



SFI® IMPLEMENTATION COMMITTEE (SIC)

GOVERNANCE

BACKGROUND

Sustainable Forestry Initiative (SFI) program participants established state SFI Implementation Committees (SICs) in 1995 and the first provincial SIC in 2001. SICs provide a strong foundation for the SFI program and make important contributions in assuring SFI Standard conformance and SFI program recognition. The state, provincial and regional SICs are semi-autonomous committees reflecting significant geographic and organizational diversity, and involves a wide-range of local community stakeholders, such as forest products companies, non-industrial forest landowners, family forest landowners like the American Tree Farm System®, state/provincial forestry associations, federal/state/provincial government natural resource agencies, Indigenous Peoples and governments, forestry colleges and universities, professional loggers, sporting organizations, labor groups, Extension Service, technical education centers, and conservation and community organizations. This flexible, grassroots infrastructure is a fundamental strength of the SFI program and our goal to promote responsible forestry across all forest ownerships.

The Sustainable Forestry Initiative (SFI) program is a fully-independent forest certification program. All aspects of the SFI program are owned and managed by the Sustainable Forestry Initiative, Inc. (SFI Inc.), a non-profit organization based in Washington, DC and governed by a three-chamber Board of Directors with equal representation from three chambers: environmental, social and economic. The SIC Governance document is the principal governing document for SICs. SIC Chairs should use the following documents, which can be found on the SFI Inc. SIC member's only site, for assistance in managing SIC activities consistent with SFI Inc. objectives:

- SIC Governance document;
- SIC Memorandum of Understanding;
- SIC Service Mark Licensing agreement; and
- SIC-specific governance documents.

In 2009, SFI Inc. developed an SIC Governance Review Ad-Hoc Committee to review the SIC Governance document for relevance to the current SFI Program and to ensure consistency with the SFI 2010-2014 Standard. The Ad-Hoc Committee reinforced the need for the SIC Governance document and in ensuring consistency with the current SFI Standard. The SIC Governance document will be updated on a regular basis in conjunction with future SFI Standard revisions. The SIC Governance document may also be reviewed between these schedule revisions if necessary due to significant SFI program changes.

VISION STATEMENT

“SFI Implementation Committees (SICs) are an integral part of the SFI program and play a vital role in promoting training and landowner outreach, maintaining integrity of the SFI program and supporting and promoting responsible forestry and the SFI program at local levels.

MISSION STATEMENT

The Memorandum of Understanding (MOU) defines the SIC Mission, ensuring SIC goals and priorities are focused based on recommendations from the SIC Governance Review Ad-hoc Committee. The MOU clarifies both the SIC mission and supports obligations for SFI program participants as follows:

- I. Overall SIC Mission – Effectively facilitate or manage at a state, provincial, or regional level the programs and alliances which support the growth of sustainable forest management through the SFI program.
- II. **Core SIC Mission** – Priorities for all SICs
 - A. Training & Education -- Establish criteria and identify delivery mechanisms for qualified logging professional, qualified resource professional, and wood producer training.¹ Establish criteria for recognition of logger certification professional programs, where they exist.²
 - B. Inconsistent Practices -- Establish protocols for addressing, investigating, and responding to SFI Standard non-conformity allegations and inconsistent practices, and allegations regarding non-program participant forest management practices.³
 - C. Landowner Outreach -- Focus landowner outreach efforts on education and technical assistance.⁴
 - D. Informational Resources -- Focus informational resource efforts on increasing SFI program recognition, awareness and support with groups, such as local opinion leaders and forestry resource professionals.⁵
 - E. Annual Reporting -- Submit the SIC Annual Progress Report to SFI Inc.
 - F. SFI Program Integrity⁶ -- Protect the integrity of the SFI program by:
 - a) ensuring proper SIC service mark usage;
 - b) alerting SFI Inc. when improper communications or misleading claims are observed;
 - c) avoiding the appearance of participation or compliance by non-SFI program

¹ *SFI 2015-2019 Standard* Indicators 11.2.1 (FM) and 6.2.1 (FS).

² *SFI 2015-2019 Standard* Indicators 11.2.3 (FM) and 6.2.3. (FS).

³ *SFI 2015-2019 Standard* Performance Measures 12.3 (FM) and 7.3 (FS).

⁴ *SFI 2015-2019 Standard* Indicators 12.1.1 and 12.2.1 (FM) and 7.1.1 and 7.1.2 (FS).

⁵ *SFI 2015-2019 Standard* Performance Measure 12.2 (FM) and 7.2 (FS).

⁶ *SFI 2015-2019 Standard* Indicators 12.3.1 and 12.3.2 (FM) and 7.3.1 and 7.3.2 (FS).

participants; and
d) avoiding appearance of third-party certification by non-certified SFI program participants.

- III. **Secondary SIC Mission** – Below are priorities which may be determined by each SIC; however, individual participants may choose not to participate or support these objectives.
- A. Training & Education -- Provide delivery mechanisms for logging professional, and forest resource professional, and wood producer training to address SFI program needs not adequately provided by other programs.
 - B. Market Outreach -- Sponsor active market outreach efforts in local communities that may include paid advertising.
 - C. Recruitment -- Encourage large landowners and all forest products facilities to enroll as SFI program participants; encourage family forest owners to participate in American Tree Farm System or similar programs, recognized by the SFI program, as appropriate.
 - D. Forest Management Statistics - Encourage government agencies to provide accessible timely, accurate harvest and regeneration statistics, in support of a program participant's sustainable forestry programs.⁷
 - E. Research – Promote forestry research, science, and technology, upon which sustainable forest management decisions are based.⁸

SIC ORGANIZATION

SICs are semi-autonomous committees reflecting significant geographic and organizational diversity. This flexible, grassroots infrastructure is a fundamental strength of the SFI program and our goal to promote sustainable forestry across all ownerships. The following is intended to clarify support expectations and provide guidance to ensure consistency, while still maintaining SIC flexibility.

Projects

- I. SIC activities should focus on SFI-specific projects that are more effectively executed through group efforts. In all cases, SIC-supported projects should seek to complement existing efforts that promote sustainable forestry.
- II. All SIC-supported projects should incorporate SFI program recognition.
- III. SIC activities should complement and not overlap state/provincial association efforts. SICs should coordinate regionally where appropriate to cut costs.
- IV. SICs may not place requirements on SFI program participants beyond what is contained in the SFI Standard currently in effect without prior approval by SFI Inc.

Structure

- I. Each SIC must have bylaws or a charter that formalizes the SFI-specific focus of the committee and the leadership role of SFI program participants. SIC Chairs must be SFI program participants.
- II. SICs should strive for consensus on decision-making process pertaining to projects and activities, whether core or secondary, and involving all SIC members. Where consensus

⁷ *SFI 2015-2019 Standard* Performance Measure 10.2 (FM) and 8.1 (FS).

⁸ *SFI 2015-2019 Standard* Objective 10 (FM) and Objective 5 (FS).

can not be reached, the decision-making process should be clearly defined to anticipate instances where consensus cannot be reached. Even if SFI program participants do not represent a "majority," they should set SIC SFI policy through predetermined business decision-making structures including:

- A. Weighted voting rights based on level of financial and/or SFI support, or
 - B. Prioritized menu of programs and projects to electively support, or
 - C. Required majority vote for SFI program participants.
- III. Efforts to involve "Community Partners" in SIC activities should focus on multi-stakeholder organizations that publicly support the SFI program locally, regionally, and/or nationally. "Community Partners" eligible for certification (i.e. landowners, manufacturers/facilities or organizations who qualify for SFI program participation) should be encouraged to enroll in the SFI program.
- IV. SICs must be vigilant in avoiding the appearance that "Community Partners" , non-SFI program participants and SFI Applicants are in conformance with the SFI Standard or are participants in the SFI program.
- V. SICs should be independent, SFI-focused committees with legal oversight and staff support provided by existing industry-supported infrastructure where possible. Contracting with state or provincial associations may be a cost effective option for avoiding the duplication of support services.

Funding

- I. The SIC decision-making process should recognize SFI program participants determine the level of funding to be provided by each participant.
- II. Local SFI program participants should determine SIC dues, budgets, and funding consistent with national SFI program priorities and trends.
- III. Local SFI program participants should define "support" expectations for SIC members. "Support" may not necessarily be financial and can include in-kind support.
- IV. Local SFI program participants should establish an equitable means of self-assessment to generate needed funding. SFI program participants may choose not to participate in funding projects not defined as part of the SIC core mission.
- V. SICs should consider multi-state credits/discounts, non-dues revenue opportunities, including grants, and other options providing dues paying members flexibility on funding requirements, particularly in the cases of financial hardship.
- VI. SICs should develop program budgets annually, ensuring they are reflective and respective of the current economy. Projects implemented by the SIC should incorporate SFI-specific elements and promote the SFI program.
- VII. SIC sponsored activities should be self-funding wherever possible. SICs should seek grants from non-industry sources and incorporate financial goals based on anticipated revenue from grants, registration fees, or other sources. If funds are sought from national organizations, SICs should consult with SFI Inc. to avoid overlap of fund-seeking from multiple entities.
- VIII. SICs should seek opportunities to participate in projects already being implemented within the broader forestry community by incorporating SFI-specific elements.

SIC OBJECTIVES, GOALS, AND PERFORMANCE MEASURES

<i>Outcome</i>	<i>SIC Core Objective</i>	<i>SIC Secondary Objective</i>	<i>SIC Focus</i>
Greater market assurance and acceptance of SFI certified products	<p>Protection of SFI Program Integrity⁹</p> <ul style="list-style-type: none"> • Ensure proper SIC service mark usage • Alert SFI Inc. to improper communications or misleading claims • Avoid the appearance of participation or compliance by non-SFI program participants • Avoid appearance of third-party certification by non-certified SFI program participants 	<p>Recruitment</p> <ul style="list-style-type: none"> • Encourage large landowners and all forest products facilities to enroll as SFI program participants; encourage family forest owners to participate in American Tree Farm System or similar programs, recognized by SFI. 	<p>SICs should focus on quality control and oversight to protect the integrity of the SFI program.</p> <p>SICs can contribute to SFI program growth by encouraging eligible supporters (i.e. landowner, manufacturers/facilities or organizations who qualify for SFI program participation) to become SFI program licensees.</p>
Increased opinion-leader awareness of and support for the SFI program	<p>Informational Resources¹⁰</p> <ul style="list-style-type: none"> • Focus on SFI program recognition, awareness and support with groups, such as local opinion leaders and forestry resource professionals <p>Inconsistent Practices Protocols¹¹</p> <ul style="list-style-type: none"> • Build credibility by establishing effective inconsistent practices protocols <p>SIC Annual Progress Report to SFI Inc.</p> <ul style="list-style-type: none"> • Document progress in all priority areas 	<p>Market Outreach</p> <ul style="list-style-type: none"> • Sponsor active market outreach efforts in local communities that may include <u>paid</u> advertising <p>Forest Management Statistics¹²</p> <ul style="list-style-type: none"> • Encourage government agencies to provide accessible accurate, timely statistics <p>Research¹³</p> <ul style="list-style-type: none"> • Promote forestry research, science, and technology, upon which sustainable forest management decisions are based. 	<p>Outreach objectives should be more narrowly defined; reaching the “general public” via paid advertising may not be cost effective or realistic for SICs. Outreach should focus on securing endorsement of the SFI program by groups, such as opinion leaders and forestry resource professionals.</p> <p>Effective inconsistent practices protocols will help build credibility.</p> <p>SIC focus should be on agency advocacy efforts to ensure that FIA and similar programs provide accurate, timely information.</p>

⁹ SFI 2015-2019 Standard Indicators 12.3.1 and 12.3.2 (FM) and 7.3.1 and 7.3.2 (FS).

Outcome	SIC Core Objective	SIC Secondary Objective	SIC Focus
Increased assurance of a sustainable fiber supply through the application of sustainable forestry principles	<p>Training & Education¹⁴</p> <ul style="list-style-type: none"> Establish criteria and identify delivery mechanisms to define what it means to be “SFI trained”. Establish criteria for recognition of logger certification professional programs, where they exist.¹⁵ <p>Landowner Outreach – Education & Technical Assistance¹⁶</p> <ul style="list-style-type: none"> Supplement and complement existing programs Supply SFI program information 	<p>Training & Education</p> <ul style="list-style-type: none"> Provide delivery mechanisms to address SFI program needs not adequately provided by other programs 	<p>Training & Education</p> <ul style="list-style-type: none"> Build on logging professional and forest resource professional training success and incorporate feedback from audit processes SICs should serve mostly in a training program “accreditation” capacity by defining objective criteria and identifying appropriate delivery mechanisms; SICs that directly deliver training should strive for self-sufficiency through grants, fees, or other means. SICs should make every effort to coordinate training and record keeping regionally. <p>Landowner Outreach – Education & Technical Assistance</p> <ul style="list-style-type: none"> Landowner outreach efforts should focus on education to increase the practice of sustainable forestry; this should complement, not duplicate, existing programs. SICs should be an accessible, credible information source for landowners interested in certification. SICs should integrate landowner outreach objectives with SFI Inc. objectives for Family Forests

¹⁰ SFI 2015-2019 Standard Performance Measure 12.2 (FM) and 7.2 (FS).

¹¹ SFI 2015-2019 Standard Performance Measures 12.3 (FM) and 7.3 (FS).

¹² SFI 2015-2019 Standard Performance Measure 10.2 (FM) and 8.1 (FS).

¹³ SFI 2015-2019 Standard Objective 10 (FM) and Objective 5 (FS)..

¹⁴ SFI 2015-2019 Standard Indicators 11.2.1 (FM) and 6.2.1 (FS).

¹⁵ SFI 2015-2019 Standard Indicators 11.2.3 (FM) and 6.2.3. (FS).

¹⁶ SFI 2015-2019 Standard Indicators 12.1.1 and 12.2.1 (FM) and 7.1.1 and 7.1.2 (FS).