

**FSC APP Roadmap & Track Process**

**Stakeholder Engagement Plan**

**Final Draft (March 30<sup>th</sup>, 2017)**

## Acronyms

AMAN	Aliansi Masyarakat Adat Nusantara
APP	Asia Pulp and Paper
BRWA	Badan Registrasi Wilayah Adat
CSO	Civil Society Organisation
CET	Core Expert Team
EPN	Environmental Paper Network
FCP	Forest Conservation Policy (APP)
FPP	Forest Peoples Program
FSC	Forest Stewardship Council
HaKI	Hutan Kita Institute
ISFMP WG	Integrated Sustainable Forest Management Plan Working Group (APP)
Jikalahari	Jaringan Kerja Penyelamat Hutan Riau
Kahutindo	Indonesian Forestry and Allied Workers Union
LCMP	Landscape Conservation Masterplan Programme (APP)
PfA	Policy for Association
RAN	Rainforest Action Network
SAF	Stakeholder Advisory Forum (APP)
SWG	Stakeholder Working Group
SWG CF	Stakeholder Working Group Consultation Forum
TCF	Technical Consultation Forum
TFT	The Forest Trust
TPIVs	Track Performance Indicators and Verifiers
NGO	Non-Government Organisation
WWF	World Wildlife Fund

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## 1 Preamble

This document has been developed to clearly outline the terms of stakeholder engagement and consultation, the process for finalising the Roadmap and establishing and agreeing the Track Performance Indicators and Verifiers (TPIVs)<sup>1</sup> for ending APP's disassociation from FSC. It sets out to describe the steps, terms and projected time frame for finalising the Roadmap and developing Track Verification Plans to assess the status of the Roadmap compliance of APP for ending the disassociation. It does not describe the conditions that APP needs to fulfil for ending the disassociation from FSC as this shall be articulated and agreed within the Roadmap itself. This document should therefore be read in conjunction with the Roadmap for full understanding of what will be required of APP and how stakeholders can best inform that. The process and terms have been designed around standard international practice on consultation already applied by FSC.

The verification of compliance with the final agreed Roadmap shall be based on a set of TPIVs developed by FSC with the assistance of a core expert team (CET) and stakeholders engaged at all stages of the process. Progress of compliance against the TPIVs shall be assessed from February 1<sup>st</sup>, 2013, i.e. when APP made its sustainability commitments through its Forest Conservation Policy (FCP) effective.

The process outlined in this document requires over 12 months before final agreement to ensure adequate protocols and verification plans are set for assessing compliance for ending disassociation as well as ensuring stakeholder confidence and support. It is anticipated that a minimum level of guidance detail shall need to be integrated and agreed with stakeholders in the Roadmap document. This shall aim to provide APP with sufficient guidance to take preliminary actions prior to the finalisation of the Track Verification Plans.

This process and the terms and conditions set out in this document shall be conditional on APP remaining committed to implementing its commitments. In circumstances where there is evidence that APP, its suppliers or its subsidiaries are actively breaching the FSC Policy for Association (PfA), this process may be suspended or terminated by FSC<sup>2</sup>.

*Drafting note: This document has been drafted with reference to FSC-PRO-01-001 The Development and Revision of FSC Normative Documents and FSC-STD-60-006 Process requirements for the development and maintenance of National Forest Stewardship Standards*

## 2 Terms and Definitions

**Stakeholder Working Group (SWG):** a group of selected key stakeholders who have either relevant professional experience of, or are directly affected by, the topic/organisation under discussion. See 5.2.1 below for further details of what this group looks like and how it operates in this case.

**SWG Consultation Forum (SWG CF):** the constituency of stakeholders that the SWG members represent, this includes alternate SWG members (see 5.2.2 below) and other key stakeholders (see Annex 1 below).

**Technical Consultation Forum (TCF):** stakeholders and experts that have asked to be included and/or have been specifically targeted for inclusion by FSC/CET in the process of developing specific Track Verification Plans (see below for definition).

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<sup>1</sup> See section 2 for definition. Please note TPIVs will be in the form of a document referred to herein as Track Verification Plan.

<sup>2</sup> These circumstances would be where APP, its suppliers or its subsidiaries were actively breaching the Policy for Association, at the current time or at a time since the decision of the FSC Board in August 2015 (<https://ic.fsc.org/file-download.fsc-update-4-status-of-disassociation-from-app-2015-09-08-final.a-113.pdf>). Assessment of such a breach would be guided by the current FSC PfA. FSC-POL-01-004 V2-0 EN (2011).

**Public Consultation:** consultation advertised publicly allowing any stakeholder, individual or organisation to submit comments. A minimum of 30 days is allocated for any public consultation and a maximum of 60 days with the final Track Verification Plan documents as per FSC and global public consultation standard practice.

**Core Expert Team (CET):**<sup>3</sup> at this stage the role of the CET is to:

1. Facilitate consensus on and finalisation of the Roadmap.
2. Facilitate the setting and agreement of the Track Verification Plans. Including ensuring adequate Track Verification Plan consultation processes and coordinating the finalisation of Track Verification Plans with the SWG based on public consultation (see below).
3. As deemed necessary during the process: gather and analyse relevant information on key issues relating to the Roadmap Tracks needed to define the Track Verification Plans.

**Track Performance Indicators and Verifiers (TPIVs):** a set of indicators and verifiers based on the agreed Roadmap for each track. The thresholds for the minimum performance level for ending disassociation shall be set for each indicator and as well as on going targets to fulfil post the ending of disassociation.

**Track Verification Plan:** describes the entire process of setting Track Performance Indicators and Verifiers (TPIVs) as well as the TPIVs themselves. It replaces the term “action plan” - previously used in the draft Roadmap conditionally approved by the FSC board (Roadmap process phase 1) - to ensure that the difference is clear between action plans proposed by APP and the performance indicators for ending disassociation that shall be set by FSC.

### 3 Overview of stages in the process

See 1 and Figure 2 below for illustrated overviews.

#### 3.1 Agreement on Stakeholder Terms of Engagement

In order to ensure that all stakeholders have confidence and opportunities to participate in an equitable consultation process, the stakeholder terms of engagement shall be set out and agreed in this document and followed by FSC and all its consultants. This document shall be put out to public consultation prior to its agreement for a period of 30 days.

All planning should be based on the minimum parameters set out for consultation including key stakeholders consulting with their own constituents. The Stakeholder Working Group (SWG), as a key mechanism for reviewing and finalising documents at different stages of the process, shall be formed as part of the agreement to the stakeholder terms of engagement. These terms shall be adopted for both the Roadmap consultation process and the individual Roadmap Track processes (Track Verification Plans – see 3.3 below). FSC, CET and the SWG (once formed) can take stock of lessons from the Roadmap process once the Roadmap is finalised and amend this document by consensus accordingly for application during the setting and agreement of the TPIVs.

#### 3.2 Finishing the Roadmap

The outstanding issues that have been raised by key stakeholders on the draft Roadmap shall be addressed through a meeting of the SWG with the CET. Where necessary text shall be clarified through footnotes or a guidance column in the Roadmap document to avoid ambiguity or concern over interpretation of terms. The final version of the Roadmap needs to contain enough detail and guidance to provide APP with sufficient guidance to take preliminary actions prior to the finalisation of the TPIVs in the Track Verification Plans.

The version of the Roadmap agreed by the SWG shall then be presented for wider public consultation for a period of 30 days.

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<sup>3</sup> The CET are Karen Edwards, Anna Jenkins and Aisyah Sileuw.

The SWG shall be responsible, with the CET, in considering public comments on the Roadmap and all comments shall be registered. Any changes to the final draft as a result of public comment shall be highlighted and the final text of the Roadmap presented to APP by FSC for clarification. As the Roadmap sets out the terms for ending disassociation of APP with FSC it is anticipated that this shall not be regarded as a negotiation process but rather a setting of a clear set of conditions. Where APP feels the conditions are not clear APP can request clarification from the SWG and FSC.

### **3.3 Defining Track Performance Indicators & Verifiers (TPIVs) – The Track Verification Plans**

Track Performance Indicators and Verifiers (TPIVs) shall be developed for each Track of the Roadmap and this overall process is referred to as a Track Verification Plan process, with a Track Verification Plan developed for each of the first four Roadmap Tracks.

The template format for communicating the TPIVs along with guidance notes for verification processes shall be agreed between the SWG and the CET before proceeding to define the TPIVs themselves.

A work plan for key topics to be covered under each Track shall be published and stakeholders shall register their interest to be engaged in further technical consultation via Technical Consultation Teams/Consultative Forums. APP and concerned stakeholders shall be requested to submit relevant baseline information for development of the different track TPIVs (Track Verification Plans). The CET shall review and research further information, as necessary and appropriate, to assist realistically setting TPIVs in consultation with stakeholders or other specific experts interested in technical consultation.

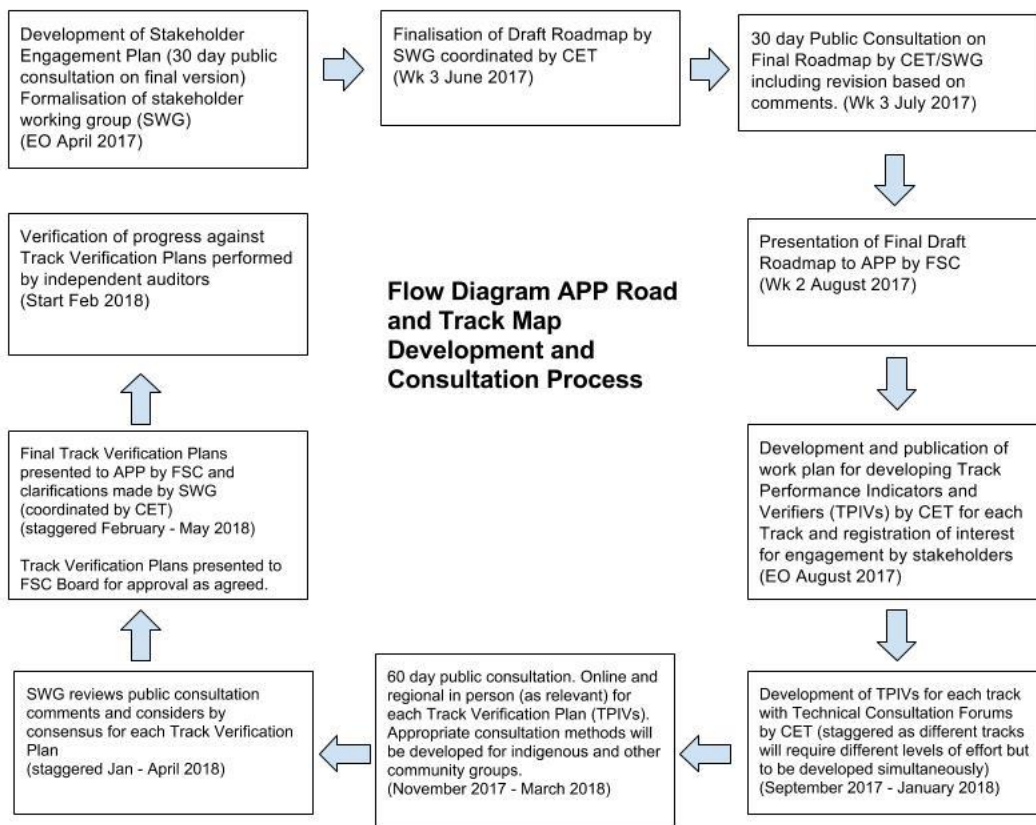
The first drafts of the Track Verification Plans shall be reviewed by the SWG and then presented to APP at in person meetings before going to public consultation. The completion of these may be staggered in time, as different levels of effort and complexity will be required for each Track. The final versions of the Track Verification Plans shall be presented to APP for clarification after being agreed by the SWG.

The FSC Board shall approve the final versions of the Track Verification Plans prior to monitoring and verification proceeding.

### **3.4 Monitoring and verification of Progress against Track Verification Plans**

The Track Verification Plans for each Track shall provide enough guidance for an independent auditor to assess progress of compliance by APP. Thresholds for compliance for ending disassociation shall be clearly set within the Track Verification Plans as well as on-going TPIVs that are needed to ensure that that status with FSC continues.

### 3.5 Illustrated overviews of the Roadmap and Track Verification Plan Process<sup>4</sup>



**Figure 1: Flow chart of steps in the Roadmap and Track process**

<sup>4</sup> The time scales given here are rough estimates only. Exact timings will depend on progress made in and issues arising from SWG discussions, wider discussions and field based stakeholder consultation as well as requests for clarification from APP.

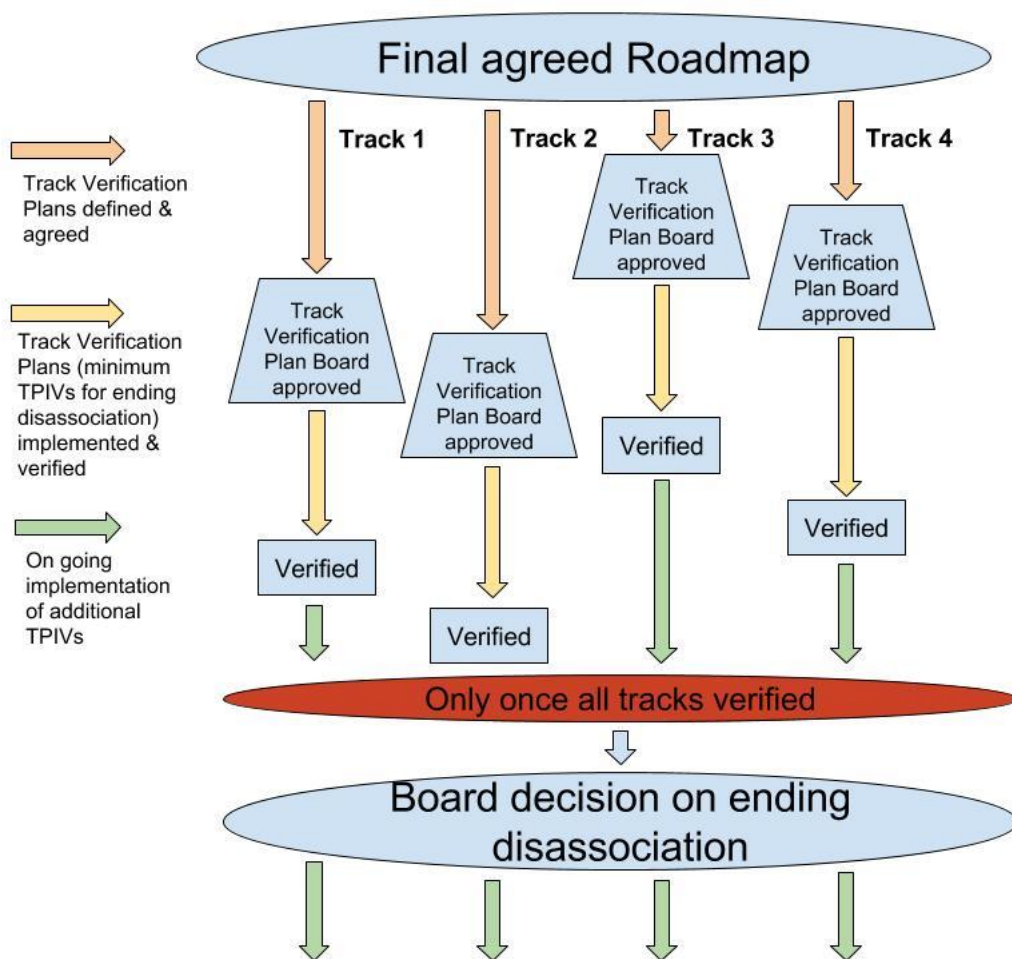


Figure 2: Overview of Roadmap and Track process

#### 4 Defining the stakeholders

An analysis of primary, secondary and APP-linked categories of stakeholder has been undertaken, as well as identifying key stakeholders, and can be seen in Annex 1 below.

##### 4.1 The key stakeholder group

These are the main key NGO/CSO stakeholders that have already been working on the Roadmap defining stage of the process to date. Key stakeholders may be either primary (directly affected) or secondary (other interested parties with a stake but not directly affected) stakeholders. Additional stakeholders are also proposed to be added to this group (see Annex 1).

Key stakeholders may differ for different aspects of the process and within individual Roadmap Tracks. The process of stakeholder identification and analysis will therefore need to be repeated at the start of the Track Verification Plan work and for any in-field stakeholder consultations, on a region/concession by region basis.



## 5 Defining the discussion spaces

### 5.1 Overview of discussion spaces

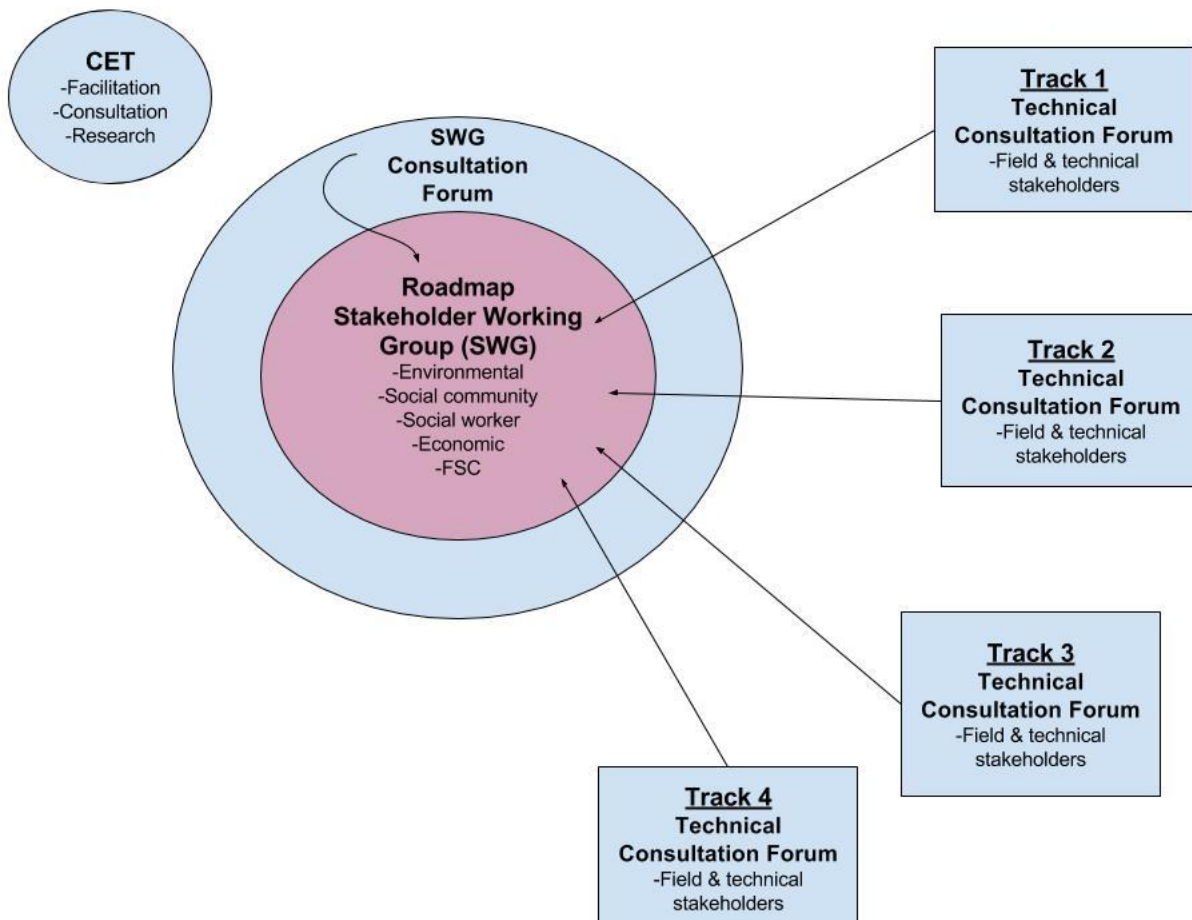


Figure 3: Roadmap and Track process stakeholder groups

## 5.2 Stakeholder engagement forums

### 5.2.1 Stakeholder Working Group (SWG)

This is the core stakeholder advisory group to FSC with whom it negotiates to define the Roadmap and various Track Verification Plans. *This does not include APP*. The outcome of SWG discussions is then put to APP as the proposed Roadmap and Track Verification Plans.

Currently the key stakeholders broadly serve this function. The CET proposes that the group is more formalised in terms of members - with some appropriate<sup>5</sup> economic chamber and union-type representation added to it - and in the way that it operates. This is to ensure both a SWG that reflects all interests and not just those of NGOs/CSOs, as well as the confidence and support of all stakeholder groups. If such support is absent the likelihood of delays and disputes is increased, and the probability

<sup>5</sup> In this case 'appropriate' means: high performing within the FSC system, a good track record of positive engagement in FSC processes, a good understanding of APP issues, a track record of choosing not to buy from APP because of risk and performance issues to date, and a willingness to become an APP customer again once (and only once) it is proven to be performing at higher levels - in this case that means at a minimum only after APP is re-associated with FSC.

of achieving consensus support for the Roadmap and eventual ending disassociation of APP with FSC is diminished.<sup>6</sup>

The term Stakeholder Working Group (SWG) has been chosen above “Consultative Forum” as this group will be working to actually define and agree the acceptable Roadmap text and APP performance levels (Track Verification Plans) necessary for FSC ending disassociation with APP. This task is therefore beyond consultation; the group shall work by consensus (see 6.1.2 below re consensus within the SWG). The term Consultative Forum shall be used for a wider group of key stakeholders with whom consultation on various drafts takes place and where consensus agreement is not sought or necessary.

The key decisions made in SWG meetings shall be documented and reviewed by the SWG itself and will provide an overview of the final rationale reached for such decisions. This documentation shall be made available to stakeholders beyond the SWG on request and to APP.

#### **5.2.1.1 Representation (and substitution) on the SWG**

There shall be a minimum of two seats and a maximum of four seats for each of the following types of stakeholder category:

- Environmental NGOs/CSOs
- Social (indigenous/local community focused) NGOs/CSOs
- Social (workers’ rights/issues) unions/NGOs/CSOs
- Economic

Named individual members shall be required as representatives on the SWG to ensure consistency in the dialogue. Alternate members can be designated in case a specific member cannot be present.<sup>7</sup>

All potential seats do not have to be filled. The CET and FSC will determine whether additional seats over and above the minimum number for each stakeholder category need to be taken up. The SWG does not need to be balanced in terms of the number of seats taken up in each category.

It is acknowledged that some stakeholder organisations may fit into more than one stakeholder category, the most appropriate category shall be chosen. SWG members do not have to be members of FSC International.

Representatives on the SWG shall be selected according to the criteria detailed in FSC-PRO-01-001: “Members of FSC Working Groups shall be selected according to the following criteria:

- a) Expert knowledge and/or experience of the issue under consideration;
- b) Up-to-date knowledge and experience of FSC’s systems and procedures;
- c) Understanding of the potential impact of a normative document on affected stakeholders;
- d) Understanding of and support for FSC’s mission and vision;
- e) Ability to review and comment on documents submitted in the working language(s) agreed for the Working Group (see Clause 3.11);
- f) Capacity to represent broadly supported chamber perspectives for chamber and sub-chamber balanced Working Groups;
- g) Gender balance, where possible.”

#### **5.2.2 SWG Consultation Forum (SWG CF):**

Key Stakeholders that do not sit on the SWG itself shall be invited to be part of the SWG Consultation Forum (SWG CF). These stakeholders shall be consulted with between public consultations and in close association with the SWG meetings. The SWG CF is the constituency stakeholders that the SWG

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<sup>6</sup> FSC 2009. *Process requirements for the development and maintenance of National Forest Stewardship Standards* FSC-STD-60-006 (V1-2) EN NATIONAL

<sup>7</sup> The burden of responsibility to keep alternate SWG members informed shall sit with the designated SWG member and not the CET or FSC.

members represent and work closely with; this includes alternate SWG members and other key stakeholders. The responsibility to represent the SWG CF members within the SWG sits with the SWG members.

### **5.2.3 Engagement in development of Track Verification Plans: Technical Consultation**

Some stakeholders beyond the SWG may be invited to provide evidence and data used in the development of the individual Track Verification Plans by the CET. There will be different levels of interest from different stakeholders according to the Track topic. The draft Track Verification Plans and processes shall be publicly transparent and stakeholders can indicate their interest in specific Track engagement directly with FSC or CET.

Each Track is anticipated to need its own Technical Consultative Forum (TCF). This shall be determined at the Track planning stage and as Track Verification Plan development progresses.

There may need to be concession by concession/regional-focused consultation, especially for Tracks 1 and 2, and the CET shall ensure that local community and indigenous peoples stakeholders can be included in the TCF process.

## **5.3 Other stakeholder input channels**

### **5.3.1 Public Consultation**

The revised Roadmap and final draft Track Verification Plans (for each Track) after having been agreed by the SWG shall be published for wider public consultation (for consultation times see 6.1.3.1 below). Mechanisms for providing feedback to FSC by organisations and individuals will include online feedback, emails and in person meetings (limited). Stakeholders shall be encouraged to provide specific changes to text with a clear rationale for the change to ensure the perspective of those commenting is clear to the SWG and CET who shall be considering the comments. All comments gathered during public consultation shall be registered and considered by the SWG in producing the finished text for FSC Board approval.

## **5.4 Discussions with APP**

Discussion takes place between APP and FSC with either FSC staff alone or FSC with its Stakeholder Working Group (SWG) (or a representative number from the SWG). FSC is at all times informed by the SWG and ultimately guided by its Board of Directors. The Board of Directors is the final decision-making body.

## **6 Terms of stakeholder engagement**

### **6.1.1 Meeting and exchange formats**

In person meetings and conference calls shall be used as the format for the SWG as necessary, agreed in advance with the members.

The SWG CF shall be kept informed by FSC and the CET via email. SWG CF members shall let their SWG colleagues know their views directly via email and other formats. Formal submissions to the SWG will need to be copied to the CET and FSC staff.

Technical Consultation Forums (TCFs) shall be communicated with via email and by telephone and where appropriate and needed, in-person consultation shall be undertaken by the CET.

Public consultation on the Roadmap will be via online and email feedback. Public consultations on the Track Verification Plans will use a mixture of online and email feedback and may include in-person meetings at national and local levels.

The method of consultation may depend on the nature of the Track involved. Consultation methods appropriate for indigenous and local communities that allow for participation without access to computers or written materials shall be implemented where needed. This will be determined on a Track by Track and region/concession by region basis.

During all meetings, TCF and public consultation, FSC shall ensure that consultation materials are available in Bahasa Indonesia and translators/simultaneous interpretation shall be made available.

### **6.1.2 Decision-Making Rules**

The SWG shall work by consensus, defined as “an absence of sustained opposition”.<sup>8</sup> If consensus cannot be reached the group must aim to redefine the issue and clarify on what parts they do agree upon, whilst revisiting relevant normative FSC frameworks as a guideline e.g. FSC Policy for Association FSC Controlled Wood standards and referring to relevant precedents (the referencing of relevant FSC frameworks and precedents is a key task for FSC technical staff).

Most of the decisions will relate to advice for FSC on the Roadmap and TPIVs (captured in the Track Verification Plans) to be reached by APP before end of the disassociation. TPIVs shall not be set beyond the scope of the criteria detailed in the FSC Policy for Association or of the FSC Board’s guiding principles (see 6.1.4 below). Reaching consensus may benefit from developing guiding criteria to help frame and define the TPIVs (e.g. in terms of legality, precedent and feasibility). If deemed appropriate these will need to be agreed by the group itself when the SWG is formally established.

All SWG parties shall agree the Roadmap, Track Verification Plans and other necessary text. If agreement cannot be reached then the areas where there is agreement as well as the nature of on-going issues where there is as yet no agreement shall be highlighted to the Board.

FSC itself will not facilitate the SWG meetings but will be present as a participant. Meetings shall be facilitated by the CET. FSC staff shall make relevant FSC technical information available and may assist in documentation of the meetings and provision of support materials.

Public consultation comments shall need to be addressed through the SWG. The SWG decides by consensus what will happen with the comments.

The SWG shall also consider the inputs from the Track TCFs, this may occur after the CET has used TCF input to draft the Track Verification Plans.

Ultimately it is the FSC Board of Directors that holds the right to make final decisions. The last level of discussion before presentation of the Roadmap or Track Verification Plan text to the Board should be in a meeting (in person or on-line) where all the three key parties are present (i.e. FSC, the SWG and APP). If agreement cannot be reached then the process set out earlier in this section shall be followed.

### **6.1.3 Consultation periods**

#### **6.1.3.1 Public consultation**

The standard period to submit comments on the first draft for public consultation shall be a minimum of sixty (60) days from the date of publication. The period for public consultation on intermediate drafts shall be a minimum of thirty (30) days from the date of publication. The period for consultation on the final drafts (in this case the final Track Verification Plans) prior to decision-making shall be sixty (60) days from the date of publication<sup>9</sup>. It has been decided in Phase 2 of the Roadmap finalisation process that a thirty (30) days consultation period shall be used for the final stage consultation on the second phase of the Roadmap.

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<sup>8</sup> ISO/IEC Guide 2:2004, *Standardization and Related Activities -- General Vocabulary* quoted in: <http://www.duhaime.org/LegalDictionary/C/Consensus.aspx> See Note 1 within the link.

<sup>9</sup> FSC 2009. *Process requirements for the development and maintenance of National Forest Stewardship Standards* FSC-STD-60-006 (V1-2) EN NATIONAL

The start and end dates of the public consultation shall be published along with the draft Roadmap or Track Verification Plan for comment. Comments received after the end of the consultation period shall not be considered.

#### **6.1.3.2 Colleague and constituent consultation**

Between public consultations, the default timescale for the SWG organisations and APP to consult with colleagues and constituents (members of the SWG CF) on the latest on-going drafts agreed at meetings (in person or virtual), shall be two weeks.

The consultation period may be made longer than two weeks – up to 30 days – when agreed as part of the last SWG or SWG and APP meeting to work on a Roadmap or Track Verification Plan draft. Longer time periods may be given for more complex issues/discussion topics.

Other methods that allow for colleague and constituent consultation shall be possible to replace the default and 30-day timescales. For example at final meetings where consensus needs to be achieved, time may be built into the meeting format to allow for virtual side meetings with colleagues and SWG CF members. Such measures shall be formally agreed by FSC/CET with the SWG and APP (as appropriate) ahead of time and the necessary provision shall be put in place by both FSC/CET and the organisation wishing to consult with colleagues. Such extraordinary arrangements shall be agreed with a minimum of 30 days notice to allow for colleague co-ordination.

In all cases the deadline is the deadline, no individual consultation period extensions shall be given, and the next meeting/stage of the process will proceed as planned. Where agreement between parties cannot be reached or further work is needed, further stages/meetings may need to be planned and this shall take place as appropriate.

#### **6.1.4 Stakeholder comments and proposals**

Stakeholder comments and proposals on the Roadmap and Track Verification Plans shall relate to/be justifiable in terms of the FSC Policy of Association or the FSC Board's guiding principles and decisions relating to Roadmap and Track process (see also 6.1.2 above). Comments may also relate to outstanding trust-building measures that FSC has already implicated as part of the Roadmap readiness 'prerequisites':

- a) Changed management approach, leading to demonstrable change (continued top management commitment, consistent adoption (and implementation) of policies that are suited to ensure change of previous business practices and manifestation of PfA compliant ones ('walk the talk'));
- b) Compensation for social and environmental damage;
- c) Transparency of change process and credible involvement of stakeholders;
- d) Independent verification of corrective/compensatory and preventive measures.

#### **6.1.5 Keeping stakeholders informed during the consultation process and implementation phase**

Prior to end of disassociation, during consultation, all SWG key consensus decisions shall be documented and comments submitted by stakeholders through public consultation shall be registered and submitted for consideration by the SWG when reviewing further drafts. Any public consultation forums held in person shall be announced publicly on the FSC website and a summary report for each consultation produced and shared.

Post end of disassociation, during the implementation of the remaining TPIVs and the on-going implementation of APP action plans (aligned with the Roadmap), stakeholders shall be kept informed to ensure transparency and accountability through the following mechanisms. The Track Verification Plans will detail this more fully; the table below provides an overview of the type of channels that FSC is considering to keep stakeholders informed and to ensure transparency in relation to progress on the on-going post end of disassociation TPIVs.

<b>Group to keep informed post ending disassociation</b>	<b>Accessibility Level</b>	<b>Geographical coverage</b>
FSC APP Roadmap Mailing List	Subscriber	Global
FSC Website	Open online	Global
FSC Dispute Resolution APP page	Open online	Global
SWG and SWG SF	Members	Global
TCFs	Those involved in Track Verification Plan technical consultation	Global
Roadmap and Track Verification Plan public consultation list	Those who contributed to Roadmap and Track Verification Plan public consultation	Global

## 7 Annex One: Stakeholder Analysis and Consultation

For purposes of engagement and consultation stakeholder have been divided into the following categories and how they will be engaged in the overall process has been detailed in the table below:

No	Stakeholder Type	Characteristics	How will they be involved? - Role in the Roadmap and Track Process	Potential Stakeholders
1	Primary Stakeholder	Those individuals and groups who are ultimately affected by APP's activities and the Roadmap, either as beneficiaries (positively impacted) or dis-beneficiaries (adversely impacted).	<p>These stakeholders shall typically be directly involved in the Technical Consultation Forums (TCFs).</p> <p>TCF members shall be consulted with both on a virtual basis and directly at local level where appropriate measures shall be put in place to ensure that they receive information in an accessible format.</p> <p>Where needed focus group discussions may be used for communities at a local level to gain clarification on specific issues in the preliminary information gathering stage and to ensure that they can input their views into the process.</p> <p>The views and conclusions from the TCFs shall be used for drafting documents by the CET and shall be considered by consensus by the SWG.</p> <p>Primary stakeholders shall be given higher weight than secondary stakeholders. In the SWG, consideration of the output from TCFs shall be given higher priority when it is from primary stakeholders.</p>	<p>Primary stakeholders include:</p> <ul style="list-style-type: none"> <li>-Community members adjacent to the concessions, especially rights holders (could also be delegated by their representative persons/organizations);</li> <li>-Adjacent concession holders including smallholders;</li> <li>-Conservation and restoration organisations with on-the-ground projects adjacent to concessions;</li> <li>-CSOs with projects adjacent to concessions,</li> <li>-Workers' unions/representative organisations;</li> <li>-District government with responsibilities in and adjacent to affected areas.</li> </ul>

No	Stakeholder Type	Characteristics	How will they be involved? - Role in the Roadmap and Track Process	Potential Stakeholders
			<p>Primary stakeholder comments from public consultations shall be given greater priority than those from secondary stakeholders.</p> <p>A number of primary stakeholders shall be considered 'key stakeholders' and shall be included in the SWG and SWG Consultation Forum (SWG CF) – see below.</p>	
2	Secondary Stakeholder	All other individuals or institutions with a stake, interest or intermediary role in the Roadmap implementation.	<p>Secondary stakeholders shall be engaged primarily through public consultations on final Roadmap and individual Track Verification Plans.</p> <p>In some cases specific secondary stakeholders shall also be included in TCF consultation processes, where their expertise is relevant or a specific legitimate request to be included in the TCFs has been received.</p> <p>The comments received via the public consultations shall be considered by consensus by the SWG.</p> <p>A core group of these stakeholders are recognised as Key stakeholders – see below.</p>	<p>Secondary stakeholders include:</p> <ul style="list-style-type: none"> <li>-National government;</li> <li>-NGOs/CSOs;</li> <li>-Donors and development organisations,</li> <li>-Buyers;</li> <li>-Academia and other technical experts etc.</li> </ul>
3	APP linked stakeholders	Stakeholders that are linked to APP through service agreements and contracts that are based, on financial or commercial interests.	<p>APP linked stakeholders shall be primarily be consulted with via public consultations.</p> <p>These stakeholders may be included in specific TCF consultation processes if appropriate or may be consulted with separately if CET led field consultation is taking place in the near vicinity to the</p>	<p>APP linked stakeholders include:</p> <ul style="list-style-type: none"> <li>-APP suppliers;</li> <li>-Yayasan Belantara;</li> <li>-TFT.</li> </ul>



No	Stakeholder Type	Characteristics	How will they be involved? - Role in the Roadmap and Track Process	Potential Stakeholders
			<p>stakeholder.</p> <p>FSC anticipates APP will be in direct contact with these stakeholders and will therefore also be keeping them up to date with the Roadmap process.</p>	
1 + 2	Key Stakeholder	<p>Those that:</p> <ul style="list-style-type: none"> <li>- Can significantly influence the success of the Roadmap process/implementation; and/or</li> <li>- Have significant knowledge of APP and its historical forest management and working practices.</li> </ul> <p>Can be a primary or secondary stakeholder.</p>	<p>Key stakeholders shall be represented through the Stakeholder Working Group (SWG) and the SWG Consultation Forum (SWG CF) and be engaged fully in the process.</p> <p>There should be a full range of FSC chamber representation in the SWG including economic and social (labour rights) that have to date not been so well represented.</p> <p>The SWG shall have the highest input weight in the Roadmap and Track process. It represents FSC's main advisory committee for the process and decisions shall be made by consensus.</p> <p>The SWG CF shall also contain key stakeholders. These key stakeholders are those that may not want to, or be able to,</p>	<p>Organizations in former Solution Working Group of APP (WWF, RAN, Greenpeace, EPN, HAKI)</p> <p>Organizations that have had significant involvement with APP's FCP and Landscape Conservation Masterplan Programme (LCMP) development OR organizations that participated in the in-person workshop organized by FSC on 9 September 2016.</p> <p>Additional stakeholders from the social chamber representing workers' rights and from the economic chamber.<sup>10</sup></p> <p>The members shall be selected from a pool of organisations as listed below based on their perspective, representation and previous interest and commitment to the Roadmap</p>

<sup>10</sup> Social chamber organisations shall be sought from national and regional union and other workers' rights organisations. Economic representatives can be companies/business interests from outside the region and the company and its representative to the group shall have the following characteristics:

- High performing within the FSC system;
- a good track record of positive engagement in FSC processes;
- a good understanding of APP issues;
- a track record of choosing not to buy from APP because of risk and performance issues to date; and
- a willingness to become an APP customer again once (and only once) it is proven to be performing at higher levels – in this case that means at a minimum only after APP is re-associated with FSC.

No	Stakeholder Type	Characteristics	How will they be involved? - Role in the Roadmap and Track Process	Potential Stakeholders
			<p>commit to the SWG process. They may be alternate SWG members. They are represented by their colleagues on the SWG and shall be consulted with regularly. The SWG shall consider SWG CF's comments by consensus. This group has high input weight in the process.</p>	<p>process.</p> <p>Those suggested for SWG based on an analysis of previous interaction:</p> <ul style="list-style-type: none"> <li>-<b>Environmental Pool:</b> Greenpeace, WWF Indonesia, Jikalahari, Wetlands International, KKI WARSI, EPN, Titian, Woods and Wayside International. <i>To be discussed further during the consultation period</i></li> <li>- <b>Social Pool (indigenous local community focused):</b> RAN, FPP, Scale Up, Auriga, HAKI, AMAN, BRWA, and/or local community/ indigenous peoples' representative. <i>To be discussed further during the consultation period</i></li> <li>- <b>Social (Workers Rights) Pool:</b> Kahutindo, Regional labour rights unions. <i>To be discussed further during the consultation period.</i></li> <li>- <b>Economic Pool:</b> <i>To be discussed further during the consultation period.</i></li> </ul>