en la gobernanza de FSC basándonos en las aportaciones de sus actores sociales, y desarrollar ideas sobre cómo mejorarla.
- A pesar de todas las críticas que este informe incluye por naturaleza, también queremos dejar claro que la gobernanza central de FSC y el compromiso de sus actores sociales con la misma siguen siendo muy sólidos. No cabe duda de que hay cosas que pueden mejorarse y esperamos ofrecer una visión general de ellas con este informe.
- Hemos clasificado nuestras recomendaciones en función de cuán importantes son para los actores sociales de FSC, en qué medida pueden mejorar la gobernabilidad de FSC, y cuán fácil pensamos que sería implementarlas. Sin embargo, recomendamos encarecidamente que FSC no aborde todas las cuestiones y recomendaciones a la vez, ya que esto sobrecargaría a la organización. En cambio, sugerimos que el Consejo Directivo y la dirección de FSC seleccionen e implementen primero aquellos puntos que consideren que tienen la mejor relación coste-beneficio. Otras recomendaciones pueden aplicarse en una etapa posterior.

La gobernanza de FSC define claramente que la máxima entidad de toma de decisiones son los miembros y sus tres cámaras

El concepto de gobernanza se refiere a cómo se organizan los grupos para tomar decisiones, incluyendo:

1. Autoridad: ¿Quién tiene voz en las decisiones?
2. Toma de decisiones: ¿Cómo se toman las decisiones?
3. Rendición de cuentas: ¿Quién es responsable?

La gobernanza es como un sistema operativo: Se trata del marco en el que operan las organizaciones. Pero es diferente del sistema de gestión, que es el que realiza el trabajo real. Por lo tanto, queremos enfatizar que los cambios implementados en la gobernanza de FSC no resolverán muchos de los problemas relacionados con el trabajo diario de FSC. Por ejemplo, la modificación de la gobernanza no ayudará con asuntos particulares relacionados con un estándar FSC, pero regulará quién tiene voz en el cambio y la adopción de este estándar.



Recopilamos aportaciones de 4 grupos de actores sociales diferentes, las analizamos y las utilizamos para priorizar los temas y luego elaborar recomendaciones para la gobernanza de FSC

Miembros internacionales

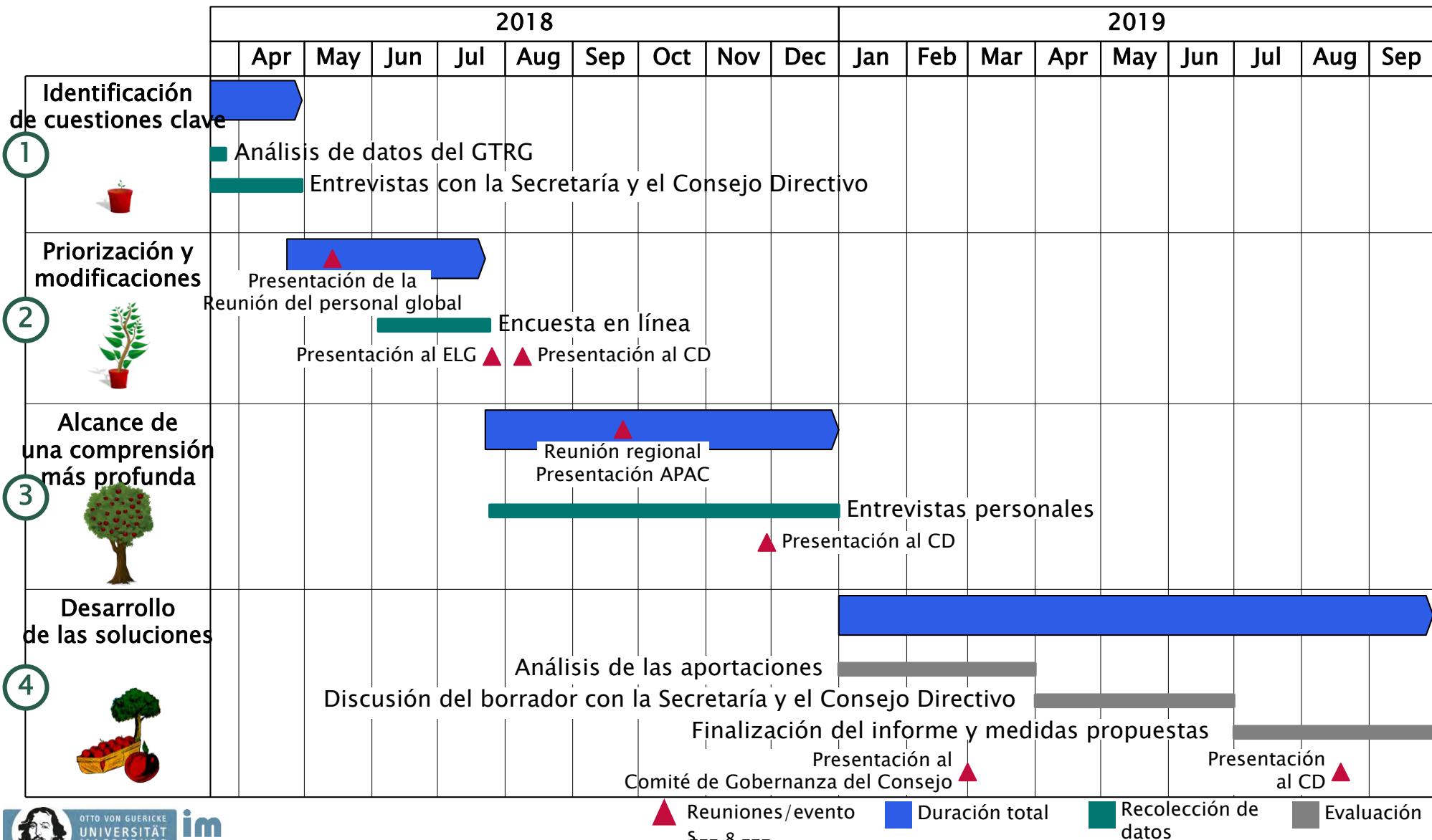
Miembros nacionales

Titulares de Certificados

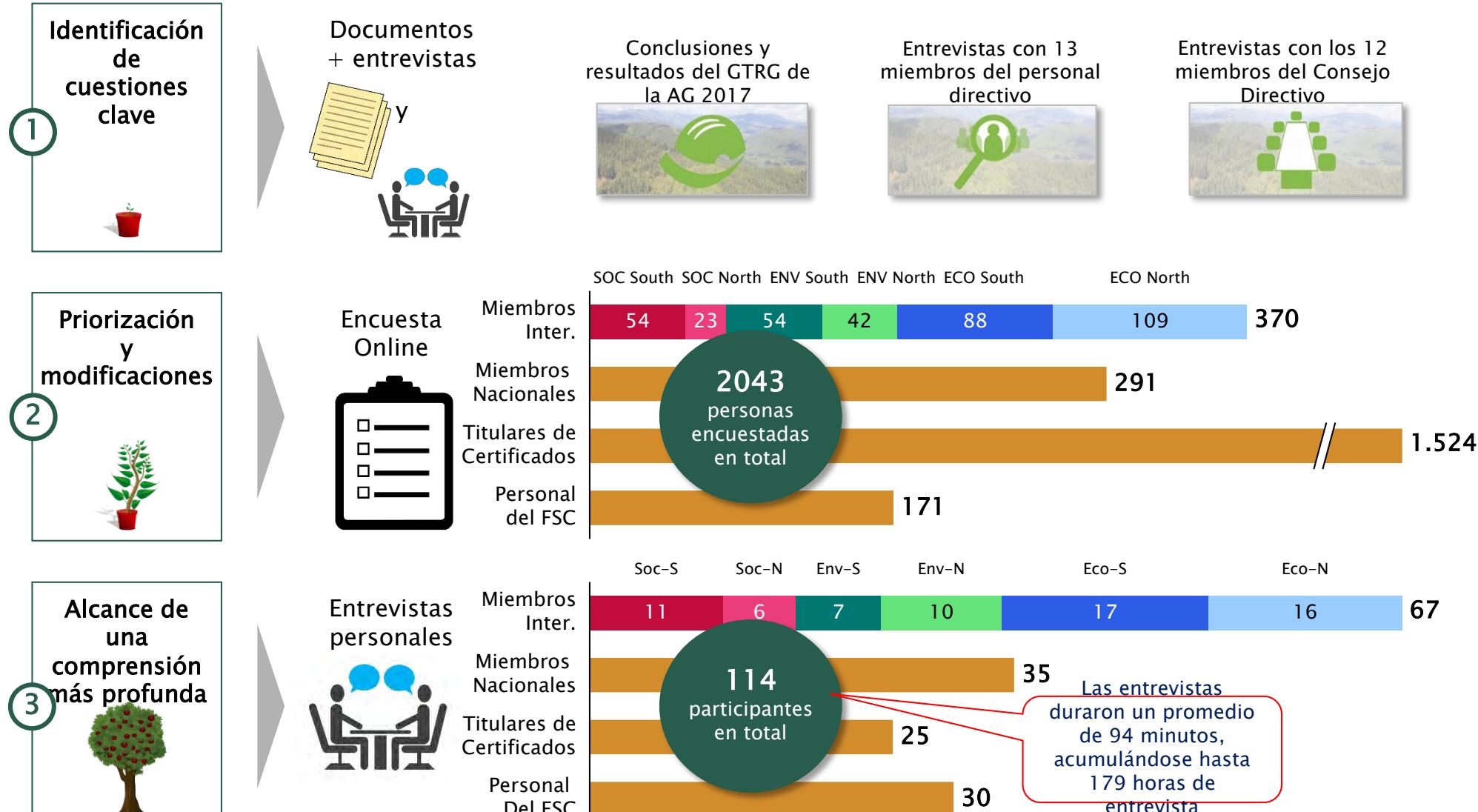
Personal de FSC (global)



Cronología de la RG 2.0: Comenzamos en marzo de 2018 analizando los resultados del GTRG, y hemos preparado los resultados para la reunión del Consejo Directivo de agosto de 2019

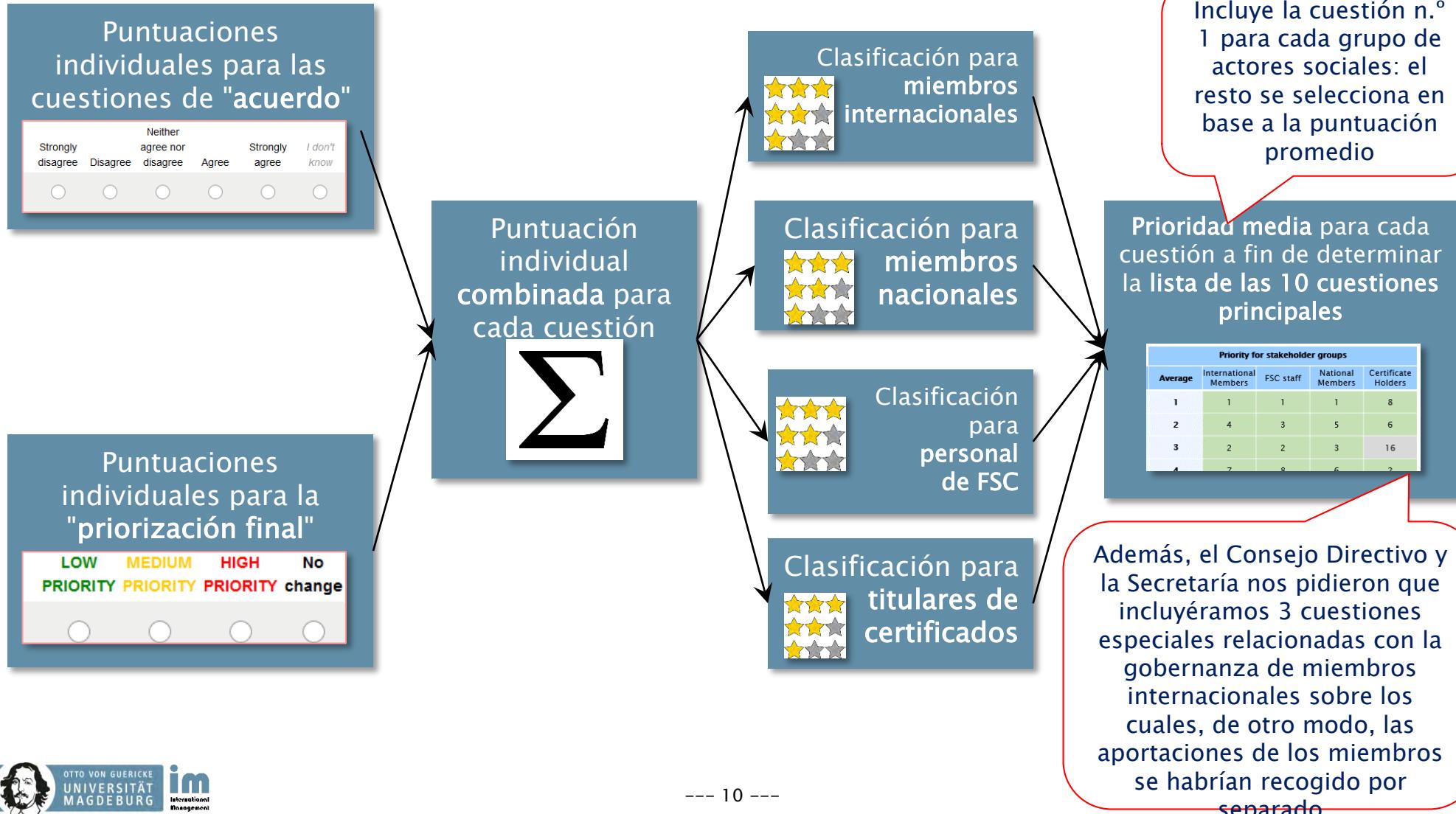


Fundamentamos nuestros resultados en trabajos anteriores sobre la gobernanza de FSC, así como en más de 2000 respuestas a encuestas y más de 100 entrevistas personales



Nota: Las personas encuestadas y entrevistadas pueden pertenecer a una o más de las cuatro categorías de actores sociales y, por lo tanto, pueden haberse contado más de una vez (por ejemplo, el 6,3 % de los encuestados de Suiza que respondieron a nuestra encuesta en línea también son MI).

Para identificar las cuestiones principales de la RG 2.0, calculamos el promedio de prioridades en base a las respuestas a nuestra encuesta en línea, teniendo en cuenta el tamaño de cada grupo de actores sociales



sociales: Los datos de diferentes grupos

Priorización basada en la clasificación promedio de las 26 cuestiones incluidas en la encuesta en línea por cada grupo de actores sociales, calculada como se describe en la diapositiva anterior

Asunto	Grupo	Promedio	Todos los actores internacionales				Miembros nacionales	FSC Personal	Titulares de certificados
			Todos los MI	ECO	AMB	SOC			
Implementación de mociones	A	Mociones	1	2	1	1	10		
M2017/64 vincular a los representantes de los miembros locales con el Consejo Directivo	C	Alineación	2	2	2	2	2		
Funciones y responsabilidades entre las entidades FSC			3	3	3	3	5	6	4
Adaptabilidad a un contexto competitivo			5	4	4	12	6	3	9
Moción 2017/67 Sistema de auditoría interno			6	10	2	6	3	10	5
Proceso de desarrollo de mociones	A	Mociones	6	3	3	4	4	4	18
Reducción del número de mociones	A	Mociones	7	3	3	4	7	2	20
M2017/65 funciones y responsabilidades del CD, DG y la Secret.	D	Rendición de cuentas	8	9	11	10			
Proceso de formación GT, PE y C			9	11	5	14	11		
Adaptabilidad de las regionales/internacionales			10	11	14	11	11	11	

Consulte el anexo para ver la lista completa de las 26 cuestiones incluidas en la encuesta en línea.

Las 10 cuestiones principales de la RG 2.0¹ comparadas por grupos de actores sociales: Los datos de la encuesta muestran una relativa unanimidad entre los diferentes grupos

Asunto	Grupo	Promedio	Prioridad para los grupos de actores sociales							
			Miembros internacionales				Miembros nacionales	FSC Personal	Titulares de certificados	
			Todos los MI	ECO	AMB	SOC				
Implementación de mociones	A	Mociones	1	1	2	1	1	1	1	10
M2017/64 vincular a los representantes de los miembros locales con el Consejo Directivo	C	Alineación global	2	7	7	10	7	2	8	2
Funciones y responsabilidades entre las entidades FSC	C	Alineación global	3	4	6	8	3	5	6	4
Adaptabilidad a un entorno competitivo	B	Desarrollo de políticas	4	5	4	4	12	6	3	9
Moción 2017/67 Sistema de auditoría interna	D	Rendición de cuentas	5	6	10	2	6	3	10	5
Proceso de desarrollo de mociones	A	Mociones	6	3	3	3	4	4	4	18
Reducción del número de mociones	A	Mociones	7	2	1	5	5	7	2	20
M2017/65 funciones y responsabilidades del CD, DG y la Secret.	D	Rendición de cuentas	8	12	13	11	2	10	7	6
Proceso de formación de GT, PE y CP	B	Desarrollo de políticas	9	9	11	6	10	9	12	8
Adaptabilidad de estándares regionales/locales	B	Desarrollo de políticas	10	11	5	14	11	12	16	1

Nuestras entrevistas personales se centraron en las 10 cuestiones principales de la encuesta en línea y además les pedimos a los miembros internacionales su opinión sobre 3 cuestiones especiales

Las 10 cuestiones principales sobre gobernanza¹

A Mociones

- 1. Proceso de desarrollo de mociones
- 2. Reducción del número de mociones
- 3. Implementación de las mociones

B Desarrollo de políticas

- 4. Proceso de formación de GT, PE y CP
- 5. Adaptabilidad a un entorno competitivo
- 6. Adaptabilidad regional/local de los estándares

C Alineación global

- 7. M2017/64 vincular a los representantes de los miembros locales con el CD
- 8. Funciones y responsabilidades entre las entidades FSC

D Rendición de cuentas

- 9. M2017/67 Sistema de auditoría interna
- 10. M2017/65 funciones y responsabilidades del CD, DG y Secretaría

Cuestiones especiales para miembros internacionales

I. Criterios de asignación de las subcámaras

FSC International's chamber allocation criteria: Would you recommend any changes to these criteria?		
Organization	Economical	Environmental
Individual	Employees, consultants, representatives	Employees, consultants, representatives
		Employees, consultants, representatives
		Source: FSC AC Statutes 2017 - Article 20

- FSC needs to change its sub-chamber allocation criteria: Do you prefer to keep the current North/South system with adapted criteria or a more radical change?
- Why the sub-chamber criteria need to change
- As decided by the Board of Directors (BoD) at Board Meeting 74 on February 2017, FSC needs to change the allocation criteria for the sub-chambers from North to South.
 - This is due to a perceived inappropriateness of the currently used criteria that would require the reallocation of some International Members from South to North.
 - FSC currently uses the UN Human Development Index (HDI) to allocate members to North or South. Due to updates in the HDI, members from Argentina, Chile, Hungary and Latvia would need to change from South to North.
- What changes to the sub-chamber criteria could look like
- One possible solution could be to stay as close as possible to the status quo, i.e. to keep the current North/South sub-chambers and to adapt the allocation criteria as little as possible. This should lead to minimum change and allow more members to stay in their current sub-chamber.
 - A more radical solution would be to change to another model of sub-chambers that could represent geopolitical regions or geographic areas. This would probably increase the number of sub-chambers and imply a new allocation of members to them.
 - One could imagine additional subchambers between these extremes. Which solution would you prefer and why?

The secretariat and the BoD are very interested in hearing your opinion on this topic!

III. Involucramiento de los miembros

- Membership engagement: What are your ideas to facilitate the engagement by FSC's members?
- Why engagement by its Membership is vital for FSC
- FSC is a membership organization and well informed members input, decisions, and contribute of its members.
 - Both, the Board of Directors and the Secretariat would like to explore ideas on how the members' engagement could be improved.
 - Examples of membership engagement include: Participating at General Assemblies; Providing input to processes; Engaging in Working Groups.
 - An idea already implemented for facilitating member engagement are the webinars organized after each Board Meeting during which the decisions are explained.
- What would you like to change about FSC's member engagement?
- What do you consider as major road blocks for member engagement by FSC's members?
 - Do you have any recommendations on how the engagement of members could be increased?
 - Do you make use of another platform to engage members in discussions on initiatives to engage its stakeholders effectively and which could potentially also be applied by FSC?

1. Consulte el anexo para ver la lista completa de las 26 cuestiones incluidas en la encuesta en línea

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Revisión de la Gobernanza 2.0

Análisis y recomendaciones

A Mociones

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C Alineación global

D Rendición de cuentas

Cuestiones especiales para miembros internacionales

"Herramienta para la Discusión de Políticas" para el involucramiento de los miembros

Agradecimientos y anexo

Cómo leer este informe: Puede ir directamente a los temas que más le interesen, leer las diapositivas resumen o consultar las diapositivas en detalle seleccionadas

Cada cuestión cuenta con una diapositiva resumen con las principales conclusiones

Cada diapositiva resumen incluye una breve introducción a la cuestión

Las diapositivas detalladas proporcionan más puntos de vista, así como cuestiones adicionales y recomendaciones que identificamos

A la derecha, añadimos citas de ejemplo

El navegador indica el asunto

A la izquierda, puede encontrar las cuestiones clave de forma resumida

A la derecha, resumimos nuestras principales recomendaciones

En la parte inferior, enumeramos las recomendaciones e indicamos con ideogramas Harvey Balls en qué medida las sugerimos

Indicamos cuán importante es el tema en cuestión para cada grupo de actores sociales con ideogramas Harvey Balls en el siguiente orden:

Magnitud para los grupos de actores sociales	Relación impacto/complejidad
Ninguna	Mayor complejidad que impacto
Muy intensa	Mayor impacto que complejidad

Leyenda Harvey Ball

Cuestiones

Recomendaciones

MI **MN**
Pers. **TC**

Contenido

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A Mociones

B Desarrollo de políticas

C Alineación global

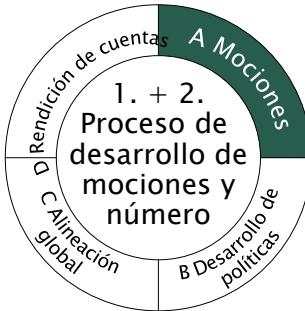
D Rendición de cuentas

Cuestiones especiales para miembros internacionales

“Herramientas para la Discusión de Políticas” para involucramiento de los miembros

Agradecimiento y anexo

El establecimiento de prioridades y el trabajo sobre las mociones deben realizarse con suficiente antelación a las AG para reducir el número de propuestas y mejorar su calidad



Introducción al asunto

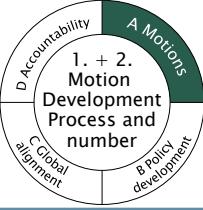
- El proceso de desarrollo de mociones comienza con la idea de un cambio en una política introducido por los miembros y termina con la aprobación (o rechazo) de una moción en la AG. El proceso, los criterios de la moción y los plazos han diferido entre las AG. Para la AG 2017, 3 MI tenían que cumplimentar y firmar un formulario, que luego sería presentado 6 meses antes de la AG.
- Las propuestas de moción se revisan y evalúan por el Comité de Mociones, que incluye un miembro de una cámara del Norte y otro de una cámara del Sur, así como un miembro del Consejo Directivo y un miembro del personal directivo.
- Casi todos los miembros y el personal que entrevistamos sintieron la necesidad urgente de realizar cambios en el proceso de desarrollo de las mociones para contrarrestar el creciente número de propuestas y rechazos. Además, muchos entrevistados reconocieron que el proceso produce muchas mociones que hacen muy difícil el trabajo de la Secretaría de FSC debido a la ambigüedad o a demandas contradictorias. No es de extrañar que los TC estuvieran menos interesados debido a su limitada influencia en el proceso.

Cuestiones clave

- **Las mociones están consideradas como el único instrumento político para los miembros:** Los MI perciben las mociones como la única herramienta para influir de forma efectiva en las políticas de FSC.
- **Calidad de las mociones:** Mociones mal elaboradas llegan a la AG y a menudo empeoran con cambios de última hora. Esto hace que el análisis de riesgo e impacto de una propuesta de moción sea muy difícil.
- **Filtro insuficiente debido a la falta de retroalimentación previa a la presentación:** Propuestas que solo interesan en el contexto nacional/regional o a determinados intereses personales se debaten no obstante a nivel mundial. Ideas condenadas al fracaso siguen llegando a la AG. Demasiadas mociones llevan a la frustración y a la desmotivación.
- **Las aportaciones posteriores a la presentación no llegan a los miembros:** Los miembros parecen no estar suficientemente al tanto o no aceptar la retroalimentación del Comité de Mociones. A menudo, las mociones cambian radicalmente entre la presentación y la votación final, lo que dificulta la preparación para discutir y votar sobre ellas, y dificulta la evaluación del Comité de Mociones.

Principales recomendaciones

- **Redirigir las preocupaciones de los miembros para que no se aborden a través de mociones si es apropiado:** Canalizar de forma activa las aportaciones de los miembros en materia de políticas a través de las "herramientas" existentes, como las reuniones regionales, los foros temáticos, las reuniones del Consejo Directivo y los grupos de trabajo, y considerar la posibilidad de desarrollar nuevas soluciones, como una "Herramienta para la discusión de políticas" (véase más adelante).
- **Mejorar la orientación mediante la revisión de los criterios de las mociones:** Se deberá exigir a los autores que declaren en una frase cada uno de los TEMAS que aborda su moción, así como su OBJETIVO final. Aconsejamos permitir cambios posteriores en los detalles de la planificación cuando sea justificable, excepto en esas dos frases. Actualmente, tales cambios post hoc están limitados por la Moción 2014/01.
- **Implementar una "Herramienta para la discusión de políticas" (HDP):** A fin de disminuir el número total de mociones en las AG, reducir los cambios de último momento y, por lo tanto, facilitar la preparación para las AG. Ver diapositivas adicionales para más detalles.
- **Llenar los "espacios de mociones prioritarias" con suficiente antelación a la AG:** Basándonos en nuestro análisis, 20-30 propuestas pueden discutirse de forma adecuada en una sola AG. Sin embargo, un límite fijo en el número de mociones parece impracticable. Por lo tanto, sugerimos que se determinen 15 propuestas "prioritarias" con las cámaras, las regiones y el Consejo Directivo, utilizando la Herramienta para la discusión de políticas.



Detailed findings and derived recommendations [1 / 3]

Issues and their magnitude

- Role of non-member stakeholders:** NMs and CHs do not have an influence on the motions process but are affected by its outcomes. Both express a desire to be listened to in the process.
- Power imbalance:** Differences in resources and in the degree of group-internal coordination cause the Social chamber and the South sub-chamber to have relatively weak positions. Additionally, powerful (large) members find it easier to market their motions and build support for them.
- Weak role of membership:** Some members (especially new ones) show poor knowledge of the motions process and on how to write, discuss and present motions. Also, many members do not prepare adequately to discuss and vote on motions. Many members and in particular staff would therefore like the BoD to take a more active (or at least directive) role in the motions process to reach better-designed motions that are more beneficial to FSC. This desire is rooted in the (perceived) better overview the BoD has across topics, and its direct connection to the Secretariat.

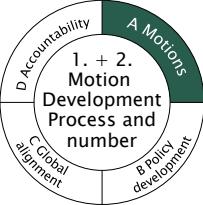
Recommendations

- Consider input from non-IM stakeholders:** FSC could consider assigning CHs an advisory role for the risk/impact analysis of potential motions. Also, the Secretariat could include input from NPs into the motion development.
- Training on motion writing:** Create a “training program” for IMs which covers the necessary structure of a motion, as well as an explanation of the motions process from beginning to end. This should be done with the aid of technology (flowcharts, videos, webinars, etc.) to limit the need for personal involvement of FSC staff, and by leveraging the chamber coordinators. FSC could evaluate whether the NOs should be involved in this plan.
- Enhance the role of the BoD:** The role of the BoD in the motions process should be rethought without giving members the feeling that they are being

Quotes

- “As a CH, I have no voice. I do not know how to participate in the motion process, neither how to become a member. I have no knowledge about why some motions are born. We (CHs) just receive the impact of the decisions.” [#49, CH]
- “Every GA is the same problem, for the members of the North it is easier to do everything; presenting, discussing. The south it is not so good for writing a motion, slower for organizing, that creates a bias.” [#108, SOC-S]
- “Seek a more agile system so there is no North/South controversy, neither Social/Economic open confrontation in every GA.” [#108, SOC-S]
- “Since 2014 (due to intact landscapes) there are doubts about the development process. [...] It is quite shocking that this motion has been approved by southern members as it directly affects tropical forests. This motion was born in Canada, Russia and radical member (Greenpeace), they do not feel the impact in tropical forests. Its approval shows poor regional impact analysis and how a marketing strategy can affect voters.” [#76, Staff]

“deprived” of their right to submit motions. We therefore support the ongoing discussion within the BoD to define a set of topics well in advance on which the BoD believes the membership would like to see changes and which are potentially well-addressed through the binding vote on a motion.



Detailed findings and derived recommendations [2/3]

Issues and their magnitude

- Quality of motions:** Poorly developed motions reach the GA and often are worsened through last-minute changes. This makes robust risk and impact analysis of a motion proposal very difficult. The ultimate goal of motions is often not clear to members and staff alike. Topics deemed irrelevant by a large majority of members are still discussed at GA. Some (approved) motions point FSC in different directions on the same topic.
- Motions seen as the only policy instrument for members:** IMs perceive motions as the only tool to effectively influence FSC's policies. The perceived lack of influence outside of GAs leads to dissatisfaction towards the Secretariat.



Quotes

- "When you put a motion, you should say very clearly WHY you did it. So you should say what is the goal of this motion. Motions are often too technical."* [#47, Staff]
- "A well-exposed problem is a solved problem, what you see here is that members cannot expose the problem properly in their motions, taking into account all aspects."* [#113, ENV-S]
- "A problem statement well written, is a problem half solved"* [#75, Staff]
- "Many already approved motions have an impact on the FSC certification itself and on its holders and that has not been well understood. There is a divorce between motions and the impact of forest management."* [#53, ENV-S]
- "When I brought my first motion to a GA it was because I didn't know how else I could bring my topic forward."* [#94, SOC-N]
- "Motions are the only tool that is 100% effective insuring that your voice is heard."* [#111, ECO-N, CH]
- "We need to seek other mechanisms that can make a change in FSC other than one motion, [...] so that members feel their role. A motion is a simple response to a complex organization."* [#37, SOC-S]

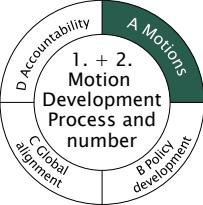
Recommendations

- Make preparation for GA easier:** We believe the Policy Discussion Tool (PDT, see extra slide) could help to diminish the total number of motions at GAs, reduce last-minute changes, and provide targeted feedback to motions that members read. This should make it easier for members to prepare adequately for discussions of motions they care about.
- Improve guidance through reviewed motion criteria:** Next to existing criteria (like support of 3 IMs, link to FSC's GSP, etc.), motion submitters should be required to answer two questions with one sentence each: (1) Which ISSUE is the motion tackling?; (2) What is the ultimate GOAL of the motion?. Further, FSC could make planning tools available to submitters, like project charters or Balanced Score Cards. However, we strongly advise allowing for later changes to these planning details, which are currently constrained by Motion

2014/01. This motion forbids changes to any approved motion by the BoD or the Secretariat. Allowing changes to the details of a motion while prohibiting changes to the description of the issue and the goal seems like an efficient compromise.

- Redirect member concerns away from motions if appropriate:** Actively channel member policy input through existing "tools" like Regional Meetings, Topic Forums, Board Meetings and WGs. IT solutions could help, e.g. a two-level help desk system including (1) smart FAQs guiding users to contact information and (2) "customer" service agents that direct the remaining input. Ideally, this would be a functionality of the Policy Discussion Tool.

- Implement a "Policy Discussion Tool" (PDT):** See extra slides for details.



Detailed findings and derived recommendations [3/3]

Issues and their magnitude

- Insufficient filtering due to lack of pre-submission feedback:** Proposals only of interest to national/regional contexts or certain personal interests are nevertheless discussed at the global level. Ideas doomed to fail (for example because they have been rejected before and clearly lack support) still make it to the GA – sometimes multiple times. Too many motions lead to frustration and demotivation.
- Post-submission feedback does not reach membership:** Members seem not sufficiently aware and/or accepting of the feedback from the Motions Committee. Motions often still change radically between submission and final vote, which makes preparing to discuss and vote on them hard, and which makes the Motions Committee's assessment difficult. Some motions at GAs are still redundant and repetitive. Many members think that rejected motions get discarded altogether even if the discussion shows that there is work needed on the topic.



Recommendations

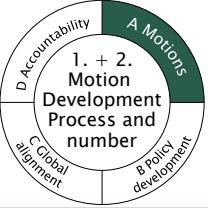
- Fill "Prioritized Motions Slots" well in advance of GA:** The majority of IMs do not favor a fixed cap on the number of proposals but believe that there are too many. Based on our analysis (see extra slide), 20-30 proposals can be adequately discussed at a single GA. Thus, we recommend determining the majority of these proposals well in advance of a GA to allow IMs to prepare adequately. However, IMs must not be deprived of their right to submit motions, and certain events might make last-minute motions necessary. We thus suggest determining a number of "preferred" proposals early on, e.g. 15: 1 from each chamber (3), 1 from each region (5), 4 for the top ideas emerging from the "Policy Discussion Tool" (PDT, see extra slides), and 3 from the BoD. The remaining proposals can be prioritized as done for the GA 2017, which

Quotes

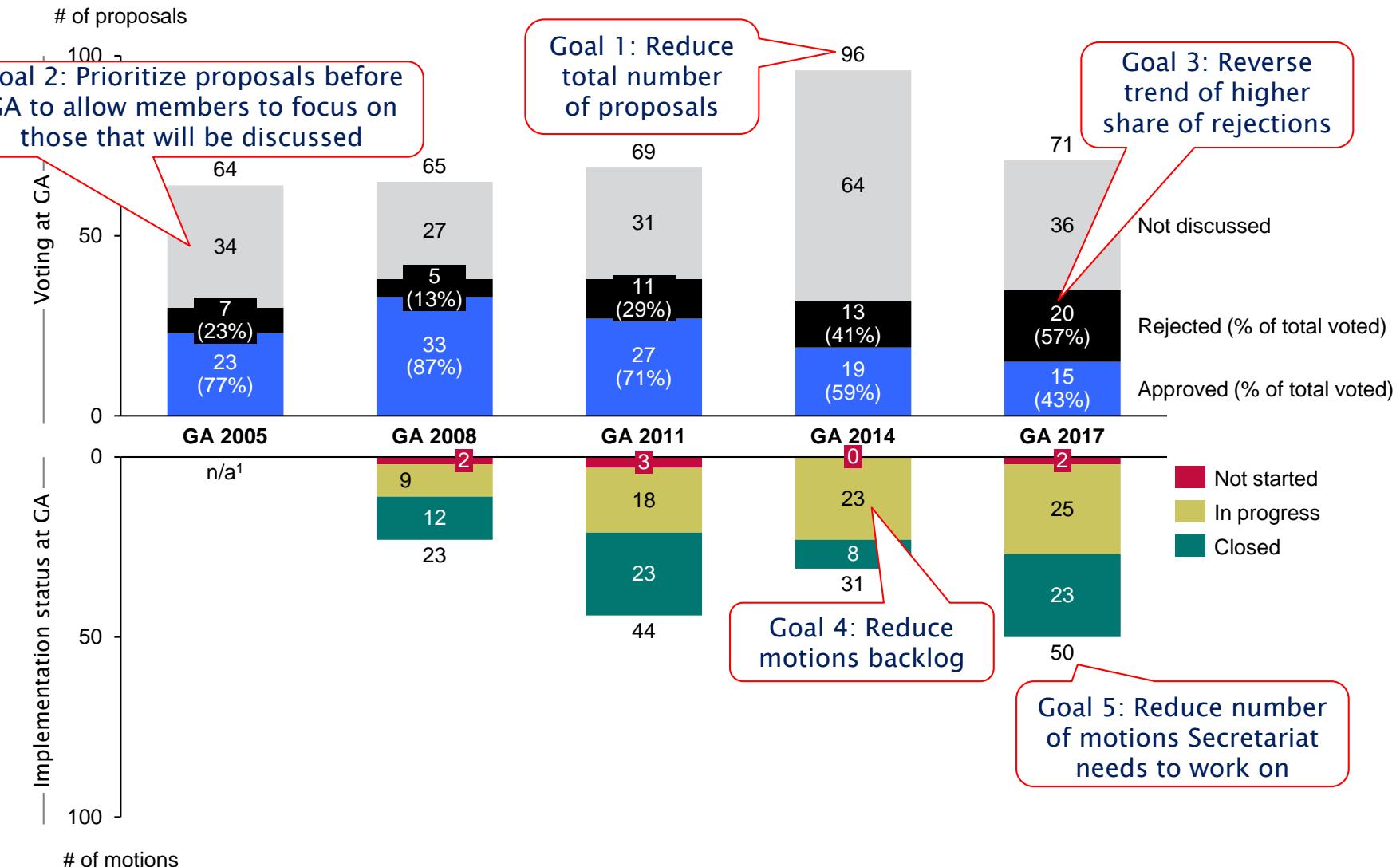
- "Give members topic guidelines and so they do not pick a topic at random that is not aligned with final objective (sustainability in forests)." [#56, SOC-S]*
- "There should be LOWER barriers to submit ideas but HIGHER barriers to continue them and put them to a vote as a motion." [#60, ECO-N]*
- "We have to strengthen the actual process with the Motions Committee. If they find a motion proposal not relevant enough to reach the GA stage, then it can be transferred to another entity of governance or mechanism to be attended. It cannot be dropped completely because it manifests an interest." [#56, SOC-S]*
- "After reading several motions, there are many poorly written, [...] there is no editorial filter; neither regional nor national filters which could determine if a motion is related to the national reality of each country." [#113, ENV-S]*
- "There should be a cascade of interventions before you put out the sledgehammer." [#75, Staff]*
- "We should not have any last-minute changes to Motions at the GA. We're growing forests here. If it has to wait another 3 years that's ok." [#84, ECO-N]*

will give at least 5 more proposals adequate time for discussion. More proposals may be submitted but might not be discussed due to insufficient time.

- Enhancement of Motions Committee:** Ask former members of the Motions Committee what would help them to improve the process and their role. Make it clearer to future Motions Committees how much power they actually have and can use in the motions process.



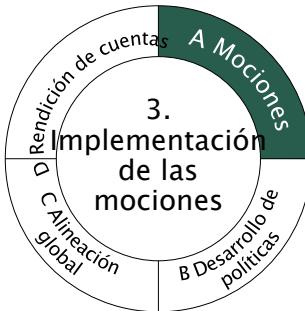
Motions between GA 2005 – 2017: Majority of proposals are not discussed and Secretariat is entrusted with more motions than it can implement



Sources: Reports on Result of Motions voted on and Update on Motions that passed at previous GA for each of the listed GAs

1. No Update on Motions available from the GA2005

Los miembros deben asumir que las circunstancias pueden cambiar después de una votación; la Secretaría debería informar mejor a los miembros sobre el estado de las mociones



Introducción al asunto

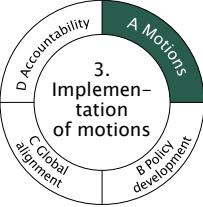
- Las mociones aprobadas por los miembros internacionales de FSC deben ser implementadas por la Secretaría y supervisadas por el Consejo Directivo.
- Nuestra encuesta en línea reveló que la implementación de las mociones es la cuestión sobre gobernanza número uno para MI, MN y el personal.
- Basándonos en lo que hemos escuchado, la implementación de las mociones es un tema controvertido que a menudo provoca descontento o incluso desconfianza entre los miembros y el personal. Aunque los miembros están molestos por la lentitud del progreso y el creciente número de mociones no implementadas, el personal se siente abrumado por un número cada vez mayor de mociones que con frecuencia son de mala calidad o incluyen plazos y demandas poco realistas. Esta creciente controversia llevó a la Moción 2014/01, la cual prohíbe a la Secretaría o al Consejo Directivo cambiar una moción después de su aprobación y por lo tanto exige su implementación exactamente como fue aprobada.

Cuestiones clave

- Gestión de las expectativas sobre cuánto puede lograr FSC de manera realista:** La creciente acumulación de mociones se suma a la percepción de que la Secretaría no está cumpliendo con su deber. Además del acuerdo generalizado de que el número de mociones es demasiado alto, la Moción 2014/01 (que prohíbe los cambios en las mociones tras su aprobación) parece tener consecuencias no deseadas a medida que las mociones se atascan porque las circunstancias han cambiado.
- Comunicación de la Secretaría sobre la implementación de las mociones:** Los miembros no se sienten adecuadamente informados sobre quién está trabajando en las mociones, cuántos recursos se les asignan, cuál es su situación o por qué se retrasan.

Principales recomendaciones

- Permitir correcciones (limitadas) después de la votación:** Permitir que el Consejo Directivo cambie la redacción de la moción y la planificación de la implementación en casos justificables. Sin embargo, deben evitarse los cambios en los dos elementos centrales de una moción: el ASUNTO al que se refiere y el OBJETIVO que desea alcanzar (véase el asunto A1). Esto requerirá un cambio en la Moción 2014/01.
- Mejorar la comunicación del estado de la moción:** La Herramienta para la discusión de políticas (HDP, véase diapositiva adicional) o el Portal de Miembros debe permitir a los miembros ver los informes y la planificación de las mociones. Permitir que los miembros se "suscriban" a las actualizaciones de las mociones evitaría la distribución innecesaria de información al tiempo que se maximiza la transparencia.



Detailed findings and derived recommendations [1/1]

Issues and their magnitude

- Expectation management of how much FSC can realistically achieve:** The growing backlog of non-implemented motions adds to a perception by some members that the Secretariat is not fulfilling its duty and that their motions are not being correctly implemented. Besides widespread agreement that the number of motions is too high, Motion 2014/01 (which states that "once a decision, motion or resolution has been accepted by the members, it cannot be modified by the BoD or the Secretariat") seems to have unintended consequences as motions get stuck because circumstances have changed but the Secretariat and the BoD feel obliged to implement motions word-for-word.
- Communication by Secretariat on motion implementation:** Members do not feel adequately informed on who is working on motions, how many resources are assigned to them, what their status is, or why they are delayed. This adds to a perception by some members that the Secretariat is not implementing motions as intended, which also led to the adoption of Motion 2014/01.

Quotes

- "Success in the GA does not guarantee a motion to be successful in the implementation."* [#81, ENV-S]
- "Approved motions have to be reviewed annually. The scenarios in Latin-America change so quickly compared to those in Europe and North America."* [#83, SOC-S]
- "The quality of the implementation reflects the quality of the motions."* [#66, Staff]
- "Too many approved motions and (as a person of a project management and corporate background), I see that the Board are putting unrealistic deadlines to the Secretariat."* [#91, ECO-N]
- "Announced deadlines are never met. FSC should announce less. FSC should not overpromise."* [#91, ECO-N]

Recommendations

- Allow (limited) post-voting corrections:** Allow the BoD to change motion wording and implementation planning in justifiable cases. To guarantee the supreme standing of motions, however, changes to the 2 core elements of a motion – the ISSUE it is addressing and the GOAL it wants to achieve (see topic A1) – should not be allowed. The Motions Committee may advise the BoD on changes. This will require a change to Motion 2014/01.
- Improve motion status communication:** The Policy Discussion Tool (PDT, see extra slides) could allow members to see the report/milestone plan of their desired motions through a "subscribe" option. Alternatively, the Members' Portal could offer this functionality. This would avoid unnecessary distribution of information to members who are interested only in certain motions while guaranteeing maximum transparency.

Guide Secretariat's prioritization of motions: To improve the organization and distribution of work linked to the implementation of motions, the BoD (or the full membership) could be asked to openly rank the approved motions. This would ensure the motions members care most about have the highest chance of getting implemented quickly.

Perform an impact assessment of approved motions to prevent unintended consequences: In case there is reason to believe that the final approved motion may have negative effects on FSC overall or run against its mission, it should be possible to appeal against it. If it should be necessary to change the core (issue and/or goal) of a motion, the BoD should bring it to a vote by the complete membership and explain why it would suggest changes or even a withdrawal.

Contenido

Revisión de la Gobernanza 2.0

Análisis y recomendaciones

A Mociones

B Desarrollo de políticas

C Alineación global

D Rendición de cuentas

Cuestiones especiales para miembros internacionales

“Herramienta para la Discusión de Políticas” para el involucramiento de los miembros

Agradecimientos y anexo

Se debería exigir a los grupos de trabajo que trabajen de forma más transparente; –su eficacia– debería mejorarse con una mayor gestión de los proyectos y un aprendizaje continuo



Introducción al asunto

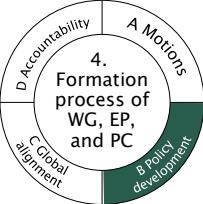
- FSC tradicionalmente –y aparentemente también cada vez en mayor medida– depende de los grupos de trabajo (GT) para desarrollar nuevas políticas. Muchos de ellos están compuestos de MI, y con frecuencia cuentan con balance camereral, es decir, con el mismo número de participantes de cada una de las 3 cámaras.
- Preguntamos a los participantes en la encuesta si hay preocupaciones relacionadas con la forma en que se forman los grupos de trabajo y con su legitimidad. En la actualidad, se anuncian los grupos de trabajo y luego los MI pueden presentar su candidatura y son seleccionados por la Secretaría en función de los requisitos individuales, como los conocimientos técnicos o la experiencia en determinadas áreas.
- Muchos de nuestros encuestados estaban más preocupados por la eficacia de los grupos de trabajo. Los miembros y el personal se quejaron por igual de los retrasos con los grupos de trabajo, pero a veces también de la falta de transparencia. Muchas de las personas con las que hablamos que estaban involucradas en los GT se preocuparon por la baja participación de los miembros en general en las consultas que hicieron.

Cuestiones clave

- **Selección de los miembros del grupo de trabajo:** Los miembros perciben una baja variación de los participantes. La mayoría de los miembros mostraron poco conocimiento sobre el proceso de solicitud y selección y muchos sienten que el proceso de selección no es lo suficientemente transparente.
- **Barreras lingüísticas:** Muchos miembros se quejan de que la participación requiere un buen inglés.
- **Representatividad:** Tanto los miembros como el personal se preocupan por la falta de transparencia en cuanto a la asiduidad en que los miembros de los grupos de trabajo consultan a sus cámaras. Algunos miembros señalaron que no tenían suficientemente claro quién formaba parte de determinados grupos de trabajo.
- **Papel de la Secretaría:** La calidad y el estilo de la facilitación por parte de los miembros del personal parecen diferir significativamente entre los GT.
- **Eficacia del GT:** Los miembros observan heterogeneidad de resultados entre los GT. Tanto los miembros como el personal identifican una deficiencia en los informes de situación y en la mejora continua/lecciones aprendidas por los

Principales recomendaciones

- **Proporcionar información y retroalimentación sobre el proceso de selección:** Explicar el proceso de selección con diagramas de flujo fáciles de leer. Garantizar que todos los solicitantes reciban retroalimentación.
- **Promover el español como lengua oficial:** Instalar grupos de trabajo piloto con el español como lengua vehicular. Se requiere que los facilitadores hablen español e inglés con fluidez o que se ofrezcan servicios de interpretación simultánea. Los costes adicionales podrían cubrirse (parcialmente) reduciendo los viajes y el presupuesto correspondiente.
- **Aumentar la transparencia de los grupos de trabajo:** FSC podría mostrar un plan por etapas en el Portal de Miembros o utilizar la Herramienta para la discusión de políticas (HDP, ver diapositivas adicionales). La asiduidad con la que los miembros del GT consultan con las cámaras debe ser muy transparente y deben definirse estándares comunes.
- **Mejorar a través de la gestión de proyectos (herramientas):** Fomentar el uso de herramientas de colaboración (por ejemplo, Trello o Slack) y ofrecer formación introductoria al personal y a los miembros. Una vez formado el GT, el papel del facilitador del personal podría ser definido inicialmente por los miembros del GT.
- **Desarrollar las lecciones aprendidas:** La retroalimentación y el intercambio de mejores prácticas deberían convertirse en una necesidad absoluta para mejorar los GT con el tiempo.



Detailed findings and derived recommendations [1 / 2]

Issues and their magnitude

- WG member selection:** Members perceive low variation of participants. Yet, they are aware that it is often hard to find representatives from all chambers. Most members showed little knowledge about the application and selection process. Additionally, members who have participated in WGs feel that the selection process is not transparent enough. Some members asked for feedback about reasons for rejection.
- Language barriers:** Many members complain that participation requires good English.
- Representativity:** Some members question whether even in chamber-balanced groups all interests are adequately represented. Members and staff alike worry about a lack of transparency over the extent to which WG members consult with their chambers. Some members noted that it is not sufficiently clear to them who was or is part of certain WGs. In addition, input from CHs is frequently not collected.



Recommendations

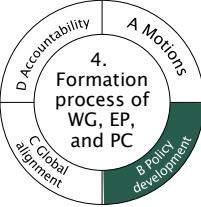
- Improve the composition of WGs:** Whenever possible, try to engage the initiator of the motion or the policy decision that triggered a WG. By actively tackling some of the other issues (in particular effectiveness), we think participation will become more attractive for members and thus more diverse WGs will be possible.
- Provide information and feedback on the selection process:** Explain the selection process with easy-to-read flowcharts. Ensure that every applicant receives feedback. Rejected applicants may be offered alternative positions, e.g. a consultative one.
- Promote Spanish as an official language:** Install “Spanish-first” pilot WGs (ideally for work on motions originating from Spanish-speaking regions)

Quotes

- “The selection process seems to me not very transparent. It is often very difficult to find out why people are elected to WG an expert panels and stuff like that based on what criteria. [...] If it is difficult to find out how people get elected for those groups than this of course creates a little bit of mistrust about the fairness of these processes.” [#26, ENV-N]
- “FSC has to beg for new people to join and bring them together for a work group and even more to coordinate it.” [#55, Staff]
- “FSC’s selection is based on a stereotypical way. Almost all members of WG are from North or South living in the North.” [#82, SOC-S]
- “Despite Spanish to be the official language, not everybody in the FSC staff speaks Spanish so one of the barriers is the language. It is unbelievable that they call it official.” [#86, SOC-N]
- “One of the main requisites is to speak English, making a segregation of potential and new participants.” [#56, SOC-S]
- “Chamber representatives should communicate with their chamber. In my observation it is not done. Maybe it is also difficult because they don’t use the mailing list or people are not part of the mailing list.” [#61, SOC-S]

where the primary working language is Spanish. Require facilitators to be fluent in Spanish and English or offer simultaneous translators. Additional costs could be (partially) covered by reducing travel and related budget.

Increase transparency of WGs: FSC could display a “milestone plan” in the Members’ Portal or use the Policy Discussion Tool (PDT, see extra slides) for the same purpose. Current and past members of WGs should be visible on documents produced by the WG and in the Members’ Portal and/or the PDT. The extent to which WG members consult with their chambers should be very transparent and common standards should be defined.



Detailed findings and derived recommendations [2/2]

Issues and their magnitude

- Engagement in WGs:** Some WG members seem to be insufficiently interested and engaged but rather attracted by the opportunity to travel and to enhance their CV. 
- Role of Secretariat:** The quality and style of facilitation by staff members seems to differ a lot between WGs. Views among members diverge as to whether staff should take an active role in WGs. Additionally, many members perceive a high centralization in Bonn by the Secretariat. 
- Effectiveness of WG:** Members observe heterogeneity of results between WGs. Some are effective, whilst others seem to be constantly delayed or a waste of time and money. Members and staff alike identify a deficiency of status reports and continuous improvement/lessons learned by WGs. Some members express a wish for more technical advice, besides academic knowledge. 

Recommendations

- Improve through project management (tools):** Encourage the usage of collaboration and management tools (e.g. Trello or Slack¹) and provide introduction trainings to staff and members. Once a WG is formed, the role of the staff facilitator could be initially defined by the members of the WG, ranging from pure administrative support to outright engagement. 
- Develop lessons learned:** Feedback and best practice sharing should become an absolute must to improve WGs over time. For example, staff facilitators could be required to spend some of their working time on such tasks or WG members could do this jointly. Additionally, an analysis of (past) performance of WGs (timely delivery, costs, approval time, etc.) might help to identify commonalities among WGs that performed particularly well or poorly, for

Quotes

- "No matter how experts they are, they are in a geopolitical context different from the one we are in and many decisions are made based on experts from the Bonn's vision."* [#52, SOC-S]
- "Most WGs take too long, there is no homogeneity (homologation) between WGs because they work on different topics."* [#35, SOC-S]
- "We suffer from 'working group fatigue'. There are so many WGs going on and things at one time and it becomes really, really difficult to find the time and the energy and the motivation to really engage with all of them."* [#26, ENV-N]
- "FSC needs to ensure that they are protecting WGs from special interests and protecting WGs from having the same voices over and over again."* [#111, NM US, ECO-N, CH]
- "The one thing they have done recently that I'm very impressed with that they have finally started now adding experts in."* [#111, NM US, ECO-N, CH]
- "FSC tends to have far too many of these types of development processes [...]. First of all, they are under funded and under resourced in terms of HR[...]. The facilitation of some of the WG have been very, very weak sometimes. Leading to outcomes which are not useful."* [#26, ENV-N]
- "Chamber-balanced WGs are nonsense. They confuse deciding with understanding and development."* [#67, Staff]

example regarding their composition, facilitation style, or the extent of consultation with the wider membership.

Foster topic expertise: The BoD could decide whether external experts should be mandatory for a specific WG. 

1. For more information on these examples for collaboration tools please see <https://trello.com/en> and <https://slack.com/intl/en-gb/>

El papel de los gobiernos y los TC dentro del sistema FSC debe replantearse para ayudar a FSC a aumentar su área certificada; el impacto positivo de FSC podría comercializarse de manera más efectiva



Introducción al asunto

- FSC supone una historia de éxito a escala global. No obstante, como toda organización, podría perder contra sus competidores. La mayoría de las personas a las que entrevistamos pensaron instantáneamente en PEFC o en otros esquemas de certificación como competidores en un sentido empresarial, es decir, que quitan cuota de mercado a los bosques y productos de madera certificados. Sin embargo, varios entrevistados reflexionaron sobre cómo FSC es a veces su peor enemigo debido a disputas internas o ineficiencias.
- Muchos entrevistadores nos hablaron sobre la forma en que FSC trata a sus TC y cómo comercializa el impacto positivo que tiene, con espacio para mejoras en ambas áreas.
- Nos gustaría mencionar que algunas de las cuestiones que encontramos en este asunto no están necesariamente relacionadas con la gobernanza. Sin embargo, decidimos añadirlos a nuestro informe, ya que muchos entrevistados parecían muy preocupados por ellos.

Cuestiones clave

- El papel de los TC como actores sociales de FSC:** A algunos miembros les preocupa que FSC se centre demasiado en los intereses económicos. Otros miembros y los propios TC, sin embargo, piensan que FSC debería pensar más sobre el impacto que tienen las decisiones en aquellos que implementan los estándares FSC sobre el terreno.
- Acercamiento a los gobiernos:** Muchos miembros, TC, y el personal se preocupan por la limitada colaboración con los gobiernos debido a que las grandes áreas forestales son propiedad de las autoridades públicas o están controladas por ellas. Sin embargo, a muchos miembros, así como al personal, les preocupa que los gobiernos ostenten demasiado poder si pueden establecer estándares nacionales y tener voz y voto en la formulación de políticas de FSC.
- Credibilidad vs. eficacia:** Casi todos los miembros entrevistados reconocieron que FSC va a la zaga de PEFC en velocidad y simplicidad, pero también ven la credibilidad de FSC como una clara ventaja competitiva.
- Impacto del marketing:** Muchos actores sociales, especialmente los TC, nos informaron de que FSC no comunica suficientemente su impacto positivo, y que sería útil que esa comunicación se dirigiera a las necesidades locales. En particular, realizar evaluaciones de impacto cuantificables en sus respectivas regiones/países ayudaría a los actores sociales de FSC a convencer a los clientes, reguladores y miembros potenciales.

Principales recomendaciones

- Revisar la gestión de los actores sociales:** Podrían utilizarse grupos de trabajo o una moción para repensar el papel de los gobiernos y los TC en FSC porque ambos grupos son vitales para aumentar el área forestal certificada por FSC. La mayoría de los miembros parece reticente a dar a estos grupos más poder en términos de derechos de voto. Pero se podrían tomar medidas, como aumentar la deliberación con ambos grupos. En particular, los TC podrían recibir apoyo mediante un mayor compromiso con un enfoque basado en el riesgo.
- Mejorar los procesos internos y la organización de FSC:** Parte de la lentitud percibida en relación con FSC tiene sus raíces en su excelente credibilidad. Ya se han abordado otros elementos, por ejemplo, la reciente contratación de personal. Se podrían descubrir otras áreas de mejora a través de la implementación de la M2017/67 (Sistema de auditoría interna) y aumentando el rigor en la gestión de procesos y proyectos de FSC, por ejemplo, en los grupos de trabajo.
- Mejorar el mensaje y el alcance del marketing de FSC:** FSC debe invertir más recursos en cuantificar y mostrar su impacto positivo. Esto ayudaría a FSC a comercializar su excelente credibilidad en comparación con otros esquemas y así "justificar" su complejidad.



Detailed findings and derived recommendations [1 / 2]

Issues and their magnitude

- Scope of FSC's mission:** Many members think that FSC should become more engaged in other areas (e.g. climate change). However, many members are worried that FSC tries to address too many issues and thereby gets distracted from its core mission and raises "false" hopes.
- Regional focus:** Many stakeholders worry about the positioning of FSC in regions, but their views differ. Some perceive a loss of momentum in FSC's largest markets in North America and Europe, and a "risky" shift of resources to Asia. Others say that FSC's much weaker market penetration outside North America and Europe is a sign that FSC does not tackle these other markets adequately. Some members wonder why there is a separate office for CIS countries, while there is only one regional office for Asia and Oceania combined.
- CHs' role as FSC's stakeholders:** Some members worry that FSC listens too much to economic interests and are frustrated with a perceived lack of loyalty from CHs to FSC. Other members and CHs themselves, however, think that FSC (and its membership) should think more about the impact decisions have on those who implement FSC standards in the field. Some of them wish for a more active role for CHs in FSC's governance.

Recommendations

- Clarify FSC's mission:** Through, for example, a motion, or as part of the update of FSC's GSP, FSC could clarify what it considers part of its core mission (e.g. preserving the world's forests) as well as what secondary goals it aims for (e.g. addressing climate change, improving the lives of people related to the forest sector), and thereby define what it does not consider part of its mission.
- Clarify strategy in regions:** While every region has its legitimate claim to be in FSC's focus, a discussion on how FSC's limited resources can be used most efficiently to pursue its core mission would help to justify shifts of resources. This could, for example, be done through a motion or as part of the update to the GSP.

Quotes

- "I want to sell a sustainable product. If FSC is the best, FSC is the right partner; if not, we will change to a better partner." [#49 CH]
- "FSC is growing in Asia, plateaued in NAM and EUR. Just relying on Asia is risky in terms of growing and integrity." [#57, ECO-N, NM, US]
- "FSC should not only think about PEFC. Of course, [...] FSC is more than that, it enables broader dialogue. [...] FSC needs to be more adaptable to increase its competitiveness; deliver more on topics where FSC could contribute, i.e. deliver more on the "NGO leadership" side." [#43, ENV-N]
- "It is very easy to deviate from the mission and vision of a company. The FSC receives motions from minorities that give more work but because it is democratic it has to be open to everyone." [#55, Staff]
- "For us is not tough to be certified, but the tough part is when there is a sudden change in the standard, then it becomes a problem either in your process or in your calculations. Please stop with so many continuous changes." [#44 CH]

- Review Stakeholder Management:** We encourage FSC to rethink its current approach to CHs and governments, for example through a working group or motion, because we believe both groups will play vital roles in enabling FSC to increase its certified forest area further. The majority of members seems to be reluctant to give either group more power in terms of voting rights. But steps could be taken, like increased deliberation with both groups. Network partners and regional offices could play an important role here. In particular, CHs could be supported through an increased commitment to a risk-based approach to certification and auditing, as promised in the GSP.



Detailed findings and derived recommendations [2/2]

Issues and their magnitude

- Approach to governments:** Many members, CHs, and staff worry about limited collaboration with governments because large forest areas are owned and/or controlled by public authorities. FSC has a competitive disadvantage if lawmakers do not consider FSC sufficiently when designing policies (for example: EU FLEGT/EUTR trade policy). However, many members as well as staff worry about governments becoming too powerful if they can set national rules and have a say in FSC's policy making.
- Credibility vs. effectiveness:** Almost all of our interview partners acknowledged that FSC lags behind PEFC in speed and simplicity, but they also see FSC's governance and its aiming for consensus as a clear competitive advantage because of its credibility and good reputation.
- Marketing impact:** Many stakeholders, especially CHs, told us that FSC does not sufficiently communicate its positive impact, and that it would be helpful for that communication to be targeted to local needs. In particular, quantifiable impact assessments in their respective regions/countries would help FSC's stakeholders to convince customers, regulators, and potential members. CHs frequently mentioned a desire for more resources to be invested in market development and in marketing the advantages of FSC's certification system.



Recommendations

- Improve FSC's internal processes and organization:** Part of FSC's perceived slowness compared to other schemes is rooted in its superior credibility. Some other elements have already been addressed, e.g. through recent hiring of personnel or through professional coaching of the BoD. Further areas for improvement might be discovered through the implementation of M2017/67 (Internal audit system) – see topic 9. In addition, rigorousness in FSC's process and project management could be increased, e.g. regarding the operation and deliverables of working groups – see topic 4.
- Improve FSC's marketing message and reach:** FSC should invest more resources in quantifying and showing its positive impact. This would help FSC to market its superior credibility compared to other schemes and thereby



Quotes

- "I want FSC be connected with the local governments, they already have the resources to open to the voice of local stakeholders."* [#83, SOC-S]
- "FLEGT is a weakness of FSC in Cameroon. FSC standards are so inflexible and are seen as an "unreachable goal". People prefer to just sign the FLEGT, as with this they can already enter to the European wood market."* [#65, ECO-S]
- "We need more campaigns for promotion of FSC to stay competitive. Our competitors use way more of the budget to promote their brand."* [#9, Staff]
- "Chile does not believe in governments but FSC goes beyond the law. FSC is credible in its mission."* [#30 CH]
- "If FSC does not change, there will be other organizations, which already exist, that are more agile and viable for smallholders, artisans and entrepreneurs with greater social responsibility."* [#52, SOC-S]
- "FSC was created as a forest management certification, for better or worse market-based initiative. [...] FSC did not pay adequate attention to its value proposition to its CH! That is why there is an increasing and challenging competitive environment."* [#57, ECO-N, NM US]
- "FSC needs to be careful not to become the next Nokia or Kodak. They haven't kept pace. FSC needs to move faster and respond to global needs."* [#110 ENV-S]

"justify" its complexity. These materials should be easily available and distributed increasingly through FSC's web page and social media outlets, as well as through its CHs. In turn, FSC could use its (social) media presence to publicly recognize outstanding CHs (first in their country, 10 years being certified, FM area growth, etc.).

Los miembros deberían considerar escuchar con más detalle las perspectivas de los TC sobre los estándares; FSC Internacional debe cumplir rigurosamente con los procesos de desarrollo de estándares



Introducción al asunto

- La base para la labor de FSC son sus Principios y Criterios (P y C) y los Indicadores Genéricos Internacionales (IGI). Están adaptados a escala regional o nacional a fin de reflejar las diversas condiciones jurídicas, sociales y geográficas de los bosques en las distintas partes del mundo.
- Nuestra encuesta en línea reveló que la adaptabilidad de los estándares era el tema principal para los TC, pero ni siquiera estaba entre los 10 primeros de cualquier otro grupo de actores sociales.
- Preguntamos a nuestros entrevistados si pensaban que por lo general FSC logra el equilibrio correcto entre la localización de los estándares y el mantenimiento de la coherencia global del sistema, y si debería haber cambios en la gobernanza de FSC para mejorar este equilibrio. Muchos entrevistados nos dijeron que, dada la complejidad de este desafío, FSC ha encontrado un equilibrio bastante bueno. Sin embargo, también tenían múltiples ideas para mejorar.

Cuestiones clave

- **Proceso de desarrollo de estándares:** Algunos miembros no tienen claras las funciones del CPE y del Consejo Directivo. Al personal en particular, pero también a algunos miembros, les preocupan las excesivas interferencias (políticas) del Consejo Directivo en detalles técnicos que solo debería gestionar el CPE. Varios miembros nacionales se quejaron de que FSC Internacional a veces no sigue sus propios procesos para desarrollar estándares nacionales porque está demasiado preocupado por molestar a los actores sociales individuales o porque no respeta sus propios cronogramas, lo que resulta en graves demoras.
- **Involucramiento de los TC:** Al personal y los TC, pero también a los miembros de las 3 cámaras, les preocupa que muchos miembros no entiendan las dificultades que ciertos elementos de los estándares y, en particular, los cambios en los estándares implican para los TC. Las empresas activas a nivel internacional se preocupan en particular por las diferencias nacionales en los estándares.
- **Conciencia del contexto local:** Algunos miembros de la subcámara Sur señalaron que FSC parece un sistema europeo/del Norte impuesto a una realidad del Sur. Piensan que esto causa problemas debido a las diferencias de objetivos entre las regiones.

Principales recomendaciones

- **Fomentar el cumplimiento de los procesos:** El Consejo debe continuar e intensificar sus esfuerzos para dejar el trabajo operativo en manos de la Secretaría u otras entidades adecuadas (como el CPE). En cuanto a los estándares en particular, podría decidir limitar su influencia al voto y, de este modo, devolver los estándares al CPE para su revisión técnica. Un cumplimiento más estricto de los plazos y procesos para el desarrollo de estándares (nacionales) podría molestar a algunos actores sociales, pero mejoraría aún más la credibilidad y el rigor con los que se percibe a FSC.
- **Dar voz a los TC:** FSC podría aprovechar mejor el conocimiento que tienen los TC, lo cual podría, por ejemplo, implicar más consultas con TC que no son miembros de FSC.
- **Utilizar y fortalecer el papel de las oficinas regionales para incorporar el contexto local:** La integración de los directores regionales (DR) de FSC en el Equipo de liderazgo global (ELG) fue un paso importante para incorporar las voces locales. Se debe aconsejar a los socios de la red que utilicen sus respectivos DR de forma proactiva para proporcionar un contexto local. De ser necesario, las oficinas regionales deberían recibir más recursos para agregar las voces nacionales.



Detailed findings and derived recommendations [1 / 2]

Issues and their magnitude

- Standard development process:** Some members are confused about what the roles of the Policy and Standards Committee (PSC) and the BoD are. Staff in particular, but also some members, worry about too much (political) interference by the BoD in technical details only the PSC should be handling. Several national members expressed frustration with FSC International regarding the development of national standards. They complained that FSC International sometimes does not follow its own processes for developing national standards because it is too worried about upsetting single stakeholders or because it does not respect its own timelines, resulting in severe delays of the standards.



Quotes

- "We think all decisions are made by the Board or PSC. But they are following IGIs which they have to interpret [...]. This needs to be transparent! [...] The Board should not have the power to CHANGE the standard because of their lack of technical understanding. The impact should be monitored."* [#47 staff]
- "National level staff and Standards Development Groups (SDGs) should get a bit more power [...] to make interpretations. The Board should not be able to change standards! Just to say yes or no. [...] More power should be given to the PSC."* [#66 staff]
- "I'm worried about too frequent and wrong order of standard reviews. [...] FSC should reinforce the process it has."* [#94, ENV-N, NM US, CH]
- "If we screw up at the timing of new standards, I see directly what it means for the smallholders."* [#94, SOC-N, NM US, CH]
- "That flexibility on national level is very important: If the standard development group in the US could focus on the critical issue it would get easier for forest managers."* [#94, SOC-N, NM US, CH]
- "FSC sometimes seems to be controlled by a particular interest group and that makes standard process taking too long."* [#63 staff]
- "Our national standard went back and forth between FSC AUS and FSC Int. because one SOC member complained. [...] FSC Int. didn't follow its own guidelines. They should have reverted to IGIs right away."* [#77 NM-SOC AUS]

Recommendations

- Foster compliance with processes:** The BoD should continue and strengthen its efforts to leave operational work to the Secretariat or other suitable bodies (like the PSC). Regarding standards in particular, it could decide to limit its influence to vetoing and thereby sending standards back to the PSC for technical revision. The PSC should be enabled to live up to expectations as much as possible, e.g. through resources and training. Stricter compliance with timelines and processes for the development of (national) standards might upset some stakeholders, but would further improve FSC's credibility and perceived rigorousness.

- Evaluate and limit differences between national standards:** The Secretariat (PSU) could assess how much national standards actually differ and if this

actually causes problems to a substantial number of current and potential CHs. In any case, we strongly advise that FSC continues expanding the risk-based approach envisioned in the GSP 2015–2020.



Detailed findings and derived recommendations [2/2]

Issues and their magnitude

- CH involvement:** Staff and CHs, but also members from all 3 chambers, worry that many members do not understand the difficulties that certain elements of standards and in particular changes to the standards imply for CHs. In fact, our online survey revealed that indeed, this issue is the top priority for CHs – but not at all a priority for the majority of IMs (#11) and FSC staff (#16). Internationally active companies worry in particular about national differences in standards that could either make cross-border trade more difficult for them or that become a competitive disadvantage for them if companies in neighboring countries need only comply with “weaker” standards. Some members and CHs are also worried that FSC is not aware of the different definitions of “smallholder” between countries.
- Local context awareness:** Some South sub-chamber members pointed out that FSC feels to them like a Northern/European system imposed on a Southern reality. They think that this causes problems because of the differences in goals between regions. While NAM/EUR primarily fights for conservation, the Global South has to fight for the bare survival of forests and against illegal logging.



Recommendations

- Give voice to CHs:** FSC could take greater advantage of the knowledge that CHs have about smallholders, Indigenous people, and of course the impact certain elements of standards have on current and potential CHs. This could, for example, imply more consultations with CHs who are not FSC members.
- Use and strengthen the role of regional offices to bring in local context:** We believe the integration of FSC regional directors (RDs) in the Global Leadership Team (GLT) was an important step to incorporate local voices in international decisions while keeping national interference on the international level at a manageable level. Network partners should be advised to use their respective RD proactively to provide local context. If necessary, regional offices should receive more resources for aggregating national voices.

Quotes

- “*You need to deliver value to your Certificate Holders.*” [#57, ECO-N]
- “*FSC is really close minded with some standards. Some indicators and parameters are not applicable to several countries and FSC is even close minded to discuss about it. CHs suffer directly when FSC stands in a rigid position. FSC does not show interest in knowing the reality of the CH.*” [#56, SOC-S]
- “*A shirt cannot fit everyone, there are conditions that do not allow it.*” [#55, Staff]
- “*The standards are the biggest problem for the CH. They are the users of the standards and somehow the membership cannot see this. The members have a very ‘romantic perspective’ as it is voluntary.*” [#74, ENV-S]
- “*If FSC does not know the national context, it loses market because it refuses to adapt. CHs suffer because there are gaps in the local law. It is the European requirement for the Latin reality. [...] It will not reduce coherence because the generic standards were released. Each country can adopt, reject or adapt.*” [#80, ECO-S]
- “*We’re struggling with harmonization vs localization. In the past we probably had too much focus on harmonization. We need to take a risk-based approach: Have national level groups, chamber balanced, to determine risk factors.*” [#93, ENV-N, NM, US]

Contenido

Revisión de la Gobernanza2.0

Análisis y recomendaciones

A Mociones

B Desarrollo de políticas

C Alineación global

D Rendición de cuentas

Cuestiones especiales para miembros internacionales

“Herramientas para la Discusión de Políticas” para el involucramiento de los miembros

Agradecimientos y anexo

Alinearse con todos los Consejos nacionales sobrecargará al CD internacional; en su lugar, las oficinas regionales deberían estar equipadas y ser utilizadas como defensoras de las voces locales



Introducción al asunto

- En la AG 2017, el GTRG propuso la Moción 64 para institucionalizar los vínculos entre los miembros nacionales y los miembros internacionales a través de los respectivos Consejos Directivos para ayudarles a alinear estrategias y prioridades. La moción fue rechazada debido a la falta de apoyo de la cámara AMB.
- Como el 60 % de los miembros de la Asamblea General 2017 estaban a favor de esta moción, no fue ninguna sorpresa que este tema volviera a aparecer en nuestra encuesta en línea. De hecho, estaba entre los dos primeros puestos tanto para los MN como para los TC.
- Muchas de las personas entrevistadas de todos los grupos de actores sociales expresaron su apoyo general al intercambio entre el nivel nacional e internacional de FSC, pero también se mostraron preocupados de que la moción hubiera incrementado la complejidad y la carga de trabajo del Consejo Directivo internacional (CDI) de manera significativa y, por lo tanto, hubiera ralentizado a FSC.

Cuestiones clave

- Demanda de más intercambio entre el nivel local e internacional:** La intención de la M64/2017 de vincular a FSC Internacional con el nivel nacional sigue siendo importante para muchos miembros. Los miembros de los Consejos nacionales desearían recibir más información del CDI para desarrollar sus estrategias.
- Poca conciencia y satisfacción con el intercambio de información existente entre la red y FSC Internacional:** En nuestras entrevistas detectamos que muchos MN y MI no saben que el CDI ya se reúne con los Consejos nacionales como parte de sus reuniones del Consejo. Además, muchos miembros no consideraron que sus asuntos locales estuvieran adecuadamente representados por el representante de la red ante el Consejo Directivo, que solía ser uno de los directores nacionales. Queda por ver si piensan que los directores regionales llevan los temas locales al nivel internacional. Estos directores ahora forman parte del Equipo de liderazgo global (ELG) de FSC.

Principales recomendaciones

- Orientar las solicitudes de los MN que no corresponden al CDI, pero explicar cómo pueden influir en las decisiones internacionales:** Recomendamos que el CDI defina claramente, y también limite, sus interacciones con los MN, pero también que las promocione activamente. Una victoria rápida podría ser invitar a los Consejos nacionales a los seminarios web del CDI. Sin embargo, debe quedar claro que el CDI es responsable únicamente ante los MI.
- Explicar a los MN cómo pueden influir en las decisiones internacionales:** Los MN podrían aportar sus perspectivas al nivel internacional a través de sus oficinas nacionales y regionales, solicitar la membresía internacional, o solicitar a su oficina nacional que adopte el modelo NAM, por el que todos los MN también se convierten automáticamente en MI.
- Utilizar y fortalecer las herramientas existentes para vincular a FSC Internacional con el nivel local:** Aumentar la conciencia entre los miembros de que el CDI ya se comunica con los Consejos nacionales. Promover las oficinas regionales (y si es necesario asignarles recursos) en cuanto que agentes encargados de los temas locales ayudaría a satisfacer las necesidades locales sin añadir otro nivel a la gobernanza de FSC.



Detailed findings and derived recommendations [1 / 2]

Issues and their magnitude

- Demand for more exchange between local and international level:** The intention of M2017/64 to link FSC International with the national level is still important to many members. National board members would like more information from the iBoD to use in developing their strategies. We as the GR team discovered ourselves how difficult exchange between the two levels is. As FSC International has no data on national memberships, we could only ask for the support of network partners in reaching out to their members. We were completely unable to contact the national members of those 7 (out of 32) network partners who refused to share their members' contacts with us.
- Fear that M2017/64 would have increased complexity and fueled North-South conflicts:** From our interviews we conclude that M2017/64 was voted down because many members feared that establishing such formal links would add another layer to FSC's governance and hence further increase complexity and create even more work for the BoD. Additionally, many members feared that it might have increased conflicts between members from the Global South and the Global North. Finally, many members complained that the motion failed to expose its purpose effectively, partially due to poor wording.

Recommendations

- Direct requests by NMIs away from the iBoD but explain how they can affect international decisions:** We recommend that the iBoD clearly defines – and also limits – its interactions with NMIs, but also actively markets these interactions. A quick win could be to invite national boards to iBoD webinars. However, it should be made clear that the iBoD is accountable to IMs only. At most, the iBoD could connect the NM to the RD, and/or suggest international membership to the NM.
- Explain to NMIs how they can affect international decisions:** If NMIs would like to bring their perspective to the international level, they could do so via their national office and regional office, or they could of course apply for international membership. Alternatively, they could ask their respective

Quotes

- "It is not clear what means a FSC member on a local level and on international level. FSC needs to address its membership i.e. in a developed country there is a strong national office, but on that level there are also international members. No clear structure for me, who is reporting to whom?"* [#90, Staff]
- "FSC needs to explain what different levels of membership mean and where the differences are."* [#69, ECO-N, NM DK, CH]
- "Many countries' needs are ignored. There is a communication problem between the BoD and the local level. Webinars could improve this link."* [#78, ECO-S]
- "It would be great if as a national member one could put up motions through national membership."* [#69, ECO-N, NM DK, CH]
- "This motions shows the actual disconnection between agendas and objectives of NM vs. IM."* [#25, Staff]
- "This Motion would have added another level of decision-making. Things would get more complex, [...] more difficult to make decisions."* [#24 ENV-N]
- "There was a feeling that there didn't have to be a motion to implement this. And the BoD has given a verbal commitment to implement some of this motion's elements."* [#43 ENV-N, NM US]

national office to adopt the NAM model, where all NMIs automatically become IMs as well.



Detailed findings and derived recommendations [2/2]

Issues and their magnitude

- Little awareness of and satisfaction with existing exchange of information between network and FSC International:** We detected in our interviews that many IMs and NMs are not aware that the iBoD already meets with national boards as part of their board meetings. In addition, many members did not feel that their local issues were adequately represented by the Network Representative to the BoD, who used to be one of the national directors. It remains to be seen how much better they think local topics are brought to the international level by regional directors, who are now part of FSC's Global Leadership Team (GLT).

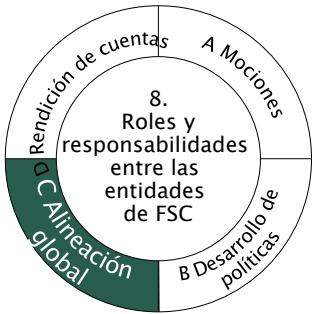
Quotes

- "Maybe twice a year you could have a session with all national boards from a certain time zone to share information and ask questions. This could include a presentation by the iBoD to the national Boards to ensure an information flow from the iBoD to national boards." [#70, ENV-N, NM US]
- "Only one board member [...] tried to connect with the National Office. Besides him/her, the BoD has been outside and really far away of National Office staff." [#76, Staff]
- "Listen to the people who act locally, link local boards with global boards, maybe one seminar once a year or every two years (e.g. when FSC's Global Staff Meeting takes place, dedicate one day for Board-Members)." [#24, ENV-N]
- "This motion uncovered that there is a conflict between the FSC Int. with the national boards due to lack of integration." [#54, Staff]
- "There is no issue for me. We can reach out to our Regional director anytime. National offices should build this link, and in our case they do that very well." [#60, ECO-N]

Recommendations

- Use and strengthen existing tools to link FSC International with the local level:** Raise awareness among the membership that the iBoD already communicates with national boards. Promoting regional offices (and if necessary assigning resources to them) as the voices that speak about local issues would help to satisfy local needs without adding another layer to FSC's governance.

Los actores sociales están confundidos sobre los roles de los niveles internacional, regional y nacional de FSC: es necesaria una explicación más detallada y orientación sobre los requerimientos



Introducción al asunto

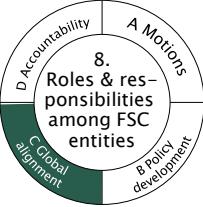
- Este tema surgió como el tercero más importante de nuestra encuesta en línea.
- Les preguntamos a los entrevistados qué pensaban cuando escuchaban el término "entidades FSC" La mayoría pensó instantáneamente en el nivel internacional y en las organizaciones nacionales llamadas FSC. En particular, aquellos con mayor experiencia con FSC también mencionaron frecuentemente departamentos dentro de FSC Internacional, por ejemplo, la Unidad de Políticas y Estándares (UPE). Muy pocos mencionaron las oficinas regionales. Prácticamente nadie pensó en las diferentes entidades legales de FSC (FSC AC, FSC GD, etc.)
- Las entrevistas revelaron una falta de conocimiento entre muchos actores sociales acerca de cuáles son los roles de los diferentes niveles de FSC, especialmente entre el nivel nacional e internacional. Incluso muchos miembros del personal parecían carecer de una comprensión clara.

Cuestiones clave

- Confusión sobre la membresía internacional y nacional:** Existe confusión a todos los niveles de FSC sobre las diferencias entre los MI y los MN, por qué los sistemas difieren entre países y el papel que desempeñan los socios de la red. Incluso algunos miembros del CDI no parecían ser plenamente conscientes de la función de los mecanismos nacionales.
- Confusión sobre los 3 niveles organizativos de FSC:** Las diferentes funciones y responsabilidades de los niveles nacional, regional e internacional de FSC no están claras para una gran parte de los miembros y los TC, e incluso muchos miembros del personal tienen dudas sobre ello. Especialmente, los recién llegados de todos los grupos de actores sociales tienen problemas para diferenciar los tres niveles y decidir a cuál dirigirse. Desean una orientación más introductoria.
- Puntos de contacto poco claros dentro de la Secretaría:** Muchos miembros y TC ven complicado encontrar contactos en la Secretaría y expresan su descontento por no poder contactar a alguien en persona.

Principales recomendaciones

- Orientación para solicitar la membresía internacional vs. nacional:** FSC Internacional y sus SR podrían desarrollar y publicar una guía para miembros potenciales (e incluso actuales) que les ayude a entender las diferencias entre los dos tipos de membresía y también les ayude a elegir uno.
- Explicar los diferentes estratos y sus funciones de la manera más sencilla y pública posible:** Para reducir la confusión sobre los diferentes niveles de operaciones de FSC, se aconseja crear material gráfico de los mismos. Esta información debe ponerse a disposición del público, idealmente en las páginas web tanto de FSC Internacional como de los socios de la red; de esta manera, todos los grupos de actores sociales, incluidos aquellos que están considerando solicitar la membresía internacional o nacional, pueden acceder a ellos.
- Proporcionar puntos de contacto específicos por contenido:** FSC debe publicar información de contacto en relación a una lista de temas en su sitio web y en el Portal de Miembros. Un directorio fácil de entender y un "servicio de asistencia al cliente" automatizado podrían desviar muchas solicitudes directamente a la persona adecuada, alejándolas del Director General y de los miembros del Consejo Directivo.



Detailed findings and derived recommendations [1 / 3]

Issues and their magnitude

- Confusion over international vs national membership:** There is confusion at all levels of FSC over the differences between IMs and NMs, why the systems differ between countries, and the roles network partners play. We spoke to NMs who were not aware that they were not IMs and hence have no voting rights at GAs. Similarly, a lot of members from NAM were not aware that there even exist separate national and international memberships, as in their countries all members automatically become IMs as well. Even some members of the BoD did not seem fully aware of the role of NMs.
- Confusion over FSC's 3 organizational layers:** The different roles and responsibilities of the national, regional, and international levels of FSC are not clear to a very high share of members and CHs, and even many staff members struggle with it. Members and especially CHs simply wish to talk to "the FSC" or at least receive clearer communication about which layer to reach out to. Especially newcomers from all stakeholder groups have problems differentiating the 3 layers and deciding which one to address. They wish for more introductory guidance. Many members have little to no interaction with ROs and hence wonder why they exist.

Quotes

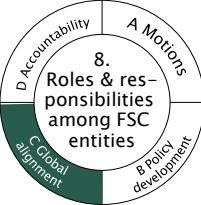
- "The fact that FSC bombs us with information and we still, as members, do not know the roles of each entity (including ours) and their accountability is a sign of a problem." [#56, SOC-S]
- "I do not agree with the existence of International OR National Members. There should only be one! This creates exclusion." [#42, ECO-S]
- "I can assure you, it is not clear to anybody, even not to them (FSC staff)." [#51, ECO-S]
- "It is very hard to motivate my members to become international members also. Because there is no offer except this vote for one week every three years." [#48, Staff]
- "It's an asset that FSC is a membership organization [...]. But there needs to be a clear definition of the roles that members have. And the operative management and the running of the organization is the task of the international office - not of the members." [#8, ECO-N]

Recommendations

- Guidance on applying for international vs national membership:** FSC International and its NPs could develop and publish a guide for potential (and even current) members that helps them understand the differences between the two types of membership, and also helps them choose one.
- Rethink the division between IM and NM:** We have to acknowledge that there were already several attempts made to improve the status quo, the latest being M2017/66. We think that a discussion at eye level between FSC International and the NPs (maybe as part of a Global Staff Meeting) could be a good starting point to simplify and homogenize the membership landscape. NPs could, for example, all adopt the NAM model (where all NMs automatically become IMs as well and thus perceive low boundaries between

FSC international and their national offices), or new members could become first an IM and then decide if they would like to become an NM as well to shape FSC's impact in their country.

- Explain the different layers and their roles as simply and as publicly as possible:** To reduce confusion over FSC's different levels of operations, we advise creating visuals of them. Text documents should be avoided if possible. This information should be made publicly available, ideally on the web pages of both FSC International and the network partners; this way, all stakeholders, including those who are considering applying to international or national membership, can access them.



Detailed findings and derived recommendations [2/3]

Issues and their magnitude

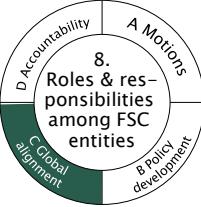
- Perceived injustice towards national offices:** Staff members from national offices frequently expressed their frustration over cases where they are demanded to deliver timely results whilst FSC International lags behind its own timelines. This particularly worries national offices who are afraid of losing funding because they did not deliver on time.
- Confusion over the different types of network partners:** Many members do not understand the differences between initiatives, representatives, and national offices and wish for clearer explanation of them. Some IMs even perceive it as a degradation of their country if FSC “decided” to not have a national office there – not understanding that network partners are usually created bottom-up. However, especially in countries where English or Spanish are not widely spoken, national offices are perceived as great way to engage among members and aggregate their input for the international level.

Quotes

- “I’m not worried about the increased accountability for the national level. But the way decisions are being made at the international level is not clear enough. The way the FSC network is, FSC International cannot treat the network as mere extensions of FSC international.” [#66, Staff]
- “FSC is having a global strategy and now is how to implement this strategy and the answer is to devolve it to the regions, not to the countries as it has been until now. I think it is devolving too quickly to the countries. I think we need regional coherence with country specific actions but regional coherence.” [#95, ECO-N]

Recommendations

- Outline FSC’s strategy for its 3 organizational layers:** FSC should specify which geography it intends to cover with which of its layers (national, regional, and international) and thereby clarify the right level to contact to its stakeholders. When judging/voting on such a strategic plan, members should keep in mind that FSC has only limited resources and local presence does of course imply costs that should be justifiable. This initiative could also be used to explain the differences between the different types of network partners.



Detailed findings and derived recommendations [3/3]

Issues and their magnitude

- Unclear contact points within Secretariat:** Many members and CHs struggle to find contacts within the Secretariat. A number of interviewees expressed discontent with being unable to reach someone in person at the Secretariat because of a lack of a central contact point. This is also likely to give those who have been with FSC for longer disproportional influence, as they are more likely to have established direct links to staff members and be able to directly contact the person they need. 
- High number of requests to DG:** Many interviewees from all stakeholder groups expressed worries about how much extra work the ambiguity of the right contact points creates for the DG, who is seen by many as the most reliable point of contact for almost any issue they have. While this signifies the high level of trust FSC's stakeholders have in the DG, it also puts a lot of pressure on the DG and creates delays in responses. 
- Involvement of BoD in operational tasks:** The ambiguity of contacts within the Secretariat is seen by many members and staff as a reason why the BoD is sometimes dragged into operational topics, because stakeholders directly reach out to Board Members they know. However, our online survey showed that a majority of IMs from all chambers wish for the BoD to focus on strategic topics only (see also topic 10). 

Recommendations

- Provide content-specific contact points:** FSC should publish contact information for a list of topics on its website and the Members' Portal. An easy-to-understand directory and an automated "customer help desk" could divert many requests directly to the right person, and the remainder could be personally rerouted by front-office staff. Both should help to reduce the number of direct outreaches to the DG and board members.

Quotes

- "We sent an email to the DG, because we couldn't find any other email besides the info@ and we had his business card from a meeting. He forwarded it to right contact within FSC."#[#91, ECO-N]*
- "Roles & responsibilities are clear, but at the moment to put them in practice nobody checks if it is done right. Members don't render accounts to anyone either. There are members who assist to discussions and still do not participate for 3 days in a row and nobody notices or acts upon it."#[#55 Staff]*
- "We need a capacity in Secretariat to facilitate [engagement with local members]. Currently Kim is doing too much of this right now!"#[#68, ECO-S]*
- "The role of the DG is not clear. Sometimes Kim works with the people of the region, but in other cases it is believed that it is through the national board to reach him. It is not known where to access FSC."#[#91, ECO-N]*
- "What I have nearer is the NO Spain, I do not know about the R&R, but I would like to get informed, especially to know whom I can contact when doubt. Send an email with all contacts and for what."#[#73, CH]*
- FSC does a poor job at making the right contact person clear on the website."#[#92, ECO-N]*
- "Sometimes the board ends up having operational roles and the Secretariat strategic roles. Where does the strategic role end and where does the operative role begin?"#[#38, SOC-S]*

Contenido

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A Mociones

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Cuestiones especiales para miembros internacionales

“Herramientas para la Discusión de Políticas” para el involucramiento de los socios

Agradecimientos y anexo

No encontramos un entendimiento común sobre lo que sería una auditoría interna, pero sí grandes expectativas sobre su impacto en la transparencia; FSC debería utilizarla para mejorar como organización



Introducción al asunto

- El GTRG propuso la Moción 2017/67 a la Asamblea General para que FSC lleve a cabo una auditoría interna a fin de "promover las buenas prácticas de manejo y garantizar la implementación de los principios de buena gobernanza" de acuerdo con "estándares reconocidos a escala internacional"
- Curiosamente, esta moción fue la única que fue aprobada en la AG 2017 y que aún así se incluyó en la lista de los 10 temas en los que los encuestados de nuestra encuesta en línea querían que trabajáramos.
- Creemos que esto sucedió porque muchos actores sociales tienen grandes esperanzas de que esta moción ayude a FSC a mejorar a múltiples niveles y, por lo tanto, quieren asegurarse de que se implemente de la manera "correcta". No obstante, muchos miembros del personal no están seguros de cómo implementar esta moción sin pagar una parte muy sustancial del presupuesto de FSC a los auditores externos.

Cuestiones clave

- La Secretaría lucha por implementar un sistema de auditoría interna:** No parece haber un entendimiento claro en el seno de los miembros o de la Secretaría de lo que es exactamente un sistema de auditoría interna (SAI).
- Los miembros exigen más transparencia:** Los miembros de FSC tienen todo el derecho de pedir que se comparta información con ellos si la información no es confidencial. A los miembros les gustaría tener una mejor visibilidad sobre la eficiencia y eficacia con que FSC utiliza sus recursos.
- Falta de evaluación del desempeño de la organización:** Desde siempre, los actores sociales de FSC han recibido poca información sobre cómo se desempeña FSC como organización y cómo monitorea su desempeño.
- Es de esperar que una organización normativa cumpla con los estándares en sí misma:** Muchos entrevistados percibieron como irónico que FSC no aplique un estándar para medir su desempeño.
- Los miembros a menudo no pueden encontrar la información que buscan:** Las deficiencias actuales en el intercambio de información hacen que los miembros se pongan en contacto con el personal de manera individual, lo que aumenta su carga de trabajo y sus tiempos de respuesta.

Principales recomendaciones

- Implementar la moción de auditoría interna de manera que ayude a la Secretaría:** La Secretaría debería realizar una estimación de la relación coste–beneficio de las diferentes opciones de auditoría interna y dejar que el Consejo decida. La meta final debe ser mejorar el desempeño organizacional de FSC midiendo y aprendiendo de las mejores prácticas, y de ninguna manera introducir un mecanismo de sanción que solo crearía más trabajo.
- Hacer visible la carga de trabajo del personal y su desempeño:** La medición de los tipos de actividades en las que el personal dedica su tiempo podría ayudar a mostrar cuántos recursos dedica FSC a diferentes áreas, como las tareas relacionadas con la membresía.
- Diseñar un sistema de evaluación del desempeño:** Establecer herramientas de gestión para medir el desempeño, informar a los miembros y mejorar FSC como organización, idealmente de acuerdo a un estándar establecido.
- Simplificar el intercambio de información:** Encontrar maneras más inteligentes de compartir información con los miembros, haciendo uso de tecnologías punteras, y así aumentar la transparencia. Se debería rediseñar el Portal de Miembros y mejorar su mecanismo de búsqueda. Debería reducirse el intercambio de documentos extensos y el número de correos electrónicos enviados a los miembros.



Detailed findings and derived recommendations [1 / 3]

Issues and their magnitude

- Members demand more transparency:** FSC is a membership organization. Consequently, its members have every right to ask for information to be shared with them, as long as no business secrets or personal data are involved that FSC cannot share publicly for competition or legal reasons. While virtually all stakeholder groups agreed to this, there still seems to be misalignment between members' expectations and what they receive from the Secretariat, leading to suspicions by some members that the Secretariat might be hiding something from them. Members would like to have better visibility on how efficiently and effectively FSC uses its resources (human and financial). In addition, members know that FSC reallocates resources to pursue its mission, but they would like more information on where money is coming from and where it is spent.
- Lack of organizational performance evaluation:** Historically, FSC's stakeholders have received little data on how FSC as an organization performs and how it monitors its performance. Reports focused on the outcomes of FSC's work (area certified, number of CHs, etc.) and its financials. Some interviewees told us that this perceived obfuscation makes some people believe that there is something the Secretariat is hiding.



Recommendations

- Implement the IAS motion in a way that helps the Secretariat:** We would like to encourage the Secretariat to perform a realistic cost-benefit estimation for different internal audit options, for example reaching from a report by FSC's Chief Operating Officer to a comprehensive management review by external consultants. The BoD could then decide which of these options should be pursued in order to implement M2017/67. The result might not be word-for-word implementation of the motion, but it would be in the interest of a majority of members – at least of those we spoke to. The ultimate goal of this effort should be to improve FSC's organizational performance by measuring and learning from best practices. The IAS should by no means be perceived as a sanctioning mechanism that only creates more work. Both the Secretariat

Quotes

- "We have to build trust in the organization. We don't want install the Stasi (former German secret police) here. We want a tool to see mistakes and learn from them." [#68, ECO-S]
- "FSC International is extraordinary opaque regarding its finances. It's hard to explain why. It's fair of members to ask where money is coming from and where it is going to." [#63, Staff]
- "What the motion really says is that: "Please would the Board and the Secretariat be efficient and effective. And could they please show that they are." [#63, Staff]
- "How well we are doing in terms of effectiveness/efficiency? Do we deliver what we are supposed to deliver? How well is the organization performing as a unit? How well do we make use of our resources, financial and human resources?" [#40, SOC-N]
- "FSC needs to reflects itself. It is a good motion, if this is correctly implemented or well implemented it would provide something I was looking for 25 years." [#89, NM SWE, ENV]
- "This is a great motion [...] The internal audit system is key because FSC has been so bad at operating as a business for so long that they need the extra oversight to make sure that they take the proper steps that they should be taking." [#111, NM US, ECO-N, CH]

and the BoD should manage the members' expectations in making clear that the IAS will not solve every issue FSC might have internally. Part of the audit report should be at least a high-level overview for members clarifying where FSC's resources are coming from and where (both geographically and functionally) they are used.



Detailed findings and derived recommendations [2/3]

Issues and their magnitude

- Expectation for a standard-setting organization to comply with standards itself:** Many interviewees from all stakeholder groups perceived it as ironic that FSC develops standards to tell other organizations how they should operate - but does not itself apply a standard to measure its own performance.
- Members often cannot find the information they are looking for:** The Secretariat's reaction to members' demands for transparency often seems to be oversharing of details the regular member cannot digest. This makes it even harder for members to find information (e.g. on the Members' Portal), leading them to contact staff at the Secretariat individually. This in turn increases the workload for staff, which further slows down response times, and ultimately annoys members even more - in particular if they receive no answer at all in a reasonable time frame.
- Role of BoD as oversight body not fully recognized:** Some members seem not to understand or accept the oversight role of the BoD, which holds the DG and their staff accountable. Therefore, they want to receive information themselves to hold the Secretariat accountable.



Recommendations

- Design a performance evaluation system:** Establish management tools to measure performance and improve FSC as an organization. Regularly report on organizational performance to the membership, highlighting both positive and negative areas, and include an action plan to improve on the latter. Ideally, this management evaluation should comply with an established standard, like ISO.
- Simplify information sharing:** Find smarter ways to share information with members, making use of modern technologies. The Members' Portal should be redesigned and its search mechanism improved to ideally let members find the information they seek themselves, or at least direct them to the appropriate contact able to help them (see also topic 8). The recent changes

Quotes

- "FSC must give the example. It must be the biggest concern, because they are a certification scheme. FSC must be consistent inside and outside."* [#55, Staff]
- "There is nothing wrong if FSC as an organization wants to be certified according to a management standard."* [#69, NM, ECO-DK]
- "A standard setting organization should also work to common international standards on that level. Meaning of a success/review system that shows you if you work towards the goal."* [#48, ECO-S]
- "Getting information on FSC's website, both the one for the GA and the general one, is sometimes difficult."* [#69, NM DK ECO]
- "FSC doesn't know who is interested in what. So, you're swamped with requests for input."* [70, ENV-N, NM US, CH]
- "Board needs more transparency/details in budgeting aspects for making decisions, decision-making should be more manageable for the Board-Member, they have no control over costs and efficiency, they don't have the insights to tell the membership and justify their decisions."* [#40, SOC-N]
- "FSC makes reports but they are VERY general."* [#37, SOC-S]

in the Motions Implementation Platform are a good step in the right direction. More such efforts to increase transparency should be made to openly share with members where processes stand, what the bottlenecks are and what the reasons are when something gets stuck. The sharing of too many details and lengthy documents should be limited whenever possible along with the number of emails sent to members. All this should help to make the accountability of process owners (staff or members) more visible and also demandable for those they are accountable to.



Detailed findings and derived recommendations [3/3]

Issues and their magnitude

- Staff demands evaluation transparency:** Some staff members would like a relevant performance evaluation system to recognize good work and communicate it effectively to the membership. They expressed their hopes that this motion could implement a staff performance evaluation.
- Secretariat struggles to implement IAS:** There seems to be no clear understanding within the membership or the Secretariat what an IAS exactly is and what FSC should do to implement it. In fact, most members we interviewed did not remember this motion at first, agreed with the idea when reading its title, but were then unsure what the motion was implying after reading its description. Some staff members worry the IAS would cause more frustration among members because it could mainly highlight delays and underperformance, not the areas where FSC is performing well. Additionally, some staff members take this motion as a personal offense against their hard work and are afraid it could become a sanctioning mechanism for them.
- Skepticism if motion will help FSC:** Staff, but also many members, worry that the IAS would create more bureaucracy and high costs while not helping to tackle the root cause of mistrust.

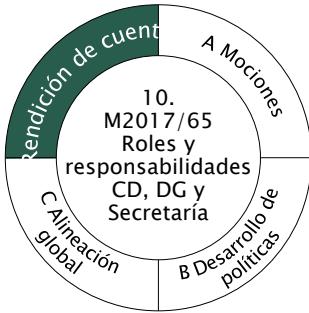
Recommendations

- Make staff workload and performance visible:** Measuring (at least broadly) what kind of activities staff spends time on could help to show how much time and resources FSC overall spends on different areas like membership, standard development, CH administration, etc. This could also help to explain why certain activities will have to be reduced if FSC decides to shift resources to other tasks, and it could also be used to track the Secretariat's responsiveness to member requests. Linking these data with a set of performance and evaluation criteria would help to provide feedback to individual staff members on their performance.

Quotes

- "This is a very small text, but a very huge task." [#69 NM, ECO- DK]
- "This Motion reads to me like an internal audit, which is meant as an external audit of the internal processes. It also sounds like it's a response to too much bureaucracy, but might end up creating even more." [#77 NM SOC AU]
- "It feels like there is a lot of waste [...] and too much time spend on constant reviews of standards. That is why you should do staff surveys, which are different from a member survey. The staff would include the network staff." [#95, ECO-N, NM US]
- "We need a change in the way of thinking. We don't have evaluations and lessons-learned. We need to dedicate time to evaluate and learn! This is a cultural change! It can also be boring, but it's necessary." [#47, Staff]
- "Was there a start of the implementation on this motion already? If yes, I do not know, then the members information are even worse." [#71, Staff]
- "I am sceptic because it could be heavy and costly with few benefits. If there is an audit system, then it must have a specific target." [#26, ENV-N]

En lugar de crear documentos adicionales, creemos que la administración y el Consejo Directivo de FSC deben confiar en los ya existentes y mejorar su aplicación y visibilidad



Introducción al asunto

- Sus estatutos establecen que FSC "deberá ser administrado por un Consejo Directivo", pero que "la gestión cotidiana de la Organización se confiará a un Director General". Además, el Manual de Operaciones del Consejo Directivo describe las tareas de los miembros del Consejo, así como del Comité Ejecutivo del Consejo Directivo, que debe "mantener una supervisión más estrecha de la organización [...] y proporcionar apoyo al Director General".
- La Moción 2017/65 del GTRG proponía "crear una regulación específica que aclare las funciones y responsabilidades del Consejo Directivo, del Director General, de la Secretaría y de todos los organismos institucionales". Fue rechazada por una pequeña mayoría de la cámara AMB que se opone a ella. Pero casi el 70 % de los MI presentes en la AG 2017 estaban a favor de ella.
- Muchos de nuestros entrevistados reconocieron que hay zonas grises que a menudo cambiaron con el tiempo y que necesitaban ser aclaradas. Sin embargo, muchos dudaban de que una nueva "regulación" fuese a solucionar los problemas.

Cuestiones clave

- Límites poco claros entre el Consejo y la Secretaría:** Muchos miembros y personal perciben un problema en la definición de las funciones y responsabilidades entre el Consejo y la Secretaría. Señalaron que estas "zonas grises" hacen que el Consejo Directivo se asigne a sí mismo demasiados temas operativos y que la Secretaría también derive temas operativos al Consejo Directivo "en caso de duda". Sin embargo, nuestra encuesta en línea mostró que la mayoría de los MI de todas las cámaras prefieren que el Consejo Directivo se centre únicamente en temas estratégicos.
- El Manual del Consejo no se reconoce como una herramienta para aportar claridad:** Muy pocos miembros y personal saben que existe un Manual del Consejo, que especifica el papel del Consejo y su interacción con la Secretaría. El Manual no está disponible en el sitio web ni en el Portal de Miembros. Esto podría explicar por qué hubo demanda de una moción "para crear una regulación específica que proporcione claridad".
- Falta de un resumen de las funciones y responsabilidades:** En este momento, no se dispone de ninguna infografía de la gobernanza que muestre dónde tienen sus respectivas esferas de autoridad el Consejo y la Secretaría sin páginas de texto.

Principales recomendaciones

- Revisar el "modus operandi" del Consejo:** Continuar la formación del Consejo Directivo para ayudarlo a centrarse en la estrategia y delegar temas operativos.
- Establecer un "secretario de empresa" que asista al Consejo Directivo:** El secretario debe ser una autoridad neutral que ayude al CD a cumplir con su deber de responsabilizar a la Secretaría facilitando el trabajo del CD y la incorporación de nuevos miembros. Creemos que esto ayudaría a reducir la carga de trabajo del DG (que actualmente asume muchas de estas tareas) y del CD. Además, el hecho de que sea una persona neutral en lugar del líder de la organización quien ayude al CD a cumplir con su papel mejoraría la gobernanza.
- Mejorar la utilización y el conocimiento del Manual del Consejo:** Dar a conocer el Manual del Consejo Directivo y ponerlo a disposición de los miembros.
- Mejorar la comunicación sobre las funciones y responsabilidades:** Desarrollar una representación visual de la división de roles y responsabilidades tal como se describen en los Estatutos y el Manual del Consejo Directivo para que sean más fáciles de entender para todos los actores sociales, incluidos los nuevos miembros del Consejo Directivo.



Detailed findings and derived recommendations [1 / 2]

Issues and their magnitude

- Unclear boundaries between BoD and Secretariat:** Many of the members and the staff members we interviewed perceive a problem in the definition of roles and responsibilities between the BoD and the Secretariat. They said that these "gray zones" result in the BoD pulling too many operational topics to itself and the Secretariat bringing operational topics to the BoD "if in doubt." However, our online survey (see extra slide) showed that a majority of IMs from all chambers wish for the BoD to focus on strategic topics only. In fact, some members even express worries that too much operational involvement of the BoD enables influential stakeholders to gain political influence via single board members on administrative decisions.
- Board manual is not recognized as a tool for bringing clarity:** Very few members and staff know that there is a Board Manual, which specifies the role of the Board and its interaction with the Secretariat. The Manual is not available on the website nor in the Members' Portal. This might explain why there was demand for a motion "to create a specific regulation that provides clarity".



Recommendations

- Revise the "modus operandi" of the Board:** Continue the current BoD coaching to help it focus on strategy and delegate operational topics to the Secretariat.
- Establish a "Company Secretary" to assist the BoD:** Such a position is, for example, already being successfully applied at FSC Australia. The secretary should be a neutral authority who helps the BoD to fulfill its duty of holding the Secretariat accountable by facilitating the BoD's work, helping with interpretation of the statutes, collecting documents, tracking progress, etc. The Secretary could also help with the onboarding of new board members. We believe this would help to reduce the workload for the DG (who currently takes over many of these tasks) and the BoD. Furthermore, it would improve governance as a neutral person instead of the organization's leader would help the BoD to fulfill its role.



Quotes

- "There seems to be a culture clash here: There is a difference between Anglo-American boards and Latin-American ones. In the first, it is the idea that the CEO does his/her job and the board only checks. The Latin-American model is that board tells the CEO what to do and he/she executes. Maybe there is some clarification needed here."* [#67 staff]
- "We have a company secretary in [country name], who brings in the new board members, helping the board members with their work. On national level, we often have these company secretaries, but not on international level. This would help!"* [#75 staff]
- "I never heard of it (Board Manual)! Probably quite concerning that I have not."* [#84, ECO-N]
- "The Board's role is muddy. There are motions asking us to do things that weren't included in the original intend of the board manual."* [#93, ENV-N]
- "I would have thought that there is something like an international Board manual, because they have one in Canada."* [#87, ECO-N, NM CAN]
- "Sometimes the board ends up having operational roles and the Secretariat strategic roles. Where does the strategic role end and where does the operative role begin?"* [#38, SOC-S]



Detailed findings and derived recommendations [2/2]

Issues and their magnitude

- Lack of a summary of the roles and responsibilities:** Making the Board Manual available and known might help. But as of now, there is no governance picture available that shows where the BoD and Secretariat have their respective spheres of authority without pages of text.
- Misleading titles:** The titles of the BoD (Directors) and senior executives (Director General, Director Policy Operations, etc.) add to the confusion. Additional unclarity arises when those titles are translated to other languages, especially for members who come from different corporate traditions, where there might be different divisions and wordings between an operationally active Management Board and a controlling Supervisory Board.
- Implications and wording of M2017/65:** Many members think that – despite support for more clarity – the motion was rejected because it is difficult to foresee its implications and the effort its implementation would require. In addition, the term “regulation” seems not the right word to use in this context.
- Doubt that documents would solve issues:** Many stakeholders stated that more paperwork (as they think M2017/65 would have created) will not help to improve the actual application of roles and responsibilities but just increase bureaucracy.

Quotes

- “That is a good example of a bad written Motion (65/2017).” [#50, ECO-N]
- “We don't need more regulation. We need more respect and implementation of the existing one.” [#84, ECO-N]
- “The motion was badly written. The word ‘interpretation’ induces fear, no one can interpret the law (Statutes).” [#85, ENV-S]
- “It's an opportunity to put in a right way some of the functions the BoD had now and those they gave to the Secretariat, for example. There are documents for example which at the beginning were approved by the BoD, then there were commission, [...] and finally they say the FSC Secretariat is taking care of it. [...] There are procedures we need to make clear.” [#7, Staff]
- “The intend is not very clear. What does the proposer wants to happen concretely? Why is this necessary?” [#26, ENV-N]
- “Why are roles and responsibilities not defined? [...] Many of us at least from my perspective couldn't wrap our head around the idea that this stuff wasn't already happening.” [#111, NM US, ECO-N, CH]

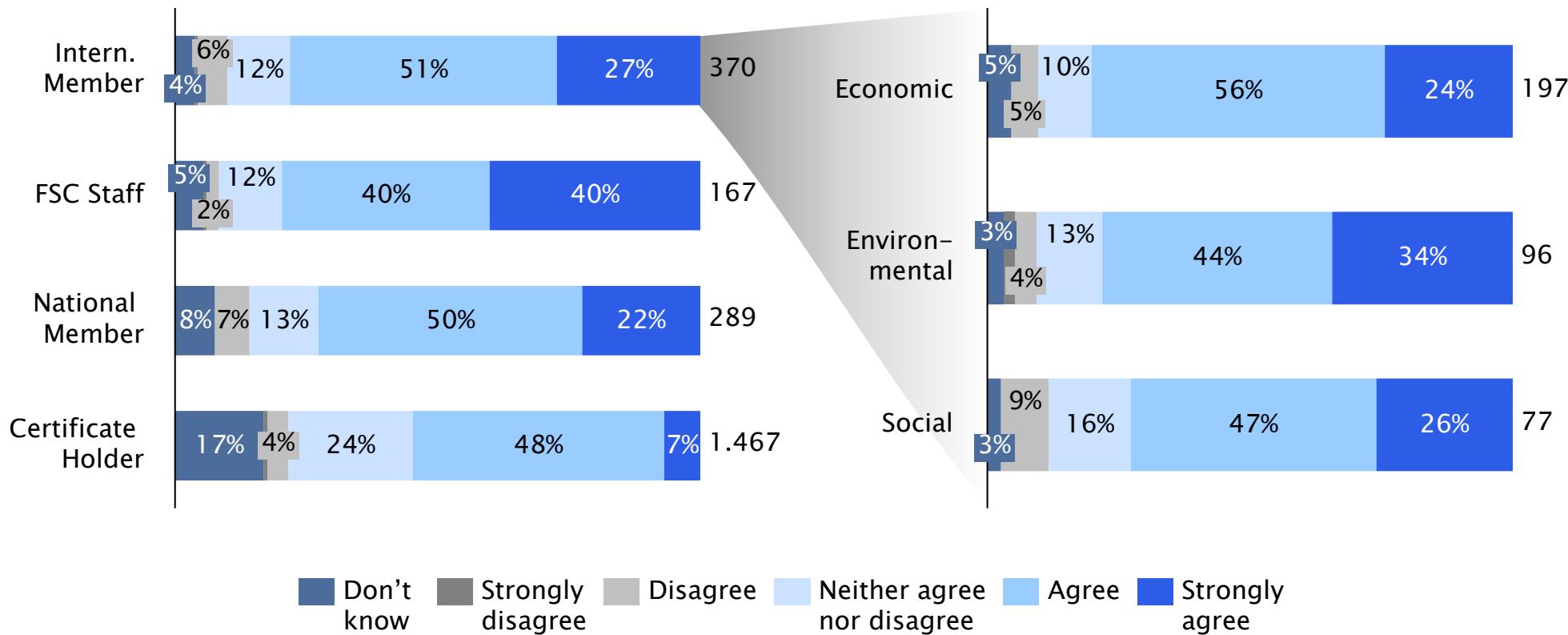
Recommendations

- Improve communication on roles and responsibilities:** Develop a visual representation of the split of roles & responsibilities as they are described in the Statutes and the Board Manual to make them easier to understand for all stakeholders, including new board members.
- Revision of documents:** If during the process of developing a better presentation of the roles & responsibilities it becomes clear that there are too many gray areas, an update of the Board Manual or even the Statutes could be developed – instead of creating new by-laws. This might also include a change of title to clarify the roles, e.g. from “DG” to “President” or from “Board of Directors” to “Supervisory Board”.



Majority of stakeholders wants the BoD to focus on strategic decisions

"BoD should focus on strategic decisions and should leave operational work to the Secretariat"



Source: FSC GR 2.0 Online Survey conducted from June 4th – July 25th 2018 with n = 2,043

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“Herramienta para la Discusión de Políticas” para el involucramiento de los miembros

Agradecimientos y anexo

Muchos miembros muestran poco interés en los criterios de las subcámaras: mientras que muchos prefieren la representación regional, una clara mayoría no quiere más complejidad

1. Criterios de asignación de las subcámaras

2. Criterios de las cámaras

3. Involucramiento de los miembros

Introducción al asunto

- Las tres cámaras de FSC se dividen a su vez en subcámaras Norte y Sur. Los MI se asignan al Norte Global (desarrollado) o al Sur (en desarrollo) dependiendo de la puntuación en el Índice de Desarrollo Humano (IDH) de la ONU del país de origen de sus operaciones. Por consiguiente, puede darse el caso de que miembros del norte geográfico (por ejemplo, Rusia) estén asignados a una subcámara Sur, y miembros del sur geográfico (por ejemplo, Australia) a una subcámara Norte.
- Tal como decidió el Consejo Directivo en su 74.^a reunión de febrero de 2017, FSC necesita cambiar los criterios de asignación para sus subcámaras para el año 2020 debido a la percepción de que los criterios utilizados actualmente son inadecuados. Debido a las actualizaciones del IDH, los miembros de Argentina, Chile, Hungría y Letonia tendrían que ser reasignados de Sur a Norte.
- Preguntamos a nuestros entrevistados si preferían una solución lo más cercana posible al statu quo, o una respuesta más radical como un cambio a otro sistema de subcámaras, por ejemplo, regiones geográficas o geopolíticas, o si tenían otra idea.

Cuestiones clave

- Conocimiento e interés limitado en el sistema de subcámaras:** Muchos miembros están confundidos por las diferencias entre la membresía nacional e internacional y la membresía Norte/Sur. Algunos miembros ni siquiera saben lo que representan el Norte y el Sur Global.
- Demanda de fortalecimiento de la representación regional:** Las barreras lingüísticas son especialmente altas entre los miembros del Sur, lo que dificulta la interacción. Por ello, muchos miembros apoyan la idea de fortalecer las voces de las regiones dentro del sistema FSC, especialmente las de los miembros de LATAM. Algunos miembros esperan que el cambio hacia la representación regional reduzca la desigualdad entre el Sur y el Norte.
- División entre los miembros:** A algunos miembros les preocupa que el actual sistema Norte/Sur cree polarización y división entre los miembros. Muchos temen una mayor división entre los miembros si se crean más subcámaras.
- Miedo a una mayor complejidad:** La mayoría de los miembros se oponen a un sistema más complejo y quieren que FSC decida aplicar una solución simple y se atenga a ella el mayor tiempo posible. Varios miembros incluso cuestionaron el uso de un sistema de subcámaras en su conjunto.

Principales recomendaciones

- Informar a los actores sociales y aclarar el sistema de subcámaras:** En el sitio web de FSC y en el "Kit de bienvenida" de los nuevos miembros, se debe dejar claro cuáles son las diferencias entre el Norte y el Sur y cómo se asignan los miembros. La información del sitio web de FSC debe ser corregida (ver diapositiva adicional). La denominación de las subcámaras podría ser más clara.
- Hacer excepciones caso por caso para la asignación de países:** El Consejo Directivo podría votar sobre las excepciones al IDH para todos los miembros de un país en particular, con el riesgo de que los CD revoquen la decisión.
- Fortalecer las voces regionales:** A fin de aumentar la representación regional y al mismo tiempo abstenerse de aumentar el número de subcámaras (y la complejidad), las reuniones regionales de los miembros deberían continuar y mejorarse. Por ejemplo, podrían desarrollar mensajes claros para el CD.
- Facilitar la colaboración de los miembros del Sur:** Recomendamos ayudar a los miembros del Sur a superar las barreras culturales y lingüísticas, por ejemplo, ofreciendo servicios de traducción/interpretación y facilitación continua. No obstante, nos abstendríamos de dividir las subcámaras en regiones, ya que es probable que esto debilite aún más la posición del Sur.

Detailed findings and derived recommendations [1 / 2]

Issues and their magnitude

- Limited knowledge of and interest in sub-chamber system:** Many members are confused by the differences between national and international membership and North/South membership. Some members are even unaware what North and South stand for, confusing geographic (hemispheres) with global (developed and developing) North and South. Also, many members showed no apparent interest in how sub-chambers are allocated and asked us what difference it makes for members if their countries are allocated to one or the other.
- Acceptance of shifts of countries between sub-chambers:** Some members see an opportunity to reduce the habit of “block thinking” (North vs. South) by sticking to the HDI and accordingly shifting some members between the sub-chambers. They think that members who would have to change sub-chambers would bring interesting points of view into their new sub-chamber.
- Perceived inappropriateness and incorrectness of the HDI:** Some members felt a need to find another (or complementary) indicator for sub-chamber allocation because they knew of examples where, in their opinion, the HDI led to undesired results.

Recommendations

- Inform stakeholders and clarify the sub-chamber system:** It should be made completely clear on FSC's website what the differences between North and South are and how members are allocated to one of the two. Incorrect information on FSC's website is likely to confuse members (see extra slide). FSC could also evaluate the possibility of making the names for the sub-chambers clearer, e.g. by looking at other international organizations as a benchmark. A user-friendly (ideally graphical) introduction to the sub-chamber system and the membership allocation process could be added to the members “Welcome Kit.”
- Make case-by-case exceptions for country allocation:** The BoD could vote on exceptions to the HDI for all members from a particular country where

Quotes

- “It is incorrect to use the HDI to assign because it eliminates the possibility that, structurally, members of the same region can share.”* [#38, SOC-S]
- “When the sub-chambers were created, that was in line in terms of current global development to not overwrite the voice of the South. HDI was a fair measure to use then. But now it doesn't capture the circumstances on the ground.”* [#43, ENV-N]
- “The sub chamber system gives a greater voice to regions which were historical ‘punished’. [...] Change HDI if it's not appropriate or add assessment to make sure countries are in the right sub-chamber.”* [#57, ECO-N]
- “The only thing missing is that FSC eliminates the South chamber.”* [#86, SOC-N]
- “Let countries choose their own sub chamber. Probably an appeal would go to the Board for approval.”* [#93, ENV-N]
- “If a country chooses to be in another sub chamber because they feel better and more represented, they should let them.”* [#108, SOC-S]

deemed necessary. This, however, bears the risk that differently composed BoDs revoke the decisions of past Board Members and members would have to change sub-chambers. Also, once exceptions are made from a rather simple rule (applying the HDI) there is a risk that more members would start lobbying for an exception to be made for their country as well. In any case, we think such exceptions would need to be well-justified.

Use alternative indices: FSC could rely on alternative indices than the HDI. One member, for example, recommended the World Bank's Rural Poverty Index and offered to provide more details if necessary. Alternative measures could be the level of corruption in a country.

Detailed findings and derived recommendations [2/2]

Issues and their magnitude

- Demand for strengthening regional representation:** Language barriers are especially high between members from the South, which makes interaction harder – e.g., African members in English/French with LATAM members in Spanish/Portuguese. Many members therefore support the idea of strengthening the voices of regions within FSC, especially members from LATAM. However, many members also worry that this could (further) increase complexity within FSC. Some members hope that shifting to regional representation will reduce inequality as they perceive that the current North chamber is equipped with more resources and consequently has higher capacities.
- Division between members:** Some members are concerned that the current North/South system creates polarization and division among the membership. Many fear further division among the membership if more sub-chambers are created.
- Fear of increased complexity:** Most members oppose a more complex system and mainly want FSC to decide on a simple solution and stick to it for as long as possible. Several members even questioned the use of a sub-chamber system as a whole.

Recommendations

- Strengthen regional voices:** To meet the members' desire for more regional representation while refraining from increasing the number of sub-chambers (and consequently also the complexity), we recommend continuing with and enhancing regional member meetings. They could, for example, develop stronger messages for the BoD.
- Facilitate collaboration among members from the South:** We recommend helping members from the South to overcome cultural and language barriers, e.g. through offering translation service and continued facilitation. However, we would refrain from breaking up the sub-chambers further into regions, as this would imply that two very different southern groups of members (LATAM and Africa) would need to cooperate even more to match the power of two

Quotes

- "High centralization: All roads go to Bonn. There is a lack of regional coherence." [#95, ECO-N]
- "I am aware of the difference between countries. If the Secretariat & Board achieves that within our diversity to achieve union, then the best is for eliminating those chambers." [#95, SOC-S]
- "The motivation to do this was to give more representation to developing and developed world. Hence the HDI makes sense. Staying close to the Status Quo makes sense." [#70, ENV-N]
- "I do not agree with the North/South System. The North chamber will always be made up of better capacity and resources etc." [#80, ECO-S]
- "I like North-South because it allows to have a sense of justice with an index. For several regions it is more convenient geopolitics and geographic Strengthen the North-South with a geopolitical and geographic focus." [#81, ENV-S]
- "We should not do anything more to divide ourselves more. Do not split the membership in too small sub-groups. That's a symptom for a lack of trust." [#94, SOC-N]

very well-equipped and culturally similar northern groups (NAM and EUR). In addition, it would be difficult to allocate members from the APAC region, as countries there are in extremely different development stages.

Currently available information on sub-chamber system seems insufficient and partially even misleading

The screenshot shows the FSC website's governance page. At the top, there are links for 'FSC MEMBERSHIP', 'BECOME CERTIFIED', 'BENEFITS FOR BUSINESS', and 'THE FSC SYSTEM'. Below this, a large green banner says 'GOVERNANCE' and 'Understanding how FSC makes decisions'. A large photo of a diverse group of people is displayed below the banner.

GOVERNANCE

Understanding how FSC makes decisions



FSC is governed by its members. All our members have equal say in the development of our standards, policies, and procedures – helping shape the future of forest management together.

There are two types of FSC members: organizational members (such as forestry companies, environmental groups, and retailers) and individual members (such as academics, students, and activists).

In order to become a member, you need to apply to join one of the three FSC chambers – environmental, social, and economic ([find out how to become an FSC member here](#)). These three chambers are further sub-divided into northern and southern sub-chambers, depending on which hemisphere you're in.

We are a democratic, consensus-seeking organization, with a balanced voting structure to ensure that all voices are heard. So when it comes to creating change, each of our three chambers holds 33.3 per cent of the vote on all FSC matters, ensuring that our system remains balanced.

Within each chamber, votes are weighted to ensure that north and south each hold 50 per cent of the vote. What's more, the votes of organizational members are weighted to reflect the fact that organizational members represent more people than individual members.



To choose the organizational direction of FSC, there are three levels of decision-making: the general assembly, the FSC Board of Directors, and the Director General.

In order to become a member, you need to apply to join one of the three FSC chambers – environmental, social, and economic ([find out how to become an FSC member here](#)). These three chambers are further sub-divided into northern and southern sub-chambers, depending on which hemisphere you're in.

Source: <https://ic.fsc.org/en/what-is-fsc/governance> on March 14th, 2019

La mayoría de los miembros están más preocupados por la transparencia de la asignación de la cámara que por sus criterios, sin embargo, se podrían hacer ajustes seleccionados/estratégicos

1. Criterios de asignación de las subcámaras

2. Criterios de las cámaras

3. Involucramiento de los miembros

Introducción al asunto

- Los miembros de FSC son asignados a una de sus 3 cámaras dependiendo de un conjunto de criterios (ver también diapositiva adicional). Las organizaciones e individuos con intereses principalmente económicos se asignan a la cámara ECON, aquellos que priorizan las preocupaciones ambientales a la cámara AMB, y aquellos que abordan temas principalmente sociales a la cámara SOC.
- La AG 2017 aprobó la Moción 62, que solicitaba a FSC que "revise y modifique los criterios de membresía para la asignación de cámaras" y exige el "desarrollo de un protocolo" para guiar las decisiones.
- Mostramos a nuestros entrevistados una representación visual de los criterios de asignación de las cámaras y les preguntamos si proponían algún cambio. De forma simultánea, el equipo de membresía de FSC trabajó para que el proceso de asignación fuera más transparente a través del desarrollo de un diagrama de flujo.

Cuestiones clave

- Falta de conocimiento e información:** El proceso de asignación y sus criterios no parecen suficientemente claros para muchos miembros.
- Preocupación por que la Secretaría no respete el proceso de asignación:** Muchos miembros sabían de asignaciones seleccionadas que les parecían extrañas, pero la mayoría afirmó que estos casos no son numerosos.
- Enfoque actual de los administradores forestales:** Algunos miembros piensan que los administradores forestales también deberían ser admitidos en la cámara AMB si se ocupan principalmente de la conservación.
- Enfoque actual de las entidades gubernamentales:** Algunos miembros se preguntan por qué las entidades gubernamentales están en la cámara ECON cuando en su mayoría proporcionan beneficios ambientales o sociales.
- Dificultades en la asignación de individuos:** Casi todos los entrevistados reconocen que los individuos son difíciles de asignar y la principal fuente de errores. Sin embargo, la mayoría también reconoció que sería demasiado esfuerzo monitorear constantemente las actividades de los individuos y que el daño potencial a través de algunas asignaciones erróneas de individuos es limitado debido a su menor poder de voto en comparación con miembros de organizaciones.

Principales recomendaciones

- Informar y clarificar:** Facilitar que los criterios de asignación sean más claros y simples de entender. Los diagramas de flujo del equipo de membresía sobre el proceso y la diapositiva de criterios de asignación de la RG podrían distribuirse a los miembros y estar disponibles en el Portal de Miembros.
- Dejar que los miembros decidan sobre los enfoques estratégicos para determinadas categorías:** La membresía podría votar sobre los cambios en las categorías de miembros, como los administradores forestales, las entidades gubernamentales y las entidades de propiedad comunitaria. Sugerimos que la Secretaría y el Consejo propongan una estrategia que luego ratifiquen los miembros, por ejemplo, mediante una moción.
- Aumentar los controles de la asignación de miembros siempre que sea posible con un esfuerzo razonable:** El constante monitoreo de las actividades de cientos de miembros individuales nos parece una tarea inmensa con beneficios limitados. Sugerimos que se aumenten los controles para los miembros individuales que solicitan puestos, por ejemplo, en el Consejo Directivo o en los grupos de trabajo. Asimismo, se podría pedir a los miembros que confirmen periódicamente que no hay cambios importantes en sus actividades que hagan necesaria una reasignación.

Detailed findings and derived recommendations [1 / 3]

Issues and their magnitude

- Lack of knowledge and information:** The allocation process and its criteria seem insufficiently clear to many members. Many members indicated that they saw the criteria for the first time in the GR interviews.
- Concerns that the Secretariat does not respect the allocation process:** Some members perceive the SOC chamber as the “default” chamber for every applicant who cannot clearly be allocated to another chamber, as the Secretariat would like to fill out the smallest chamber. Many members knew of selected allocations that seemed odd to them. However, most of these interviewees stated that these cases are not numerous.
- Involving the membership in the allocation process:** Some members would like the membership to have more say in the admittance and allocation process, as was the case in the past. Others, however, fear that more involvement of the membership might slow down the process significantly and thereby alienate applicants.
- Current approach to forest managers:** Some members think that forest managers should be allocated to the ECO or the ENV chamber depending on whether they are mainly concerned with economic use or conservation of forests, rather than defaulting to ECO.

Recommendations

- Inform and clarify:** Make allocation criteria clearer and easier to understand. The membership team's flow charts on the process and the GR allocation criteria slide could be distributed to members and made available in the Members' Portal. This will reduce concerns that the Secretariat may not be respecting a defined process by creating transparency.
- Increase the power of the membership in the allocation process:** Chambers could vote on whether to accept a member to their own chamber, thus giving them a direct say in who joins their chamber. However, this is likely to slow down the overall process. We would therefore recommend an analysis that compares the duration time of the current application process with the previous one, when members had a stronger say, to make predictions how

Quotes

- “*The Social chamber is a bit of a grab back. It seems a bit like, if applicants don't fit into ENV and ECO, they go to the SOC by default.*” [#70, ENV-N]
- “*The main problem is to get people for the SOC chamber. Please, don't make major changes, it works, there are always some complaints.*” [#57, ECO-N]
- “*It's not a major issue unless when people run for positions (WGs and Boards). Then there should be more scrutiny.*” [#70, ENV-N]
- “*The Secretariat should ask members from the concerned chamber if they think applicants applied to the correct chamber*” [#58, ENV-N]
- “*The criteria remain unclear, [...] forest management should be in the environmental part despite having economic purposes and why industrial associations have to be only in the economic chamber, it is a bit contradictory.*” [#53, ENV-S]

long the average application would then take. The BoD or the entire membership could then decide if they are willing to accept this potential increase in the allocation duration in order to give members more direct power over who is allocated to which chamber.

Detailed findings and derived recommendations [2/3]

Issues and their magnitude

- Current approach to government-owned entities:** Some members think that many governmental entities mostly provide environmental or social benefits, so they question the reasons for those governmental entities to be in the ECO chamber.
- Concerns about giving certification bodies voting rights:** Some members ask for CBs to be excluded from chambers altogether because as members, they can influence and vote on policies that regulate their work and the standards they have to comply with. On the other hand, many members also appreciate the insights CBs bring to discussions because they work closely with CHs and have a lot of field work experience.
- Difficulties in allocating community-owned entities and academics:** Many members find it hard to decide which chamber applicants from these groups should be allocated to.
- Difficulties in allocating consultants:** As with individuals in general, it is hard to know what exactly consultants are working on. Some members, therefore, argue that consultants should all be in the Economic chamber. Others think that they should be allocated depending on their main field of activity as is currently done.

Recommendations

- Let membership decide on strategic approaches to selected categories:** The membership could vote on a change in the approach to member categories like forest managers, government-owned entities, and community-owned entities. We suggest that the Secretariat and the BoD propose a strategy that the membership then ratifies, e.g. through a motion.

Quotes

- "*Why a small community could not sell their forest and be social or environmental? My final interest would be environmental. It seems that only people without work can say they have an environmental interest.*" [#80, ECO-S]
- "*Not all government owned entities should need to go to the ECO. We provide environmental benefits, we support native people.*" [#84, ECO-N]
- "*CBs should not be members with voting rights. They are currently making the rules and they are controlling the rules at the same time.*" [#24 ENV-N]
- "*For the consultancy, there should be all in economic. Where you collect your payroll, that is where you belong.*" [#86, SOC-N]
- "*Governments are a continuous issue. We should engage them much more. Personally, I would open the membership for governments under certain circumstances. And they could also be in other chambers.*" [#93, ENV-N]

Detailed findings and derived recommendations [3/3]

Issues and their magnitude

- Difficulties in allocating individuals:** Almost all interviewees acknowledge that individuals are both hard to correctly allocate and the major source of errors for the allocation outcomes. Individuals' affiliation may change rather quickly depending on what they are currently working on. However, most interviewees also acknowledged that it would be too much effort to constantly monitor individuals' activities to reallocate them if needed, and that the potential harm through some misallocations of individuals is limited due to their smaller voting power compared to organizational members. Several interviewees therefore suggested thoroughly checking the allocation of individuals whenever they run for positions, e.g. in the BoD or in working groups.
- Weak position of Indigenous people:** Some members (from all chambers) mentioned that they think labor unions dominate the SOC chamber due to their stronger internal organization and professional advocacy tactics, crowding out influence from Indigenous groups.
- "Trophy" members in ENV chamber:** Some members think that there is a significant number of individuals in the ENV chamber who joined FSC only for status and who do not contribute to FSC's cause.

Recommendations

- Increase checks of member allocation where possible with reasonable effort:** Constantly monitoring the activities of hundreds of individual members of FSC International seems to us like an immense task with only limited benefits. We would therefore suggest increasing the checks for individual members who apply for positions, e.g. in the BoD or in working groups. In addition, members could be reminded to confirm regularly (maybe yearly) that there have been no major changes in their activities that would make a reallocation necessary.
- Introduce a separate chamber for Indigenous people to give them a stronger voice:** Establishing a fourth chamber (as in FSC Canada) may increase Indigenous people's power. However, it would also make the SOC chamber – which already is the smallest chamber – even smaller and increase complexity

Quotes

- "I have noticed that there are indigenous groups, with economic interest, despite they are not called companies, but the final interest is economical and to profit from wood assigned to the social chamber."* [#56, SOC-S]
- "Individuals are more complicated. It seems a bit like individuals can pick their chamber as they like. But it's not a major issue unless when people run for positions in Working Groups or Boards. Then there should be more scrutiny."* [#70, ENV-N, NM US, CH]
- "In the environmental chamber are too many individual members. Some of them participate in order to look for status rather not for really contributing to the cause."* [#114, SOC-S]
- "It is not the criteria I'm concerned about, it is more how members of the FSC are valued before they are allocated to a chamber."* [#26, ENV-N]
- "The problem comes in when people representing chambers and often have an economic interest but representing another chamber."* [#110, ECO-S]

in FSC's governance. It also bears the risk that FSC International would have to deal much more with topics only locally relevant where Indigenous groups are present. Before such a decision, we would therefore recommend taking other steps to empower Indigenous people within FSC's governance. Also, it should be assessed whether the measures recently taken to empower FSC's Permanent Indigenous Peoples Committee (PIPC) have already helped to make Indigenous people's voices more heard.

- Encourage members to participate actively through measurement and expectation setting:** Collecting and publishing data on how engaged the average FSC member is vs. how much engagement is actually done by only a small group could be a soft approach to let members rethink whether they are active enough. See also topic IM3 (Membership engagement).

FSC International's chamber allocation criteria

	Económica	Ambiental	Social
Organizaciones			
Individual			
	Empleados, consultores, representantes	Empleados, consultores, representantes	Empleados, consultores, representantes
1	Empresas de manejo y producción forestal	1 ONG ambientales	1 ONG Sociales: <i>Desarrollo social, justiciar social</i>
2	Empresas de manufactura	2 Grupos ambientalistas	2 Sindicatos y asociaciones de trabajadores
3	Mayoristas, minoristas, comercializadores e intermediarios	3 Organizaciones ambientalistas de propiedad comunitaria: <i>Orientación ambiental</i>	3 Organizaciones asociaciones que promuevan el uso recreacional de los bosques
4	Empresas forestales de propiedad comunitaria, organizaciones indígenas o grupos comunitarios <i>orientación comercial</i>	4 Organizaciones académicas y de investigación: <i>Protección, conservación del medio ambiente y los aspectos técnicos de manejo forestal</i>	4 Organizaciones sociales de propiedad comunitaria, organizaciones indígenas y grupos comunitarios: <i>Con una orientación social</i>
5	Asociaciones industriales		
6	Organizaciones académicas y de investigación <i>Comercialización de productos forestales</i>		5 Organizaciones académicas y de investigación: <i>Aspectos sociales dentro de la silvicultura</i>
7	Entidades de certificación		6 ONG de Desarrollo
8	Entidades bajo propiedad o control gubernamental		

Deberían implantarse formatos e instrumentos adicionales para ayudar a los miembros a interactuar entre sí, a hacer aportaciones y a llegar a la Secretaría

Cuestiones especiales para MI

1. Criterios de asignación de las subcámaras

2. Criterios de las cámaras

3. Involucramiento de los miembros

Introducción al asunto

- FSC es una organización formada por miembros y, por lo tanto, siempre dependerá de sus aportaciones, decisiones y contribuciones. Algunos ejemplos de participación de los miembros son la participación en las AG, la aportación a las consultas y la participación en grupos de trabajo.
- Tanto el CD como la Secretaría desean explorar ideas sobre cómo mejorar la participación de los miembros. Una idea que ya se ha implementado para facilitar la participación de los miembros son los seminarios web que se llevan a cabo después de cada reunión del Consejo, durante los cuales se explican las decisiones tomadas.
- Preguntamos a nuestros entrevistados cuáles consideraban que eran los principales obstáculos para la participación y si tenían alguna sugerencia sobre lo que FSC podría hacer para superarlos. Además, les pedimos ejemplos de herramientas externas al sistema FSC que podrían ayudar a facilitar la participación de los miembros.

Cuestiones clave

- **Barreras lingüísticas y culturales:** Las personas que no son angloparlantes a menudo tienen dificultades para participar. Muchos miembros del Sur ven el involucramiento como demasiado centrado en el Norte.
- **Excesiva insistencia de la Asamblea General:** La AG se ve como el único formato donde la participación es atractiva y las voces de los miembros son escuchadas. Los miembros acogen con satisfacción las reuniones regionales e incluso las ampliarían.
- **Estilo de interacción de la Secretaría con los miembros:** La mayoría de los miembros no saben cómo comunicarse con el personal de FSC para temas específicos, lo que les hace percibir tiempos de reacción lentos.
- **Facilitación de la discusión entre los miembros:** Los MI querían tener más ocasiones para el intercambio mutuo. Muchos piensan que los facilitadores de las cámaras fueron útiles para la última AG, pero el Portal de Miembros podría ayudar más. Algunos miembros sienten que la Secretaría controla la comunicación entre los miembros. Varios miembros señalaron que se debería dedicar más tiempo a mejorar continuamente los procesos de FSC.
- **Interacción entre el Consejo Directivo y los miembros:** Las oportunidades de relacionarse con los miembros del CD son muy apreciadas. Los seminarios web del Consejo se consideran una mejora importante en el intercambio de información, pero a muchos miembros les gustaría que fueran más participativos. Además, la forma y la frecuencia con que los miembros del CD se acercan a sus cámaras difieren.

Principales recomendaciones

- **Considerar nuevos enfoques para superar las barreras lingüísticas:** Establecer grupos de trabajo con el español como lengua vehicular y hacer más uso de herramientas de traducción automática.
- **Promover alternativas a la AG para la interacción con los miembros:** Las reuniones y los foros deben continuar e idealmente incrementarse con mayor presencia del CD.
- **Proporcionar puntos de contacto específicos por contenido:** FSC debería publicar datos de contacto personales para una lista de temas y posiblemente establecer un "servicio de asistencia al cliente" automatizado para desviar las solicitudes a la persona adecuada.
- **Mejorar la formación y el intercambio de información sobre la gobernanza de FSC:** Debería haber disponible una representación gráfica de la gobernanza de FSC. El DG no debe ser la persona de contacto principal para las preocupaciones de los miembros.
- **Probar nuevas herramientas para facilitar el involucramiento y compartir información específica:** La interacción podría verse menos como una carga con herramientas similares al portal interno de WWF o con una "Herramienta para la discusión de políticas" hecha a medida (ver diapositivas adicionales).
- **Fortalecer los vínculos entre el Consejo Directivo y los miembros:** Los seminarios web del CD son bien percibidos y deberían continuar hasta que se haga un análisis de coste-beneficio en la AG 2020. Si siguen siendo solo informativos, se deben ofrecer formas alternativas de dar su opinión. Recomendamos que se definan normas sobre la frecuencia con la que los miembros del Consejo deben ponerse en contacto con sus respectivas cámaras.

Detailed findings and derived recommendations [1 / 5]

Issues and their magnitude

- Limited resources of members:** Most members offer their time as voluntary work. Besides this, members do not always have sufficient financial or technical resources to allow them to attend meetings or provide their input to consultations.
- Language and cultural barriers:** Members perceive that Spanish, despite being an official language of FSC, just reaches the “documentation level.” Also, non-English speakers have trouble participating in speeches, discussions and meetings. Several members also stated that they perceive a high level of centralization in Bonn, leading to a feeling of being “too far to engage.” Many members of the South sub-chamber noted that engagement is normally expected to be done in a “Northern style.” For example, many members from LATAM are not used to Doodle or impersonal scheduling.
- Overemphasis of the General Assembly:** The GA is seen as the only format where participation is attractive and members can interact with each other. In addition, the GA is perceived as the only opportunity where most members’ voices are heard. All of the members we interviewed welcomed the establishment of regional meetings and would like to continue or even expand them.

Recommendations

- Offer financial support to members where needed:** Facilitate engagement in developing countries through the reimbursement of calls, internet connections, etc. Maintain the travel stipend system.
- Encourage members to participate actively through measurement and expectation setting:** Collecting and publishing data on how engaged the average FSC member is, and how much engagement is actually done by only a small group, could be a soft approach to let members rethink whether they are active enough. This could lead to an expectation level for consultation input, working group applications, participation at member meetings etc. We do not think that a tougher approach of expelling members who seem not engaged will be supported a majority of FSC’s members.

Quotes

- “*There is no incentive at all. It is based only on love. But every member has his/her own limitations, agenda and interests. Besides the love there is nothing more.*” [#74, ENV-S]
- “*The language only reaches the document level. Spanish speakers can not act so actively in speeches or meetings.*” [#81, ENV-S]
- “*The main road blocks is that everything is centralized in Bonn and the language.*” [#81, ENV-S]
- “*Regional meeting are an important milestone in local membership engagement, one could notice how much members are craving this interaction [besides the GA].*” [#43 ENV-N, NM US]
- “*The relevance of the GA should go down. We should have a constant process of decision-making.*” [#60, ECO-N]

Consider new approaches to overcome language barriers: Establishing “Spanish first” working groups or topic forums would empower many members from the South. Translation tools (like Google Translate or DeepL) could be used to facilitate discussion where 90% accurate translations are sufficient.

Promote alternatives to GA for member interaction: Regional meetings and topic forums should be continued and, if possible, held more frequently. We would recommend a strong commitment by the BoD to be present with at least one representative from each chamber at regional meetings, and ideally also at topic forums. Meetings on the national level (if possible facilitated by network partners) could also be established or supported if already existing in a country. Members should also be told how they can make use of FSC’s IT offerings (like GoToMeeting) to connect with each other.

Detailed findings and derived recommendations [2/5]

Issues and their magnitude

- Interaction style of Secretariat with members:** Most members do not know how to reach FSC staff for specific topics. Several interviewees hence simply contact the DG for lack of another personal email address. This overburdens the DG, who should not have to deal with single members' messages but the management of the organization overall. In addition, it makes members perceive slow reaction times or even a "silent treatment" to their concerns. Some members perceive too much engagement by FSC staff facilitators in discussions and prefer a less directed engagement of members. However, others would like to have permanent (but independent) facilitation to help members to engage with each other.

Quotes

- "While PEFC says: *Guys you will love it. FSC is not convincing because it lacks empathy due to its communication.*" [#50, ECO-N]
- "We need to honor processes. FSC International lacks affirmation that's why it lost trust of NOs. It needs to back up decisions. FSC often tries to piss off the least number of people but that's not always the best for FSC's impact. [...] FSC International gives a lot of power to individuals who reach out to staff or a Board Member they know." [#94, SOC-N, NM US]
- "FSC in Bonn is perceived as a black hole when you try to reach them and act upon something. Too much decision making in Bonn." [#95, ECO-N]

Recommendations

- Provide content-specific contact points:** FSC should publish contact information for a list of topics on its website and the Members' Portal. An easily understandable directory and an automated "customer help desk" could divert many requests directly to the right person, and the remainder could be personally rerouted by front-office staff. Both should help to reduce the number of direct outreach to the DG and Board Members (see also topic 8. Roles & responsibilities among FSC entities).
- Improve education and information sharing on FSC's governance:** A simplified graphical presentation of FSC's governance (with the option to receive more detailed information) should be made publicly available. Ideally, this would also include network partners and clarify their role. Video tutorials could help

to explain FSC's governance to (new) members and evaluate their understanding, e.g. with a short quiz with links to further information. Such targeted information should also be part of the "Welcome Kit" for new members. The members briefing should also make clear that the DG is not the primary contact point for member concerns (just like not every shareholder would directly reach out to the CEO of a company) and provide other contacts whom members may reach out to and can expect a fast reply from.

Detailed findings and derived recommendations [3/5]

Issues and their magnitude

- Facilitation of discussion among members:** IMs desire more occasions besides the GA to engage with each other, potentially facilitated by the BoD, but ideally without directions from the Secretariat. However, many mentioned how helpful chamber facilitators were for the last GA, though there were some concerns with the facilitator for the SOC chamber. The Members' Portal is not meeting its potential to be a good interaction platform. Some members noted that it feels to them like the Secretariat controls communication among members because they have to send an email to the Secretariat to use a (chamber) mailing list or access other members' contact data. Several members think that there is not enough time spent to develop "lessons learned" and to continuously improve e.g. WGs or topic forums.
- Effectiveness of information sharing:** Access to information is limited and information is hard to find on the Members' Portal. On one hand, members do not know how to filter or even find the information relevant to their interests. On the other hand, there is a significant overload of information and e-mails for members leading to members ignoring participation opportunities like consultations.



Recommendations

- Establish a reliable process management culture:** We would like to encourage the Secretariat and the BoD to communicate more realistic timelines, even if this will probably spark complaints by some members who would like their topics to be addressed faster. The goal should be on-time delivery and to value the time of those who contribute by honoring processes and timelines. This is linked to topic 9 (M2017/67 Internal audit system).
- Try new tools to facilitate engagement and share targeted information:** FSC should explore ways to make interaction be perceived less as a duty or burden and feel more like a community effort, like for example WWF does with an internal Facebook-like staff portal. We think FSC could consider developing an online tool to engage members and let them effectively

Quotes

- "*There has been an improvement for the last three years. Still, we need to foster the voices of the younger members within FSC.*" [#28, ECO-N, NM US]
- "*Membership portal could have a Facebook like platform for members to go on and to interact with each other. Could be for members only. FSC should facilitate a community discussion.*" [#43, ENV-N, NM US]
- "*No information bombing! The idea is not to send a ZIP file with info, it is to segregate the most relevant information in the easiest way possible.*" [#52, SOC-S]
- "*FSC doesn't know who is interested in what. So, you're swamped with requests for input. [...] If I only get information tailored to what I'm interested in, I would reply to more. You could have a members onboarding by the national office for example.*" [#70, ENV-N, NM US]

participate in policy development. This would also help to prepare for GAs and keep members engaged between, and it could make use of translation software to help overcome language barriers. Plus, members could use the tool to subscribe to topics they are interested in, which would allow FSC to share information in a much more targeted way. Please see the extra slides for more details on the tool we propose and we call the "Policy Discussion Tool" (PDT). As a minimum recommendation, we would like to encourage FSC to redesign its website – in particular the Members' Portal part of it – to make it more intuitive and easier to find information and contact points and to engage as members with each other. To help new members to a good start in the FSC community, we would recommend introducing a "buddy program" where experienced members help them find their way around FSC.

Detailed findings and derived recommendations [4/5]

Issues and their magnitude

• **Interaction between BoD and members:** Opportunities to engage face-to-face with Board Members are highly appreciated by members.  However, some members and staff worry about some members having too much political influence on the BoD, and that the most vocal ones will be given undue consideration. Board webinars are perceived by almost all members as a step in the right direction of sharing information with the wider membership. However, many members would like for webinars to be interactive and not only informative, which they think would make participation in the webinars more attractive and hence increase attendance. Also, the way and frequency in which board members reach out to their chambers differ between individual board members. Members from all chambers noted that the ENV board members seem to be the closest linked to the members in their chamber. Several acknowledged, however, that the ENV chamber is the most homogenous of the three, which makes the exchange of points of view between board members and other members easier than for the other chambers. This homogeneity seems rooted in the fact that the ENV chamber is dominated by environmental NGOs who largely have the same interests whereas the other chambers include interest groups with sometimes quite different objectives.

Recommendations

● **Strengthen links between BoD and membership:** Despite rather low attendance, the BoD webinars are very well perceived by members, which is why we advise continuing them at least until GA 2020. Then, the BoD could do a cost-benefit analysis and collect member feedback on the webinars. However, members should be aware that preparing and conducting webinars further increases the workload for board members. They should therefore be able to directly answer questions without having to explain at length what members could have read in the minutes beforehand. If webinars are to remain informative only, the BoD should very clearly indicate alternative ways for IMs to provide input. We would also recommend that the BoD define rules for itself how (often) its members should touch base with their respective

Quotes

- “*Board Webinars are getting the thing the wrong way around: We should have webinars before the Board meeting so that the Board Members get input. More members would attend, if they can have an influence on the voting.*” [#59, ECO-S]
- “*FSC should reconsider the format of the meetings or what they are approaching. Not to do everything in the Northern style, but also have the initiative to communicate in the South style.*” [#114, SOC-S]

chamber to make sure all chambers have the same minimum level of formal and informal links to “their” Board Members.

● **Develop BoD code of conduct for individual complaints by IMs:** This should also include the notion that BoD Members are, first and foremost, elected to take decisions in the best interest of FSC and its mission overall. According to our survey, this also reflects the view of the overwhelming majority of members: only 11% of IMs disagree with the statement that “Members of the BoD should prioritize FSC’s mission over the interests of the sub-chamber they represent” (see also extra slide).

Detailed findings and derived recommendations [5/5]

Issues and their magnitude

- No visibility on members' engagement:** Our interviewees told us that members differ substantially in their level of participation. Some are very active whereas others almost never engage. Some respondents worry that this is the case because other members see participation dominated by a small group of members, which leads to frustration. Others think that members' contribution and participation should be monitored and made more visible to nudge inactive members towards more engagement and recognize those who participate actively.
- Increase marketing to promote engagement:** Some members think that FSC could make engagement more attractive by better measuring its impact and increasing its marketing efforts to promote its impact. They think that FSC could take greater advantage of its own members for marketing FSC's cause in their national/regional context.

Recommendations

- Create visibility and recognition culture:** Public acknowledgment of particularly engaged members (e.g. by chamber and/or region) could be a good way to honor them and maybe even spark a bit of healthy competition. Additionally, FSC's members could be encouraged to share, like, distribute, etc., FSC's publications and post much more in their region to make better use of large and supportive memberships and to market FSC's impact more.
- Accept different engagement levels:** Based on the observation that within a membership of 1,000+ individuals and organizations, not everyone will be engaged to the same degree, some interviewees mentioned the idea of establishing a more active and a more passive membership type. This idea goes in a similar direction as the FSC Senate idea that the GRWG considered.

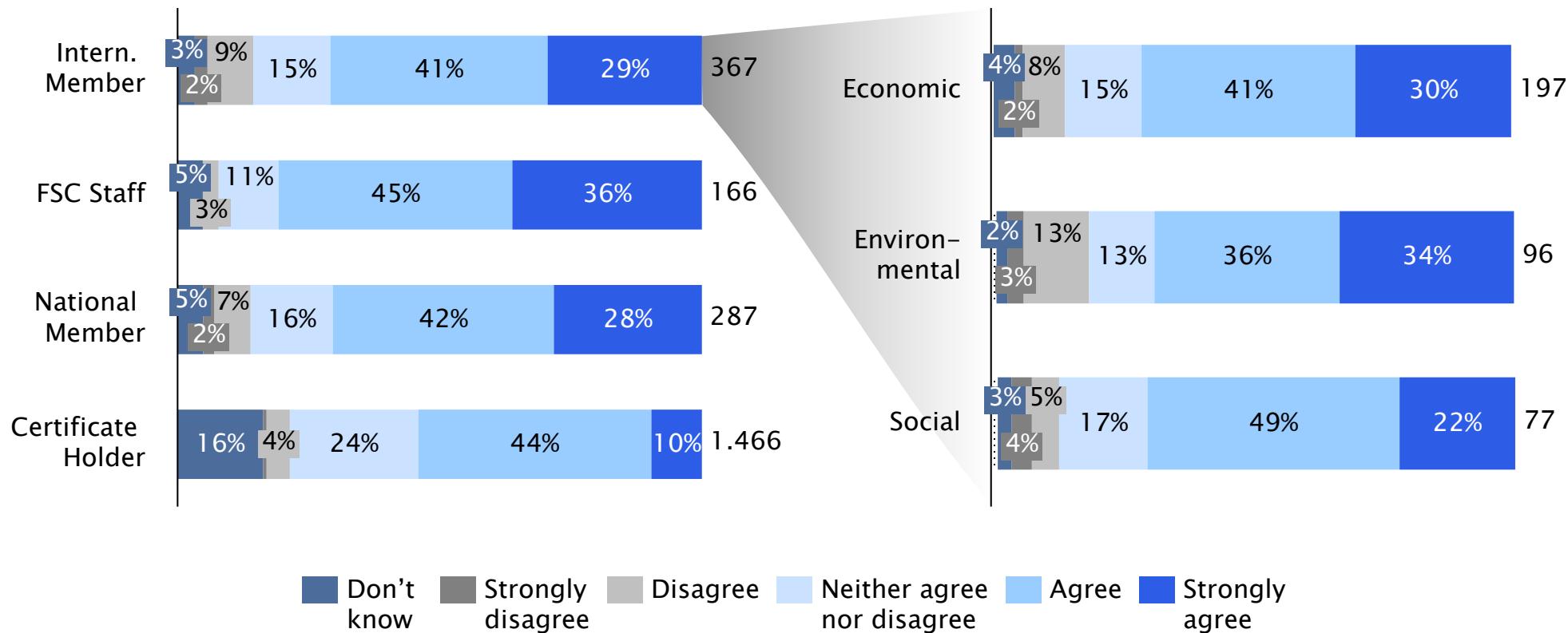
Quotes

- "FSC should perform certification forums, public discussions and give proactive information about our cause." [#48, ECO-S]*
- "The lack of credibility block the participation of the members. Make visible what the FSC is working to motivate. You see intentions but nothing concrete, no call to specific things or presentations." [#53, ENV-S]*
- "We need PR and marketing to sell FSC engagement. Bring experts in!" [#57, ECO-N]*
- "If you have a member that has not been engaged – not just at voting, having a say is not just voting but being really engaged – that you count such votes to see if it's less or none at all." [#84, ECO-N, NM, US]*
- "I talked to a member and he said that he does not do anything else than just attending to the GA with all costs included. [...] There are members who are really serious, but they cannot afford to participate." [#91, SOC-S]*
- "Start using social media in ways that are incredible. Rainforest Alliance is all over those kinds of tools. FSC should be a leader about forestry not only certification; rebrand because an acronym is awful to remember and we should be known as the forest organization. With social, indigenous aspects but forestry above all." [#95, ECO-N, NM, US]*

We do not think such a split in the membership is currently supported by a majority of members. Depending on how large FSC's international membership grows, however, it could become a valid option – though one that only the membership itself could work out, potentially in a motion. We would therefore recommend keeping this option in mind but not acting on it before the GA 2023 at the earliest.

Majority of stakeholders wants the BoD to prioritize FSC's mission over sub-chamber interests

"Members of the BoD should prioritize FSC's mission over the interests of the sub-chamber they represent"



Source: FSC GR 2.0 Online Survey conducted from June 4th – July 25th 2018 with n = 2,043

Contenido

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Análisis y recomendaciones

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C Alineación global

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Cuestiones especiales para miembros internacionales

“Herramienta para la Discusión de Políticas” para el involucramiento de los miembros

Agradecimiento y anexo

Introducing a Policy Discussion Tool (PDT) would require investment, but is likely to improve membership engagement and save resources

About a Policy Discussion Tool

- As a membership organization, it is important for FSC to engage its members in policy development. Members often feel they can **influence FSC's policies only if they propose motions**, leading to a high number of motions and to frustration among members because many ideas are rejected or not implemented in the way intended.
- Using new tools to facilitate work on policy proposals could help to **channel suggestions to outlets other than motions**, e.g. staff, the BoD, and working groups. Plus, we think a more transparent and early discussion will provide **targeted feedback to proposals** and thus reduce the number of motions and increase their quality.
- More interactive and visually appealing tools will also help to make interaction and **engagement feel less like a duty** and more like a community effort. And it will enable members and staff alike to see which topics are currently trending and to **select topics where they would like to know more** and receive details.



Considerations and remarks

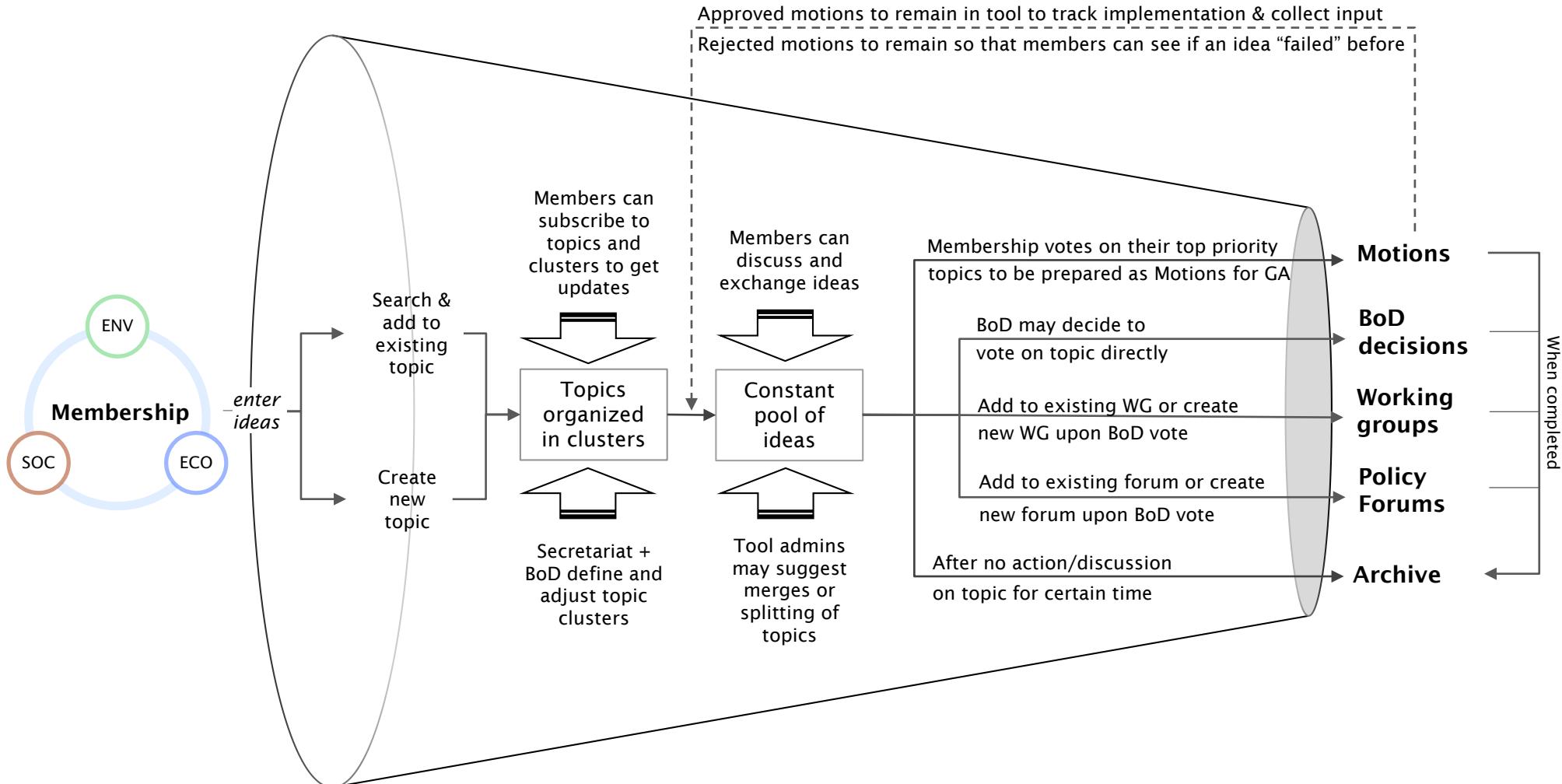
- The development, implementation and administration of a PDT will **imply costs and require time**, both increasing with the number of custom-made features that are included.
- Besides the main benefits of engaging members and improving policy development, we believe that such a tool **will also pay back financially**. The tool should help to improve transparency and targeted information sharing, thus **reducing member requests** to staff and freeing up resources. Fewer and improved motions should **give the Secretariat more planning security**, thus helping to reduce waste of resources because of contradicting or ambiguous policies.
- Additionally, more coherent policy-making is also likely to have positive effects on **FSC's perception and appraisal** by external stakeholders like governments and not-yet-certified business. Indirectly, such a tool should therefore also help FSC to **increase its impact and revenue base**.

Suggestions and ideas

- Options for a PDT range from an **improved Members' Portal**, over **existing tools** like Facebook Workplace, to **custom-made solutions**. In the next few pages we give a glance at how such tools could look.
- We advise **leveraging the knowledge of members** who use similar tools, e.g. WWF with Facebook Workplace. When designing the tool, FSC could use rapid prototyping with a small group of members and staff based on existing tools like Trello or Slack. In particular, we would encourage FSC to consider the **usability of embedded automated translation tools** (for example based on Google Translate or DeepL) to help non-English speakers to engage more actively.
- The tool could be **pilot-tested** in a region or by a network partner, for example to develop the agenda for a regional member meeting.



A custom made PDT could funnel ideas from the membership to the right policy outlet and hence reduce the number of motions and increase transparency



FSC could use a tool similar to WWF's internal Facebook to connect members and staff and let them exchange ideas in a more interactive way

WWF uses Facebook Workplace across a global network of offices

Workplace is free for non-profit organizations

Global - Forest Practice

Joined Share Notifications More

Discussion Members Files Events Videos Photos Search this group

Write Post Add Photo/Video Add File More

Write something... Add Photo/Video Tag coworkers

RECENT ACTIVITY

- Laiyi Qiu shared a post. August 28 at 10:48 PM
- Huma Khan shared a link. August 28 at 12:39 PM

This is the new one we just released. a case study will be followed up by the end of this year 😊

New WWF report provides an overview of the current state of paper recycling in China and recommendations to address issues that different

ADD MEMBERS Import
Enter name or email address...

SHARE AN INVITATION LINK
<https://fb.me/g/WD9ijjNIL/CbwFrzzv>

MEMBERS 470 Members

INVITED See More
paul.chatterton@wwf.at

DESCRIPTION This group is for all wh...

GROUP TYPE Discussions

Supporting work with a purpose

Workplace Premium is free for registered nonprofits and staff of educational institutions.

Visit Workplace for Good Contact Us

A graphically appealing tool would allow members to quickly see trending discussions and to participate

The image shows a mock-up of the FSC Policy Development Tool interface, designed to look like the popular project management tool Trello. The interface is set against a background of a dense forest.

- Powerful search engine to look for topics**: A red callout points to the search bar at the top of the browser window.
- Topics are organized in clusters**: A red callout points to the 'Governance' board, which features a Venn diagram illustrating the intersection of Environmental, Social, and Economic factors.
- Mock-up based on Trello**: A large red diagonal watermark across the right side of the interface.
- Members can easily add topics**: A red callout points to the '+ Add another card' button located at the bottom of several cards across different boards.

Boards:

- Board of Directors**: Shows a green tree icon and a card: "Reduce number of Board Members".
- Secretariat**: Shows a hand writing "MANAGEMENT" on a whiteboard and a card: "Publish minutes of GLT meetings".
- Indigenous People**: Shows a woman in traditional pink clothing and a card: "Create a chamber for Indigenous People".
- Governance**: Shows a Venn diagram with three overlapping circles labeled "Environmental", "Social", and "Economic", and a card: "Create a 4th chamber".
- Controlled Wood**: Shows a world map and a card: "Ensure we have one Board Member from each region".

Administration of topics by staff in clusters would structure conversations and create meaningful transparency

Secretariat *Mock-up based on Trello*

MANAGEMENT

Publish minutes of GLT meetings

①

Ensure all FSC staff speaks both English and Spanish

① ② ①

+ Add another card

Clusters should be edited and updated by admin

Topics could be ranked and sorted, e.g. by activities, day since creation, etc.

Topic card covers can give relevant information

Members could openly discuss topics, share information and files, and even run polls

Review of FSC's CW strategy

in list [Controlled Wood](#)

MEMBERS

CF +

Description Edit

I think we should revoke the latest CW strategy as it goes against FSC's principals. Let's put together a motion for the next GA. I'm attaching the strategy paper to the card.

Attachments

grafik.png Added an hour ago - Comment - Delete - Edit
[Remove Cover](#)

FSC Strategy for mixed products and controlled wood_2018-07-16_EN.pdf Added an hour ago - Comment - Delete - Edit

Add an attachment

Topic cards can include attachments

Comments can be easily added; mentioning names or making other members who might be interested aware is helpful and might increase participation

Add Comment

Write a comment...

Save

Activity

Caren Gebhardt an hour ago

@andreasreinhardt5 I think we should wait and see how FSC wants to deal with this. I would rather say that we push them to give us an update at the GA 2020? What do you think?

@ - Edit - Delete

For collection of anonymous input, link to consultation platform could be shared



as an example for an automated translation tool:

ES:@andreasreinhardt5 Creo que deberíamos esperar y ver cómo el FSC quiere lidiar con esto. Preferiría decir que los presionamos para que nos den una actualización en la AG 2020? ¿Qué opinas tú?

FR: @andreasreinhardt5 Je pense que nous devrions attendre de voir comment le FSC veut faire face à cette situation. Je dirais plutôt que nous les poussons à nous donner une mise à jour lors de l'AG 2020 ? Qu'est-ce que t'en penses ?

DE: @andreasreinhardt5 Ich denke, wir sollten abwarten und sehen, wie FSC damit umgehen will. Ich würde lieber sagen, dass wir sie dazu drängen, uns ein Update bei der GA 2020 zu geben? Was denkst du denn

Digitization of discussion would allow for transparent prioritization and targeted information sharing



Here's what you missed...

Caren Gebhardt mentioned you on the card [Reduce number of Board Members](#) on [FSC Policy Development Tool](#)

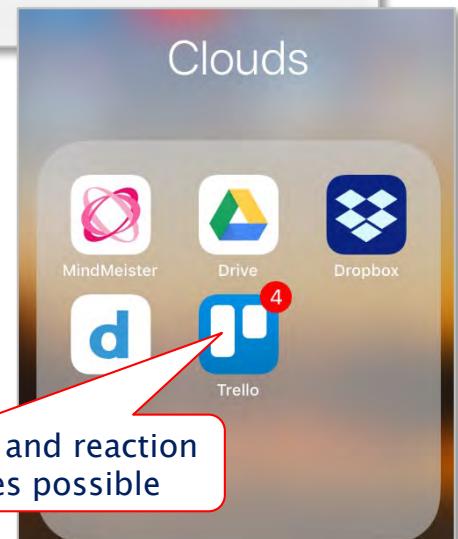
@board We should stick to the number of twelve, to ensure having various opinions and better discussions.

[Reply via email](#)

Caren Gebhardt mentioned you on the card [Reduce number of Board Members](#) on [FSC Policy Development Tool](#)

@andreasreinhardt5 this might be an interesting topic for you. How do you think about it?

[Reply via email](#)



When ideas pass a certain threshold they can be promoted to motion proposals way in advance of the next GA

Instant notification and reaction via mobile devices possible

Contenido

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Análisis y recomendaciones

Agradecimientos y anexo

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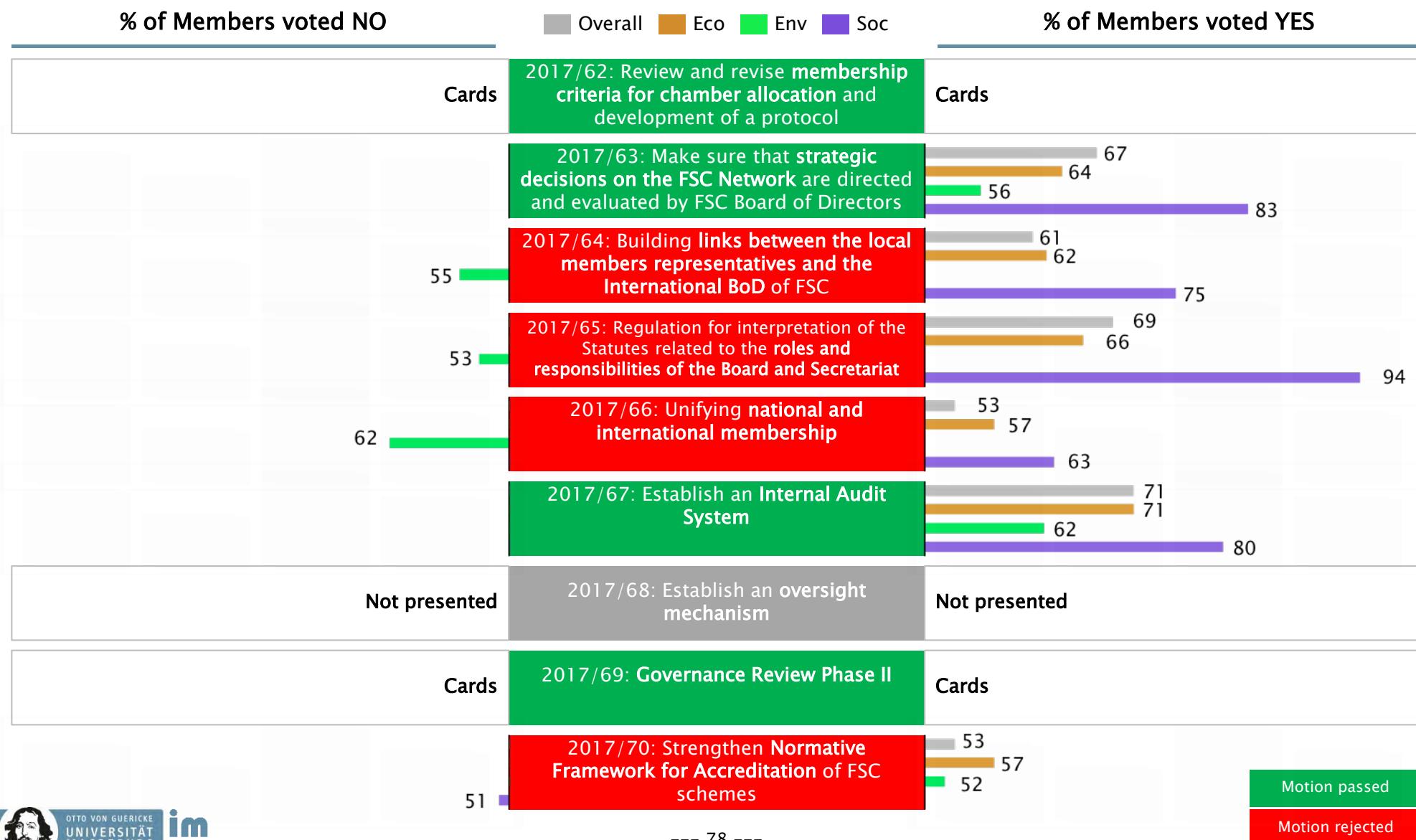
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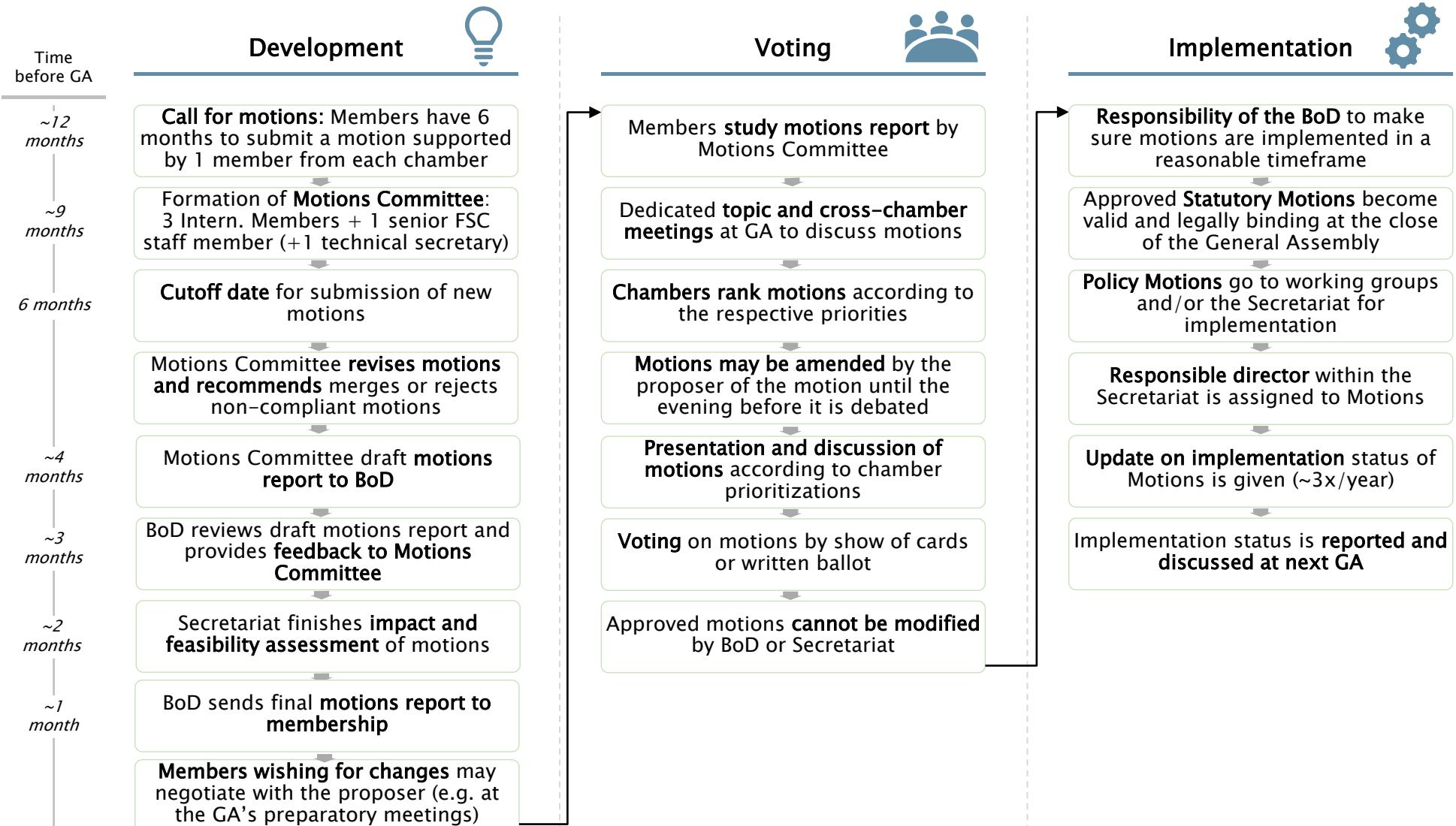
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Voting outcomes of governance motions presented at GA 2017



Motion development, voting and implementation process for the GA 2017¹



1. Changes for future GAs are possible

Sources: FSC Protocol for the GA for members, Terms of Reference for the FSC Motions Committee, FSC Secretariat

FSC needs to change its sub-chamber allocation criteria: Do you prefer to keep the current North/South system with adapted criteria or a more radical change?

Why the sub-chamber criteria need to change

- As decided by the Board of Directors (BoD) at Board Meeting 74 in February 2017, FSC needs to change the allocation criteria for its sub-chambers (North/South) by 2020.
- This is due to a perceived inappropriate-ness of the currently used criteria that would require the reallocation of some International Members from South to North.
- FSC currently uses the UN Human Development Index (HDI) to allocate members to North or South. Due to updates in the HDI, members from Argentina, Chile, Hungary and Latvia would need to change from South to North.



What changes to the sub-chamber criteria could look like

- One possible solution could be to stay as close as possible to the status quo, i.e. to keep the current North-South sub-chambers and adapt the allocation criteria as little as possible. This should lead to minimum change and allow most members to stay in the sub-chambers they are in.
- A more radical solution would be to change to another model of sub-chambers that could represent geopolitical regions or geographic areas. This would probably increase the number of sub-chambers and imply a new allocation of members to them.
- One could imagine additional solutions between these extremes. Which solution would you prefer and why?

The secretariat and the BoD are very interested in hearing your opinion on this topic!

Criterios para la asignación de cámara del FSC International: ¿Recomendaría algún cambio a estos criterios?

	Económica	Ambiental	Social
Organizaciones	<p>1 Empresas de manejo y producción forestal</p> <p>2 Empresas de manufactura</p> <p>3 Mayoristas, minoristas, comercializadores e intermediarios</p> <p>4 Empresas forestales de propiedad comunitaria, organizaciones indígenas o grupos comunitarios <i>orientación comercial</i></p> <p>5 Asociaciones industriales</p> <p>6 Organizaciones académicas y de investigación <i>Comercialización de productos forestales</i></p> <p>7 Entidades de certificación</p> <p>8 Entidades bajo propiedad o control gubernamental</p>	<p>1 ONG ambientales</p> <p>2 Grupos ambientalistas</p> <p>3 Organizaciones ambientalistas de propiedad comunitaria: <i>Orientación ambiental</i></p> <p>4 Organizaciones académicas y de investigación: <i>Protección, conservación del medio ambiente y los aspectos técnicos de manejo forestal</i></p>	<p>1 ONG Sociales: <i>Desarrollo social, justicia social</i></p> <p>2 Sindicatos y asociaciones de trabajadores</p> <p>3 Organizaciones asociaciones que promuevan el uso recreacional de los bosques</p> <p>4 Organizaciones sociales de propiedad comunitaria, organizaciones indígenas y grupos comunitarios: <i>Con una orientación social</i></p> <p>5 Organizaciones académicas y de investigación: <i>Aspectos sociales dentro de la silvicultura</i></p> <p>6 ONG de Desarrollo</p>
Individual	Empleados, consultores, representantes	Empleados, consultores, representantes	Empleados, consultores, representantes

Membership engagement: What are your ideas to facilitate the engagement by FSC's members?

Why engagement by its membership is vital for FSC

- FSC is a **membership organization** and will hence always rely on input, decisions, and contributions of its members.
- Both, the Board of Directors and the Secretariat would like to **explore ideas** on how the membership engagement could be improved.
- **Examples of membership engagement** include:
 - Participating at General Assemblies
 - Providing input to consultations
 - Engaging in working groups
- An idea already implemented for facilitating member engagement are the **webinars conducted after each Board Meeting** during which the decisions are explained.



What would you like to change about FSC's member engagement?

- What do you perceive as **major road blocks for engagement** by FSC's members?
- Do you have any **recommendations** on how the engagement of members could be increased?
- Do you maybe know of **another organization that uses certain tools** or mechanisms to engage its stakeholders effectively and which could potentially also be applied by FSC?

List of questions/statements prompted in the Governance Review 2.0 online survey

No	Question / Statement	No	Question / Statement
1	FSC should change the current three chamber system (Economic, Environmental, Social)	14	Motion 62* (review and revise membership criteria for chamber allocation and development of a protocol) was approved at GA 2017. Working on this topic beyond this motion should be a priority for the Governance Review project.
2	FSC's policy-making is sufficiently adaptable for changes in the competitive environment.	15	The GA 2017 approved the governance Motion 63* (Make sure that strategic decisions on the FSC Network are directed and evaluated by FSC Board of Directors). Working on this topic beyond this motion should be a priority for the Governance Review project.
3	FSC should explore fundamentally different alternatives to the current way of representation (General Assemblies, Board of Directors, Working Groups).	16	Motion 2017/67 Internal audit system: Working on this topic beyond this motion should be a priority for the Governance Review project
4	The implementation and the accomplishments of FSC's Global Strategic Plan 2015–2020 are sufficiently communicated.	17	The GA motion development process should be changed.
5	There is sufficient communication TO the membership before and after policies are developed.	18	There should be stricter nomination criteria for members of the international BoD (e.g. regarding experience and education).
6	The election procedures and voting weights for members of the international Board of Directors should change.	19	FSC should change the current voting weights of organizations (x10) and individuals (x1).
7	There is sufficient engagement BY the membership in policy development.	20	FSC should explore ideas on how the numbers of motions presented at GAs could be reduced.
8	The formation process for working groups, expert panels, and policy committees should change.	21	FSC should focus more on regional/local adaptability even though this might imply less unified standards and could hence reduce global coherence.
9	The frequency of GAs should change (currently every 3 years).	22	FSC should fundamentally question the current distribution of roles and responsibilities among FSC entities globally (FSC International, regional offices, and national offices).
10	The required* changes to FSC's sub-chamber (North/South) allocation criteria should be radical pointing towards other geopolitical/geographic representation (e.g. regional sub-chambers) instead of keeping the same 2 sub-chambers with adapted allocation criteria.	23	FSC should create additional regulations to clarify the roles and responsibilities of BoD, Director General, and the Secretariat.
11	The implementation of motions should be a priority topic for this Governance Review project	24	Considering FSC's quality standard and multi-stakeholder approach, the speed of policy development and revision is sufficiently fast.
12	Additional stakeholders (e.g. governments) should be more integrated into FSC's policy development.	25	FSC should unify national and international membership in countries which have both categories
13	FSC should build links between the local members representatives and the International BoD (e.g. by incorporating national Board members in international membership meetings through regional forums)	26	FSC should reconsider who gets invited to GAs (could make GAs more exclusive or more inclusive).

Ranking of all 26 governance topics included in the online survey by the different stakeholder groups

Issue	Average	All IMs	ECO	ENV	SOC	NM	Staff	CH
Implementation of motions	1	1	2	1	1	1	1	10
M2017/64 link local member representatives and BoD	2	7	7	10	7	2	8	2
Roles & responsibilities among FSC entities	3	4	6	8	3	5	6	4
Adaptability to competitive environment	4	5	4	4	12	6	3	9
Motion 2017/67 Internal audit system	5	6	10	2	6	3	10	5
Motion development process	6	3	3	3	4	4	4	18
Reduce number of motions	7	2	1	5	5	7	2	20
M2017/65 roles & responsibilities of BoD, DG & Secret.	8	12	13	11	2	10	7	6
Formation process of WG, EP, and PC	9	9	11	6	10	9	12	8
Regional/local Adaptability of standards	10	11	5	14	11	12	16	1
Engagement by membership	11	8	9	7	8	8	*	15
Speed of policy development	12	10	8	9	13	11	17	5
Involvement of additional Stakeholders	13	14	16	12	16	16	3	11
Communication GSP 2015–2020	14	15	14	18	20	13	11	9
Nomination criteria for BoD	15	17	17	15	19	17	7	14
Communication to membership	16	16	15	20	18	15	*	13
M2017/63 BoD direct. on network Decision	17	13	12	13	9	14	14	18
Geopolitical/geographic sub chambers	18	19	18	16	21	19	15	19
M2017/66 unify national/international member	19	22	21	19	23	18	13	22
Alternative ways of representation	20	21	20	22	17	22	16	17
M2017/62 member criteria & chamber	21	18	19	17	15	20	22	20
Election for BoD	22	20	22	21	14	21	19	21
Who invited to GAs	23	24	23	24	24	23	12	23
Organizational vs individual voting weights	24	23	25	23	22	24	21	24
Frequency of GAs	25	25	24	25	25	25	24	25
3 chamber system	26	26	26	26	26	26	23	26

Ranking of issues difference in mean

We conducted so called “t-tests” to check if the ranking we derived for the 26 issues included in the online survey makes sense from a statistical point of view

	ab. env.	Internal Audit M67	Motions Dvlp	Motions number	R&R Secret. BoD	Formation WG	Regio/Local adaptabil.
Implementation of motions	x	x	x	x	x	x	x
M2017/64 Link local member & BoD	x	x	x	x	x	x	x
Roles & resp. among FSC entities	x	x	x	x	x	x	x
Adapt. to compet. environm.	x	x	x	x	x	x	x
M2017/67 Internal audit system	0.09						
Motion development process	0.00	0.00	0.00	0.00	0.00	x	x
Reduce number of motions	0.00	0.00	0.00	0.00	0.00	0.94	x
M2017/65 R&R of BoD, DG & Secret.	0.03	0.00	0.00	0.73	0.09	0.00	
Formation of WG, EP, and PC	0.00	0.00	0.00	0.29	0.00	0.00	
Regional/local adaptability	0.01	0.32	0.03	0.00	0.01	0.00	0.00
Engagement by membership	0.00	0.01	0.01	0.01	0.00	0.00	0.00
Speed of policy development	0.00	0.00	0.00	0.00	0.00	0.50	0.44
Involvement of add. Stakeholders	0.40					0.00	0.00
Communication GSP 2015-20	0.00					0.21	0.22
Nomination criteria for BoD	0.00					0.03	
Communication to membership	0.00					0.00	0.22
M2017/63 BoD direct. on netw. decis.	0.00						0.00
Geopol./geographic sub-chambers	0.00	0.00	0.00	0.00	0.00		
M2017/66 unify nat./intern. member.	0.00	0.00	0.00	0.00	0.00		
Alternative ways of repres.	0.00	0.00	0.00	0.00	0.00		
M2017/62 memb. criteria & chamber	0.00	0.00	0.00	0.00	0.00		
Election for BoD	0.00	0.00	0.00	0.00	0.00		
Who invited to GAs	0.00	0.00	0.00	0.00	0.00		
Organiz. vs indiv. voting weights	0.00	0.00	0.00	0.00	0.00		
Frequency of GAs	0.00	0.00	0.00	0.00	0.00		
3 chamber system	0.00	0.00	0.00	0.00	0.00		

On the left, you see all 26 issues included in the online survey sorted according to their aggregated ranking

On the top, you see the Top 10 issues also sorted according to their aggregated ranking

Example 1: We are quite certain that the mean ranking of “Motions Dvlp” is statistically significantly higher than the one for “Formation of WG, EP, and PC”

Values can reach from 0 (green) to 1 (red). The lower the value, the more certain we can be that the mean ranking of two issues is actually different and we are thus not making a mistake by putting them in this order

Example 2: We are not very sure that the mean ranking of “Motions Dvlp” is statistically significantly higher than the one for “Speed of policy development”. This can be explained by the high number of CHs in our survey sample who ranked the latter much higher (#5) than the former (#18). Because we gave each stakeholder group the same weight for our ranking, however, the other 3 groups jointly overruled the ranking of the CHs.

Ranking of issues is largely supported by testing for statistical significance of the difference in means with t-tests (numbers shown are p-values)

	Motions implem	Links Local BOD	R&R entities	Adaptab. comp. env.	Internal Audit M67	Motions Dvlp	Motions number	R&R Secret. BoD	Formation WG	Regio/Local adaptabil.
Implementation of motions	x	x	x	x	x	x	x	x	x	x
M2017/64 Link local member & BoD	0.00	x	x	x	x	x	x	x	x	x
Roles & resp. among FSC entities	0.38	0.00	x	x	x	x	x	x	x	x
Adapt. to compet. environm.	0.03	0.00	0.00	x	x	x	x	x	x	x
M2017/67 Internal audit system	0.60	0.00	0.33	0.09	x	x	x	x	x	x
Motion development process	0.00	0.00	0.00	0.00	0.00	x	x	x	x	x
Reduce number of motions	0.00	0.00	0.00	0.00	0.00	0.94	x	x	x	x
M2017/65 R&R of BoD, DG & Secret.	0.03	0.00	0.00	0.73	0.09	0.00	0.00	x	x	x
Formation of WG, EP, and PC	0.00	0.00	0.00	0.29	0.00	0.00	0.00	0.06	x	x
Regional/local adaptability	0.01	0.32	0.03	0.00	0.01	0.00	0.00	0.00	0.00	x
Engagement by membership	0.00	0.01	0.01	0.01	0.10	0.00	0.00	0.81	0.79	0.52
Speed of policy development	0.00	0.00	0.00	0.00	0.00	0.50	0.44	0.00	0.00	0.00
Involvement of add. Stakeholders	0.40	0.00	0.07	0.07	0.46	0.00	0.00	0.29	0.00	0.00
Communication GSP 2015-20	0.00	0.00	0.00	0.00	0.00	0.21	0.22	0.00	0.02	0.00
Nomination criteria for BoD	0.00	0.00	0.00	0.03	0.00	0.03	0.03	0.00	0.22	0.00
Communication to membership	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01
M2017/63 BoD direct. on netw. decis.	0.00	0.00	0.00	0.00	0.00	0.18	0.23	0.00	0.00	0.00
Geopol./geographic sub-chambers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
M2017/66 unify nat./intern. member.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Alternative ways of repres.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
M2017/62 memb. criteria & chamber	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Election for BoD	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Who invited to GAs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organiz. vs indiv. voting weights	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Frequency of GAs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 chamber system	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Moción 2014/01: Moción para reiterar el alto rango de las decisiones y mociones aprobadas por la Asamblea General (AG), así como de las resoluciones

01/2014

Moción para reiterar el alto rango de las decisiones y mociones aprobadas por la Asamblea General (AG), así como de las resoluciones

MODIFICADA

Moción Estatutaria

Idioma original: Inglés

Resultado: **APROBADA**

Moción estatutaria (cambios a los Estatutos):

Agregar una cláusula 28 (nueva) y modificar la cláusula 28 actual como se propone más adelante y volver a numerar la cláusula 28 y las cláusulas subsiguientes.

VIGÉSIMA OCTAVA (nueva). Las decisiones y las mociones aprobadas por la AG, órgano supremo del FSC, y las resoluciones de la membresía, conforme a la Cláusula VIGÉSIMA TERCERA, apartado 11 de estos Estatutos, tienen el más alto rango en la jerarquía de toma de decisiones de la Asociación. Una vez que los Miembros hayan aprobado una decisión o resolución, ésta no podrá ser modificada por el Consejo Directivo o el Secretariado. En la puesta en funcionamiento de una moción se respetará el objetivo y/o la intención de la decisión. Es responsabilidad del Consejo Directivo asegurarse que ésta sea implementada en un plazo de tiempo razonable. El Consejo informará con regularidad a los miembros acerca de la implementación, incluyendo el calendario y el estado de implementación de las mociones.

Ninguna entidad de la Asociación podrá tomar o emitir acciones y/o medidas, políticas, notas aclaratorias, reglas y reglamentos, memorándums u otra documentación similar que contradiga el espíritu, el objetivo y/o la intención de la decisión, moción o resolución.

Si la implementación de una decisión, moción o resolución pareciera imposible o tuviera efectos indirectos indeseados, el Consejo Directivo lo comunicará a la membresía.

VIGÉSIMA OCTAVA (Antigua 28 - modificada). El Consejo Directivo tendrá las más amplias facultades reconocidas por la ley a un mandatario general para celebrar todo tipo de contratos y para realizar toda clase de actos y operaciones que por ley o por disposición de estos Estatutos no estén expresamente reservados a la Asamblea General, quien es el órgano supremo de la Asociación.

Éstos actos y operaciones podrían incluir facultades para administrar y dirigir los asuntos de la Asociación, para implementar y coordinar y supervisar la implementación de las decisiones, mociones y resoluciones aprobadas por la Membresía, emitir políticas, notas aclaratorias, reglas y reglamentos, memorándums u otra documentación similar conforme a la cláusula vigésima octava.

El resto de la cláusula permanece sin cambios...

Moción 2017/62: Moción estatutaria para revisar y modificar los criterios de membresía para la asignación de cámaras y desarrollo de un protocolo

62/2017

Moción estatutaria para revisar y modificar los criterios de membresía para la asignación de cámaras y desarrollo de un protocolo

Moción estatutaria

Idioma original: Inglés

Resultado: **APROBADA**

Moción Estatutaria (cambio a los Estatutos): Cláusula 20, último párrafo: “En caso de duda, el Consejo Directivo tomará la decisión definitiva...” cambiará a lo siguiente: “Se deberá contar con un protocolo de membresía que sirva de guía para las decisiones del Consejo Directivo de si un miembro...”

Moción 2017/63: Asegurar que las decisiones estratégicas sobre la Red FSC estén dirigidas y evaluadas por el Consejo Directivo FSC

63/2017

Asegurar que las decisiones estratégicas sobre la Red FSC estén dirigidas y evaluadas por el Consejo Directivo FSC

MODIFICADA

Moción estatutaria

Idioma original: Inglés

Resultado: **APROBADA**

Moción estatutaria (cambio a los Estatutos):

El FSC deberá agregar la siguiente oración al Artículo 38 de los Estatutos: La dirección estratégica, incluyendo las decisiones sobre el desarrollo y establecimiento de prioridades de la Red FSC, estará determinada y será evaluada por el Consejo Directivo.

TÍTULO SEXTO
LA RED FSC
TRIGÉSIMA OCTAVA.

La Asociación alentará y apoyará a las oficinas nacionales y Socios de la Red, enumerados a continuación, que se apeguen al objeto y misión de la Asociación. Los objetivos de esto son descentralizar el trabajo de la Asociación y promover la participación local en una forma consistente con la estructura y objeto de la Asociación. La dirección estratégica, incluyendo las decisiones sobre el desarrollo y el establecimiento de prioridades de la Red FSC, estará dirigida y será evaluada por el Consejo Directivo. Las directrices y requisitos mínimos a cumplirse por las oficinas nacionales serán preparados y publicados por el Secretariado y requerirán que las entidades pertenecientes a la Red busquen consenso en sus decisiones. Tales decisiones se deberán tomar de forma que se demuestre el respaldo de las distintas cámaras, siguiendo el modelo cameral descrito en las Cláusulas Décima Novena y Vigésima de estos Estatutos y según sea definido por la Asociación. Si una entidad de la Asociación se establece en un país, deberá pertenecer a alguna de las siguientes categorías.

Moción 2017/64: Fortalecimiento de los vínculos entre los representantes de miembros locales y el Consejo Directivo del FSC Internacional

64/2017

Fortalecimiento de los vínculos entre los representantes de miembros locales y el Consejo Directivo del FSC Internacional

MODIFICADA

Moción de política

Idioma original: Inglés

Resultado: **RECHAZADA**

Moción de Política (solicitud de acción de alto nivel):

Incorporar en reuniones regionales de la membresía o en otras, así como en las reuniones del Consejo Directivo Internacional, el espacio para comités regionales de miembros de los consejos directivos nacionales (que sean miembros del FSC Internacional). Se reunirán anualmente con OR/Directores Nacionales/Internacionales con el fin de harmonizar el Plan Estratégico para la región, identificar y acordar prioridades junto con el personal de la OR y acordar maneras de evaluar los avances. La finalidad es promover el monitoreo y la responsabilidad anualmente, iniciando las reuniones con un análisis de las evidencias de los avances en la implementación de esas prioridades, comunicándolos al Consejo Directivo Internacional. En caso de controversia, la autoridad de mayor jerarquía (el Consejo Directivo Internacional) será la que decida. A su vez, el Consejo Directivo Internacional, debe supervisar el desarrollo de esos foros regionales para proteger ‘Un único FSC’.

Moción 2017/65: Regulation for interpretation of the Statutes related to the roles and responsibilities of the Board and Secretariat

65/2017

Regulación para la interpretación de los Estatutos relacionada con los papeles y responsabilidades del el Consejo y el Secretariado

MODIFICADA

Moción de política

Idioma original: Inglés

Resultado: **RECHAZADA**

Moción de Política (solicitud de acción de alto nivel):

Esta moción propone crear una regulación específica que proporcione claridad en relación a los roles y responsabilidades del Consejo Directivo, el Director General y el Secretariado y todos los cuerpos institucionales.

Moción 2017/66: Unificación de la membresía nacional y la internacional

66/2017

Unificación de la membresía nacional y la internacional

MODIFICADA

Moción de política

Idioma original: Inglés

Resultado: **RECHAZADA**

Moción de Política (solicitud de acción de alto nivel):

Esta moción propone unificar la membresía nacional y la internacional en aquellos países que tienen ambas categorías, con la posibilidad de que los miembros elijan, a nivel internacional, entre miembro completo (con votación) y miembro afiliado (sin derechos de votación). Se deberán definir las disposiciones de transición necesarias. Se requiere hacer una evaluación de impactos de las consecuencias de la unificación de la membresía antes de su implementación para incluir los posibles impactos para el quorum y los impactos financieros para las oficinas nacionales.

Moción 2017/67: Establecer un Sistema de Auditoría Interna

67/2017

Establecer un Sistema de Auditoría Interna

MODIFICADA

Moción de política

Idioma original: Inglés

Resultado: **APROBADA**

Moción de Política (solicitud de acción de alto nivel):

El Grupo de Trabajo para la Revisión de la Gobernanza propone que el FSC establezca un sistema para llevar a cabo una auditoría Interna sistemática e independiente para estándares reconocidos internacionalmente. El objetivo deberá ser promover buenas prácticas de manejo y asegurar la aplicación de los principios de buena gobernanza. El sistema debería tener como objetivo proporcionar información y datos para ayudar con la evaluación de desempeño del Consejo Directivo y el Secretariado y en la implementación de planes y políticas y proporcionar información a los miembros.

Moción 2017/68: Establish an oversight mechanism/FSC Scrutiny Committee

68/2017

Establish an oversight mechanism/ FSC Scrutiny Committee

Moción de política

Idioma original: Inglés

Resultdo: **no sometidas
a votación**

Policy Motion (high-level action request):

Propose the establishment of a small Oversight and Scrutiny Committee as an independent entity (small group of qualified non-members), reviewing and guiding Internal Audit and Reporting of the whole FSC system to Board and Secretariat, making recommendations.

Moción 2017/69: Fase II de la Revisión de la Gobernanza

69/2017

Fase II de la Revisión de la Gobernanza

MODIFICADA

Moción de política

Idioma original: Inglés

Resultado: **APROBADA**

Moción de Política (solicitud de acción de alto nivel):

Los miembros del FSC recomiendan la continuación de la revisión de la gobernanza. Esto deberá incluir: Mayor investigación de las futuras estructuras de gobernanza para que el FSC pueda construir y fortalecer los niveles de participación e involucramiento de los miembros a medida que la organización crece, incluyendo un análisis de las implicaciones de la participación representativa potencialmente expansible e incluyendo mecanismos para involucrar mejor a los grupos de partes interesadas clave identificados en el Plan Estratégico Global.

Seguir y monitorear la implementación de las recomendaciones dadas por el Grupo de Trabajo de Revisión de la Gobernanza acordadas por el Consejo y las mociones del GTRG aprobadas por la membresía, en contra de los principios de buena gobernanza.

Una estrategia y un plan de acción para asegurar la mejor gobernanza institucional, transparencia y rendición de cuentas de la gestión y administración del FSC, incluyendo sus subsidiarias y oficinas nacionales, en relación con los objetivos y principios de buena gobernanza del FSC, mediante la implementación de sistemas integrales de monitoreo, evaluación y presentación de informes a los miembros.

Moción 2017/70: Fortalecer el Marco Normativo para la Acreditación de esquemas FSC

70/2017

Fortalecer el Marco Normativo para la Acreditación de esquemas FSC

MODIFICADA

Moción de política

Idioma original: Inglés

Resultado: **RECHAZADA**

Moción de Política (solicitud de acción de alto nivel):

FSC revisará y fortalecerá un marco normativo que rija la operación y rendimiento de la acreditación de esquemas FSC con el fin de asegurar la efectividad y credibilidad.

La modificación del marco normativo debería incluir a menos:

- Determinación de las áreas de problema en la acreditación y funciones de supervisión que necesitan ser abordadas a través de un proceso de consulta con actores interesados.
- Consejo de un asesoramiento experto externo sobre la ausencia de riesgos de competencia y medidas de mitigación.
- Análisis de referencia de otros modelos funciones de supervisión, incluyendo consulta con ISEAL.
- Desarrollar un sistema para monitorear y evaluar la prestación de servicios de acreditación que incorporen consulta con actores sociales y transparencia de los resultados de auditoria.
- Proceso de resolución de disputas accesible y eficiente que siga normas de investigación independiente.
- Consideración de aspectos para FSC para participar más directamente en las funciones de supervisión.
- Prestación de servicios de acreditación eficientes en costos.
- Consulta pública final del marco revisado, previa a la finalización.

