
	CERTFOR CERTIFICATION SYSTEM		
	STAKEHOLDER MAPPING PROCEDURE		
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STAKEHOLDER MAPPING PROCEDURE

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1. INTRODUCTION

Stakeholder mapping procedure is a tool for identifying people, groups, and organizations that have an interest in standardization. The process of mapping and its analysis enables the establishment of a mechanism for extensive participation in the development and/or revision of standards by means of effective internal planning that considers the current situation and the options for accessing key and disadvantaged stakeholders.

2. OBJECTIVE

The objective of this procedure is to establish mechanisms for stakeholder participation in the development and/or revision of the Chilean Sustainable Forest Management Certification System's (CERTFOR) standards during the different stages of the process, starting with public announcement and finishing with public consultation. The procedure requires stakeholder identification, classification and prioritization, and the creation of appropriate strategies for approaching each type of stakeholder, especially key and disadvantaged stakeholders.

3. SCOPE

This document includes the requirements that CertforChile shall fulfil as the CERTFOR Standardizing Body with regard to stakeholder mapping for the standardization process.

This document was issued 6 January 2014 and is available for all interested parties. It will be updated by the National Secretariat of CertforChile when necessary.

4. NORMATIVE REFERENCES

The following reference documents are essential for implementation of the procedures described in this document. For all documents –with or without a date– the latest edition is applicable, including any amendment:

- DN-01-02: Procedure for the Development and Revision of CERTFOR Standards.
- Stakeholder Engagement Standard AA1000 AS (2008).
- ISO/IEC Guide 2: 1996, Standardization and Related Activities – General Vocabulary.
- PEFC ST 1001:2010: Standard Setting – Requirements.

5. TERMS AND DEFINITIONS

5.1. Stakeholder Identification

A process that involves the recognition of those individuals, groups, and organizations direct or indirectly affected by the standardization process, in addition to documenting relevant information regarding their interests, participation and impact on the success of the process. Stakeholders, either internal or external to the Standardizing Body, can be classified at different levels of influence and interest.

5.2. Stakeholder Map

This is a tool used to gather, classify, analyze and organize systematically qualitative and quantitative information regarding stakeholders for the process of standardization, making it possible to determine particular interests to be considered throughout the process. The use of this analytical tool helps to classify those involved in the process according to their interest levels and their influence in order to facilitate the organization of stakeholders for the development of their corresponding management strategies. In particular, it helps to identify key and disadvantaged stakeholders, whose participation and contribution shall be proactively pursued during the standardization process.

5.3. Stakeholder

A person, group or organization with an interest in the subject of standardization.

Note: The nine major groups that have been defined by Agenda 21 of the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro in 1992 provides an example of stakeholders involved in/concerned by sustainable forest management: (i) business and industry, (ii) children and youth, (iii) forest owners, (iv) indigenous people, (v) local authorities, (vi) NGOs, (vii) scientific and technological community, (viii) women, and (ix) workers and trade unions.

5.4. Disadvantaged Stakeholder

A stakeholder who might be financially or otherwise disadvantaged for participation in the standard-setting process.

5.5. Key Stakeholder

A stakeholder whose participation is critical to the results of the standard-setting process.

6. METHODOLOGY

6.1. Stakeholders Engagement Guidelines

Stakeholder Engagement Standard AA1000 provides guidelines for engaging stakeholders and establishing communication mechanisms in order to discuss relevant matters for the organization and its respective stakeholders, according to the organization's policies and strategies. In order to comply with these guidelines, standard AA1000 considers the following aspects:

Relevance: Correct identification of relevant and problematic issues for the development of the organization and its stakeholders.

Inclusivity: Comprehension and management of the relevant impacts, opinions and needs of stakeholders, in addition to their perceptions and expectations.

Response Capacity: Response to the relevant impacts and concerns of stakeholders.

6.2. Stakeholder Identification

There is no generic list of stakeholders because these change over time and depending on location. They are groups or individuals that affect or are affected by organizations, depending on the industry, geographic location and specific issue. Stakeholder identification can be carried out according to the following aspects:

Responsibility: Groups or individuals for whom the organization has or will have legal, financial and/or operational responsibilities, according to regulations, contracts, policies or current practices.

Influence: Groups or individuals who have or will have an impact on the capacity of the organization to achieve its goals, whether their actions promote or impede its performance. These groups or individuals may have informal influence or formal decision-making powers.

Interaction: Groups or individuals who interact with the organization, including internal stakeholders and those who have a long-term relationship with the organization, or those on whom the organization is dependent for daily operations.

Dependency: Groups or individuals who most depend on the organization, such as employees and their families, clients whose security, continuity, health or well-being depend on its products, or suppliers for whom the company is an important client.

Representation: Groups or individuals who, through regulatory and/or cultural/traditional structures, represent other individuals, such as local community leaders, labour union representatives, local councillors, advisers, and representatives of official organizations.

7. THE STAKEHOLDER MAPPING PROCESS

7.1. Description of Stakeholder Map Components

Identification: The name given to a stakeholder.

Type: This refers to the internal or external role performed by a stakeholder during the standardization process. Stakeholders can be internal, such as the administrative or executive staff at CertforChile or the staff of financial backers with high levels of influence on the process and its resources, or they can be external stakeholders, such as the process beneficiaries, forestry institutions or civil society organizations that will be affected by the results of the standardization process.

Objectives or results: This includes the objectives or results in which stakeholders show interest or in which their actions can influence either positively or negatively. This information may be provided by CertforChile statutes, the different plans involved in the standardization process, and interviews with interested parties, among other sources.

Levels of interest and influence: This refers to the level of interest and influence of a stakeholder during the standardization process. This level can be high or low, depending on the scale used in the interest vs. influence matrix chart (Figure 1). Determination of the level of interest and influence is a subjective estimate based on the judgment of experts, supported by the available information about a stakeholder. This information is useful when developing management strategies in relation to the expectations of those involved.

Possible actions with a positive/negative impact: These are actions that stakeholders can undertake to influence, either positively or negatively, the results of the standardization process in which they show interest or are themselves influential, due to their hierarchy, status and available resources, among other factors.

Strategies: These are actions that can be undertaken in order to achieve necessary support or to avoid obstacles created by stakeholders during the implementation and conclusion of the standardization process. Strategies must be developed in accordance with the type of stakeholder, the objectives in which they are interested, the levels of interest and influence they may exert during the process (Figure 1), and the actions they may undertake in order to positively or negatively affect results.

Conclusions: The summary of key aspects to be considered in order to effectively manage stakeholder expectations. Conclusions result from analyzing, relating and synthesizing all data contained in the stakeholder map.

7.2. Classification of Stakeholders and Expectation Management Strategies

Stakeholders are classified after all data is complete. For this purpose, a 2x2 matrix chart can be used to represent the level of interest and influence of the stakeholders involved in the standardization process, thus helping to classify each stakeholder in a particular type for which different strategies are defined.

Figure 1: Example of an Interest vs. Influence Matrix Chart.

		Strategy	
Interest	High	Collaborate	Satisfy
	Low	Communicate	Observe
		Low	High
		Influence	

The identified strategies, according to the position held by the stakeholders in the matrix chart, are aimed both at increasing support for the standardization process and at minimizing negative impacts.

Types of strategy include:

To satisfy: Invest in relationship processes in order to understand stakeholder concerns and develop solutions to key stakeholder demands.

To collaborate: Define commitments to stakeholders with high-interest and low-influence levels, attempting to fulfil their requirements within the limits of a balanced cost-benefit relationship and in the context of the organization's policies.

To observe: Ensure a balance between the concerns of stakeholders with high-influence levels and those affected by the decisions made.

To communicate: Offer access to general information channels and feedback.

Note: Since information presented in the stakeholder map may be sensitive or confidential, good judgment should be applied in relation to the kind of information presented and the level of access to it.

7.3. Strategies to Gain Access to Disadvantaged Stakeholders

After the stakeholder analysis has been completed, it is necessary to identify disadvantaged stakeholders who may have a variety of difficulties for participating in the process of development and/or revision of standards. The strategies for encouraging participation shall be established according to the limitations of this type of stakeholders, for example:

Economic: Lack of financial resources to attend meetings. CertforChile shall provide financing in order to ensure the participation of disadvantaged stakeholders if needed, as otherwise they may be under-represented in the standardization process.

Technical and linguistic limitations: An extensive terminology is used during the development and/or revision of standards, making it difficult for stakeholders to understand. CertforChile shall therefore encourage participation by implementing training sessions to clarify the process and participation options.

Logistics and place of residence: In order to minimize meeting attendance difficulties due to logistics and/or place of residence, CertforChile shall arrange meetings in different regions of Chile to facilitate attendance and participation.