

# Standard Setting Instrument (SSI) User Manual and Evaluation Form Version 1.0

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**An Instrument of**



a series of instruments to support and empower multistakeholder working groups in developing forest certification standards

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The views expressed and adaptations used in these document are the sole responsibility of the author, who acknowledges the valuable contributions to specific parts and aspects of this work.

SSI concept is based on CIMAT 2, a standard development tool previously developed by CIFOR.



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# Standard Setting Instrument (SSI)

## Introduction

SSI stands for Standard Setting Instrument, and is a computer software designed to assist you in developing and assessing national standards based on the Forest Stewardship Council (FSC) Principles and Criteria for Forest Stewardship (FSC P&C) simply called the FSC standard. SSI is an instrument in The PathFinder and is based on a C&I development software previously developed by the Center for International Forestry Research (CIFOR).

SSI is specifically intended to assist in the creation of indicators, norms and verifiers for the global FSC P&C to meet the specific conditions and context of a particular country or region. SSI also provides weighting and scoring techniques to assess the FSC standard against the performance of a particular area or forest management unit (FMU).



**The intended users for SSI are national working groups that are currently developing standards for forest management according to the FCS system.** This manual will help you learn how to use SSI.

## System Requirements

The following systems specification are recommended to run SSI:

- Hardware: IBM PC or compatible, with Pentium processor, Minimum RAM 32 MB
- Operating systems: Microsoft Window 95/98/ME/NT/2000/XP is required
- Microsoft Word 97/2000/XP with VBA installed. Users of earlier versions of Microsoft Word will need to upgrade their software.
- Hard disk space: minimum 30 MB





# Standard Setting Instrument (SSI) User Manual and Evaluation Form

## Installation

### 1. Automatic Installation (Recommended)

To install SSI, download SSI.zip, from the PathFinder to your hard disk, expand the file (double click) and select "SSISetup.exe" file. Double click it, and follow the installation instructions.

### 2. Manual Installation (For Advanced User)

You can install SSI manually, but it is not recommended. The instructions below require a sound knowledge of computer. SSI "automatic" installation does some modification on your registry setting and checks your current Windows and Microsoft Word version. To install SSI manually, please follow step-by-step instructions below:

#### 1. Change Microsoft Word setting:

- a. Open Microsoft Word.
- b. Changing Macro Security on your Microsoft Word (for Word 2000 or above only): Go to "**Tools**" à "**Macro**" à "**Security**". Select "**Security Level**" tab, choose "Medium", then select "Trusted Sources" tab, select "Trust all installed add-ins and templates" check box and click "OK".
- c. Checking "Visual Basic For Application" installed properly: Go to "**Tools**" à "**Macro**" à "**Visual Basic Editor**". "Visual Basic Editor - Manual" window will be appear. Go to "**Tools**" à "**Preferences**". Point your mouse to "**Visual Basic For Application**". Make sure "Visual Basic For Application" checked on the check box. Click "OK".
- d. Specifying your "Microsoft Word Templates" directory: Go to "**Tools**" à "**Options**". Select "**File Locations**" tab. Point your mouse to "**User templates**". Click "Modify" button, and the "Modify Location" dialog box will be appear. On the "Folder name" field you will find your "Microsoft Word Templates" directory. Please memorize its location.
- e. Now you can close Microsoft Word window.

#### 2. Copying files

- a. Find "SSI-01.zip", "SSI-02-97.zip" (for Word 97), "SSI-02-2000" (for Word 2000 or above), and "SSI.reg" files located on "Manual Installation" folder in your CD.
- b. Create a directory named "**SSI**" under your "Program Files" directory, and extract "SSI-01.zip" into it.
- c. Create a directory named "**SSI**" under your "Microsoft Word Templates" directory, and extract "SSI-02-97.zip" (for Word 97) or "SSI-02-2000" (for Word 2000 or above) into it.

### 3. Modifying registries and INI file (for Word 2000 or above only)

- a. Double click "SSI.reg" and the "Registry Editor" dialog box will be appearing, click "Yes".
- b. Run "Registry Editor":  
Go to "**Start**" à "**Run**". Write "regedit", and click "OK".  
Go to "My Computer\HKEY\_LOCAL\_MACHINE\SOFTWARE\SSI".  
Double click "SSIFolder1", and change the string value in it. Fill your "Microsoft Word Templates" directory on "Value data" text field.
- c. Find "SSICheck.ini" file on your "Program Files\SSI" directory. Open the file with "Notepad". Modify line contained "Your Microsoft Word Templates Directory Full Path".

### 4. Creating shortcuts on desktop

- a. Minimize all opened application.
- b. Right click on your desktop, select "**New**" à "**Shortcut**" and "Create Shortcut" dialog box will be appear.
- c. A shortcut entitled "Develop a standard based on FSC (with Norm)" must be created:  
Type the location of "FSC97.dot" (for Word 97) or "FSC.dot" (for Word 2000 or above) in the Microsoft Word template directory by clicking "Browse" button. Follow the next instructions given by Windows".
- d. A shortcut entitled "Develop a standard based on FSC in Chinese (with Norm)" must be created:  
Type the location of "FSC97 Chinese.dot" (for Word 97) or "FSC Chinese.dot" (for Word 2000 or above) in the Microsoft Word template directory by clicking "Browse" button. Follow the next instructions given by Windows".
- e. A shortcut entitled "Develop a standard based on FSC (without Norm)" must be created:  
Type the location of "FSC97 PCIV.dot" (for Word 97) or "FSC PCIV.dot" (for Word 2000 or above) in the Microsoft Word template directory by clicking "Browse" button. Follow the next instructions given by Windows".
- f. A shortcut entitled "Develop a standard based on FSC in Chinese (without Norm)" must be created:  
Type the location of "FSC97 PCIV Chinese.dot" (for Word 97) or "FSC PCIV Chinese.dot" (for Word 2000 or above) in the Microsoft Word template directory by clicking "Browse" button. Follow the next instructions given by Windows".
- g. Now you can start to develop a standard based on FSC (Chinese).

## Getting started with SSI

### 1. Registration

To start working on the development of a standard, if you are a first time user or if you want to make changes to the standard in your user profile, you will need to register. Click on the "Logon" button under SSI Menu, and then select "Register". Then fill in all of the information required. However, you may logon as "guest" but your identity will not be recognized.

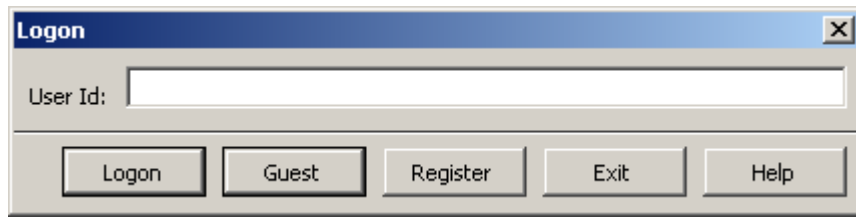


Figure 1. Logon of SSI

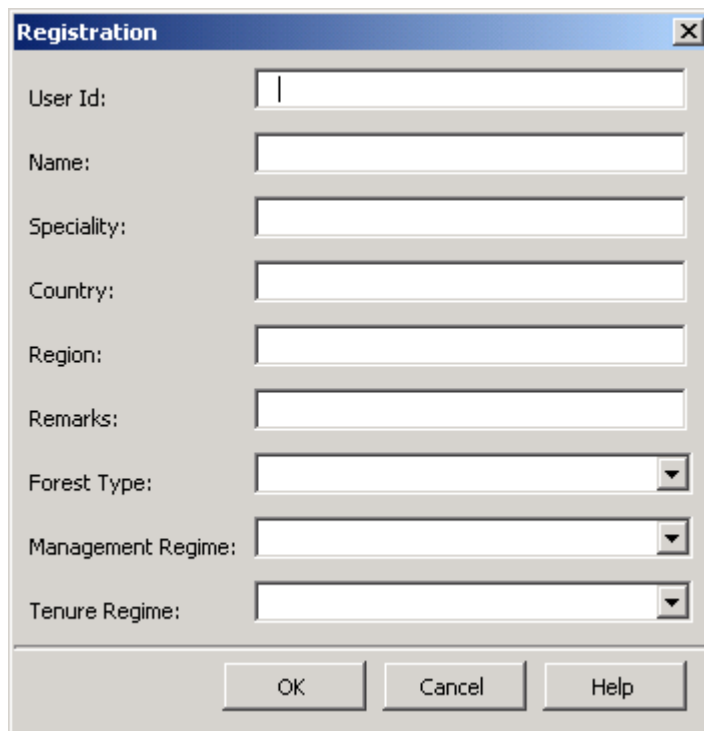


Figure 2. View of the registration screen

Once you have successfully registered, the program will ask you to enter the “User ID” that you created at the registration stage. You must memorize your “User ID” because you will need it for future use.

## 2. Developing a Standard

Developing a standard is a set of SSI features to be used by national working groups to develop a standard based on FSC principles and criteria. A standard developed within SSI is a Microsoft Word document. You may open an existing ‘Standard’ in the same way you open a regular Microsoft Word document. FSC principles and criteria set is the default standard of SSI (see Figure 3). You have the choice between developing a standard with 4 or 5 levels. The first option includes Principles, Criteria, Indicators and Verifiers. The second option adds the level of Norm. The Norm is the threshold for an Indicator. This threshold can be either included in the Indicator (4 level standard) or indicated



in a Norm. FSC can endorse standards of both types. The Pathfinder includes an explanation on the hierarchical structure of a forest standard (Hierarchical framework for the formulation of sustainable forest management standards and summary PowerPoint presentation)

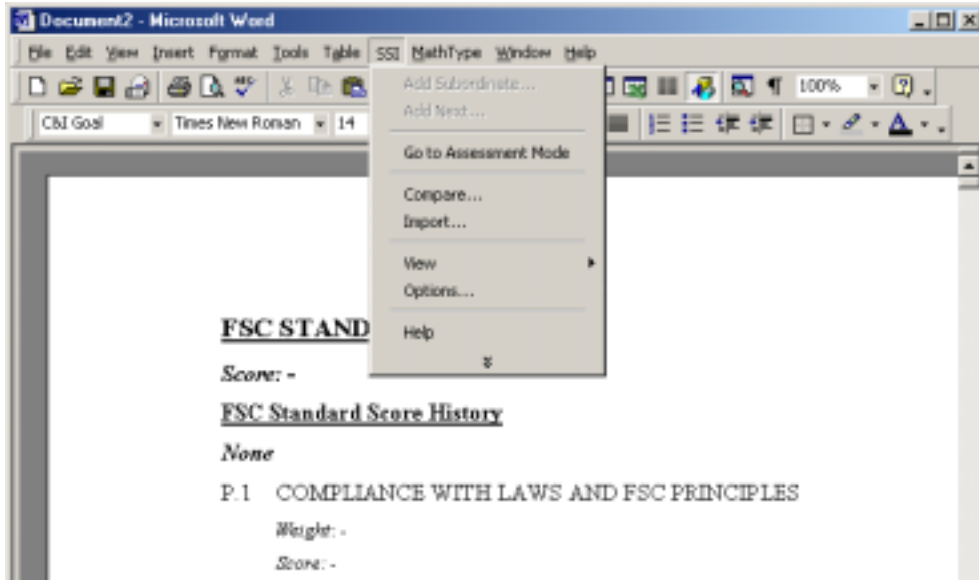


Figure 3. FSC standard as a default standard of SSI

### 3. Saving your work

You can save your work in SSI exactly in the same way you save your work in a regular Microsoft Word document (see Figure 4).

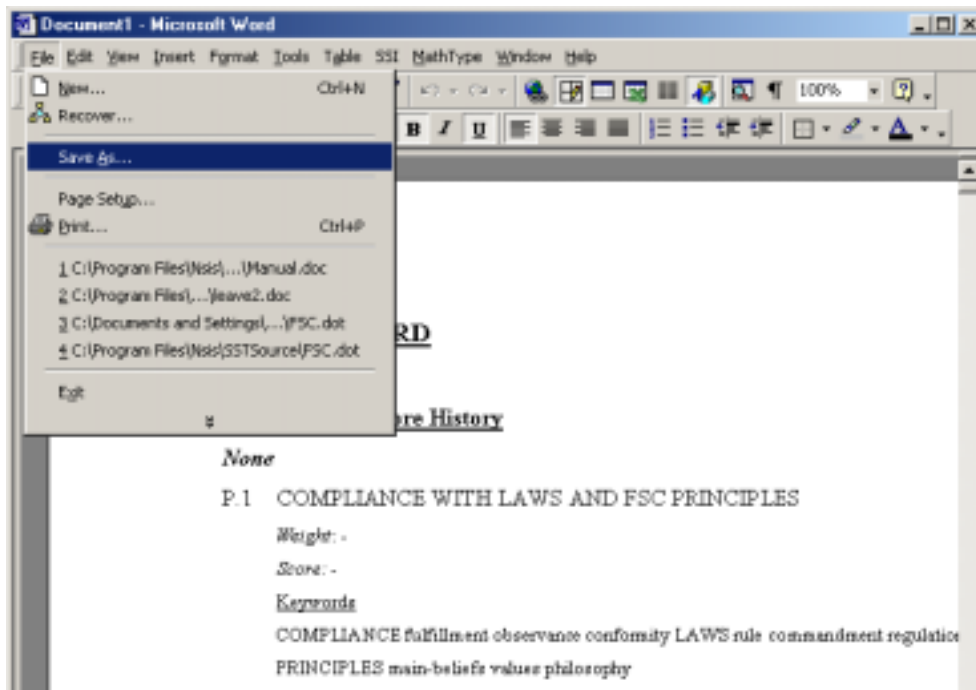


Figure 4. Saving your work

## Customizing SSI

### 1. Viewing and hiding an item's description

To do this, follow the steps below:

- On the SSI menu, point to "View".
- Click the property you want to view or hide. Click the "View Deleted Item" to view or hide deleted items. Click the "View All" to view all properties and to view deleted items. Click the "Hide All" to hide all properties and to hide deleted items.

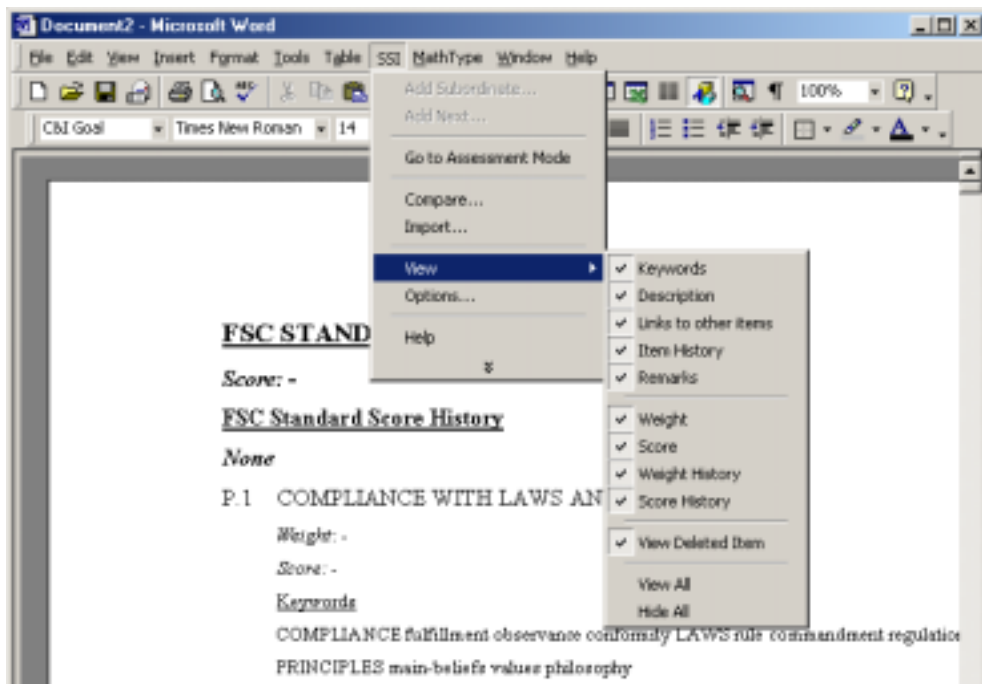


Figure 5. Viewing or hiding an item's description

### 2. Changing the language

You may change the SSI language. The current version SSI has two languages, namely English and simplified Chinese. To change the language:

- On the SSI menu, click "Options".
- On the Language tab in the Options dialog box, select the language you want to use. Please note that changing the language affects the following:
- Any text in the document created after the language is changed. All text before the language is changed remains the same.
- Interface, i.e. menu text and any text in SSI dialog or message boxes.
- Help.

SSI allows you to have more than one language in one 'Standard' set. SSI allows you to have more than one language in one 'Standard' set. However, the Chinese version is only intended to demonstrate the translatability of SSI into other languages. It has limited functions.

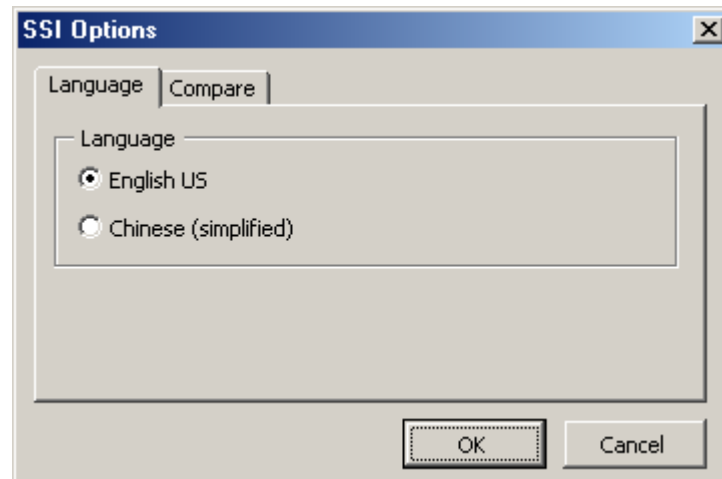


Figure 6. Selecting the language

## Modifying a 'Standard'

To modify a standard (adding indicators, deleting verifiers, etc) go to "Go to Modification Mode". See Figure 7 for how to do this. Note that you cannot modify Principles and Criteria of the FSC Standard. You can modify indicators, norms and verifiers that you added to the FSC standard. You may add a criterion but the criterion added will go after the original criteria and respecting the original numbering

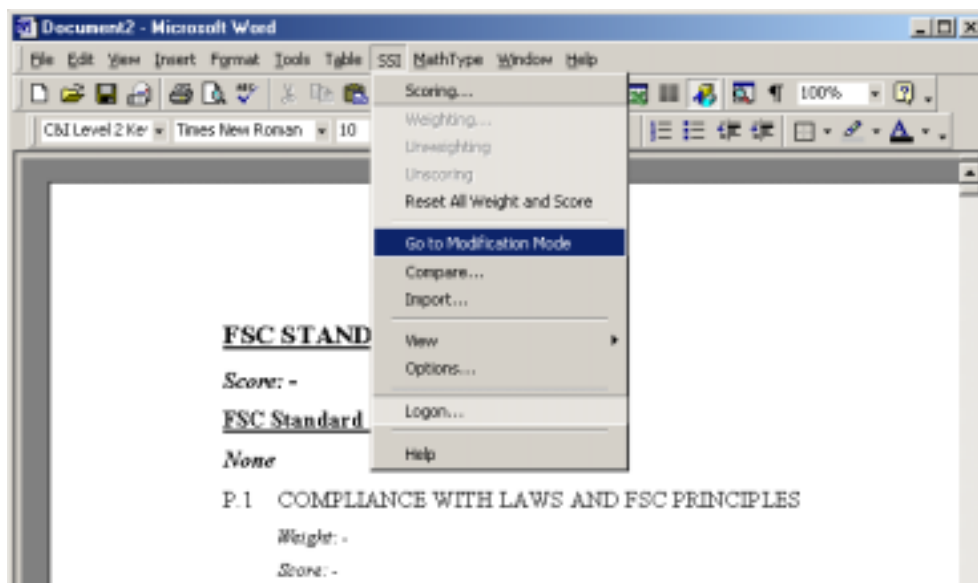


Figure 7. View of "Modification Mode"

### 1. Adding a new item

You may add a new item to the standard (for example an indicator). If you want the new item to appear as the first item on the standard:

- Place the cursor on the item that you that will be the new item's super ordinate i.e. the item that is one level higher in the hierarchy to the new item, e.g. the super ordinate of Indicator I.2.3.1 is Criterion C.2.3.

- On the SSI menu, click "Add Subordinate". Subordinates of an item are items that one level lower in the hierarchy to it e.g. subordinates of Criterion C.2.3 are I.2.3.1, I.2.3.2 and so on.
- Fill in the information in the dialogue box (the text and argumentation are required), and then click "OK" (see Figure 8).

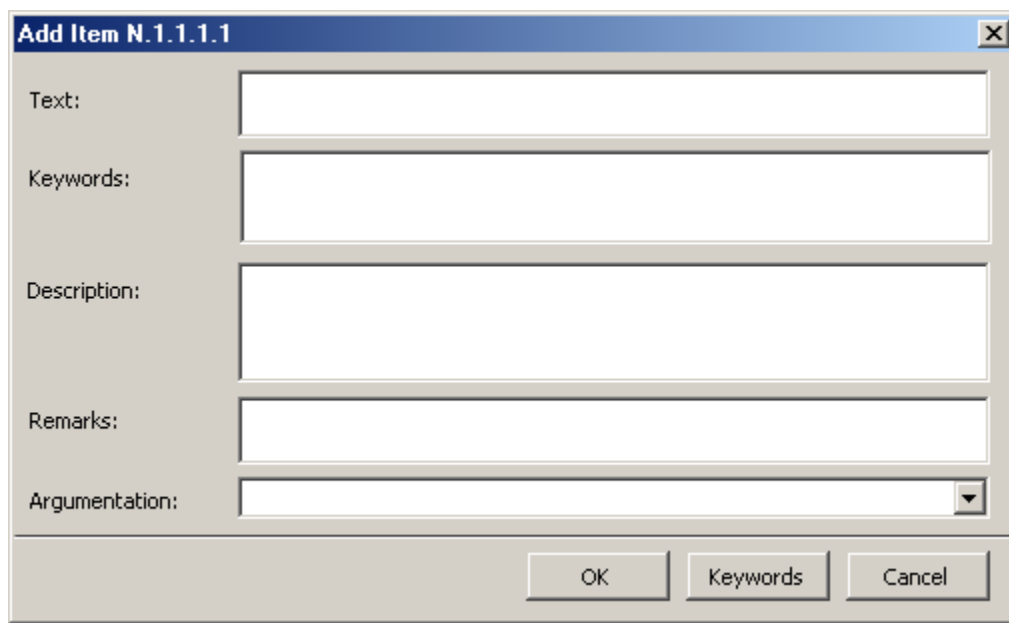


Figure 8. Dialog box for adding a new subordinate

*The "Add Subordinate" menu command (for items) is disabled if:*

- The cursor is placed on a deleted item.
- The item's level is at the last level of the "Standard's" hierarchy in the document.
- The cursor is placed on the Principles level in the document based on FSC template.

If you are adding a new item (i.e., not the first one), do the following:

- Place the cursor on any item's text.
- On the SSI menu, click "Add Next".
- Fill in the information required in the dialogue box (optional) and argumentation to justify why the item needs to be added, and then click "OK".

*The "Add Next" menu command (for items) is disabled if:*

- The cursor is placed on a deleted item.
- The cursor is placed on the Principles or Criteria level in the document based on the FSC template.

## 2. Deleting an item

To delete an item from the Standard:

- Place the cursor to the item's text you want to delete.

- On the SSI menu, click “Delete”.
- Click “Yes” if you are sure that you want to delete the item (see Figure 9).

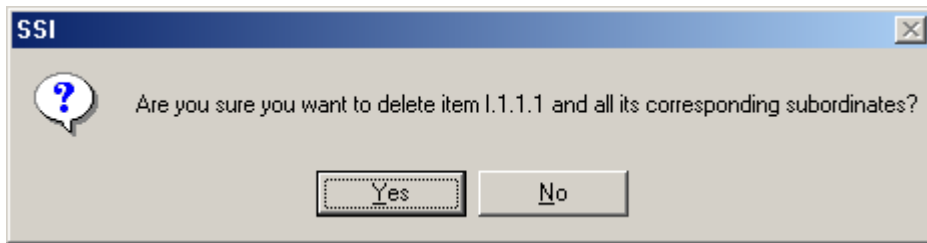


Figure 9. Confirmation box for deleting an item

- On the Argumentation box, give an argument explaining why the item needs to be deleted, and then click “OK” (see Figure 10).

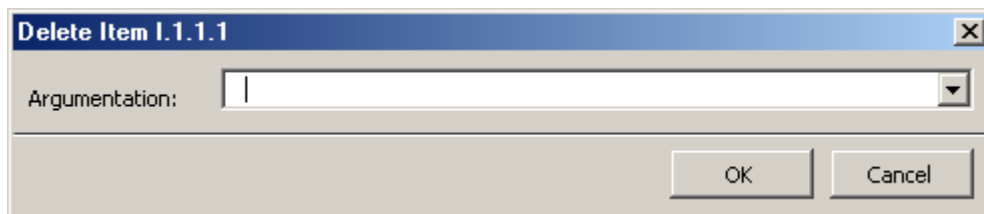


Figure 10. Dialog box for inserting your argument for deleting an item; it is necessary to have an argument for deleting

*The “Delete” menu command (for items) is disabled if:*

- The cursor is placed on a deleted item.
- The cursor is placed on Principles or Criteria level in the document based on FSC template.

### 3. Restoring an item

An item that has been deleted can be restored through the following steps:

- Place the cursor on the item’s text or properties you want to restore.
- On the SSI menu, click Restore.
- On the Argumentation box in the Restore Item dialog box, give an argument explaining why the item needs to be restored, and then click OK.

*The “Restore” menu command (for items) is disabled if the cursor is not placed on a deleted item.*

### 4. Moving an item

An item can be moved around from one place to another within the Standard. To do so:

- Place the cursor on the item’s text that you want to move.
- On the SSI menu, click “Move”.

- Define a new location where you want the item to be placed and give the argumentation for why the item needs to be moved. To do this you have to define after which item you want the new location to be (see Figure 11).

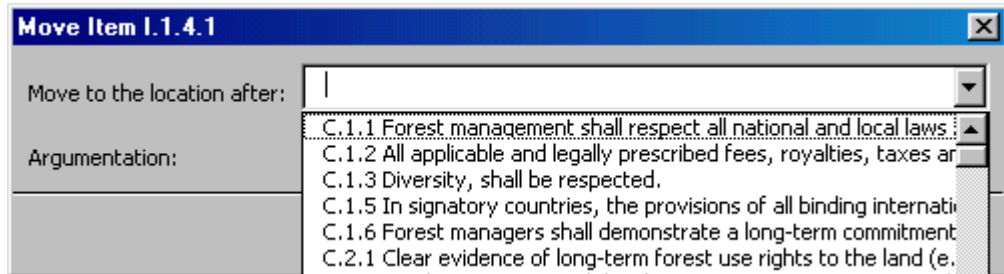


Figure 11. Moving an item

The "Move" menu command (for items) is disabled if:

1. The cursor is placed on a deleted item.
2. There is no place to move the item.

## 5. Changing the item's text and its description

You may change the item's text and its properties through the following steps:

- Place the cursor on the item's text you want to change.
- On the SSI menu, click "Change".
- Change the item's text and its description in the dialog box. Give the argumentation for why the item's text needs to be changed (see Figure 12).

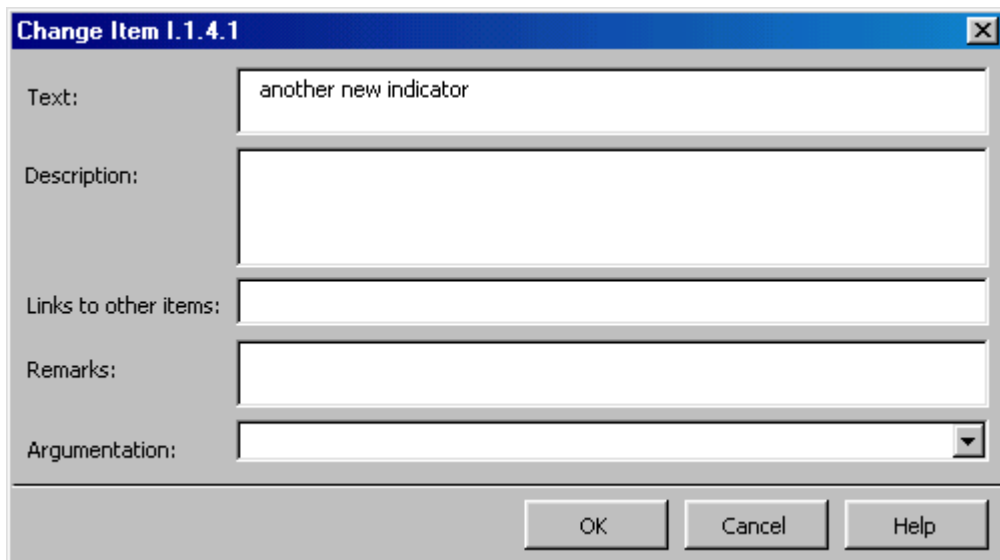


Figure 12. Changing the item properties dialog box

The "Change" menu command (for items) is disabled if:

1. The cursor is placed on a deleted item.
2. The cursor is placed on Principles or Criteria level in the document based on FSC template.

## 6. Indicator Evaluation

During the drafting of standard, a systematic evaluation of indicators is recommended. The PathFinder provides two complementary instruments to help in this task: Annex 5 of Forest stewardship standards in the FSC (MS Excel workbook) and Analyzing the structure of draft standards.

## Assessing a FMU Against a Proposed Standard

This is a set of SSI features that can be used by certification bodies, working groups (testing the standard or for training purposes) and forest managers/owners to assess the sustainability of a of a particular FMU or to assess the validity and practicability of a newly developed standard against the benchmark of an FMU whose sustainability has been previously determined to general satisfaction. The functions primarily consist of weighting and scoring a standard. To assess the performance of a certain FMU, you have to be in "Assessment Mode". Click on 'Go to Assessment Mode' (see Figure 13).

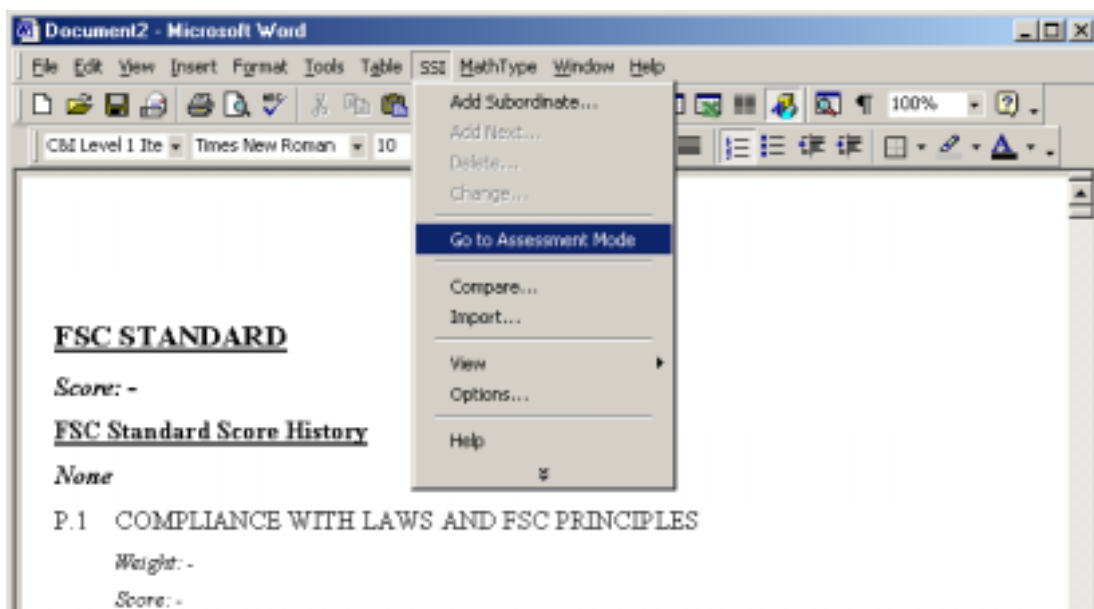


Figure 13. Menu to go to 'Assessment Mode'

Assessment is intended to help users in the decision-making process of evaluating the performance of a particular FMU. The final score of an FMU's performance will appear at the end of the assessment process. The assessment and evaluation are based on the C&I set (the standard developed) that has been developed to meet a particular context using 'modification mode'. The assessment is based on the real performance against a standard.

Multi-Criteria Analysis (MCA) is used to facilitate this process. MCA is a tool that can help evaluate the relative importance of all criteria involved, and reflect their importance in the final decision-making. The processes involved in decision-making are divided into two stages; (1) weighting and (2) scoring. In the first stage you need to define the relative importance of items on the same hierarchical level (i.e. P, C, I, V). In the second stage you will need to assign a score for each item based on your personal

judgment about the performance of the item against real conditions. If you work as a group you will need to have an agreement of single value of weight or score to be entered. This value reveals the current environmental performance for a particular FMU.

## 1. Weighting

Weighting is a process that attributes relative importance to items in comparison to each other, e.g. in a watershed protection area, indicators of soil erosion or water conservation may be weighted higher than those for timber production. The process involves assigning to each decision element a score between 0 and 100. This score reflects the perceived degree of importance of the different items under the same super ordinate. The scores for all elements being compared must add up to 100. Thus, to score one element high means that a different element must be scored lower. While the relative weights of standard items can be defined from the highest hierarchical level (i.e. principle) to the lowest one (i.e. verifier) or vice versa., it is recommended you use the first approach. The relative weights are given to all items under one super ordinate (e.g. all verifiers of a particular indicator). For example, if an indicator has four verifiers, the relative weights of those will reflect their relative importance, one compared with the others (under the same indicator). Let's say the weights of the different verifiers are 10 %, 20 %, 40 % and 30 % respectively. SSI can adjust the weights proportionally so that the total weight is equal to 100 %

You must weight all items under one super ordinate at once (i.e. all criteria under P.1 must be weighted before you move to another principle).

To weight an item:

- Place the cursor on the item whose subordinate you wish to be weighted.
- On the SSI menu, click "Weighting".
- In the Weighting dialog box, move the slider of the items you want to weight to reflect the relative weight of those items.
- Click "Adjust" to adjust the total weight to a hundred, and then click "OK". (See Figure 14)

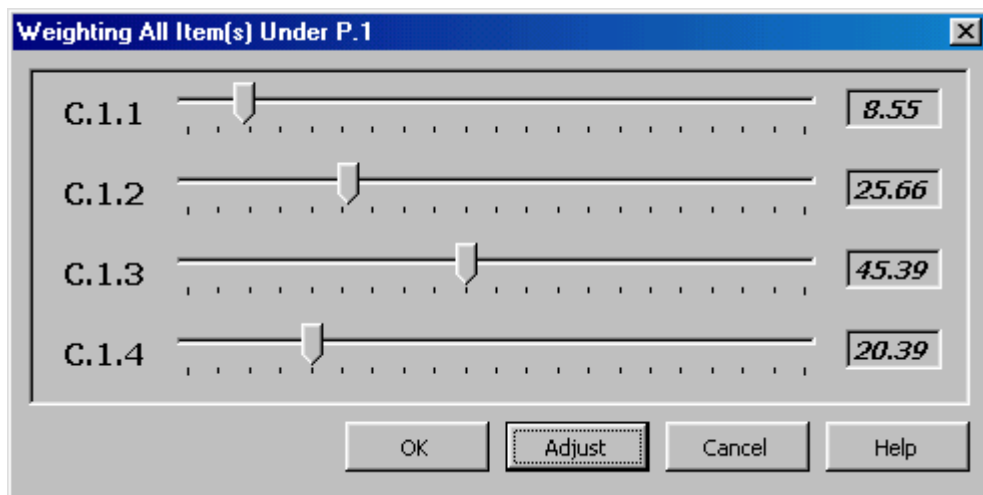


Figure 14. Weighting items

When it is completed, you can see it on the main pane (see Figure 15). Make sure that the weight view is selected (active).



<p>P.1 COMPLIANCE WITH LAWS AND FSC PRINCIPLES</p> <p><i>Weight: -</i></p> <p>C.1.1 Forest management shall respect all national and local laws and administrative requirements.</p> <p><i>Weight: 8.55</i></p> <p>C.1.2 All applicable and legally prescribed fees, royalties, taxes and other charges shall be paid.</p> <p><i>Weight: 25.66</i></p> <p>C.1.3 <u>Diversity</u>, shall be respected.</p> <p><i>Weight: 45.39</i></p> <p>C.1.4 Conflicts between laws, regulations and the FSC Principles and Criteria shall be evaluated for the purposes of certification, on a <u>case by case</u> basis, by the certifiers and the involved or affected parties.</p> <p><i>Weight: 20.39</i></p>
--

Figure 15. Weight of the items are displayed; Their weight history will be displayed if it is selected as well

## 2. Scoring

Scoring is used to determine a numerical value for the environmental performance of the FMU concerned. As pointed out earlier this can be either to assess the performance of the FMU or to assess a standard against a known benchmark FMU. Scoring must be performed from the lowest hierarchical level (verifier/indicator). The weights and scores of its subordinates determine the score of their super ordinate.

Using the example in step 1, the score of the four verifiers could be 4, 2, 3 and 2 respectively. SSI calculates the score of the indicator (SI) by multiplying the score of each verifier by its weight and adding all the results. In this case  $SI = 10/100*4 + 20/100*2 + 40/100*3 + 30/100*2 = 2.6$ . In other words, if all verifiers have been weighted and scored then the score of their related indicators will automatically be obtained. This technique also applies to other hierarchical levels, for instance the relative weights and scores of indicators are used to get the scores of related criterion and so on.

To score an item:

- Place the cursor to the item you want to score.
- On the SSI menu, click "Scoring".
- Define the score and give argumentation if necessary as to why you give the item such a score, and then click "OK" (see Figure 16).

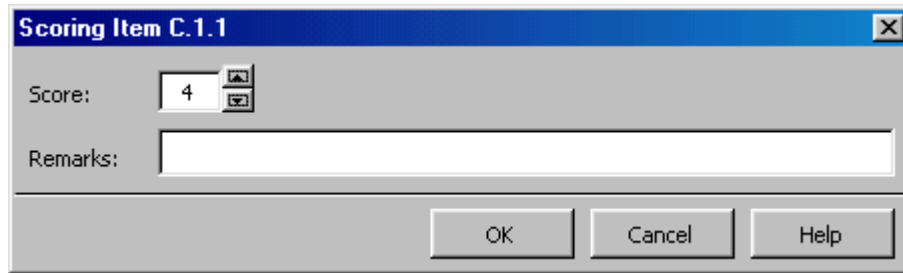


Figure 16. Scoring an item dialog box

The performance for a particular FMU can be obtained, after the relative weights and scores have being defined, using the same method as described above.

### 3. Un-weighting

Un-weighting is a facility in SSI to enable you to reset the weight of a particular item's subordinates (a reverse of weighting). By performing un-weighting the weights of the item's subordinates will be eliminated and left blank, and therefore the item becomes weightless.

You may un-weight an item through the following steps:

- Place the cursor on the item that you want its subordinates to be un-weighted.
- On the SSI menu, click "Un-weighting".
- Click "Yes" to confirm un-weighting process.

The "Un-weighting" menu command (for items) is disabled if:

- The cursor is placed on an item, with score-less subordinates.
- The item's level is the last level of the 'Standard' hierarchy in the document.

### 4. Un-scoring

Un-scoring is a facility in SSI to enable you to reset the score of a particular item (a reverse of scoring). By performing un-scoring, the score of a particular item will be eliminated and left blank and therefore the item becomes scoreless.

To un-score an item:

- Place the cursor to the item you want to "un-score".
- On the SSI menu, click "Un-scoring".
- Click "Yes" to confirm un-scoring process.

*The "Un-scoring" menu command (for items) is disabled if the cursor is placed on an item, where all the children have no score.*

### 5. Reset all weights and scores

If you want to reset all weights and scores of item in the Standard automatically:

- On the SSI menu, click "Reset All Weight and Score".
- Click "Yes" to confirm the process.

## Keyword-based Comparison

The keyword-based comparison feature in SSI is used to find related items between two standards (developed using SSI), between a standard and a simple text document of a standard, or between two text documents of standards. You can use this feature to compare a newly created standard with established governmental C&I sets (ITTO, Montréal Process etc.), for example.

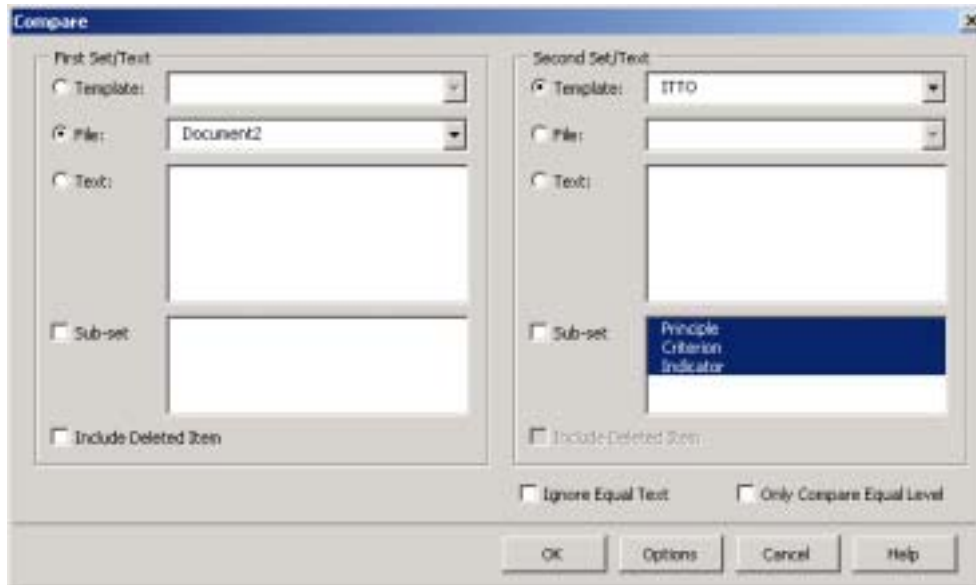


Figure 17. Keyword-base Comparison Dialog Box

Do the followings to compare C&I sets/texts:

1. Open the SSI file you want to compare
2. On the SSI menu, click "Compare"
3. Select the file or type the text you want to compare
4. Select comparison options:
  - Sub-set (for file only)
 

To compare only a certain level, select the Sub-set check box, hold-down Ctrl and click the level you want to compare in the list box beside the check box.
  - Include Deleted Item (for file only)
 

To also compare deleted items, select the Include Deleted Item check box.
  - Ignore Equal Text
 

To also compare equal text, clear the Ignore Equal Text check box.
  - Only Compare Equal Level (for file only)
 

To compare only equal level (i.e. Principle with Principle, Criterion with Criterion, etc.), select the Compare Equal Level check box.
5. Click "OK". The result example of comparison is shown in Figure 18.

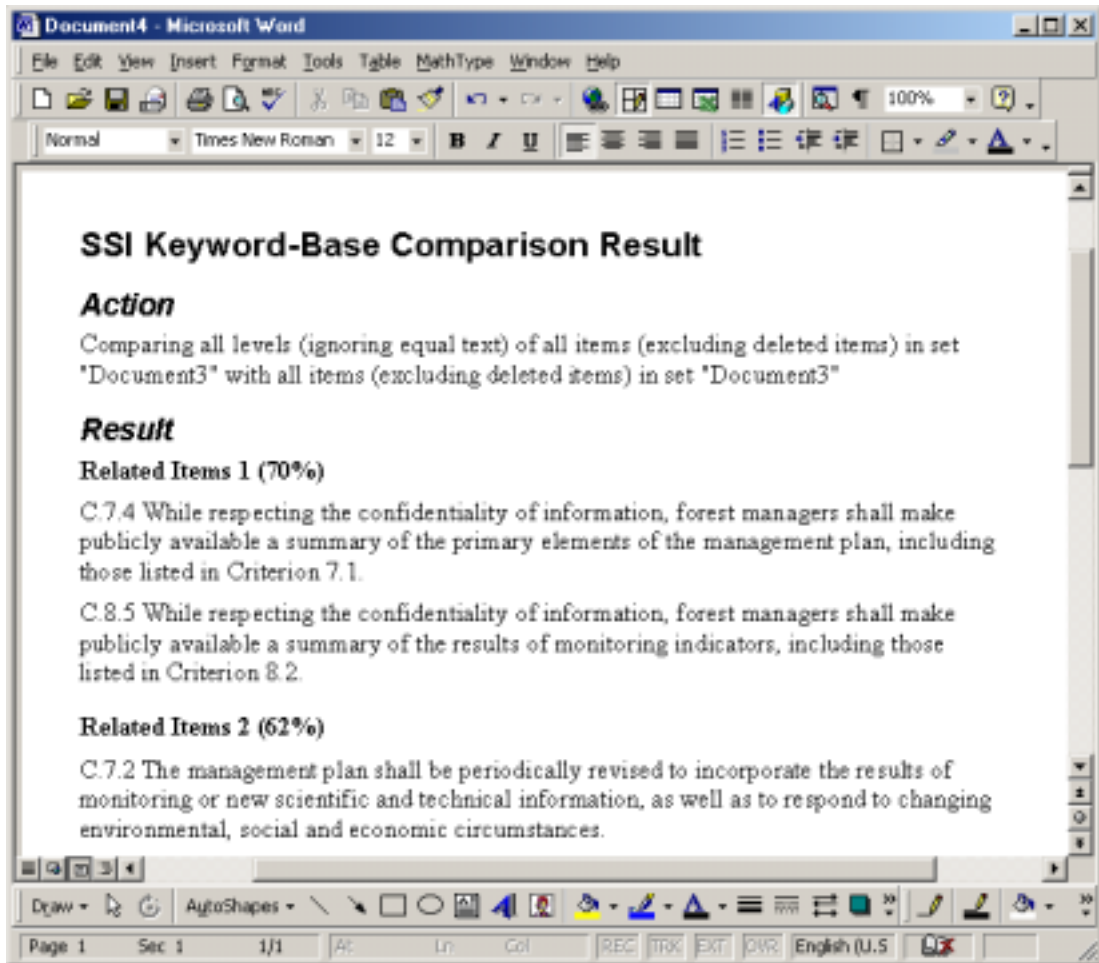


Figure 18. Keyword-base Comparison Result

In addition to the comparison feature, you may see that FSC Principles and Criteria have links to other C&I sets, namely ITTO (International Tropical Timber Organization), PEOLG

(Pan-European Operational Level Guidelines), Montréal Process, ATO (African Timber Organization) and CIFOR (Center for International Forestry Research) as shown in Figure 19.

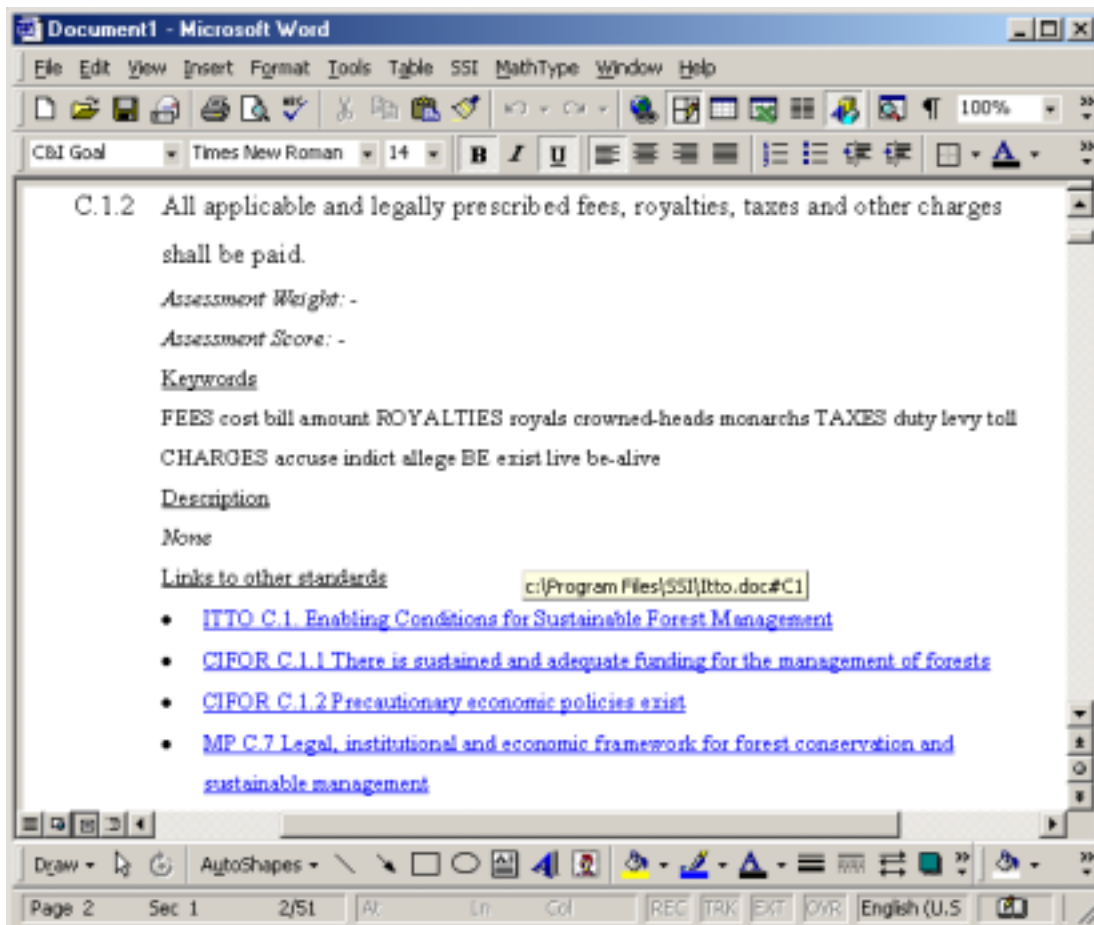


Figure 19. FSC links to other standards

# Appendix 1. SSI Evaluation Form

In order to improve the accessibility of the Standard Setting Instrument (SSI) package, please have a look at the SSI manual and try out the CD and then give us feedback on the following questions.

## Information about you

1. Your name	
2. Your location and country	
3. Your job	
4. Have you ever taken part in a C&I standard development?	
5. As a participant or facilitator?	
6. Do you use computers much in you work? What for? How often?	



## A. SSI First Impression

Questions	Yes	No
1. Is SSI of interest to you in your work?		
2. Is it clear from the manual what SSI is intended to be used for?		
3. Does the manual make it easy to get started in using SSI?		
4. Have you installed the software?		
----- Did you encounter any problems?		
5. Would you like to become an evaluation partner and send us feedback after using SSI		

Question	Very	Quite	Unlik	Will	Not
1. Are you likely to try any of the parts of the SSI:					
Learning FSC standard					
Adaptation of FSC standard					
Assessment of FSC standard					

Questions	Answers
1. If you do not think you will use SSI, what kind of people do you think might use it?	
2. Do you have any recommendations for improving the presentation of SSI	
3. Any other comments	



## B. Test of SSI Functionalities

SSI Component	Does it work well?	
	Yes	No, please explain
System requirements		
Installation		
Getting Started - Registration		
- Opening an existing 'Standard'		
- Saving your work		
Customizing SSI - Viewing and hiding item's properties		
- Changing the language		
Modifying 'Standard' - Adding a new item		
- Deleting an item		
- Restoring an item		
- Moving an item		
- Changing item's text and its description		
Assessing 'Standard' - Weighting		
- Scoring		
- Un-weighting		
- Un-scoring		
- Reset all weights and scores		
- Keyword-base Comparison		
Other Comments		