

FSC Governance Review 2.0

Final report and recommendations – Submission to the Board of Directors

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Executive summary

- FSC Governance Review Phase 2 (GR 2.0) was undertaken to implement Motion 2017/69. It was a follow-up to the Governance Review Working Group's (GRWG) effort for the GA 2017 to improve FSC's governance. Building on their results, we surveyed and interviewed more than 2,000 of FSC's stakeholders between March and December 2018.
- We found that FSC's core governance – a 3-chamber system with the membership as the highest decision-making body – was and still is its main strength and competitive advantage due to the superior credibility it gives FSC's standards. Our recommendations hence focus on how this core can be protected while transparency can be increased and FSC's important work facilitated.
- A key challenge is to enable members to contribute and to use their input in ways that can help FSC the most. FSC should therefore engage members in smarter ways, e.g. through tools that help to foster better discussions on policies. We think this needs to encompass motions, which should in general be reduced in number, increased in quality, and deliberated on before the GA.
- Members demand transparency and approach staff frequently with requests. They should find it easier to look for understandable high-level information themselves in the Membership Portal or elsewhere. And it should be clear who they should contact if they would like to know more.
- FSC needs to define and practice roles and responsibilities more clearly internally, but also to the outside world, ideally through graphical representations. This includes the national vs. the international level, but also the way the Board of Directors and the Secretariat interact. We believe implementing Motion 2017/67 (Internal Audit System) in a practical way could help with these issues and thus increase transparency, which seems to be the main intent of the motion's supporters – even if “internal audit” has a different meaning and its implementation costs could be considerable.

List of acronyms

Acronym	Explanation	Acronym	Explanation
APAC	Asia Pacific	IGI	International Generic Indicators
BM	Board Meeting of FSC's Board of Directors	IM	International member
BoD	Board of Directors	LATAM	Latin America
BGC	Board Governance Committee	M####/##	Motion number ## approved in year ####
CH	Certificate Holder	MC	Motions Committee
CIS	Commonwealth of Independent States	NAM	North America
DG	Director General	NM	National member
EP	Expert panel	NO	National Office
EUR	Europe	NP	Independent Network Partner
EUTR	EU Timber Regulation	P&C	Principles and Criteria
FLEGT	EU Forest Law Enforcement, Governance and Trade	PC	Policy Committee
GA	General Assembly	PDT	Policy Discussion Tool
GLT	Global Leadership Team	PSC	Policy and Standards Committee
GR	Governance Review	PSU	Policy & Standards Unit
GR 2.0	Governance Review Phase 2	RD	Regional Director
GRWG	Governance Review Working Group	RO	Regional Office
GSP	Global Strategic Plan	SDG	Standards Development Group
iBoD	International Board of Directors (same as BoD, only used to differentiate from National Boards)	Staff	Staff of FSC
		WG	Working Group

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About Governance Review 2.0

Analysis and recommendations

Acknowledgements and appendix

GR 2.0 is an attempt to get an outside opinion on the question of what should be changed about FSC's governance – we advise focusing only on key issues first

About the making of this report...

- FSC's Board of Directors (BoD) and Secretariat approached us because they were looking for someone capable but neutral to help with the implementation of Motion 2017/69. We tried to live up to this expectation by collecting as many opinions as possible from different FSC stakeholders and by listening to everyone willing to share their thoughts with us.
- The Secretariat aided our work in every way possible and shared all information with us that we requested. We also regularly reported to the BoD on our progress and provided some interim results. However, neither interfered in our data collection or prevented us from looking into any topics.
- Sometimes we were overwhelmed by the complexity FSC often comprises. Often we were astonished how much FSC accomplishes with the little resources it has. But mostly we were humbled by the kindness of the people we interviewed and by how much they care about FSC and its mission to save forests for future generations.

...and what to do with it

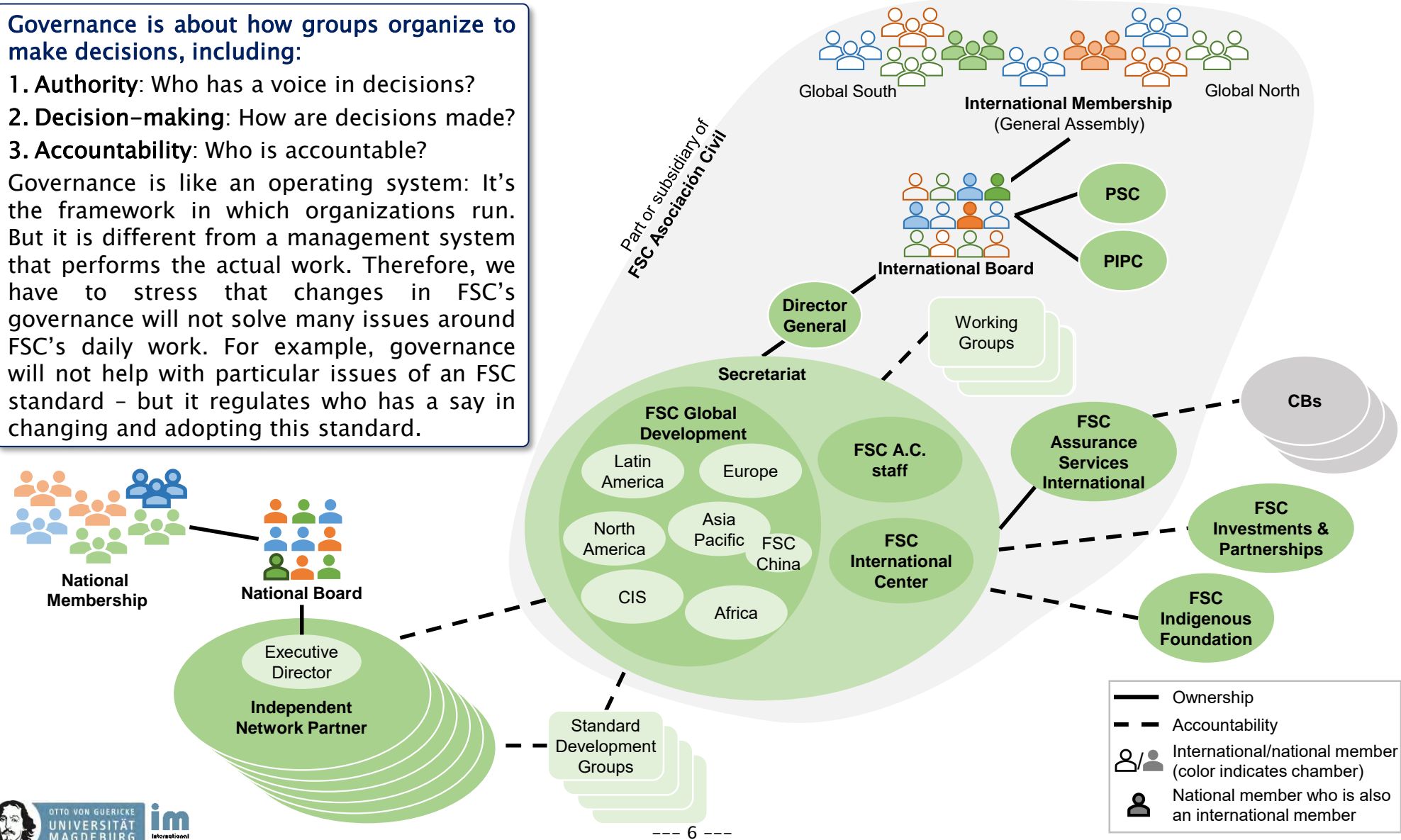
- The purpose of GR 2.0 is to identify weaknesses in FSC's governance based on input from its stakeholders, and to develop ideas on how to improve its governance.
- Despite all the criticism this report naturally includes, we also want to make clear that FSC's core governance and the commitment of its stakeholders to it remain very strong. There are definitely things that can be improved and we hope to give a comprehensive overview of them with this report.
- We ranked our recommendations based on how important they are to FSC's stakeholders, how much they may improve FSC's governance, and how easy we think it would be to implement them. However, we strongly advise FSC against tackling all issues and recommendations at once as this will overstrain the organization. Instead, we suggest that the BoD and FSC's leadership select and first implement those items they think have the best cost-benefit ratio. Other recommendations may be implemented at a later stage.

FSC's governance clearly defines the membership and its 3 chambers as the highest decision-making body

Governance is about how groups organize to make decisions, including:

- 1. Authority:** Who has a voice in decisions?
- 2. Decision-making:** How are decisions made?
- 3. Accountability:** Who is accountable?

Governance is like an operating system: It's the framework in which organizations run. But it is different from a management system that performs the actual work. Therefore, we have to stress that changes in FSC's governance will not solve many issues around FSC's daily work. For example, governance will not help with particular issues of an FSC standard – but it regulates who has a say in changing and adopting this standard.



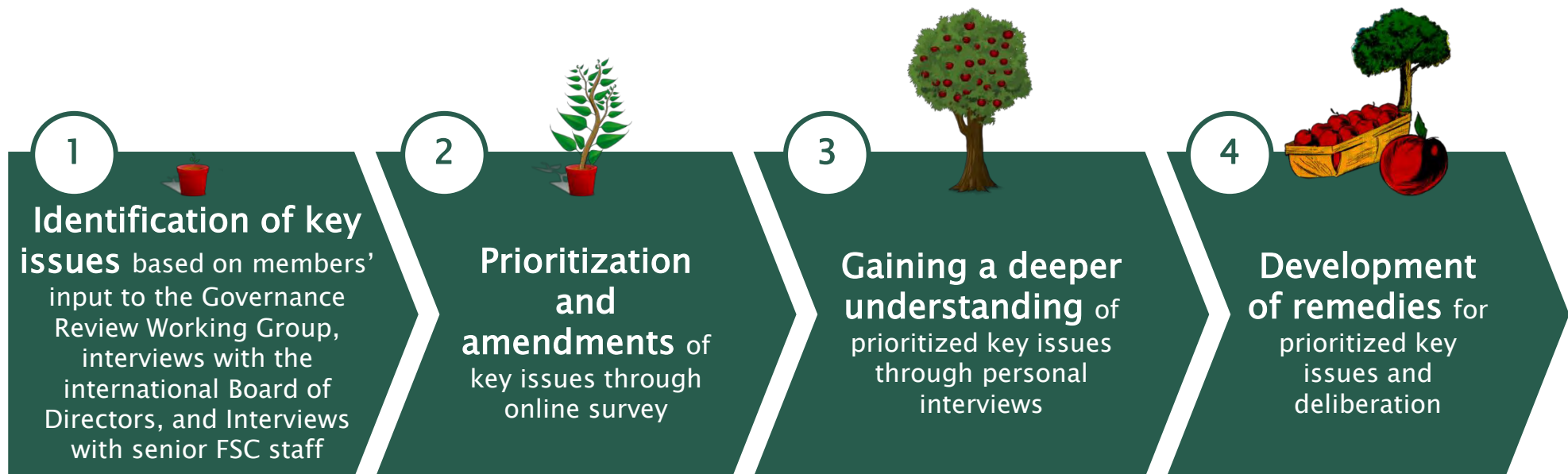
We gathered input from 4 different stakeholder groups, analyzed it, and used it to prioritize issues and then develop recommendations for FSC's governance

International
Members

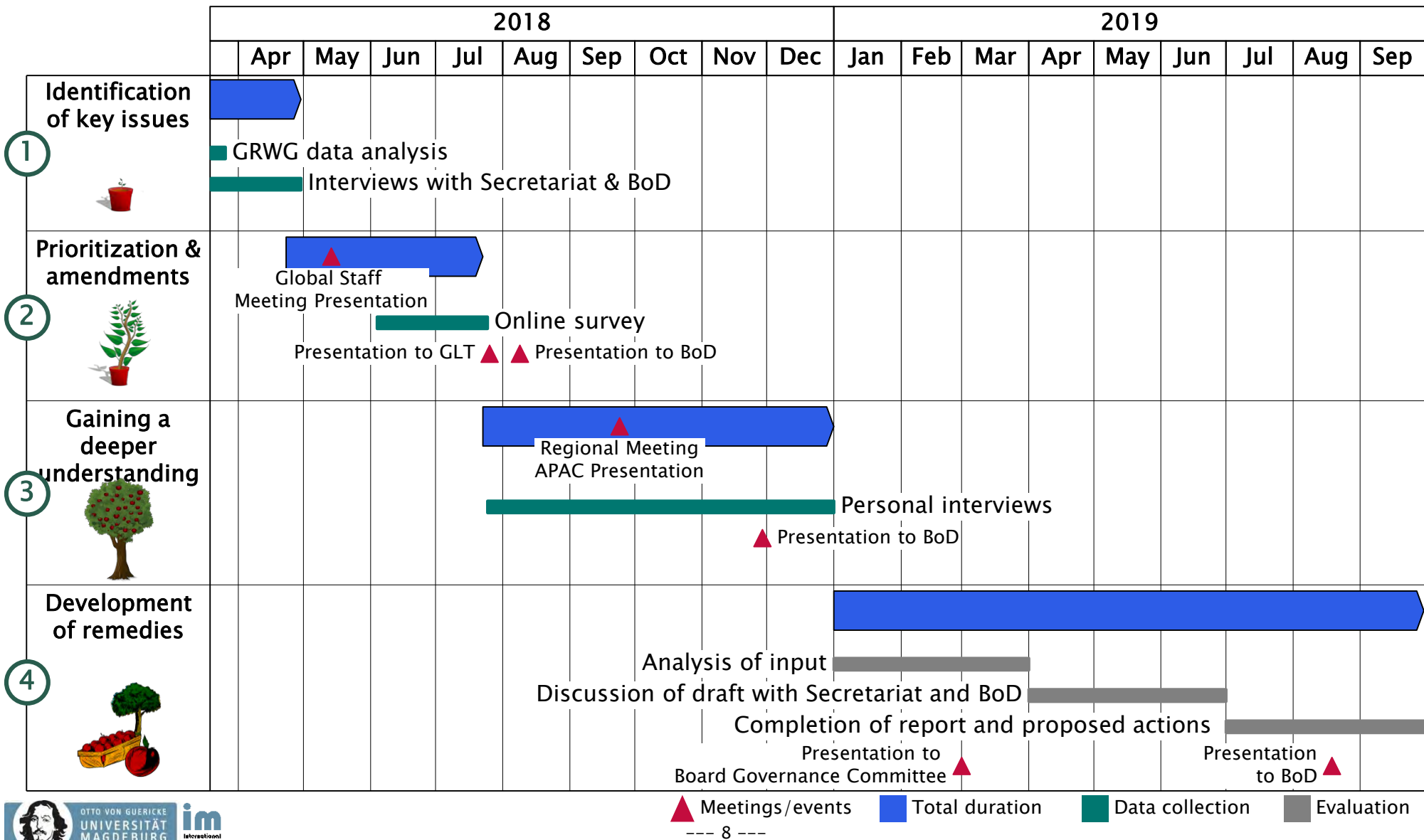
National
Members

Certificate
Holders

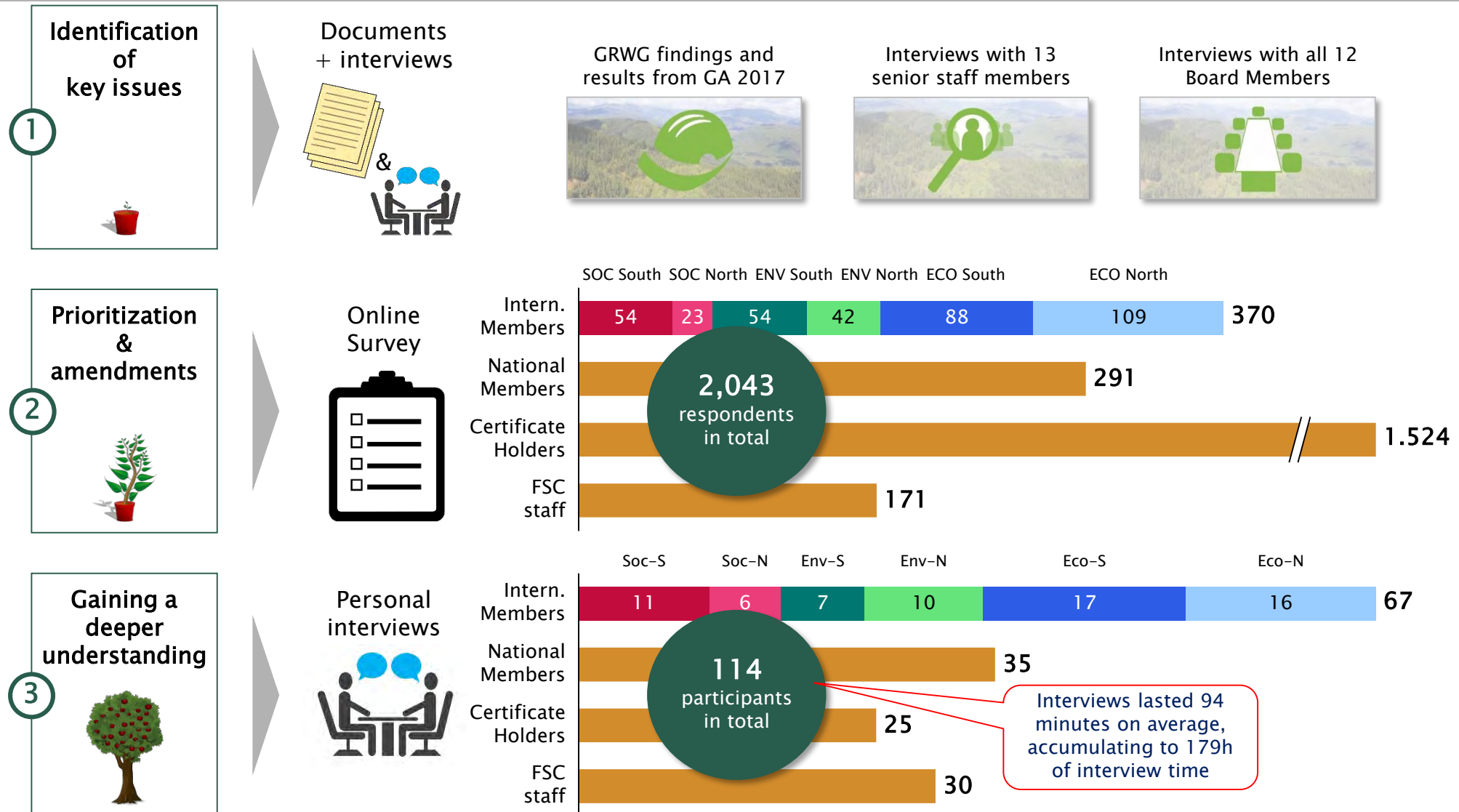
FSC Staff
(globally)



Timeline of GR 2.0: We started in March 2018 by analyzing the GRWG results, and have prepared our results for the Board Meeting in August 2019

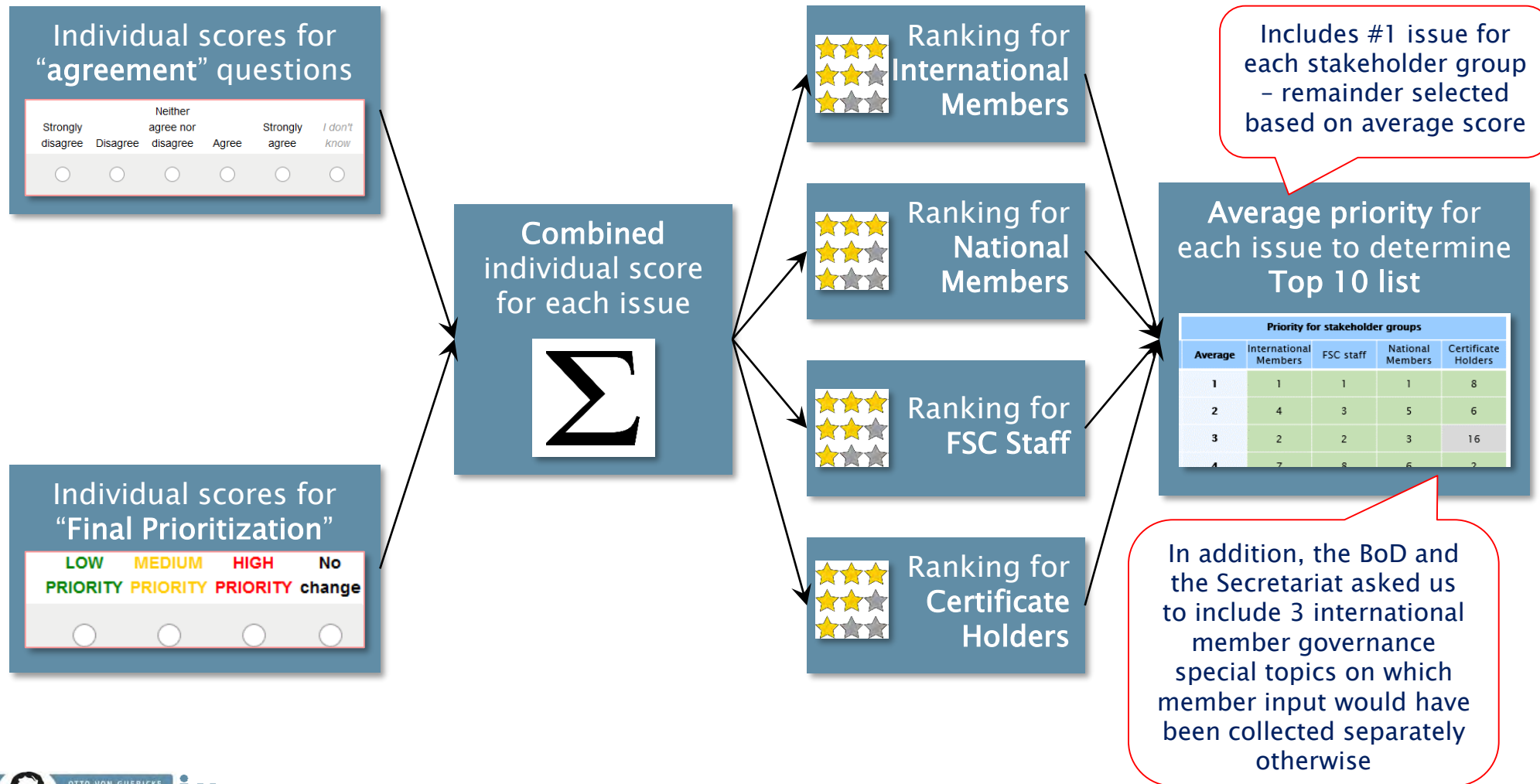


We base our results on previous work on FSC's governance, as well as 2,000+ survey responses and 100+ personal interviews



Note: Survey respondents and interview participants may fall into one or more of the four stakeholder categories and hence be counted more than once (e.g. 6.3% of the CH respondents to our online survey are also IMs).

To derive the GR 2.0 focus topics, we calculated average priorities based on input to our online survey while considering the size of each stakeholder group



Top 10 GR 2.0 issues

relative unanimity among

Prioritization based on the average ranking of the 26 topics included in the online survey by each stakeholder group – calculated as described on previous slide

Stakeholders: The survey data show

				Priority for stakeholder groups						
Issue	Cluster		Average	International Members				National Members	FSC staff	Certificate Holders
				All IMs	ECO	ENV	SOC			
Implementation of motions	A	Motions	1	1	2	1				10
M2017/64 link local member representatives and BoD	C	Global alignment	2							2
Roles & responsibilities among FSC entities							3	5	6	4
Adaptability to competitive environment				5	4	4	12	6	3	9
Motion 2017/67 Internal audit system				6	10	2	6	3	10	5
Motion development process	A	Motions	6	3	3	3	4	4	4	18
Reduce number of motions	A	Motions	7					7	2	20
M2017/65 roles & responsibilities of BoD, DG & Secret.	D	Accountability	8					10	7	6
Formation process of WG, EP, and PC	B	Policy development	9							
Regional/local Adaptability of st		Policy	10	11	5	14	1			

The ranking by IMs is also shown for each chamber separately

Average ranking among all stakeholder groups calculated as described on previous slide

Example: "Motion development process" is the #3 or #4 topic for all stakeholder groups, except for CHs who put it as #18. On average it is thus #6

Color signals that topic was ranked among the top 10 issues by the respective stakeholder group

The overall high number of green cells implies that there is a lot of unanimity among the different stakeholder groups on what the top 10 issues are

Please see the appendix for the complete list of the 26 topics included in the online survey

Top 10 GR 2.0 issues¹ in comparison across stakeholders: The survey data show relative unanimity among the different groups

Issue	Cluster		Average	Priority for stakeholder groups						
				International Members				National Members	FSC staff	Certificate Holders
				All IMs	ECO	ENV	SOC			
Implementation of motions	A	Motions	1	1	2	1	1	1	1	10
M2017/64 link local member representatives and BoD	C	Global alignment	2	7	7	10	7	2	8	2
Roles & responsibilities among FSC entities	C	Global alignment	3	4	6	8	3	5	6	4
Adaptability to competitive environment	B	Policy development	4	5	4	4	12	6	3	9
Motion 2017/67 Internal audit system	D	Accountability	5	6	10	2	6	3	10	5
Motion development process	A	Motions	6	3	3	3	4	4	4	18
Reduce number of motions	A	Motions	7	2	1	5	5	7	2	20
M2017/65 roles & responsibilities of BoD, DG & Secret.	D	Accountability	8	12	13	11	2	10	7	6
Formation process of WG, EP, and PC	B	Policy development	9	9	11	6	10	9	12	8
Regional/local Adaptability of standards	B	Policy development	10	11	5	14	11	12	16	1

Our personal interviews focused on the top 10 issues from the online survey and additionally asked international members for their opinion on 3 special topics

Top 10 governance issues¹

A Motions

1. Motion development process
2. Reduce number of motions
3. Implementation of motions

B Policy development

4. Formation process of WG, EP, and PC
5. Adaptability to competitive environment
6. Regional/local adaptability of standards

C Global alignment

7. M2017/64 link local member representatives & BoD
8. Roles & responsibilities among FSC entities

D Accountability

9. M2017/67 Internal audit system
10. M2017/65 roles & respons. BoD, DG & Secretariat

International Members special topics

I. Sub-chamber allocation criteria

FSC International's chamber allocation criteria: Would you recommend any changes to these criteria?

Economical	Environmental	Social
1. Forest management	1. Environmental NGO	1. Social NGO
2. Manufacturing companies	2. Environmental interest groups	2. Labor union, workers' associations
3. Retailers, traders and brokers	3. Community-owned forest or indigenous organizations (economically oriented)	3. Organizations/associations promoting recreational uses of forests
4. Community-owned forest or indigenous organizations (economically oriented)	4. Research & academics (scientific, conservation of nature and technical aspects of forest management)	4. Community-owned forest or indigenous organizations (socially oriented)
5. Industry associations		5. Research and academics (social issues related to forestry)
6. Research & academics (forest products trading)		6. Development NGO
7. Certification bodies		
8. Government owned entities		

Individual: Employees, consultants, representatives

Source: FSC AC Statutes 2017 - Article 21

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	What changes to the sub-chamber criteria could look like
<ul style="list-style-type: none"> 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 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. 	<ul style="list-style-type: none"> 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!

II. Chamber allocation criteria

III. Membership engagement

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

Why engagement by its Membership is vital for FSC	What would you like to change about FSC's member engagement?
<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 any other organizations that use certain tools or mechanisms to engage its stakeholders effectively and which could potentially also be applied by FSC?

¹ Please see the appendix for the complete list of 26 topics included in the online survey

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A Motions

B Policy development

C Global alignment

D Accountability

International Member special topics

“Policy Discussion Tool” for membership engagement

Acknowledgements and appendix

How to read this report: You may jump directly to the topics you are most interested in, read the summary slides, and go through selected detailed slides

Each topic has a summary slide giving the main findings

Each summary slide includes a brief introduction to the topic

Detailed slides provide more insights and additional issues and recommendations we derived

On the right, we added sample quotes

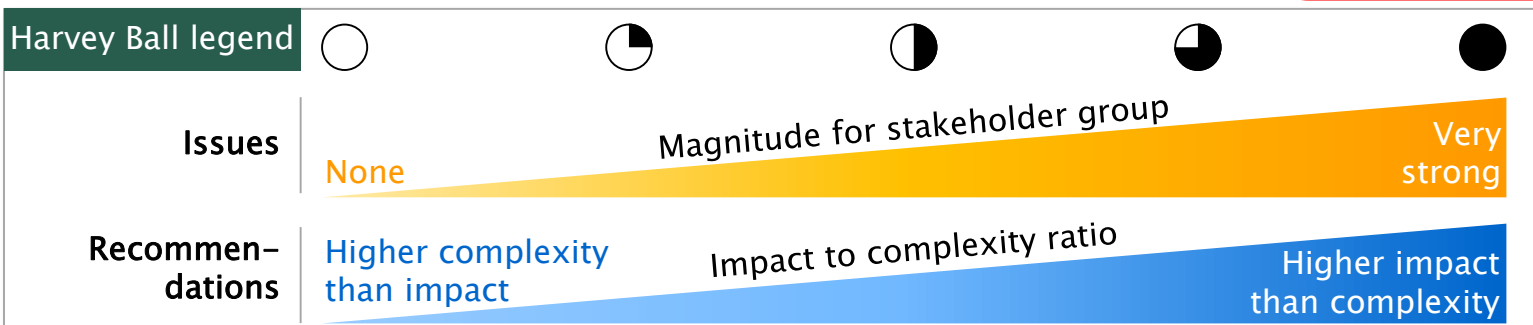
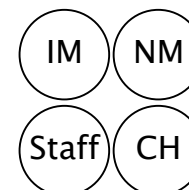
The navigator indicates the topic

On the right, we summarized our main recommendations

On the left, you can find the key issues in a summarized form

At the bottom, we list recommendations and indicate with Harvey Balls how strongly we suggest them

We indicate how important the respective issue is to each stakeholder group with Harvey Balls in the following order:



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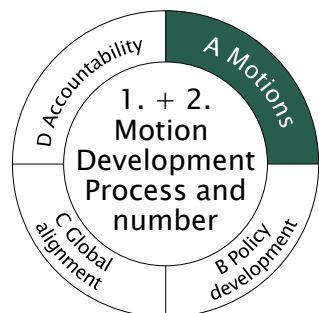
D Accountability

International Member special topics

“Policy Discussion Tool” for membership engagement

Acknowledgements and appendix

The prioritization and working on of motions should be done sufficiently in advance of GAs to reduce the number of proposals and increase their quality



Topic introduction

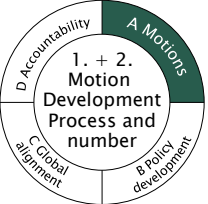
- The motion development process starts with the idea of a policy change introduced by members and ends with the approval (or rejection) of a motion at the GA. The process, the motion criteria, and the timelines have differed between GAs. For the GA 2017, a form had to be filled out and signed by 3 IMs, and then submitted 6 months before the GA.
- Motion proposals are reviewed and assessed by the Motions Committee, which includes one member from a Northern and one from a Southern chamber, as well as one Board member and one senior staff member.
- Almost all members and staff we interviewed felt an urgent need for changes to the motion development process to counter the increasing number of motion proposals and rejections. Additionally, many interviewees acknowledged that the process produces many motions that make the work of FSC's Secretariat very difficult because of ambiguity or contradicting demands. CHs were unsurprisingly less interested due to their limited influence in the process.

Key issues

- **Motions seen as the only policy instrument for members:** IMs perceive motions as the only tool to effectively influence FSC's policies.
- **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.
- **Insufficient filtering due to lack of pre-submission feedback:** Proposals only of interest to national/regional context or certain personal interests are nevertheless discussed at the global level. Ideas doomed to fail still make it to the GA. 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 it hard to prepare to discuss and vote on them, and which makes the Motions Committee's assessment difficult.




Main recommendations

- **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, and consider developing new solutions like a "Policy Discussion Tool" (see below).
- **Improve guidance through reviewed motion criteria:** Submitters should be required to state in one sentence each the ISSUE their motion tackles and its ultimate GOAL. We advise allowing for later changes to planning details when justifiable – except those two sentences. Such post hoc changes are currently constrained by Motion 2014/01.
- **Implement a "Policy Discussion Tool" (PDT):** To diminish the total number of motions at GAs, reduce last-minute changes, and thereby make preparation for GAs easier. See extra slides for details.
- **Fill "Prioritized Motions Slots" well in advance of GA:** Based on our analysis, 20–30 proposals can adequately be discussed at a single GA. However, a fixed cap on the number of motions seems impracticable. We thus suggest determining 15 "preferred" proposals early on with the chambers, regions and BoD, using the Policy Discussion Tool.



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. 

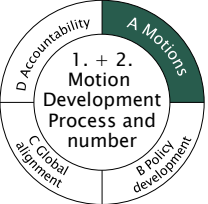
Quotes

- *“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]

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

“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]

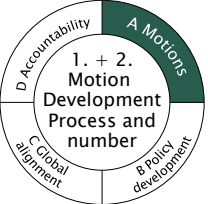
Recommendations

- **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. ●●

Quotes

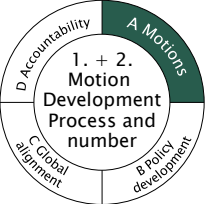
- *"Give members topic guidelines and so they do not pick a topic at random that is not aligned with final objective (sustainability in forests)."* [#56, SOC-S]
- *"There should be LOWER barriers to submit ideas but HIGHER barriers to continue them and put them to a vote as a motion."* [#60, ECO-N]
- *"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]

Recommendations

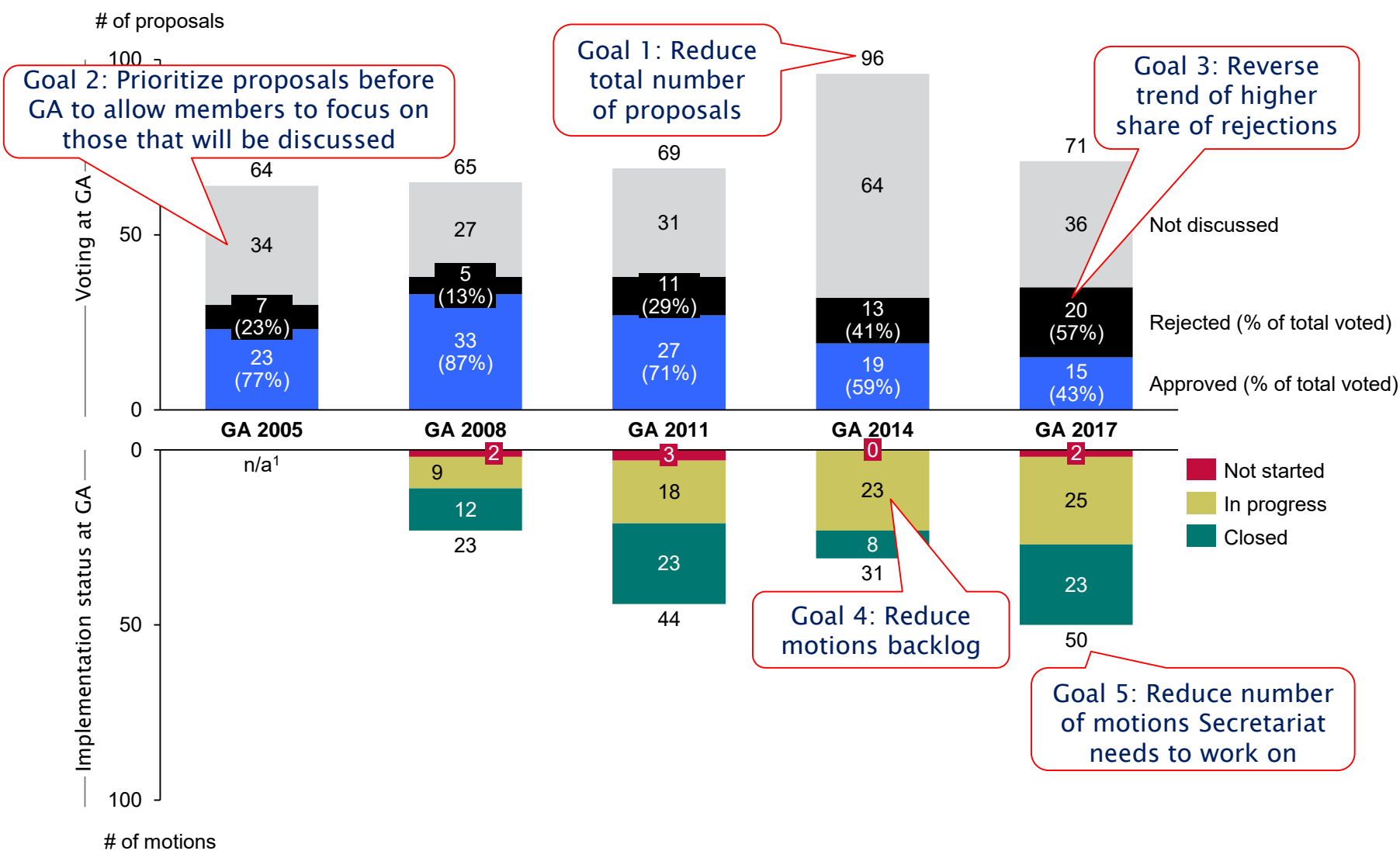
- **Fill "Prioritized Motions Slots" well in advance of GA:** The majority of IMs do not favor a fixed cap on the number of proposals but believe that there are too many. Based on our analysis (see extra slide), 20–30 proposals can be adequately discussed at a single GA. Thus, we recommend determining 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

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.

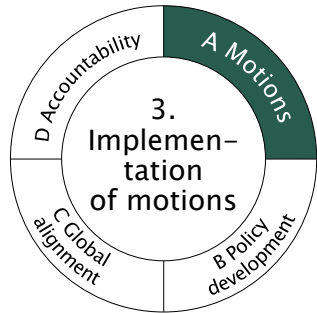


Motions between GA 2005 – 2017: Majority of proposals are not discussed and Secretariat is entrusted with more motions than it can implement



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

Members should acknowledge that circumstances may change after a vote; the Secretariat should do better at informing members on motions' status



Topic introduction

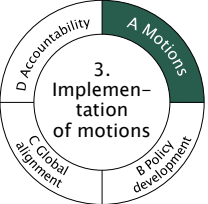
- Motions approved by FSC's international membership need to be implemented by the Secretariat and overseen by the BoD.
- Our online survey revealed that the implementation of motions is the number one governance topic for IM, NM, and staff.
- Based on what we heard, motion implementation is a controversial issue that often sparks discontent or even mistrust between members and staff. While members are annoyed with slow progress and the increasing number of non-implemented motions, staff feels overwhelmed by a growing number of motions that are frequently of poor quality or include unrealistic timelines and demands. This growing controversy led to Motion 2014/01 which forbids the Secretariat or the BoD to change a motion after its approval and hence demands implementation exactly as approved.

Key issues

- **Expectation management of how much FSC can realistically achieve:** The growing backlog of motions adds to a perception that the Secretariat is not fulfilling its duty. Besides widespread agreement that the number of motions is too high, Motion 2014/01 (which forbids changes to motions after their approval) seems to have unintended consequences as motions get stuck because circumstances have changed.
- **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.

Main recommendations

- **Allow (limited) post-voting corrections:** Allow the BoD to change motion wording and implementation planning in justifiable cases. But prevent changes to the two core elements of a motion: the ISSUE it is addressing and the GOAL it wants to achieve (see topic A1). This will require a change to Motion 2014/01.
- **Improve motion status communication:** The Policy Discussion Tool (PDT, see extra slide) or the Members' Portal should allow members to see reports on and planning of motions. Enabling members to "subscribe" to updates on motions would avoid unnecessary distribution of information while maximizing transparency.



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.

Content

About Governance Review 2.0

Analysis and recommendations

A Motions

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C Global alignment

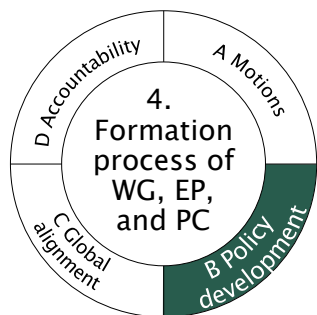
D Accountability

International Member special topics

“Policy Discussion Tool” for membership engagement

Acknowledgements and appendix

Working groups should be required to work more transparently – their effectiveness should be enhanced with more project management and continuous learning



Topic introduction

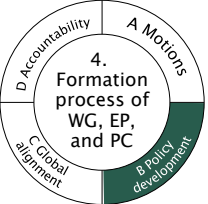
- FSC traditionally – and apparently also increasingly – relies on working groups (WGs) to develop new policies. Many of these are composed of IMs, and frequently they are chamber-balanced, i.e. with the same number of participants from each of the 3 chambers.
- We asked our interviewees if there are issues around the way WGs are formed and if they worry about their legitimacy. Currently, WGs are announced, and then IMs may apply and are selected by the Secretariat based on individual requirements like technical expertise or experience in certain areas.
- Many of our respondents were more worried about the effectiveness of WGs. Members and staff alike complained about delays with WGs, but also sometimes about missing transparency. Many of those we spoke to who were involved in WGs worried about low participation of the wider membership in consultations they did.

Key issues

- **WG member selection:** Members perceive low variation of participants. Most members showed little knowledge about the application and selection process and many feel that the selection process is not transparent enough.
- **Language barriers:** Many members complain that participation requires good English.
- **Representativity:** Members and staff alike worry about a lack in 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.
- **Role of Secretariat:** The quality and style of facilitation by staff members seems to differ significantly between WGs.
- **Effectiveness of WG:** Members observe heterogeneity of results between WGs. Members and staff alike identify a deficiency of status reports and continuous improvement/lessons learned by WGs.




Main recommendations

- **Provide information and feedback on the selection process:** Explain the selection process with easy-to-read flowcharts. Ensure that every applicant receives feedback.
- **Promote Spanish as an official language:** Install “Spanish-first” pilot WGs. 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). The extent to which WG members consult with chambers should be very transparent and common standards should be defined.
- **Improve through project management (tools):** Encourage the usage of collaboration tools (e.g. Trello or Slack) 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.
- **Develop lessons learned:** Feedback and best practice sharing should become an absolute must to improve WGs over time.



Detailed findings and derived recommendations [1 / 2]





Issues and their magnitude

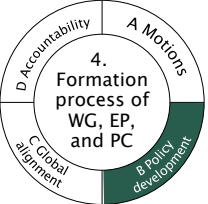
- **WG member selection:** Members perceive low variation of participants. Yet, they are aware that it is often hard to find representatives from all chambers. Most members showed little knowledge about the application and selection process. Additionally, members who have participated in WGs feel that 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. 

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]




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) 
- 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. 

Quotes

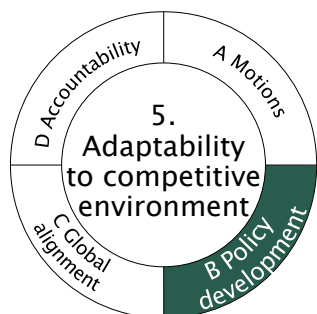
- *"No matter how experts they are, they are in a geopolitical context different from the one we are in and many decisions are made based on experts from the Bonn's vision."* [#52, SOC-S]
- *"Most WGs take too long, there is no homogeneity (homologation) between WGs because they work on different topics."* [#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]

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, reaching 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 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/>

The role of governments and CHs within FSC should be rethought to help FSC grow its certified area – FSC’s positive impact could be more effectively marketed



Topic introduction

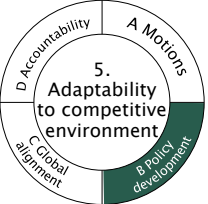
- FSC is a global success story. However, as with every organization, it could lose against competitors. Most people we interviewed instantly thought of PEFC or other certification schemes as competitors in a business-like sense, i.e. that take away market share of certified forests and wood products. However, several interviewees reflected on how FSC is sometimes its own worst enemy due to internal disputes or inefficiencies.
- Many interviewers talked to us about the way FSC treats its CHs and how it markets the positive impact it has – with room for improvement in both areas.
- We would like to mention that some of the issues we found on this topic are not necessarily governance related. We decided to add them to our report nevertheless, as many interviewees seemed very worried about them.

Key issues

- **CHs’ role as FSC’s stakeholders:** Some members worry that FSC listens too much to economic interests. Other members and CHs themselves, however, think that FSC should think more about the impact decisions have on those who implement FSC standards in the field.
- **Approach to governments:** Many members, CHs, and staff worry about limited collaboration with governments because large forest areas are owned/controlled by public authorities. 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 our interview partners acknowledged that FSC lags behind PEFC in speed and simplicity, but they also see FSC’s credibility as a clear competitive advantage.
- **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.

Main recommendations

- **Review stakeholder management:** A working group or motion could be used to rethink the role of governments and CHs in FSC because both groups are vital to increase FSC’s certified forest area. The majority of members seems to be reluctant to give these groups more power in terms of voting rights. But steps could be taken, like increased deliberation with both groups. In particular, CHs could be supported through an increased commitment to a risk-based approach.
- **Improve FSC’s internal processes and organization:** Part of FSC’s perceived slowness is rooted in its superior credibility. Other elements have already been addressed, e.g. through recent hiring of personnel. Further areas for improvement might be discovered through the implementation of M2017/67 (Internal audit system) and by increasing rigorousness in FSC’s process and project management, e.g. in WGs.
- **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 “justify” its complexity.



Detailed findings and derived recommendations [1 / 2]

Issues and their magnitude

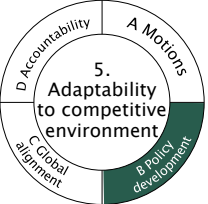
- **Scope of FSC's mission:** Many members think that FSC should become more engaged in other areas (e.g. climate change). However, many members are worried that FSC tries to address too many issues and thereby gets distracted from its core mission and raises "false" hopes.
- **Regional focus:** Many 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.

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]




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.
- **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. 

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]

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

"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.).

Members should consider listening more to CHs' perspectives on standards – FSC International should rigorously comply with standard development processes



Topic introduction

- The base for FSC's work are its Principles and Criteria (P&C) and the International Generic Indicators (IGIs). They are adapted at the regional or national level in order to reflect the diverse legal, social and geographical conditions of forests in different parts of the world.
- Our online survey revealed that the adaptability of standards was the top topic for CHs – but not even in the top 10 of any other stakeholder group.
- We asked our interviewees if they think that FSC generally gets the balance right between localization of standards and maintaining global coherence of the system, and whether there should be changes in FSC's governance to improve this balance. Many interviewees told us that – given the complexity of this challenge – FSC found a fairly good balance. However, they also had multiple ideas for improvements.

Key issues

- **Standard development process:** Some members are confused about the roles of the PSC and BoD. 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 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.
- **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. Internationally active companies worry in particular about national differences in standards.
- **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.

Main 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. 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.
- **Give voice to CHs:** FSC could take greater advantage of the knowledge that CHs have. This could, for example, imply more consultations of CHs who are not FSC members.
- **Use and strengthen the role of regional offices to bring in local context:** The integration of FSC regional directors (RDs) in the Global Leadership Team (GLT) was an important step to incorporate local voices. 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.



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.

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]

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.

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Aligning with all national boards will overburden the iBoD – instead regional offices should be equipped and used as the advocates for local voices



Topic introduction

- At the GA 2017, the GRWG proposed Motion 64 to institutionalize links between national memberships and the international membership via the respective Boards to help them align strategies and priorities. The motion was rejected due to a lack of support from the ENV chamber.
- As 60% of the members at the GA 2017 were in favor of this motion, it was no surprise this topic came up in our online survey again. In fact, it was in the top 2 items for both NMs and CHs.
- Many interviewees from all stakeholders groups expressed their general support for exchange between the national and international level of FSC, but they were equally worried that the motion would have increased complexity and the workload for the international BoD (iBoD) significantly and thereby slowed FSC down.

Key issues

- **Demand for more exchange between local and international level:** The intention of M64/2017 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.
- **Little awareness 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).

Main recommendations

- **Direct requests by NMs away from the iBoD but explain how they can affect international decisions:** We recommend the iBoD clearly defines – and also limits – its interactions with NMs, 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.
- **Explain to NMs how they can affect international decisions:** NMs could bring their perspective to the international level via their national office and regional office, apply for international membership, or ask their national office to adopt the NAM model, where all NMs automatically become IMs as well.
- **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.



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.

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]

Recommendations

- **Direct requests by NMs 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 NMs, 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 NMs how they can affect international decisions:** If NMs 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

national office to adopt the NAM model, where all NMs 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).

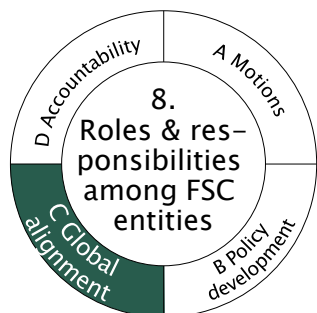
Quotes

- *"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.

Stakeholders are confused over the roles of FSC's international, regional, and national levels – more explanation and guidance of requests is required



Topic introduction

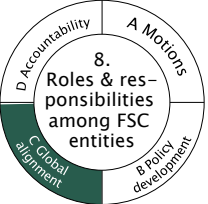
- This topic emerged as the third most important one from our online survey.
- We asked interviewees what they thought of when they heard the term “FSC entities.” A majority instantly thought of the international level and the national organizations all named FSC. In particular, those with longer experience with FSC also frequently brought up departments within FSC International, e.g. the Policy and Standards Unit (PSU). Very few mentioned the regional offices at all. Virtually no one thought of FSC’s different legal entities (FSC AC, FSC GD, etc.)
- The interviews revealed a lack of knowledge among many stakeholders about what the roles of FSC’s different layers are, especially between the national and the international level. Even many staff members seemed to lack a clear understanding.

Key issues

- **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. Even some members of the iBoD 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. Especially newcomers from all stakeholder groups have problems differentiating the 3 layers and deciding which one to address. They wish for more introductory guidance.
- **Unclear contact points within Secretariat:** Many members and CHs struggle to find contacts within the secretariat and express discontent with being unable to reach someone in person.

Main 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.
- **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. 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 for international or national membership, can access them.
- **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 away from the DG and board members.



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. NOs 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). ●●

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]

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.

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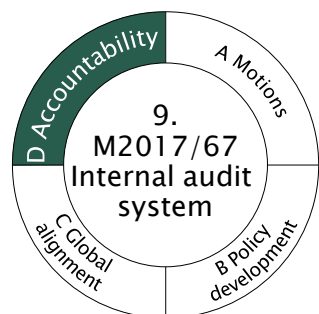
D Accountability

International Member special topics

“Policy Discussion Tool” for membership engagement

Acknowledgements and appendix

We found no common understanding of an internal audit but high expectations for its impact on transparency – FSC should use it to improve as an organization



Topic introduction

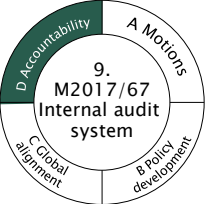
- The GRWG proposed Motion 2017/67 to the GA to make FSC carry out an internal audit to “promote good management practices and to ensure the implementation of good governance principles” according to “internationally recognized standards.”
- Interestingly, this motion was the only one that was approved at the GA 2017 and that still made it into the top 10 list of topics the respondents of our online survey wanted us to work on.
- We believe this happened because many stakeholders have high hopes that this motion will help FSC to improve on multiple levels and therefore want to make sure it is implemented in “the right” way. However, many staff members are not sure how to implement this motion without paying a very substantial part of FSC’s budget to external auditors.

Key issues

- **Secretariat struggles to implement an internal audit system:** There seems to be no clear understanding within the membership or the Secretariat what an internal audit system (IAS) exactly is.
- **Members demand more transparency:** FSC’s members have every right to ask for information to be shared with them if the information is not sensitive. Members would like to have better visibility on how efficiently and effectively FSC uses its resources.
- **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.
- **Expectation for a standard-setting organization to comply with standards itself:** Many interviewees perceived it as ironic that FSC does not itself apply a standard to measure its performance.
- **Members often cannot find the information they are looking for:** Current shortcomings in information sharing cause members to contact staff individually, which increases their workload and response times.

Main recommendations

- **Implement the internal audit motion in a way that helps the Secretariat:** The Secretariat should perform a cost-benefit estimation for different internal audit options and let the BoD decide. The ultimate goal should be to improve FSC’s organizational performance by measuring and learning from best practices – and by no means to introduce a sanctioning mechanism that only creates more work.
- **Make workload for staff and its performance visible:** Measuring what kinds of activities staff spends time on could help to show how many resources FSC spends on different areas like membership tasks.
- **Design a performance evaluation system:** Establish management tools to measure performance, report it to the membership and improve FSC as an organization – ideally according to an established standard.
- **Simplify information sharing:** Find smarter ways to share information with members, making use of modern technologies, and thereby increase transparency. The Members’ Portal should be redesigned and its search mechanism improved. The sharing of lengthy documents and the number of emails sent to members should be reduced.



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.

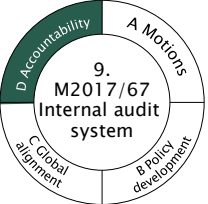
Quotes

- *"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]

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

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. ●●

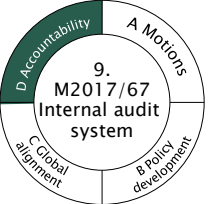
Quotes

- *"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]

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

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.

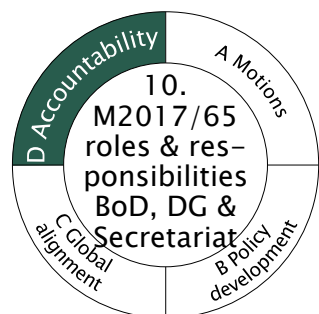
Quotes

- *"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]

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.

Instead of creating additional documents, we think FSC's management and Board should rely on existing ones and improve their application and visibility



Topic introduction

- Its statutes state that FSC “shall be managed by a Board of Directors” but that “the day-to-day management of the Organization shall be conferred upon a Director General”. Additionally, the BoD’s Operating Manual describes the tasks of board members as well as of the BoD’s Executive Committee, which should “maintain a closer oversight over the organization [...] and provide support to the Director General.”
- The GRWG’s Motion 2017/65 proposed “to create a specific regulation that provides clarity regarding roles and responsibilities of BoD, DG and Secretariat and all institutional bodies.” It was rejected because of a small majority in the ENV chamber opposing it. But almost 70% of IMs present at the GA 2017 were in favor of it.
- Many of our interviewees acknowledged that there are grey zones that often changed across time and that needed to be clarified. However, many doubted that a new “regulation” would fix the problems.

Key issues

- **Unclear boundaries between BoD and Secretariat:** Many members and staff 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 showed that a majority of IMs from all chambers wish for the BoD to focus on strategic topics only.
- **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”.
- **Lack of a summary of the roles and responsibilities:** At this point, there is no governance picture available that shows where the BoD and Secretariat have their respective spheres of authority without pages of text.

Main recommendations

- **Revise the “modus operandi” of the Board:** Continue the BoD coaching to help it focus on strategy and delegate operational topics.
- **Establish a “company secretary” to assist the BoD:** 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 and 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. And, it would improve governance if a neutral person instead of the organization’s leader helps the BoD to fulfill its role.
- **Improve utilization and awareness of the Board Manual:** Raise awareness of the Board Manual and make it available to members.
- **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.



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”.

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]

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.
- **Improve utilization and awareness of the Board Manual:** Raise awareness of the Board Manual and make it available to members. A summary or at least a link to it could be included in the “Welcome Kit” that is sent out to every new member.



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]

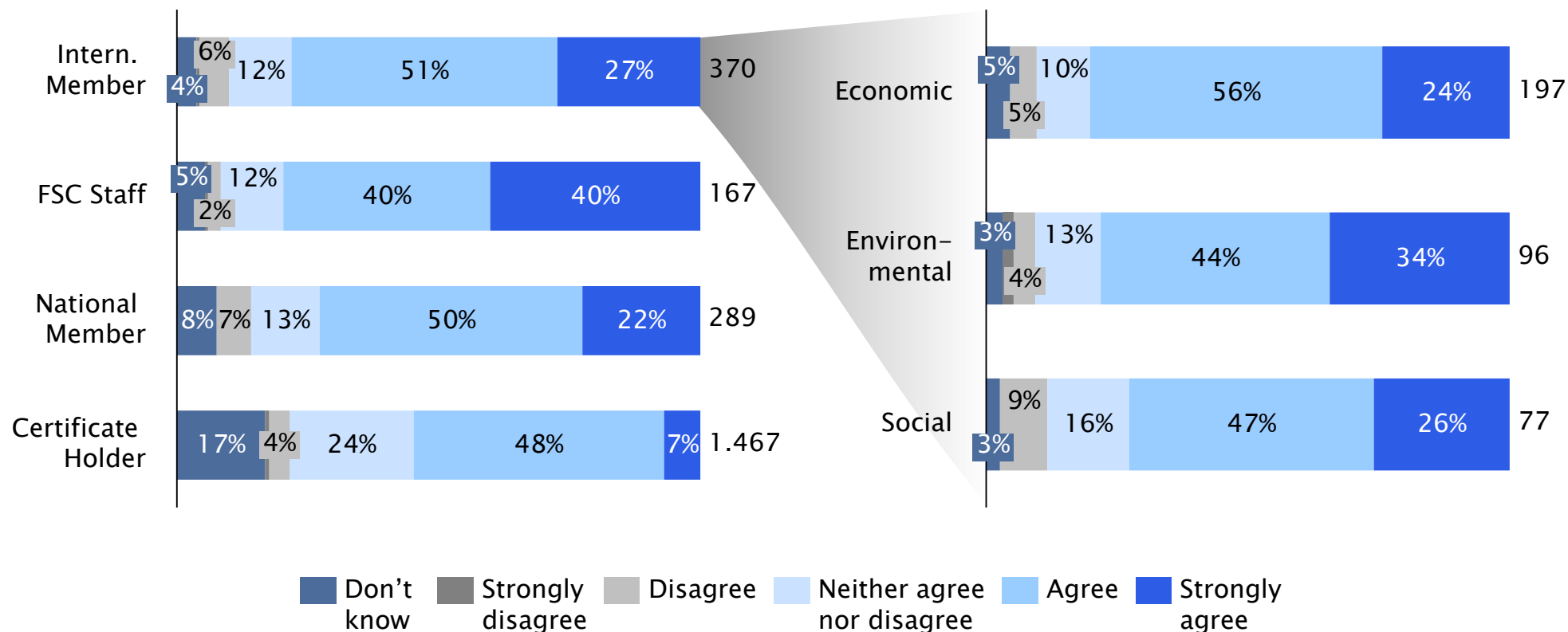
Recommendations

- **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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C Global alignment

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Acknowledgements and appendix

Many members show little interest in sub-chamber criteria – while many like more regional representation, a clear majority does not want more complexity

IM special topics	1. Sub-chamber criteria
	2. Chamber criteria
	3. Membership engagement

Topic introduction

- FSC's 3 chambers are further divided into North and South sub-chambers. IMs are allocated to the Global North (developed) or South (developing) depending on the score in the UN Human Development Index (HDI) of their country of operations. Accordingly, it can be the case that members from the geographic north (for example Russia) are assigned to a South sub-chamber, and members from the geographic south (for example Australia) to a North sub-chamber.
- As decided by the BoD at Board Meeting 74 in February 2017, FSC needs to change the allocation criteria for its sub-chambers by 2020 due to a perceived inappropriateness of the currently used criteria. Because of updates in the HDI, members from Argentina, Chile, Hungary and Latvia would need to be reallocated from South to North.
- We asked our interviewees if they prefer a solution as close to the status quo as possible, or a more radical answer like a change to another sub-chamber system, e.g. geographic or geopolitical regions, or if they had another idea.

Key issues




- 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 Global North and South stands for.
- Demand for strengthening regional representation:** Language barriers are especially high between members from the South, which makes interaction harder. Many members therefore support the idea of strengthening the voices of regions within FSC, especially members from LATAM. Some members hope that shifting to regional representation will reduce inequality between South and North.
- 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.

Main recommendations

- Inform stakeholders and clarify the sub-chamber system:** It should be made clear on FSC's website and in the new members "Welcome Kit" what the differences are between North and South and how members are allocated. Information on FSC's website should be corrected (see extra slide). Sub-chamber naming could potentially be made clearer.
- Make case-by-case exceptions for country allocation:** The BoD could vote on exceptions to the HDI for all members from a particular country – with the risk of following BoDs revoking the decision.
- Strengthen regional voices:** To increase regional representation while refraining from increasing the number of sub-chambers (and complexity), regional member meetings should be continued and enhanced. They could for example develop clear messages to the BoD.
- Facilitate collaboration of members from the South:** We recommend helping members from the South to overcome cultural and language barriers, e.g. through offering translation services and continued facilitation. However, we would refrain from breaking up the sub-chambers into regions as this is likely to weaken the South's position further.

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. 

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]

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 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. 

Quotes

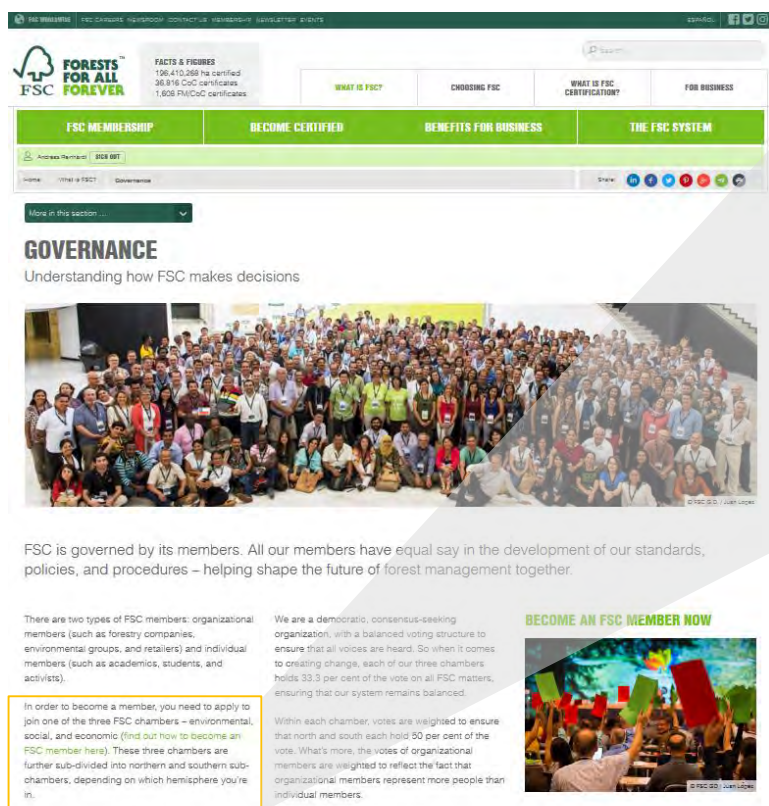
- *“High centralization: All roads go to Bonn. There is a lack of regional coherence.”* [#95, ECO-N]
- *“I am aware of the difference between countries. If the Secretariat & Board achieves that within our diversity to achieve union, then the best is for eliminating those chambers.”* [#95, SOC-S]
- *“The 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]

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

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



FACTS & FIGURES
156,410,268 ha certified
36,816 CoC certificates
1,608 FMCoC certificates

WHAT IS FSC? **CHOOSING FSC** **WHAT IS FSC CERTIFICATION?** **FOR BUSINESS**

FSC MEMBERSHIP **BECOME CERTIFIED** **BENEFITS FOR BUSINESS** **THE FSC SYSTEM**

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).

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.

BECOME AN FSC MEMBER NOW

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.

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.

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.

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.

Most members worry more about the transparency of the chamber allocation than about its criteria – selected/strategic adjustments could be made nevertheless

IM special topics

1. Sub-chamber criteria

2. Chamber criteria

3. Membership engagement

Topic introduction

- FSC's members are allocated to one of its 3 chambers depending on a set of criteria (see also extra slide). Organizations and individuals with primarily economic interests are assigned to the ECO chamber, those who prioritize environmental concerns to the ENV chamber, and those addressing primarily social topics to the SOC chamber.
- The GA 2017 approved Motion 62 asks FSC to “review and revise membership criteria for chamber allocation” and demands the “development of a protocol” to guide the decisions.
- We showed our interviewees a visual representation of the chamber allocation criteria and asked them if they would like to see any changes. Simultaneously, FSC's membership team worked on making the allocation process more transparent through the development of a flow chart.

Key issues





- Lack of knowledge and information:** The allocation process and its criteria seem insufficiently clear to many members.
- Concerns that the Secretariat does not respect the allocation process:** Many members knew of selected allocations that seemed odd to them but most stated that these cases are not numerous.
- Current approach to forest managers:** Some members think that forest managers should also be allowed into the ENV chambers if mainly concerned with conservation.
- Current approach to government-owned entities:** Some members question why governmental entities are in the ECO chamber when they mostly provide environmental or social benefits.
- Difficulties in allocating individuals:** Almost all interviewees acknowledge that individuals are hard to allocate and the major source of errors. However, most also acknowledged that it would be too much effort to constantly monitor individuals' activities and that the potential harm through some misallocations of individuals is limited due to their smaller voting power compared to organizational members.

Main 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.
- Let membership decide on strategic approaches to selected categories:** The membership could vote on changes to member categories like forest managers, government-owned entities, and community-owned entities. We suggest that the Secretariat and the BoD propose a strategy the membership then ratifies, e.g. through a motion.
- Increase checks of member allocation where possible with reasonable effort:** Constantly monitoring the activities of hundreds of individual members seems to us like an immense task with only limited benefits. We 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 asked regularly to confirm that there are no major changes in their activities that could make a reallocation necessary.

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. 

Quotes

- *“The Social chamber is a bit of a grab bag. 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]





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

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. 

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]

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.

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. 

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]

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 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

Organization

Economical	Environmental	Social
1 Forest management	1 Environmental NGO	1 Social NGO: <i>Social development, social justice</i>
2 Manufacturing companies	2 Environmental Interest groups	2 Labor unions, workers associations
3 Retailers, traders and brokers	3 Communally-owned forest or Indigenous organizations: <i>Environmentally oriented</i>	3 Organizations/associations promoting recreational uses of forests
4 Communally-owned forest or Indigenous organizations: <i>Economically oriented</i>	4 Research & academics: <i>Protection, conservation of nature and technical aspects of forest management</i>	4 Communally-owned forest or Indigenous organizations: <i>Socially oriented</i>
5 Industry associations		5 Research and academics: <i>Social issues within forestry</i>
6 Research & academics: <i>Forest products trading</i>		6 Development NGO
7 Certification bodies		
8 Government owned entities		

Individual

Employees, consultants,
representatives

Employees, consultants,
representatives

Employees, consultants,
representatives

Additional engagement formats and tools should be deployed to help members to engage with each other, to provide input, and to reach out to the Secretariat

IM special topics	1. Sub-chamber criteria
	2. Chamber criteria
	3. Membership engagement

Topic introduction

- FSC is a membership organization and will therefore always rely on input, decisions, and contributions by its members. Examples of membership engagement include participating at GAs, providing input to consultations, and engaging in working groups.
- Both the BoD and the Secretariat would like to explore ideas on how membership engagement could be improved. One idea already implemented for facilitating member engagement are the webinars conducted after each board meeting during which the decisions are explained.
- We asked our interviewees what they perceived as major road blocks for engagement and if they have any suggestions as to what FSC could do to overcome them. Additionally, we asked them for any examples of tools they encountered outside FSC that might help to facilitate membership engagement.

Key issues




- Language & cultural barriers:** Non-English speakers often struggle to participate. Many South members see engagement as too “Northern”.
- Overemphasis of the General Assembly:** The GA is seen as the only format where participation is attractive and members’ voices are heard. Members welcome regional meetings and would even expand them.
- Interaction style of the Secretariat with members:** Most members do not know how to reach FSC staff for specific topics, which makes them perceive slow reaction times.
- Facilitation of discussion among members:** IMs desire more occasions for mutual engagement. Many think chamber facilitators were helpful for the last GA, but the Members’ Portal could help more. Some members feel like the Secretariat controls communication among members. Several members said more time should be spent to continuously improve FSC’s processes.
- Interaction between BoD and members:** Opportunities to engage with board members are highly appreciated. Board webinars are seen as a major improvement in information sharing, but many members would like them to be more participative. Also, the way and frequency in which board members reach out to their chambers differ.

Main recommendations

- Consider new approaches to overcome language barriers:** Establish “Spanish first” WGs and make more use of automated translation tools.
- Promote alternatives to GA for member interaction:** RMs and forums should be continued and ideally increased with strong BoD presence.
- Provide content-specific contact points:** FSC should publish personal contacts for a list of topics and potentially establish an automated “customer help desk” to divert requests to the right person.
- Improve education and information sharing on FSC’s governance:** A graphical representation of FSC’s governance should be available. The DG should not be the primary contact point for member concerns.
- Try new tools to facilitate engagement and share targeted information:** Interaction could feel less like a burden with tools similar to WWF’s internal Facebook-like portal or a custom-made “Policy Discussion Tool” (please see extra slides).
- Strengthen links between BoD and membership:** BoD webinars are well perceived and should be continued until a cost-benefit analysis at the GA 2020. If they remain informative only, alternative ways to provide input should be given. We recommend defining rules on how (often) Board Members should touch base with their respective chambers.

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. 

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]

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. 
- **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 affirmance that's why it lost trust of NOs. It needs to back up decisions. FSC often tries to piss of 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 outreaches 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.

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]

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

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.



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 is approaching. Not to do everything in the Northern style, but also have the initiative to communicate in the South style.”* [#114, SOC-S]

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

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.

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]

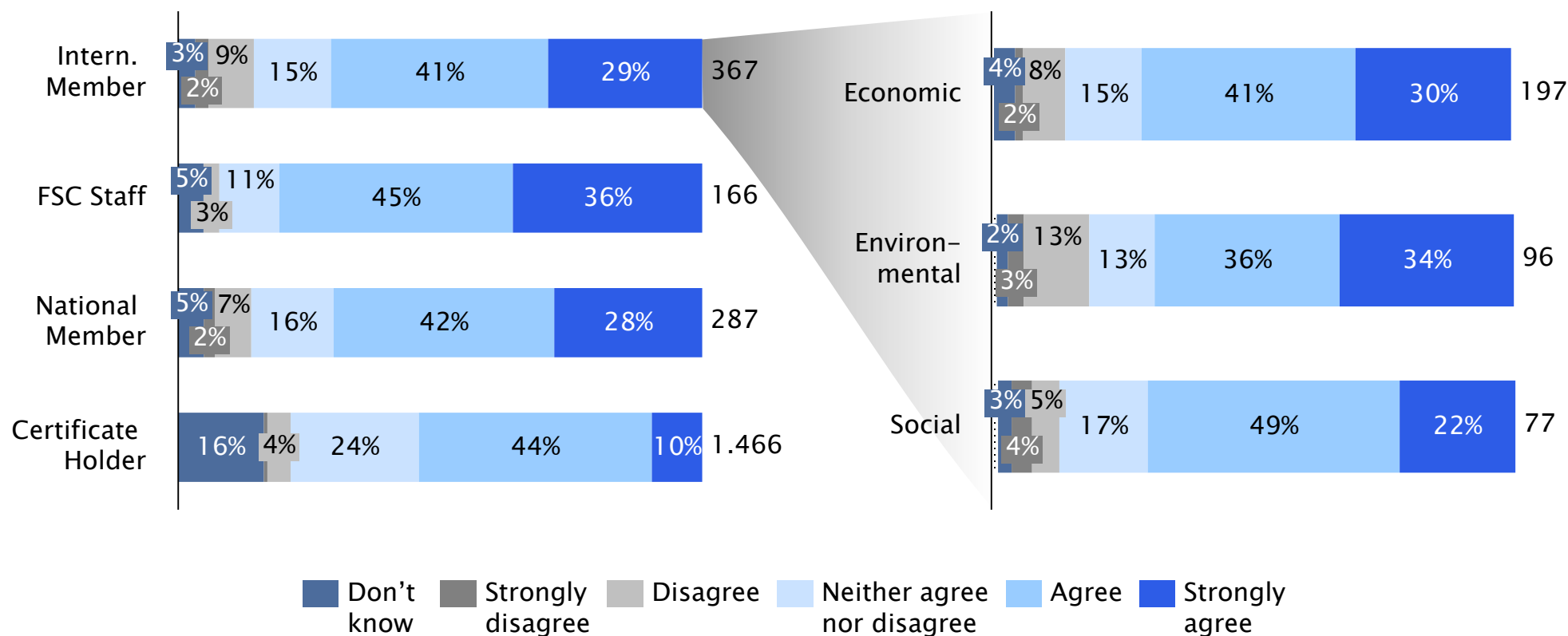
Recommendations

- **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.

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

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International Member special topics

“Policy Discussion Tool” for membership engagement

Acknowledgements and appendix

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

About a Policy Discussion Tool

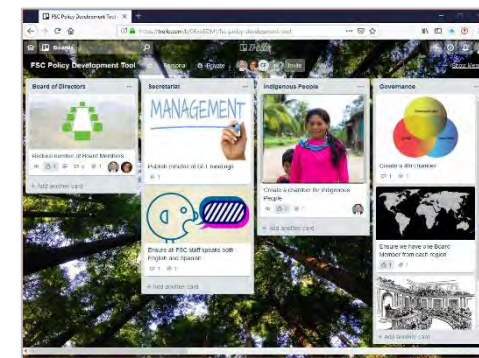
- As a membership organization, it is important for FSC to engage its members in policy development. Members often feel they can **influence FSC's policies only if they propose motions**, leading to a high number of motions and to frustration among members because many ideas are rejected or not implemented 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

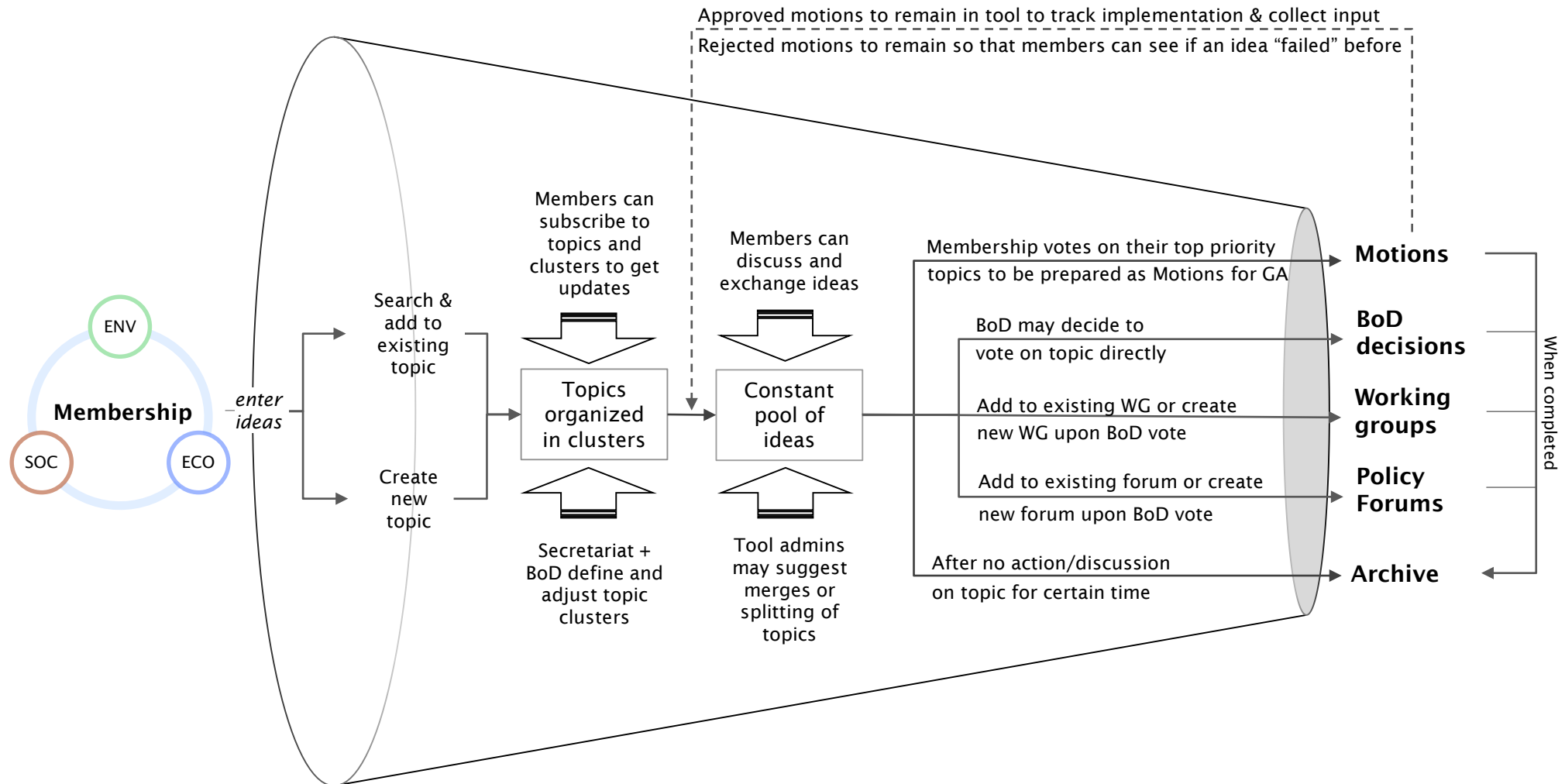
- The development, implementation and administration of a PDT will **imply costs and require time**, both increasing with the number of custom-made features that are included.
- Besides the main benefits of engaging members and improving policy development, we believe that such a tool **will also pay 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

The screenshot shows the WWF Facebook Workplace interface. The top navigation bar includes 'Invite Coworkers', 'Annika', and 'Home'. The main header features the WWF logo and the group name 'Global - Forest Practice'. A red speech bubble points to the WWF logo with the text: "WWF uses Facebook Workplace across a global network of offices". The left sidebar lists shortcuts like 'Global - Forest Practice', 'Global - Infrastructure', 'Global - Certifications', and 'Forest Certification Group'. The main content area shows a post by 'Laiyi Qiu' shared on August 28 at 10:48 PM, with the text: "This is the new one we just released. a case study will be followed up by the end of this year 😊". Below this is a post by 'Huma Khan' shared on August 28 at 12:39 PM, with the text: "New WWF report provides an overview of the current state of paper recycling in China and recommendations to address issues that different". The right sidebar shows 'ADD MEMBERS', 'SHARE AN INVITATION LINK' (https://fb.me/g/WD9ljNIL/CbwFrzv), 'MEMBERS' (470 Members), 'INVITED' (paul.chatterton@wwf.at), and 'DESCRIPTION' (This group is for all wh... GROUP TYPE Discussions). A red diagonal banner across the top right says: "Picture for discussion with BoD & GLT only". A red speech bubble at the bottom right says: "Workplace is free for non-profit organizations". At the bottom, a dark banner reads: "Supporting work with a purpose Workplace Premium is free for registered nonprofits and staff of educational institutions." with buttons for "Visit Workplace for Good" and "Contact Us".

WWF uses Facebook Workplace across a global network of offices

Picture for discussion with BoD & GLT only

Workplace is free for non-profit organizations

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 a Trello board titled "FSC Policy Development Tool". The board is organized into several columns, each representing a different topic or board. The columns are:

- Board of Directors**: Contains a card titled "Reduce number of Board Members" with a green tree icon.
- Secretariat**: Contains a card titled "MANAGEMENT" with a hand writing on a whiteboard, and another card titled "Ensure all FSC staff speaks both" with a speech bubble icon.
- Indigenous People**: Contains a card titled "Create a chamber for Indigenous People" with a photo of a woman.
- Governance**: Contains a card titled "Create a 4th chamber" with a Venn diagram showing Environmental, Social, and Economic factors.
- Controlled Wood**: Contains a card titled "Review of FSC's CV" with a diagram showing the flow from forest to mill.

Annotations highlight key features:

- Powerful search engine to look for topics**: Points to the search bar at the top of the Trello interface.
- Topics are organized in clusters**: Points to the column headers (Boards).
- Members can easily add topics**: Points to the "+ Add another card" button at the bottom of a card.
- Mock-up based on Trello**: A red diagonal banner across the top right corner.

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 1

+ Add another card

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

Clusters should be edited and updated by admin

Topic card covers can give relevant information

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

Mock-up based on Trello

Review of FSC's CW strategy
in list [Controlled Wood](#)

MEMBERS
[Profile Icons] 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 [Show Details](#)

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



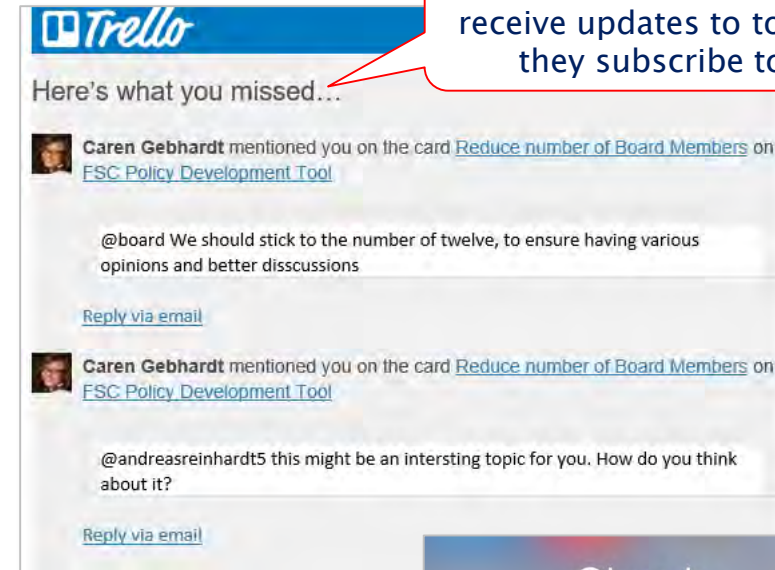
as an example for an automated translation tool:

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 ?

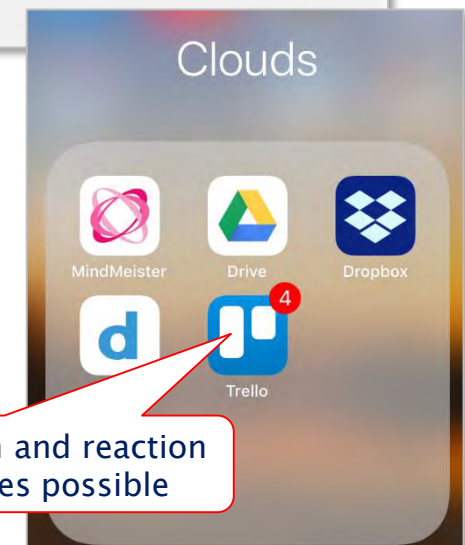
DE: @andreasreinhardt5 Ich denke, wir sollten abwarten und sehen, wie FSC damit umgehen will. Ich würde lieber sagen, dass wir sie dazu drängen, uns ein Update bei der GA 2020 zu geben? Was denkst du denn

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



Members and staff can receive updates to topics they subscribe to

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

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About Governance Review 2.0

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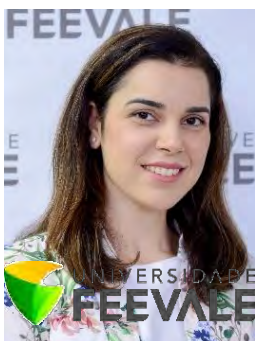
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Special thanks to:

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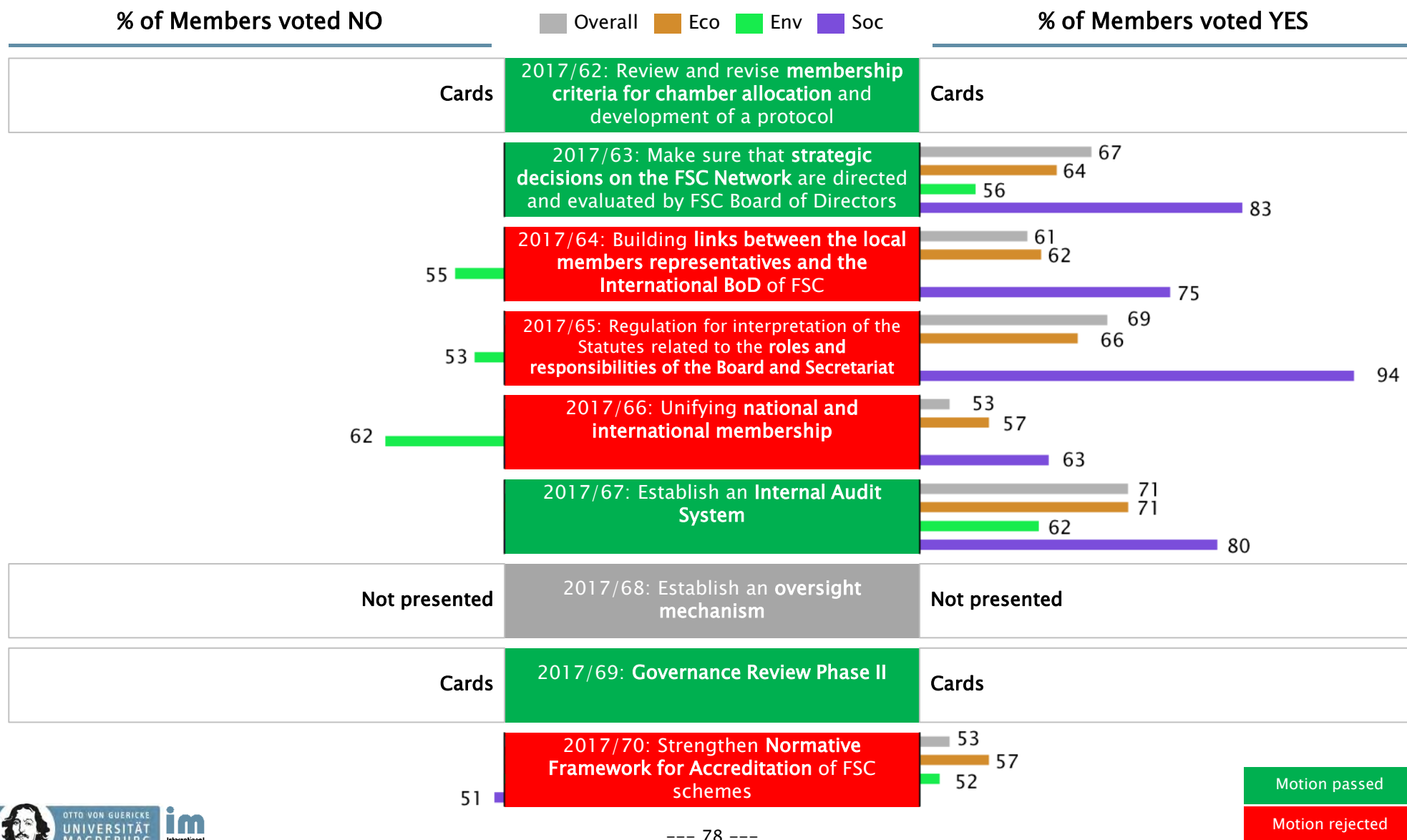
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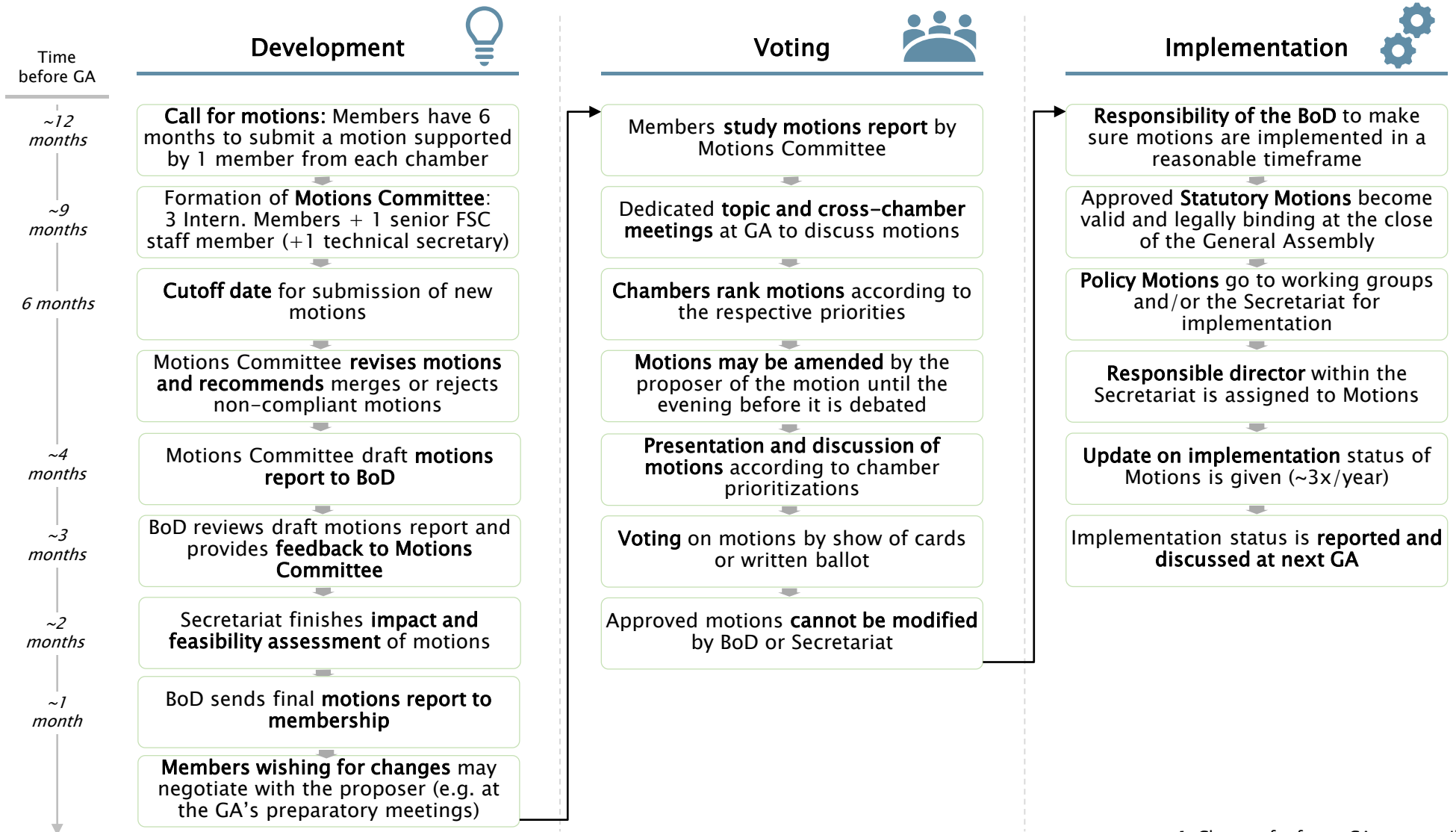
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Voting outcomes of governance motions presented at GA 2017



Motion development, voting and implementation process for the GA 2017¹



1. Changes for future GAs are possible

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 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 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!

FSC International’s chamber allocation criteria: Would you recommend any changes to these criteria?

	Economical	Environmental	Social
Organization	<div><div>1</div><div>Forest management</div></div> <div><div>2</div><div>Manufacturing companies</div></div> <div><div>3</div><div>Retailers, traders and brokers</div></div> <div><div>4</div><div>Communally-owned forest or Indigenous organizations: <i>Economically oriented</i></div></div> <div><div>5</div><div>Industry associations</div></div> <div><div>6</div><div>Research & academics: <i>Forest products trading</i></div></div> <div><div>7</div><div>Certification bodies</div></div> <div><div>8</div><div>Government owned entities</div></div>	<div><div>1</div><div>Environmental NGO</div></div> <div><div>2</div><div>Environmental Interest groups</div></div> <div><div>3</div><div>Communally-owned forest or Indigenous organizations: <i>Environmentally oriented</i></div></div> <div><div>4</div><div>Research & academics: <i>Protection, conservation of nature and technical aspects of forest management</i></div></div>	<div><div>1</div><div>Social NGO: <i>Social development, social justice</i></div></div> <div><div>2</div><div>Labor unions, workers associations</div></div> <div><div>3</div><div>Organizations/associations promoting recreational uses of forests</div></div> <div><div>4</div><div>Communally-owned forest or Indigenous organizations: <i>Socially oriented</i></div></div> <div><div>5</div><div>Research and academics: <i>Social issues within forestry</i></div></div> <div><div>6</div><div>Development NGO</div></div>
Individual	<div>Employees, consultants, representatives</div>	<div>Employees, consultants, representatives</div>	<div>Employees, consultants, representatives</div>

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 m

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

testing for statistical significance of the shown are p-values)

	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
M2017/64 Link local member & BoD	x				x	x	x
Roles & resp. among FSC entities	x				x	x	x
Adapt. to compet. environm.	x				x	x	x
M2017/67 Internal audit system	0.09				x	x	x
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	0.40
Involvement of add. Stakeholders	0.40				0.00	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	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	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

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 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”

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

Motion 2014/01: Motion to reaffirm the high standing of decision and motions approved by the GA and resolutions

01/2014

Motion to reaffirm the high standing of decision and motions approved by the GA and resolutions

AMENDED

Statutory Motion

Original language: English

Result: **PASSED**

Statutory Motion (change to the Statutes):

Add clause 28 (new) and modify current clause 28, as proposed below, renumber current clause 28 and subsequent.

TWENTY-EIGHTH (new). Decision and motions approved by the GA, the supreme Authority of FSC, and resolutions of the Membership as per Clause TWENTY-THREE numeral 11 of these Statutes, have the highest standing in the hierarchy of decision-making of the organisation. Once a decision, motion or resolution has been accepted by the Members, it cannot be modified by the Board of Directors or the Secretariat. The operationalization of a motion shall respect its objective and/or intent of the decision. It is the responsibility of the Board of Directors to make sure it is implemented in a reasonable timeframe. The Board shall report periodically to the members regarding the implementation, including timeline and status of implementation of the motions.

Actions and/or measures, policies, guidance notes, regulations, memoranda, or similar documentation in contradiction with the spirit, objective and/or intent of the decision, motion or resolution cannot be undertaken or issued by anybody of the organisation.

If the implementation of a decision, motion or resolution appears to be impossible or to have undesired side effects, the Board of Directors shall report this to the membership.

TWENTY-NINETH (old 28 - modified). The Board of Directors shall have the broadest legal authority granted to attorneys-in-fact to enter into all agreements, to carry out all acts and operations which by law or by these Statutes are not expressly reserved to a General Assembly, which is the supreme authority of the Organization.

These may include faculties to manage and direct the affairs of the Organization, to implement and coordinate and supervise the implementation of the decisions, motions and resolutions approved by the Membership, to issue policies, guidance notes, regulations, memoranda, or similar documentation, in accordance with clause twenty-eight.

Remainder of the clause unchanged....

Motion 2017/62: Statutory motion to review and revise membership criteria for chamber allocation and development of a protocol

62/2017

Statutory motion to review and revise membership criteria for chamber allocation and development of a protocol

Statutory Motion

Original language: English

Result: **PASSED**

Statutory Motion (change to the Statutes): Clause 20, Last paragraph: “In case of any doubt, the Board will have the final say..” change it to the following: “A membership protocol shall be in place to guide the Board’s decisions on whether a Member...”

Motion 2017/63: Make sure that strategic decisions on the FSC Network are directed and evaluated by FSC Board of Directors

63/2017

Make sure that strategic decisions on the FSC Network are directed and evaluated by FSC Board of Directors

AMENDED

Statutory Motion

Original language: English

Result: **PASSED**

Statutory Motion (change to the Statutes):

FSC shall add to Article 38 of the Statutes the following sentence: The strategic direction including the decisions on development and priority-setting of the FSC network will be determined and evaluated by the Board of Directors.

TITLE SIX

THE FSC NETWORK

THIRTY-EIGHTH. The Organization shall encourage and support national offices and other Network Partners, listed below, which are in line with the Organization's purpose and mission. The objectives of this are to decentralize the work of the Organization and to encourage local participation in a manner consistent with the structure and purpose of the Organization. The strategic direction including the decisions on development and priority-setting of the FSC network will be directed and evaluated by the Board of Directors. Guidelines and minimum requirements for national offices shall be prepared and published by the Secretariat and shall require that Network Partners seek consensus in their decisions. These decisions shall be taken in a manner which demonstrate the support of each chamber following the chamber model described in Clauses Nineteen and Twenty herein and as defined by the Organization. If an Organization's body is established in a country, it shall fit into one of the following categories.

Motion 2017/64: Building links between the local members representatives and the International BoD of FSC

64/2017

Building links between the local members representatives and the International BoD of FSC

AMENDED

Policy Motion

Original language: English

Result: **REJECTED**

Policy Motion (high-level action request):

Incorporate into the regional or other membership meetings or BoD International meetings, a space for regional committees, comprised of National Board members (who are also International FSC members). They will meet annually with RO/ National/International Directors to harmonise the Strategic Plan for the region, and identify and agree priorities together with the RO staff and agree ways to evaluate progress. They would enhance monitoring and accountability yearly, starting the meeting by reviewing the evidence of progress with implementation of those priorities, and report to the International Board. In case of dispute, the higher authority (International Board) decides. The International Board, in turn, needs to oversee the development of these regional forums to protect One FSC.

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

65/2017

Regulation for interpretation of the Statutes related to the roles and responsibilities of the Board and Secretariat

AMENDED

Policy Motion

Original language: English

Result: **REJECTED**

Policy Motion (high-level action request):

This motion proposes to create a specific regulation that provide clarity and regarding roles and responsibilities of Board, Director General and Secretariat and all institutional bodies.

Motion 2017/66: Unifying national and international membership

66/2017

Unifying national and international membership

AMENDED

Policy Motion

Original language: English

Result: **REJECTED**

Policy Motion (high-level action request):

This motion proposes the unification of national and international membership in those countries that have both categories, with the possibility of members choosing, at the international level, between full (voting) and affiliated members (without voting rights). The necessary transition arrangements shall be defined. An impact assessment of the implications of unifying the membership is needed before implementation to include potential impacts on quorum and financial impacts for national offices.

Motion 2017/67: Establish an Internal Audit System

67/2017

Establish an Internal Audit System

AMENDED

Policy Motion

Original language: English

Result: **PASSED**

Policy Motion (high-level action request):

The FSC Governance Review Working Group propose that FSC establishes a system to carry out systematic and independent Internal Audit to internationally recognized standards. The aim shall be to promote good management practice and to ensure the implementation of good governance principles. The system should aim to provide information and data to help with performance evaluation of the Board and Secretariat and on implementation of plans and policies and provide information to the membership.

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

68/2017

Establish an oversight mechanism/ FSC Scrutiny Committee

Policy Motion

Original language: ?

Result: **Not voted on**

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.

Motion 2017/69: Governance Review Phase II

69/2017

Governance Review Phase II

AMENDED

Policy Motion

Original language: English

Result: **PASSED**

Policy Motion (high-level action request):

The FSC membership recommend the continuation of the governance review. This shall include:

- a) Further exploration of future governance structures to enable FSC to build on and strengthen levels of engagement and participation of the membership as the organisation grows, including an analysis of the implications of potentially expanding representative participation and including mechanisms to better engage key stakeholder groups as identified in the Global Strategic Plan.
- b) Following up on and monitoring the implementation of the recommendations given by the Governance Review Working Group which are agreed by the Board and of the GRWG motions which are approved by the membership, against the principles of good governance.
- c) A strategy and action plan to ensure best institutional governance, transparency and accountability of the management and administration of FSC, including its subsidiaries and national offices, in relation to FSC's objectives and principles of good governance, by implementing comprehensive systems for monitoring, evaluation and reporting to the membership.

Motion 2017/70: Strengthen Normative Framework for Accreditation of FSC schemes

70/2017

Strengthen Normative Framework for Accreditation of FSC schemes

AMENDED

Policy Motion

Original language: English

Result: **REJECTED**

Policy Motion (high-level action request):

FSC shall review and strengthen a normative framework that governs the operation and performance of accreditation of FSC schemes in order to ensure effectiveness and credibility. The revision of the normative framework should to include at a minimum:

- A scoping of the problem areas in the accreditation and oversight functions that need to be addressed through a stakeholder consultation process
- Advice of an outside expert counsel on absence of competition risks and mitigation measures
- Benchmark analysis of other oversight models, including consultation with ISEAL
- Develop a system to monitor and evaluate the delivery of the accreditation services that incorporates stakeholder consultation and transparency of audit results
- Accessible and efficient dispute resolution process following norms for independent investigation
- Consideration of aspects for FSC to more directly participate in the oversight functions
- Delivery of cost effective accreditation services
- Final public consultation of the revised framework, prior to finalization