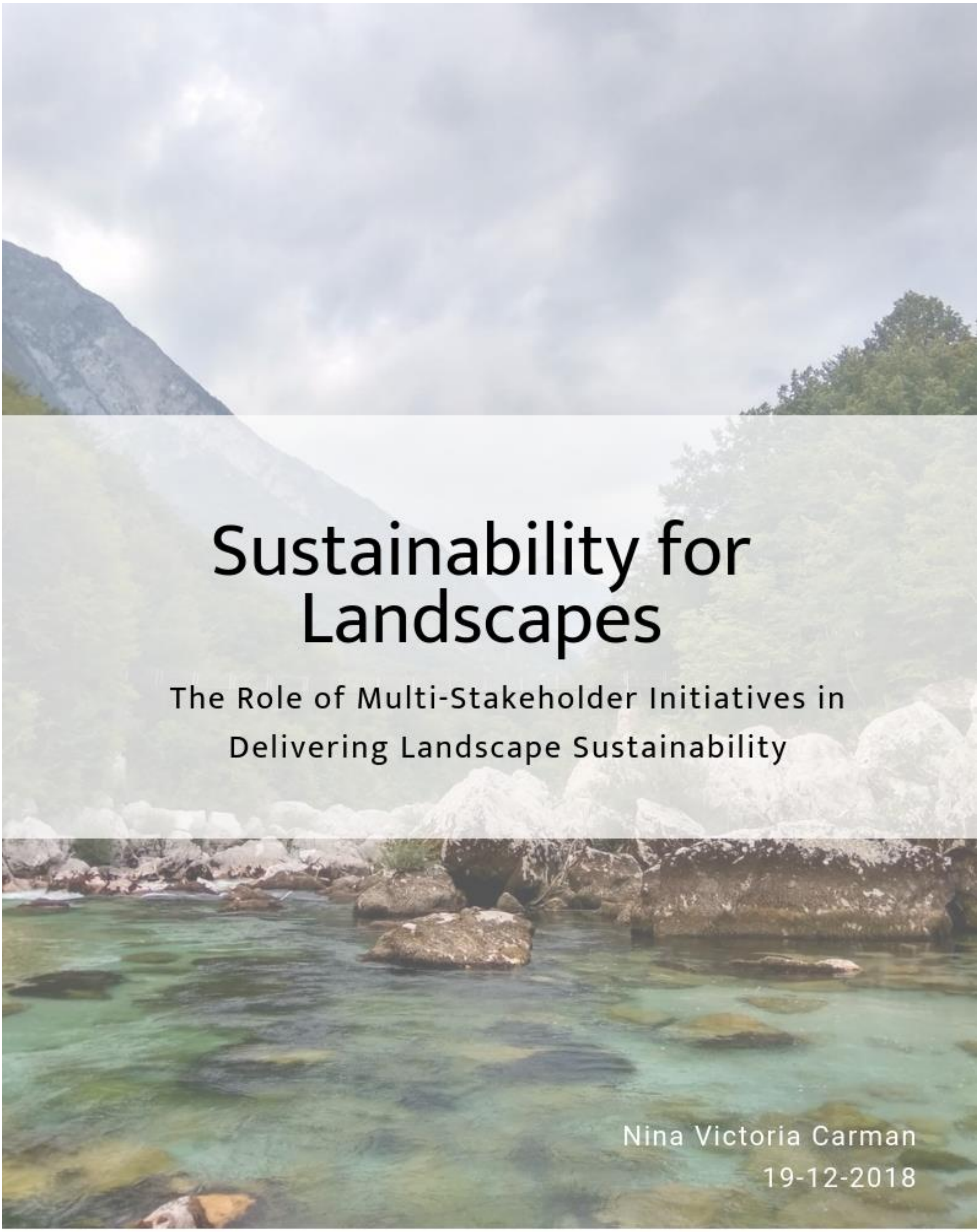

Sustainability for Landscapes

The Role of Multi-Stakeholder Initiatives in Delivering Landscape Sustainability

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Abstract

Globalization and agricultural modernization have led to creating negative environmental and social externalities that governments have difficulties to effectively address. Therefore, a variety of multi-stakeholder initiatives (MSIs) have emerged. These non-state-market-driven organizations are under pressure to prove their legitimacy, credibility and accountability to other public and private actors. Since their main purpose is to increase sustainability of commodities in global value chains, the question remains how these organizations can deal with sustainability – widely recognized as complex issue. Termeer et al. (2015a) argue that for this reason governance capabilities are essential. Since capability approach has pragmatic and normative features it is practical and adaptive to particular cases. In this research, it is used for cross-case comparison of governance arrangements and to gain a better understanding of landscape sustainability performance of the MSIs. It is assumed that MSIs with well-developed governance capabilities are more inclusive of social-ecological systems as well as can enable landscape capabilities to some extent. Since landscapes also need capabilities to deal with the negative externalities and to achieve well-being.

Table of Contents

Abbreviations

MSI	Multi-Stakeholder Initiatives
GVCs	Global Value Chains
WWF	World Wildlife Foundation
IDH	Sustainable Trade Initiative
VSAs	Verified Sourcing Areas
NGOs	Nongovernmental organizations
FI	Fairtrade International
ETP	Ethical Tea Partnership
ES	Ecosystem Services
FSC	Forest Stewardship Council
M&E	Monitoring & Evaluation

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1 Introduction

Due to the progress of technology, available resources, world trade and market access, the production and consumption have become a matter of global and geographically fragmented process (Gereffi et al., 2005). Globalizations and agricultural modernization also created distance between the source of consumption and the source of food production. Consequently, this has led to a lower sense of responsibility and sense of place (Sherwood, 2016). The current dominant regime sustains this self-destructing characteristic that Beck (2001) calls it "organized irresponsibility", creating negative social and environmental externalities such as environmental degradation, exploitation of work-force, and so forth. Moreover, because food trade has become a part of the global sphere, most governments have difficulties to control it (Ponte & Gibbon, 2005). Therefore, social initiatives and coalitions of non-state actors began to develop governance systems that develop and implement socially and environmentally responsible management practices and markets for goods that meet sustainability standards (Cashore, 2002; Potts et al., 2014). The non-state-market-driven organizations are also known as multi-stakeholder initiatives (MSIs). Nowadays, MSIs play a key role in moving production in some food sectors towards sustainability, guiding stakeholders within the supply chain to adopt sustainable practices as well as helping consumers in identifying sustainably produced commodities (Cashore, 2002; Komives & Jackson, 2014). Nevertheless, this form of market-driven entrepreneurial authority is constantly under pressure to prove its authority to set rules, criteria or practices, legitimacy to other private and public actors (Green, 2014). Moreover, there is increasing demand for proof of their credibility and accountability, because legitimate institutions are perceived as more credible, and credible institutions as more persuasive in achieving change (Gibson, 2009). Still, accountability is difficult to prove, because MSIs co-govern sustainability of global value chains (GVCs) in wide range of local and national contexts (Ponte, as cited in NextGVC/Toonen, 2016). Some examples of standard setting MSIs are Fairtrade International, Bonsucro, Forest Stewardship Council, and so forth. Moreover, there are partnerships such as Ethical Tea Partnership which decided to phase out its independent audit programme and as a multi-stakeholder initiative focus exclusively on sector transformation. Even though MSIs emerged in the realm where national and global legislation and regulation fail to effectively address sustainability issues, the question remains how these organizations can deal with sustainability – widely recognized as complex issue. For this reason we firstly need to understand the types of MSIs and possible ways by which they can deal with complex issues. Also, a focus area in a broad concept of sustainability is required. In this research the focus will be on landscape.

1.1 Types of multi-stakeholder initiatives

First MSIs were organic standards developed locally in the second half of the twentieth century (Komives & Jackson, 2014). Similarly, fair trade movement began with establishing national standard Max Havelaar in the Netherlands in 1988. The fair trade standard has been replicated in other markets around the world that then united under umbrella organization, Fairtrade International, in 1997 (Komives & Jackson, 2014). This means that in a relatively short time, initiatives transitioned from the local to the global level. The global initiatives then evolved further and focused mainly on making the practices of the particular sector more sustainable. Therefore, there is distinction between first generation and more recent, mainstream generation MSIs, and MSIs with focus on single commodity such as sugarcane in the case of Bonsucro or multiple commodities such as in the case of Fairtrade International. So that demand created on the consumer's side drives sustainability change in the GVCs of commodities and MSIs as governance systems act as mechanisms for achieving social, environmental and economic merits in the GVCs (Gereffi et al., 2005). More recently, initiative by World Wildlife Foundation (WWF) designed roundtables for commodities with known negative environmental impacts that include nongovernmental organizations (NGOs), stakeholders from industry and government (WWF, 2010). The growth in number of the initiatives also called for the organization within the industry of MSIs. Such example is ISEAL Alliance, made up of several MSIs organizations joint for collaboration and coordination and representation of common interests to the relevant stakeholders and governments (Komives & Jackson, 2014). These interactions between the private, public and civil society have led to various forms of hybrid sustainability governance (Lemos & Agrawal, 2006). However, the proliferation of parallel and uncoordinated MSIs generated by institutions of different level of power (NGOs, private companies, and so forth) also created a competition for legitimacy and market share and opportunities for cooperation (Lambin & Thorlakson, 2018).

The diversity of stakeholders involved in the MSIs is therefore reflected in the types of governance arrangements of the systems, their objectives and geographical base (Komives & Jackson, 2014). While traditionally being practice-based initiatives, nowadays there are more performance-based initiatives, allowing more freedom in choosing the practices and systems that lead to sustainability. Moreover, the type of the MSI and governance appear to have an affect on the performance of MSI (Chaplin-Kramer et al., 2015). So next to the diversity in governance arrangements and ways of dealing with sustainability, there are also various ways of achieving sustainability performance. According to Ostrom (2007) previous efforts in applying simple solutions to complex problems has often led to worse outcomes than the problems addressed, therefore focus should be on specific problems embedded in social-ecological context. As already mentioned, MSIs also have to deal with the criticism on their accountability and credibility (NextGVC/Toonen, 2016). Their performance measurement results often show a general positive impact of MSIs, but rarely on all specific issues they are aiming to address, and it is claimed that this ineffectiveness comes from the focus on farm-level only, while the source of the problems is on the community and landscape level (Molenaar et al., 2015). Also, a 'landscape approach' can be used to enhance implementation of policies related to sustainable development as societal processes and sustainability as outcomes on the ground (Axelsson et al., 2011). An example of a landscape approach is developed by sustainable trade initiative (IDH), bringing together governments, businesses, farmers, communities and civil society to build sustainable governance model across landscapes (IDH, 2018a). The model is based on PPI approach that involves production, protection and inclusion in order to build resilient landscapes. As a part of this approach, IDH has started a pilot project called verified sourcing areas (VSAs), an area-based mechanism which provides incentives by global markets to local actors that drive sustainable development (IDH, 2018b). Similarly, ISEAL Alliance has started to explore how sustainability standards are applicable to landscape approach and how gathered outcome and impact studies can assess landscape level changes (Mallet et al., 2016). All these are the reasons why the focus of this research is on landscape sustainability performance of MSIs.

1.2 Research objectives

The main objective of this research is to:

Look for the best practices of the governance arrangements of multi-stakeholder initiatives (MSIs) by using a capability approach to gain a better understanding of landscape sustainability performance of MSIs.

In order to reach this objective, the research will follow these sub-objectives to:

- *Critically assess and compare MSIs' governance arrangements by comparing their governance capabilities according to the governance capabilities framework*
- *Apply a capability approach to MSIs' sustainability performance based on social-ecological and ecosystem services concepts.*

The assessment of governance capabilities of MSIs will provide an insight on the governance arrangements, while comparison will provide examples of best practices. Moreover, framing the sustainability performance of MSIs on the basis of social-ecological and ecosystem services concepts will help in applying capability approach, and in understanding the relations between landscape sustainability performance and governance capabilities.

1.3 Research questions

Given the two sub-objectives, governance capabilities of the MSIs will be assessed with the use of governance capabilities framework developed by Termeer et al. (2014; 2015) and operationalized by Toonen (NextGVC, 2016). The scope of this research will be limited to the study of the three MSIs (introduced in the next chapter). This selection will allow for a cross-case comparison of the governance capabilities, and provide insight on the best practice examples for future governance arrangements. Furthermore, capability approach will be applied to the MSIs' sustainability performance based on social-ecological system and ecosystem services to identify the relations between the governance capabilities and landscape sustainability performance of the MSIs. Therefore, this research will be guided by the following sub-questions:

1. *What are the governance capabilities of the selected MSIs?*
    - *What are the similarities/differences between MSIs including single and multiple commodities?*
    - *What are the similarities/differences between first and mainstream generation of the MSIs?*
    - *What are the similarities/differences between focusing on standard setting and on networking?*
2. *What is the potential of applying capability approach to MSIs' sustainability performance based on social-ecological concept and ecosystem services and what is its relation to governance capabilities?*
3. *How do the governance capabilities of the selected MSIs affect their landscape sustainability performance?*

1.4 Outline of the thesis

The structure of the thesis has been made according to the structure of research questions (as described in 1.3). Chapter three therefore provides understanding of the theoretical background in a form of conceptual framework for capability approach and governance capabilities used for the assessment of MSIs' governance arrangements. At the end of this chapter, answers to Q1 are provided as results from the assessments of governance capabilities of selected MSIs are discussed and compared. Further on, in chapter four, landscape sustainability performance is discussed with use of social-ecological concept and special attention is paid to ecosystem services as fundamental aspect of sustainability. At the end of chapter four, first part of the Q2 is answered as capability approach is applied to landscape sustainability performance based on social-ecological and ecosystem services concept. And in chapter five, second half of Q2 is answered when landscape capabilities are discussed in relation with governance capabilities. Chapter five is then concluded with the answers to the final question, Q3, explaining how governance capabilities of the selected MSIs affect their landscape sustainability performance. The thesis ends with discussion in chapter six and conclusion in chapter seven.

2 Methodology

Research design of this thesis is based on comparison of case studies. According to Bennett (2004), a case study is a selected and well-defined aspect of a historical happening used for analysis, and case study methods refer to both within-case analysis and cross-case comparisons among a small number of cases which contribute to theory-building. Since collaborative use of different research methods is more effective than a use of one method only (Bennett, 2004), research methods of this thesis include extensive literature review, semi-structured interviews and case study analysis. The methods are used to gain insight into capability approach and landscape sustainability performance, and to assess governance capabilities according to governance capabilities framework developed by Toonen (NextGVC, 2016). Moreover, literature review has been based on the scientific peer-reviewed articles and books. Selection of the case studies and research methods are explained in the next sub-chapters.

2.1 Selection of case studies

Most of the empirical research in governance studies on global value chains has been focused on single case studies (NextGVC/Toonen, 2016). Nevertheless, MSIs can benefit from the comparative studies that provide insight in general trends and case-specific characteristics in supporting sustainability in GVCs (Von Hagen & Alvarez, 2011). Since this thesis is related to the 'Next generation governance arrangements for sustainable global value chains' project at the Wageningen University, case studies have been selected from a list of possible MSIs case studies for the research project to provide empirically new information. The MSIs have been chosen according to criteria that enables cross-case comparison. The selected MSIs are commodity-based, global initiatives, mainly linked to GVCs in agriculture. Nevertheless, they differ in number of commodities certified/covered – single vs. multiple commodities, level of maturity – first vs. mainstream generation and their main function – platform vs. standard. Therefore, three case studies have been selected, namely, Fairtrade International (FI) as multiple-commodity first generation standard, Bonsucro as single-commodity mainstream standard and Ethical Tea Partnership (ETP) as single-commodity first generation network/platform that is phasing out its own independent audit programme (see Table 2-1). Additionally, short descriptions of the three selected case studies are available below. Moreover, there are also examples of mainstream multiple commodities MSIs such as UTZ, but due to time limitations, this study is narrowed to the previously mentioned three MSIs that also already provide good information for comparison according to previously mentioned criteria.

Table 2-1. *Framework of the selected MSI case studies.*

	Number of commodities *(year of establishment)*	
	Single-commodity	Multiple-commodities
First generation	Ethical Tea Partnership *(1997)*	Fairtrade International *(1988/1997)*
Mainstream generation	Bonsucro *(2008)*	

Case study 1: Fairtrade International

Fairtrade International (FI) is a non-profit and multi-stakeholder association established in 1997. Their aim is to empower producers and workers in developing countries through trade. It is an umbrella organization including 22 member organizations – three producer networks and 19 national Fairtrade organizations. The initiative for the national fair trade standard came in 1988 when Max Havelaar in the Netherlands was established. From then, the standard has been adopted in other markets around the world. FI central office is situated in Bonn, Germany. FI certifies multiple-commodities from cocoa, coffee, tea, sugar to flowers and gold.

Case study 2: Ethical Tea Partnership

Ethical Tea Partnership (ETP) is a non-profit membership organization that aims at improving sustainability in tea sector, more specifically the lives and livelihoods of tea workers and smallholder farmers, and the environment of tea production. While phasing out their independent audit programme, their focus is on bringing together various stakeholders and partnership to tackle complex issues related to the tea sector. The ETP was established in 1997. Their Secretariat is based in London, UK.

Case study 3: Bonsucro

Bonsucro is a non-profit, multi-stakeholder organization established in 2008. Their aim is to promote sustainable sugarcane production, processing and trade around the world.

Having a vision of sustainable producer communities and resilient supply chains, their strategy is built as platform for change in the sugarcane sector. The organization has its headquarters based in London, UK.

2.2 Selection of research methods

2.2.1 Literature study for capability approach and landscape sustainability performance

In order to gain understanding of capability approach, literature review has been conducted. In particular, the focus has been on literature by Amartya Sen for developing a theoretical background of capability approach in this thesis. Furthermore, literature on governance capabilities as developed by Catrien Termeer et al. has been studied. The literature study includes peer-reviewed scientific articles and research proposal by Hilde Toonen (NextGVC, 2016).

Also, literature study has been made on landscape sustainability performance according to the concepts of social-ecological system and ecosystem services. This extensive literature study has been also based on peer-reviewed scientific articles focusing on the two previously mentioned concepts. At first, social-ecological concept has been disentangled in order to understand its main components, and further on ecosystem services as fundamental concept in environmental sustainability.

2.2.2 Assessment framework for governance capabilities

Next to the literature review, assessment framework for collecting and analyzing data for governance capabilities as developed by Toonen (NextGVC, 2016) was used. The framework consists of a set of fifteen specific descriptors for the five governance capabilities; reflexivity, responsiveness, resilience, revitalization and rescaling. The assessment framework is based on Qualitative Comparative Analysis that includes both qualitative and quantitative approach. Because there is a small number of case studies included in this research, and because it is focused on gaining insight in governance arrangements and so finding best practice examples, only qualitative aspect of the framework has been used and the fact that framework has been designed for assessing voluntary sustainability standards in particular, descriptors are relevant to all MSIs.

Each descriptor in the assessment has been supported with explanation and examples. The data for the assessment was collected through desk study of academic and professional sources, including online, and via semi-structured interviews. A so-called grey literature included reading full standards, impact reports, meeting minutes, researching social media and so forth. Overall, the assessment of governance capabilities enables the cross-case comparison of the governance arrangements of the MSIs. The outcomes of the assessment will be further used within the 'Next generation governance arrangements for sustainable global value chains' project at the Wageningen University.

2.2.3 Semi-structured interviews and workshop participation

To receive further in-depth information for assessing the governance capabilities of the MSIs, and complete and verify information received through the online research and document analysis, semi-structured interviews with the experts/key informants were carried out in person at the headquarters in London, UK (Bonsucro) and via skype call (Max Havelaar, member organization of Fairtrade International). The interview guidelines with questions related of governance capabilities (see Annex I) were designed beforehand, nevertheless the focus and some questions were specifically adapted to the particular interview relating to the missing information. The interviews were carried out between 09-11-2018 and 12-11-2018. The interviews were arranged through direct contact and communication with the organizations. The interviewees were full-time staff members at the headquarters of the (member) organization, and hold a position of insight analyst and supply & development manager. This enabled that the interviewee was familiar with the internal structure of the organization as well as involved in the events related to it. Due to the time limitations on the side of the staff, there was no interview scheduled with the ETP. The interviews were completed with prior consent of the interviewee, and notes were taken during the interview.

Additionally, as a part of the 'Next generation governance arrangements for sustainable global value chains' project, I participated in the consortium meeting and workshop. The event was held in Amsterdam on November 1, 2018 and titled 'Voluntary sustainability standards governing through landscape approaches, or vice versa?'. The participation at the event has given me the opportunity to learn more about the capabilities and landscape approaches. Various stakeholders took part in the event, which enabled interesting discussions on the previously mentioned topics related to MSIs. Also, I took part as a note taker in one of the sessions which provided me an additional insight in how MSIs perceive landscape approach.

3 Governance capabilities

> »The capability approach is a broad normative framework for the evaluation of individual well-being and social arrangements, the design of policies and proposals about social change in society. « (Robeyns, 2005; 94)

Capability approaches are used across the different academic disciplines, from political sciences to philosophy and economics as well as development policies. Application varies, however a fundamental difference seems to be in focus on either "individual well-being" or "social arrangements". On the one hand, capability approaches look comprehensively to various aspects of individual's life; social, economic, political and cultural, and the main characteristic of such an approach is on what the individual is able to be and able to do, and what enables a valuable life. On the other hand, governance systems consist of various actors that primarily create action plans. The way the actors operate and organize themselves reflects in their abilities on what the organization can (or cannot) be and do. Because systems are made of individuals and individuals are arranged in systems.

Dealing with wicked-problems therefore requires more than just and action plan, but also reflection and conditions that enable actors to operate. Therefore, to address the question on how MSIs can deal wisely with the wicked problems, capability approach will be discussed from the perspective of Nobel-prize winning economist and philosopher Amartya Sen, and further on through governance capabilities as developed by Catrien Termeer et al.

3.1 Capability approach by Amartya Sen: functionings and freedoms

Sen's theory on capability approach provides main principles of development approach that enables policy-makers to use a flexible framework in analyzing diverse challenges. Sen's theory of development in terms of capabilities is based on the human development approach which purpose is to improve people's abilities to be and to do. Therefore it focuses on the quality of life and on reflecting and eliminating obstacles that enable more freedom for subjective meaning of valuable life (Fukuda-Parr, 2003). To meet the ends of well-being and development, people need capabilities to function, to engage in actions they would like to and to have freedom to be who they want to be. These so-called 'beings' and 'doings' are known by Sen as achieved functionings. Some of the functionings include resting, working, sense of community, and so forth. The difference between functionings and capabilities is that one refers to the realized achievement and the other to the abilities to achieve or the possibilities. According to Sen (1987):

> "Functionings are, in a sense, more directly related to living conditions, since they are different aspects of living conditions. Capabilities, in contrast, are notions of freedom, in the positive sense: what real opportunities you have regarding the life you may lead" (Sen 1987: 36).

Therefore, freedoms enable individual to choose a set of functionings that are valuable to the person in order to meet the ends of well-being and development. Meaning to *enable* people to be who they want to be, do what they want to do and direct their own lives. In policy field, evaluating capabilities means development according to the resources, access and conditions that are present for people to be healthy and living a meaningful life.

Foremost, capability approach is a framework of thought used for variety of purposes (Sen, 1993). Still the approach should not be understood as a "one fits it all" formula. For this reason, personal, social and environmental conversion factor, or what could also be understood as context, between commodities (goods and services) and functionings should be taken into account. Because of the diversity of individuals and values attached to the goods and services possessing certain characteristics, achieving functionings is not an absolute norm, but rather a *choice* made out of freedom of capabilities. This means that two individuals with the same set of capabilities may choose different lives according to their values and ideas of well-being. Therefore, community capabilities are perceived as "aggregative function of individual capabilities" or "average of the well-being of all the people in that community" (Robeyns, 2003). In his book *Development as Freedom* (1999), Sen also points out the freedom of responsibility, and the fact that individual's functionings may not correlate with the notion of well-being. So, it is important to note that in the interpersonal space, normative theories can be applied.

While cultural conditioning can reflect personal and cultural history, it often limits the freedom of individual's choice. For example, in many third world countries there is an issue of women looking for employment outside family. This absence of freedom not only violates gender equity and women's liberty, but also disregards economic empowerment of women and has many other consequences. Not to mention, that their work is rarely recognized or honoured (Sen, 1999). Therefore, it is important to see individuals as non-isolated subjects, because options depend on the relations with others, on the state and other institution's actions (Sen & Drèze, 2002). According to Sen (1992), human diversity is fundamental aspect in equality.

Due to the diversity of individuals, it is therefore questionable whether there should be a preliminary list of capabilities and what the role of the systems such as MSIs are. Sen is not in favour of generalizing capabilities, because the approach would loose its normative and pragmatic features. However, Nussbaum developed universalistic well-defined list of central human capabilities, which in her opinion should be more specifically defined then by the local people (Nussbaum, as cited in Robeyns, 2005). With so, the list also excludes capabilities that can cause harm. Sen still uses a term basic capabilities which refers to a subset of all capabilities that are essential for satisfying "important functionings up to certain minimally adequate levels" (Sen, 1993: 41). Nussbaum however defines basic capabilities as innate abilities. Therefore, basic capabilities according to Nussbaum together with external provision make up combined capabilities that effectively enable person to exercise the capability (Nussbaum, as cited in Robeyns, 2005). Individual has then an agency or the role in the society and ability to take part in social, economic and political actions. Finally, the so-called "ends" have intrinsic value, while "means" are only instrumental to reach the goal of increased well-being and development in the capabilities approach. Nevertheless, these distinctions between instrumental and intrinsic value are often blurred (Sen, 1999).

Despite the claim that capability approach does not pay sufficient attention to the social structures, they generally have an important mostly indirect effect on the people's capability sets, therefore on the means of the capabilities (Robeyns, 2005). Nussbaum also recognized the role of the institutions for enabling capabilities by pointing out that the role of government is

> "to make available to each and every member of the community the basic necessary conditions of the capability to choose and live a fully good human life, with respect to each of the major human functions included in that fully good life" (Nussbaum 1993, p. 265).

This means that while Sen's capabilities approach mainly focuses on the individual's well-being, impacts of social arrangements are very relevant in the discussion as well. Because not only that systems affect the policies, freedoms and social change, they themselves need a certain capacity to govern, enable and provide conditions for freedoms to deal with wicked problems. At last, while the role of MSIs is mainly instrumental, normative frameworks like ISEAL Alliance unite intrinsic values of the MSIs in a form of sustainability aims.

3.2 Governance capabilities by Termeer et al.: dealing wisely with wicked problems

Complex problems such as climate change and environmental pollution are a part of many contemporary policies. These problems do not have an immediate and one-way solution. So instead of talking about solving the problems, it is more appropriate to discuss on how to deal with this so-called "wicked-problems" and have an action strategy to observe the wickedness of these problems and enable the conditions of the governance system in which actors operate (Termeer et al., 2015a). According to Candel et al. (2016), the enabling conditions include institutional and actor-centred features. Based on the three mutually reinforcing dimension; *acting, observing* and *enabling*, Termeer et al. (2015a; 2016) proposed five governance capabilities for governance actors and systems to deal with wisely wicked problems, namely, *reflexivity, resilience, responsiveness, revitalization* and *rescaling* (see Table 3-1). The governance capabilities are defined as

> "the ability of policy makers to observe wicked problems and to act accordingly, and the ability of the governance system to enable such observing and acting." (Termeer et al., 2015a; 683).

These capabilities are based on different theoretical notions, imply different ways of observing, result in different ways of acting, and require different enabling conditions in governance institutions (Termeer & Dewulf, 2014). Moreover, the capabilities approach provides a more adaptive long-term policy approach for addressing the unpredictable socio-economic and climatic changes (Vij et al, 2017). The multiple scales and levels of connections between social and ecological processes can change in the social-ecological system due to human intervention. This is an important notion, because it sets institution/human judgements and actions as change agents. But because of the diversity in definitions and opinions, surprises and uncertainties are expected (Termeer & Dewulf, 2014). So, the capabilities are not seen as a solution to the wicked problems, but rather as tools and mechanisms in governance systems to manage small wins based on observations and targeted actions. Also, not all capabilities have to be present to the same extent. Therefore, a suggestion by Temeer et al. (2015a) has been made for meta-capability, meaning to apply the capabilities in a balanced way by continuously monitoring and adjusting enabling conditions (Candel et al., 2016).

Table 3-1. *The five governance capabilities for dealing with wicked problems (Termeer & Dewulf, 2015b).*

Governance capability	Definition	Aspect of the wicked problem domain to be addressed	Effects of deficit
Reflexivity	The capability to appreciate and deal with unstructured problems and multiple realities	Multiple perspectives, frame conflicts	Risk of tunnel vision or intractable controversies
Resilience	The capability to flexibly adapt one's course in response to frequent and uncertain changes without losing identity	Unpredictable disturbances, uncertain consequences of action, non-linear change	Risk of failure to keep fulfilling basic functions
Responsiveness	The capability to respond legitimately to unlimited demands and concerns	Changing agendas, unlimited number of issues and demands	Risk of under- and overreacting, losing citizens' trust and legitimacy
Revitalization	The capability to unblock stagnations and reanimate policy processes	Stagnating and unproductive interaction patterns, policy deadlocks	Risk of more of the same and of regression
Rescaling	The capability to observe mismatches and to reorganize connections across different levels and scales	Cross-level and cross-scale interactions, scale mismatches	Risk of cross-level problems and scale mismatches

3.2.1 The five governance capabilities

The first governance capability is **reflexivity**. On the pathway of solving the problem, understanding of the problem can often change throughout the process. Usually, there are variety of possible solutions, based on different perspectives and definitions of the problem. Even problem itself is hardly ever singular, but rather a mix of interrelated problems. Therefore, reflexivity allows inclusion of different perspectives and reflections on the dominant problem frames as well as redefinition of action perspective (Termeer et al., 2015a). Often because people frame issues differently, there are misunderstandings, disagreements or confusion. The minimum requirement is actor's willingness to go beyond their own perspective. Skills, resources and structures are needed as well. Reflexivity can be for example realized by diversity in stakeholders and partners involved in MSI, and how their involvement is formally embedded and deliberation is organized, and convergences/discrepancies in opinions are expressed in key discourses (NextGVC/Toonen, 2016).

The second governance capability is **resilience**. This capability is related to the interconnectedness of the problems and their multidimensionality. Resilience means to be able to adapt to the constant changes in the definition, context conditions and solutions (Termeer et al., 2015a). There are many uncertainties involved in solving the wicked problem, and even negative outcomes of the solution to them. Therefore, "resilience refers to the capability of the governance system to adapt to unpredictable, changing circumstances without losing its identity and reliability" (Termeer et al., 2015a; 684). Most important activity of resilience is learning-by-doing, meaning to apply various management strategies at the same time, and then comparing and evaluating the outcomes. The descriptors relate mainly to the linkages between the central and field level. Because MSI arrangements are market-driven, they are vulnerable to the uncertainties of the market, therefore being resilient enables to make adjustments in the certification and diversifying the governance model (NextGVC/Toonen, 2016).

The third governance capability is **responsiveness.** Wicked problems are constantly changing, redefining or being reproduced, therefore responsiveness refers to the reaction to these changing demands and at the same time attempting to balance the public values (Termeer et al., 2015a). While issues emerge, they call for the attention from media, society and policy makers. Since responding to the changing demands needs a wise approach, this capability "should uphold democratic values while being effective, they should be reliable and fair, efficient and trustworthy, and so forth." (Termeer et al., 2015a; 685). Responsiveness is a necessity of the institution, since it enables filtering and monitoring of the attention and information. The descriptors of responsiveness look so at the more general audience and the communication activities of MSI; diversity of audiences MSI acknowledges, how pro-active MSI are in communication activities, whether there are built-in mechanism for internal communication, and adjustments made based on external input (NextGVC/Toonen, 2016).

The fourth governance capability is **revitalization.** This means to be able to unblock the unproductive patters in the governance processes. The interconnectedness of the problems can be frustrating and actions may turn to the counterproductive strategies and patterns. This also means to have the ability to critically assess past strategies and enable new ones. The actors as agents in the revitalization of the governance system have the ability to identify and unblock the patterns and steer towards innovative processes. Without revitalization there is tendency to regression, stagnation or build up of arguments based on the same patterns. Therefore it is about the interactions between people and sense-making. While this capability may resemble some aspects of reflexivity, it is still mainly focused on changing the current patters and routines in social interactions. So the emphasis is on the existence and possibilities of events and meetings that enable debate, who is involved in their organization, and to what extent MSI is open to “third eyes” or new partners taking part in these meeting and events (NextGVC/Toonen, 2016).

The fifth governance capability is **rescaling.** Originally labelled as “scale-sensitivity”, this capability refers to observing and addressing cross-scale interactions and mismatches (Candel et al., 2016). Scale mismatches include temporal (short vs. long term) and/or spatial (local-global) scale. Scale of interaction when addressing sustainability issues is often undefined, therefore other capabilities or combination of them enables the conditions. It means that finding the proper fit between problem and governance scale, requires also presence of other capabilities that enable observing such as reflexivity, responsiveness and/or resilience. The descriptors of rescaling therefore look for example at the extent that standard is adaptable to local/national conditions, geographical spread of MSI and extent to which theory of change is disentangled into short/medium/long term goal (NextGVC/Toonen, 2016).

3.3 Use of capability approach

As Crespo (2013) pointed out the capability approach is highly operative, because it has normative and pragmatic features. The normative framework of capability approach either focuses on individual well-being or social structures. And indeed it has already been applied to the study of governance capabilities for dealing wisely with wicked problems. While Sen and Nussbaum realize the role of institutions as structures that enable capabilities, they themselves need to possess certain capacities to sustain and realize their potential towards achieving sustainability. Without MSIs being reflexive, responsive, resilient, revitalized, rescaled, there is a threat that they can distance from their aim or event limit the capabilities of the actors and environment, for example, by applying one ineffective solution over and over again (Termeer et al, 2015a). Also, the capability approach recognizes the diversity, meaning that different MSIs can choose different set of functionings, and therefore have freedoms to choose how they want to deal with sustainability issues. Importantly, capability approach also recognizes the complexity of sustainability issues. Therefore, it is reasonable to assess governance capabilities of the MSIs in order to gain insight into their governance arrangements and how they deal with the wicked problems.

As human beings can choose their set of functionings so MSIs can choose specific functionings that aim at achieving sustainability criteria. Therefore, MSIs can act as means for achieving the sustainability goals with their own set of priorities. While focus is often on studying of systems and performance outcomes, enabling freedoms would not only encompass the diversity of people and environments but also give more flexibility of achieving well-being. As discussed in the previous sections, capability approach is not generalizing, but rather seeing a community as "aggregative function of individual's capabilities". And so it does not follow the idea of "one fits it all" formula, which is useful feature for truly understanding different environmental and social contexts – landscapes.

3.4 Case study analysis: comparison of governance capabilities of multi-stakeholder initiatives

The selected MSIs have been assessed according to the governance capabilities framework that includes the five capabilities as developed by Termeer et al. (2014; 2015b) and their descriptors as developed by Toonen (NextGVC, 2016). These capabilities include reflexivity, resilience, responsiveness, revitalization and rescaling. The separate assessments of governance capabilities of Fairtrade International, Ethical Tea Partnership and Bonsucro can be found in Annex II, III and IV, respectively. Fairtrade International certifies multiple-commodities, while Ethical Tea Partnership and Bonsucro are focused on a single-commodity only, namely tea and sugarcane. Moreover, Bonsucro was established in the so-called mainstream generation, while Fairtrade International and Ethical Tea Partnership belong to the group of first generation MSIs. Also, Fairtrade International and Bonsucro focus primarily on standard setting, while Ethical Tea Partnership on being a network/platform. For these reasons, it is interesting to compare their governance capabilities.

The first capability discussed and compared is reflexivity. The descriptors of this capability relate to the so-called tier I audience that is directly involved in the activities and procedures of the MSI (Cashore, 2002). It looks at the diversity of these main stakeholders groups, to what extent their participation is formally embedded and the variety of opinions expressed as well as MSI's relations between the global North and South, and openness toward big controversies. The assessment of the three MSIs showed that the main stakeholder groups are represented and have medium to high diversity within all of them. The stakeholders groups include chain actors, NGOs, public actors and independent information verifies. While Fairtrade International and Bonsucro have one highest decision-making authority such as Board of Directors, Ethical Tea Partnership's governance is based on the collaborations and partnerships, meaning governance structure is designed for the particular project exclusively. Common to all MSIs are various Committees that are taking over different tasks related to organization and also report to the higher decision-making bodies. The Committees, as Board of Directors and General Assemblies, usually include different stakeholders. Fairtrade International's General Assembly for example is made up from 50% farmer and worker organizations and 50% of national Fairtrade organizations. The FI's Board of Directors consists of members nominated by producer networks, national Fairtrade organizations, and independent board members. In the case of Bonsucro, Board of Directors is made of manufacturers, traders, millers, farmers and civil society group. Next to medium to high diversity in representation of stakeholder groups, the organizations have working groups developed for a particular purpose/project as in the case of Bonsucro. FI has more regular working groups that guide the Monitoring, Evaluation and Learning Programme and coordinate projects. National FI organizations also have their own working groups. The working groups are usually made of experts in the field. Ethical Tea Partnership on the other hand does not have formally embedded working groups. All three MSIs have nevertheless broad scope, including social, economic and environmental merits. But attention to North-South relations is paid in different ways; either by having strong regional offices, or stakeholders with broad agenda, coming from different sectors and with different level of power. The governance structure enables that variety of perspectives are included and that the organizations remain open to big controversies.

Secondly, there are three descriptors according to which responsiveness of the MSIs has been assessed. The descriptors were related to the variety and recognition of the tier II audience (Cashore, 2002). Tier II audience is a more general group, individuals or audience that support the objectives of the MSIs. Moreover, communication activities have been assessed and to what extent changes have been made due to the input from tier II audiences. All three MSIs recognize high diversity of tier II audiences. For the purpose of the assessment, several communication channels have been also studied. These channels include official websites, YouTube channels, social media, conferences and press releases. The three MSIs pay attention to groups such as consumers, media, non-certified chain actors, NGOs, public actors and scientists in their communication activities to different extent. In general, special attention is paid to the non-certified chain actors, and often there is no clear distinction between the information provided for NGOs and scientists. The most common media channel actively used is Twitter, but official websites are also up-to-date and provide extensive information about the work of organizations. It appears that number of communication officers depends on the scale of the MSIs. Since FI is a multiple-commodity and umbrella organization for other national Fairtrade organizations, their central office in Bonn has more than one full-time communication officer, while Bonsucro and ETP both have one full-time communication officer employed. Nevertheless, the extent of online communication activities is not very different, since all MSIs have an active online communication. FI also actively searches for media coverage by others. As members of ISEAL Alliance, FI and Bonsucro, are also required to carry out public consultations and require multi-stakeholders involvement. Both FI and Bonsucro therefore make many small changes based on responses of tier II audiences. ETP is difficult to assess on this criteria, because it works as a partnership. Still, at their meetings it is evident that external input is welcome and changes are made through discussions. Although, ETP has no formal procedure that would then implement comments from the tier II audiences.

Thirdly, capability of resilience has been assessed based on the descriptors learning-by-doing, adjustments in the certification process and standard reform, and diversification in the governance model. Both Fairtrade International and Bonsucro have Monitoring and Evaluation (M&E) unit established. For example, FI's Monitoring, Evaluation and Learning programme is a combination of monitoring certified producer organizations and evaluations by external researchers. Bonsucro's M&E system similarly aims at communicating outcomes and impacts, providing organizational learning and adaptive management and improving strategy of the standard. This system not only enables internal learning, but also ensures more transparency and improves efficiency of the organization. Bonsucro and FI as members of ISEAL Alliance also have to comply with the ISEAL Code of Good Practice for Assessing the Impacts of Social and Environmental Standards (Impacts Code). ETP does not have a Monitoring and Evaluation unit, but there is bilateral communication or information exchange between the headquarters and on-the-ground units, still not institutionalized. For ETP as a partnership and not a certification organization, the descriptor on the adjustments in the certification process and standard reform is not applicable. ETP used to collaborate with other certification organizations such as Fairtrade, Rainforest Alliance, UTZ Certified and Trustea to avoid double work on auditing and to provide support to producers to achieve these other standards, but recently decided to phase out its independent audit programme and focus exclusively on transforming the tea sector. On the other hand, FI and Bonsucro have made big adjustments in the process and more than 3 standard reforms in the last five years. All three MSIs have experimented and/or made changes in their governance design. Bonsucro has started as UK initiative by multi-stakeholders to address key environmental and social issues in the sugarcane sector. Having global focus, organization became member of ISEAL soon after, then turned into certification scheme and recently in the global change platform including standard setting for sugarcane that is built on partnerships and global alignment. ETP was established by UK-based companies, but has now over 40 international members of tea companies and retailers from Europe, North America, Australia, New Zealand, and Sri Lanka. ETP as partnership collaborates with other organizations and work on programmes with similar objectives. While they used to provide auditing services as well, the organization is now, as already mentioned, phasing out its independent audit programme and focusing completely on transforming the tea sector. Fairtrade International as well has started as national Fairtrade standard for coffee, which initiative spread around the world and so other national organizations were established and are now altogether covered by FI. Also, FI now certifies wide range of agricultural, composite and manufactured goods.

Fourthly, there is capability of revitalization. The descriptors of this capability relate to opportunities for refreshing and addressing burning issues, the level of social interactions and willingness to welcome independent experts. All MSIs organize high number of meetings/events to boost debate with high frequency, meaning more than once every three years. It appears that major annual global events are held by all three organizations. For example, Bonsucro organizes Bonsucro Week, the landmark global event on sustainability in sugarcane. Similar event is held by ETP, called TEAM UP Conference, and by FI as International Fairtrade Conference. The diversity of participants in the events enables an energizing debate. The agenda is usually pre-set, but there is always room for additional points. The MSIs appear to be constantly aware of the happenings in the sector and overall regarding the sustainability and standards. The events are organized commonly; meaning that leaders as well as other in-house staff is involved. There is always a clear follow-up within MSIs in form of reports, new meetings, presentations, et cetera. Independent experts are often invited to the meetings/events as well.

Last capability assessed is rescaling which focuses on the right fit between problem and governance scale. The descriptors look at the scalability of standard/imitative, organization and balancing of short/medium/long term goals. Bonsucro and Fairtrade International have a global standard that is adjustable to some specific conditions and there is aggregation for impact reporting. ETP is focused on delivering impact programmes, but before it decided to phase out its independent auditing programme, their Global Standard was adjustable to national/local conditions. Fairtrade International for example has a standard that is specific per commodity, while Bonsucro made specific standard for example for smallholder farmers and mills. All organizations have headquarters or central office in important consuming country. Bonsucro and ETP headquarters are situated in London, UK. On the other hand, Fairtrade International's central office in Bonn, Germany is just umbrella organization for all other national Fairtrade organizations and producer networks. For this reason, it is not perceived as headquarters. All MSIs have regional offices with high geographical spread that covers important producing countries. At last, FI and Bonsucro have well-described Theory of change, which outlines their short/medium and long term goals. Having a Theory of change is also common for ISEAL Alliance members. ETP on the other hand has no Theory of change, but still understands its position and objectives.

3.4.1 Best practice examples of governance arrangements

As discussed above, there are many similarities and differences between the MSIs. By contrasting MSIs according to the number of commodities covered as single vs. multiple commodities (ETP and Bonsucro vs. FI), it appears that Bonsucro and ETP have similar capabilities regarding the responsiveness – which seems to be not as well-developed compared to FI. This does not mean that MSIs with single commodities are less responsive, but that due to focus on one commodity, the size and facilities of the organization are smaller and therefore organization employs less staff. FI on the other hand is an umbrella organization for many national Fairtrade organizations and producer networks, and for this role, there are more full-time communication officers employed. The MSIs still have an active online communication, and comparable recognition and input from the diverse tier II audiences. Also, both ETP and Bonsucro, work as platforms for change towards sustainability in the sectors and have their headquarters in important consuming countries. FI has its central office in important consuming country as well, but since it's an umbrella organization, it does not mean that it is centralized there. It is common for MSIs to have regional offices in important production countries around the world.

By comparing first and mainstream generation of MSIs (ETP and FI vs. Bonsucro), it appears that first generation MSIs have evolved during the time and follow with the mainstream MSIs. On the other hand, ETP's governance structure has been based on partnerships, not on certifying commodities, so it seems to follow its own evolution that is to some extent different to the mainstream MSIs. But interestingly, before ETP began phasing out its independent audit programme, it had a standard that was context-specific. FI and Bonsucro both have global standards adjustable to specific conditions. Therefore, by comparing network/platform focused vs. standards setting organization (ETP vs. FI and Bonsucro), it is evident that FI and Bonsucro also have similar capabilities regarding the resilience and rescaling. FI and Bonsucro both have Monitoring and Evaluation system that enables signaling/learning by organization's staff. They made big adjustments in the standard process and standard reforms and experimented with diversification in governance model. ETP does not have a Monitoring and Evaluation system and since it is not a certification organization, descriptor on adjustments in certification and standard reform is not applicable, but still they have made changes in their governance model throughout the years. Lastly, Bonsucro and FI as members of ISEAL Alliance have well-described Theory of change, while ETP is not a member of ISEAL Alliance and does not have a Theory of change. Still, ETP has a clear objectives and position of itself in the sustainability of the tea sector.

Lastly, all MSIs appear to have similar capabilities regarding the reflexivity and revitalization – and that these capabilities are well-developed. This means that there is variety of stakeholders directly involved in MSIs and that their involvement is in general formally embedded. Also, all organizations have broad agenda, including environmental, social and economic objectives, despite often starting with a more narrow aim such as being focused on trade, social and/or economic objectives only. The diversity of stakeholders also enables openness toward major controversies, since different perspectives address issues in their own way. Attention is paid to North-South relations by having wide geographical spread of regional offices in important producing countries as well as by having a good number of representatives from these regions in their highest decision-making bodies. Similarly, the agenda of the meetings/events is designed in the cooperative way with leader and other in-house staff. Burning issues are regularly discussed. MSIs organize global annual events to discuss the issues and outline a clear follow-up. Nevertheless, there are differences in the frequency of internal and other meetings such as roundtables. But they all try to be fully involved in the happenings in the sectors and global issues related to sustainability. Independent experts are often invited and their opinions are heard.

Comparison of governance capabilities of different MSIs provided an insight in their governance arrangements, and suggests some current trends, but more importantly gives examples of good practices. It seems that governance arrangements are leaning towards collaborations and partnerships. It is encouraging to notice that high variety of stakeholders and independent experts are involved in the organizations as well as to some extent also the voices of tier II audiences. It seems that with so, the organizations control too high external pressures. Nevertheless, from this study it appears that MSIs are aware of the happenings and there is always room for having high variety of participants at the annual meetings and discussion on controversial topics. Also, MSIs seem to constantly evolve, revitalize and diversify, what also enables them to adapt to the changes in the global value chains and related issues. A point for improvement pay more attention to global South, for example, by having strong national organizations (e.g. national Fairtrade organizations and producer networks) or standard that is more context-specific.

4 Landscape sustainability performance

Much of the performance measurements are based on the particular issue or farm-scale level (Molenaar et al., 2015). As mentioned, MSIs are often criticized on legitimacy, credibility and accountability. So Molenaar et al. (2015) argue there is a need for a new approach that goes beyond the farm-scale level. Such approach could be a landscape approach, holistically taking into account *terroir* within which commodity is produced. This approach seems to recognize embededdness of the production into the wider social and environmental context. Therefore, the following chapter is dedicated to a better understanding of landscapes, sustainability and, what I will call here, landscape capabilities – a way of approaching landscape sustainability.

4.1 Sustainability and social-ecological systems

For MSIs, sustainability plays a key role, therefore it is important to look at how it is defined. Several definitions of sustainability have been developed in the past decades, but effort in defining and interpreting the concept has often resulted in a narrow framework that does not capture the whole picture (Glavič & Lukman, 2007; Mebratu, 1998). Still, Holling (2001) defined sustainability as

> "the capacity to create, test, and maintain adaptive capability and development is the process of creating, testing, and maintaining opportunity… 'sustainable development,' thus refers to the goal of fostering adaptive capabilities and creating opportunities… Sustainability requires both change and persistence. We propose that sustainability is maintained by relationships that can be interpreted as a nested set of adaptive cycles arranged as a dynamic hierarchy in space and time—the panarchy." (Holling 2001, pp. 390, 402)

According to this definition, adaptive cycles of creating, testing and maintaining opportunities are essential when discussing sustainability performance. The adaptive capability of sustainability seems to provide freedoms for opportunities to be created, tested and maintained. Also, the process appears to be done in cycles at different spatial and temporal scales, assuming that small scale, local cycles are shorter and faster than large global cycles. Nevertheless, often in these processes, priorities have to be set. In 20th century, one of the most influential psychologists, Maslow, developed hierarchy of human needs. The needs were ordered in six levels, physiology, safety, love and belonging, esteem, self-actualization, and self-transcendence (Maslow 1954; Koltko-

Rivera 2006). Maslow's hierarchy of needs has been widely used in understanding human behaviour and in distinction that high-level needs are related to culture, values and beliefs and low-levels to the conditions. Moreover, Kofinas & Chapin (2009) used Maslow's hierarchy for assessing human needs in relation with sustainability and stated that there are more opportunities for sustainability when more human needs are met. For these reasons, it is important to take a closer look at how this hierarchy can be understood within sustainable social-ecological system.

In 1973, Daly combined the notion of sustainability with Maslow's hierarchy of human needs and developed a framework known as "Daly's Triangle" (Wu, 2013). The framework was one of the first attempts to clarify the relationships between the key sustainability dimensions. Perceived as a strong sustainability framework, environment is defined as "ultimate means", technology, politics, economy and ethics as "intermediate means" and well-being including equity as "ultimate ends" in this framework (Wu, 2013). Meadows (1998) further developed Daly's framework by using the capital approach. Capital approach considers sustainability as investment or maintenance of total stock of different type of capitals such as natural, social, human and built or physical capital (Lehtonen, 2004). Meadows' framework positions the natural capital such as biodiversity, ecosystem processes and natural resources as "ultimate means". The "intermediate means" consist of human and built capital. Then human and social capital are perceived as "intermediate ends" and well-being again as "ultimate end". Both Daly's and Meadows' frameworks combine concepts of sustainability, different forms of capital and the hierarchy of human needs. Indeed all humanly used resources are embedded in complex social-ecological systems (Ostrom, 2009). Moreover, environment and human behaviour interact reciprocally, therefore social-ecological systems are perceived as integrated co-evolving systems between society and environment (Chia-Chi & Huei-Min, 2014). Similarly, Sen (1999) already emphasized that distinction between "means" and "ends" are often blurred. Nevertheless, according to Costanza et al. (1997) the value of the natural capital stock which generates flow of goods and services is infinite since it forms a basis of the human life-support system. This implies that special attention should be paid to the latter in order to preserve the supply of goods and services that nature provides and to sustain the life on this planet.

4.2 Value of ecological system: ecosystem services

Since natural capital does not directly contribute to human well-being, the concept of ecosystem services (ES) has been made and is defined as the capacity of the ecosystem to provide the benefits to the human well-being (MEA, 2005). According to Felipe-Lucia et al. (2015) and MEA (2005) these services are:

- tangible or material benefits such as *provisioning services* (e.g., food, raw materials) and
- intangible or immaterial benefits such as *cultural services* (e.g., recreation, relaxation, environmental education, and aesthetic enjoyment),
- *regulating services* (e.g., nutrient regulation and climate regulation), and
- *supporting ecosystem services* or properties (i.e., the underlying mechanisms of the ecosystems) such as habitat provision and soil formation.

Moreover, study of literature on ecosystem services showed, the ES concept is generating a lot of system knowledge and less normative and transformative knowledge for sustainable management of social-ecological systems (Abson et al., 2014). The majority of literature on ecosystem services is focused on understanding the system therefore on the system knowledge. Normative, transformative and system knowledge are all relevant to sustainability. Abson et al. (2014) study therefore shows that publications should address the best practice of management aims and transformation process leading to these goals. It means to integrate knowledge from different disciplines such as education, communication and governance into the study of ecosystem services. Because for too long ecological and social sciences have been developing independently (Ostrom, 2009).

Furthermore, ES information appears to be useful for performance-based criteria for the standards because it addresses the environmental impacts more precisely and target-oriented. The purpose of the ecosystem services information in the standard is to support compliance with standard which also make it easier to translate criteria into practice, for auditors to verify whether criteria is met, and for communication of the impacts (Chaplin-Kramer et al., 2015). ISEAL Alliance, as a global membership organization for sustainability standards, created the Impact Code for the members which enables standardized gathering of the data and provides evidence for reaching the sustainability goals. Under this code, member organizations monitor, evaluate and report on sustainability impacts, for this reason they should also have envisioned theory of change (ISEAL Alliance, 2018). Moreover, ES information and modeling broadens the perspective of impacts from farm-scale to landscape-scale. In the case of Bonsucro, an analysis showed that applying ES information could result in the efficiency gains across 70% of the current production area, by reducing greenhouse gas emissions, nutrient loadings and irrigation demands while doubling sugarcane production (Smith et al., as cited in Chaplin-Kramer et al., 2015). Such analysis suggests a shift from practice-based to performance-based metrics, and to study the outcomes of the interventions (Chaplin-Kramer et al., 2015). In 2018, Forestry Stewardship Council launched Ecosystem Services Procedure FSC-PRO-30-006, as an initiative to create incentives for preserving valuable ecosystem services (FSC, 2018).

4.3 Landscape capabilities

As already discussed in chapter four, taking landscape perspective means to look at both, social and ecological systems that are embedded in the *terroir*. With understanding the social-ecological system it is therefore possible to apply approach that provides freedoms to the landscapes. Since human judgements play a key role in management of these systems, it is important to look whether there should be priorities in achieving landscape sustainability and what approach is useful to do so. Firstly, Maslow’s hierarchy of human needs has been used in assessing human well-being based on ideas of sustainability, society and nature. The hierarchy of human needs does align with Sen’s idea of basic capabilities, ordering elementary and complex functionings in hierarchal order, and Nussbaum’s idea of universal capabilities. Nevertheless Crespo (2013) suggested to invert Maslow’s pyramid, in order to have basic needs at the bottom and an infinite freedoms or capabilities to design a valuable life at the top. While complex capabilities are rather inter-related than ordered in hierarchy, some elements of sustainability appear to be essential for human well-being, and these can be recognized via the ecosystem services. By including provisional, regulating, supporting and cultural services, the concept already takes into account the intrinsic value of nature as well, and has been useful tool for communicating nature’s benefits to people at landscape level.

Moreover, Daly's and Meadows' framework is built on "ultimate" and "intermediate" "means" and "ends". Meadows' use of capital approach has, according to Sen, instrumental value only. This means that perceiving the human, natural, social and built capital as investment does not automatically lead to well-being, although can be one of the ways of achieving it. As Sen also emphasized, distinction between "means" and "end" is often blurred. This absence of "one fits it all" formula in capability approach is useful in understanding the diversity of landscapes. Therefore, to enable systems to choose their own functionings, focus should be rather on enabling freedoms to landscapes and in adaptive cycles create, test and maintain opportunities.

5 Synthesis of findings: governance capabilities and landscape sustainability performance

Multi-stakeholder initiatives and social-ecological systems have to deal with complex issues. In order to deal with sustainability, governance capabilities are essential for MSIs. The assessments of governance capabilities of different MSIs have shown that they are constantly evolving in order to sustain themselves. MSIs nowadays work on global scale and are focused on the collaborations, partnerships and creating platforms. Also, they are open to controversial topics and external input. This cooperation, openness as well as high diversity of stakeholders involved in MSIs therefore to some extent enable landscape capabilities. Question remains what are the relations between governance and landscape capabilities and their contribution towards sustainability.

5.1 Framework for understanding relations between governance capabilities and landscape sustainability performance

Figure 5-1 shows the relations between governance capabilities and landscape sustainability performance. The landscape sustainability performance in this framework is based on the ideas of social-ecological system and ecosystem services as described and developed according to capability approach in chapter four. For landscape to achieve sustainability and well-being, basic and complex capabilities are essential, as for MSIs to deal with sustainability. It is suggested that basic capabilities are provided from natural capital, and they can be best understood via the concept of ecosystem services. Other capitals such as social, physical and built are a part of the social system which performs actions and transformation on ecological system. Therefore, as Sen argues basic and complex capabilities are inter-related. So is the idea that social-ecological system works reciprocally. Moreover, capitals according to Sen have instrumental value only, but “means” and “end” cannot be finely distinct.

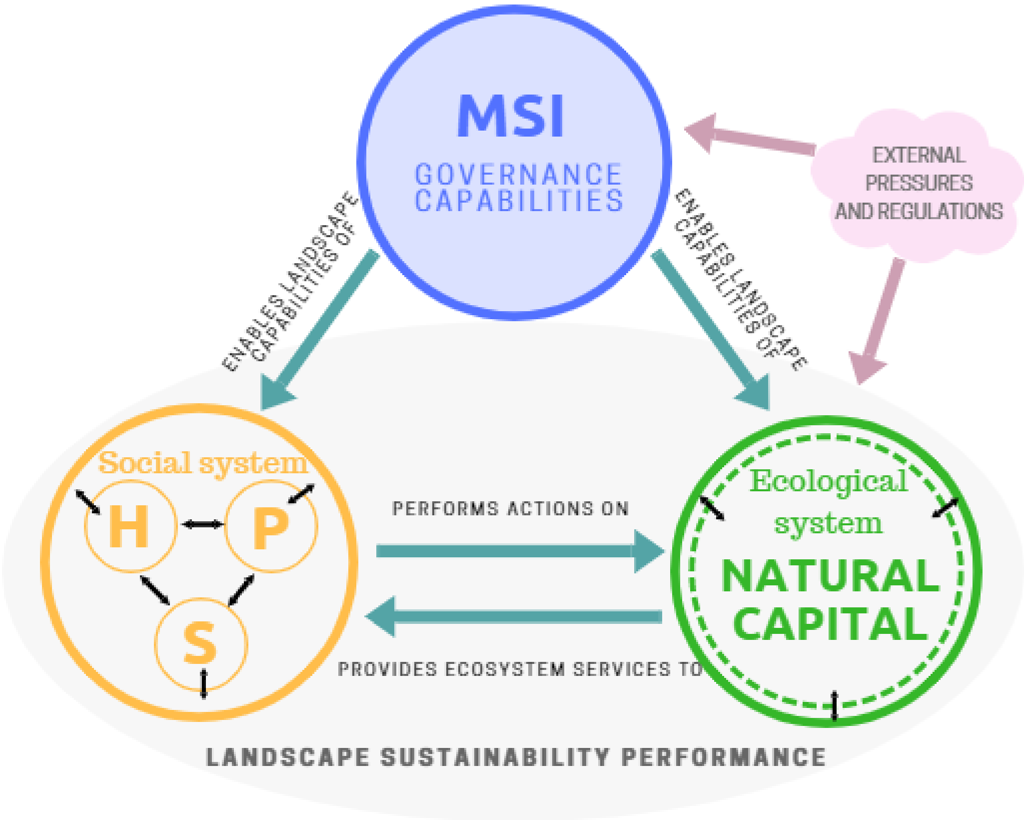

Figure 5-1. *Multi-stakeholder initiative (MSI) and its governance capabilities in relation to landscape sustainability performance. H-human capital, P-physical capital, S-social capital. (modified from Chia-Chi & Huei-Min, 2014).*

Therefore, understanding landscapes through capability approach, is more focused on providing freedoms to landscapes to choose their own set of functionings. The role of MSIs is to enable these landscape capabilities by having governance capabilities that are inclusive of the landscapes. When MSIs are open for discussion, involve stakeholders and especially producers in their governance and by being responsive, actors that work at landscape level can have their voice to deliver their perspective – landscape perspective and that this perspective can be taken into account in setting of standard and in dealing with sustainability. With so, MSIs can have a better understanding of the social-ecological systems and can enable freedoms and opportunities to the landscapes to choose their own functionings to achieve well-being and to better deal with negative externalities created by agricultural modernization. Dealing with externalities does not mean to solve them, but to have a voice in decision-making and look for small wins that would provide well-being to the landscape and resources.

5.1.1 MSI governance capabilities in landscape sustainability performance

As mentioned in the beginning of this chapter, MSIs seems to already have governance capabilities to deliver landscape sustainability. Nevertheless, they still often work as global initiatives for specific sectors and conditions. By scaling to landscape, standards and initiatives can be more context-specific. Fairtrade International appears to already work on national level by uniting national Fairtrade organization rather than having one headquarters. By moving headquarters to important producing countries, organizations could already reduce domination of the North in global North-South relations. Furthermore, engaging high diversity of stakeholders can help in including different perspectives in addressing sustainability and big controversies. Responsiveness seems to rely on the size of the organization as smaller organizations have less communication officers employed as larger organizations. Since MSIs are market-based initiatives, they are vulnerable to informational governance. It seems that by limiting the changes based on external input, there is enough space to take the wide range of opinions and happenings into account, while on the other hand not be shattered by it. Information exchange is also important between organizational units and in evaluating and monitoring progress. For example, ISEAL Alliance encourages collaboration and aggregation of the gathered data to receive a more coherent overview of landscape level changes. It also encourages members to have a Theory of change and a plan of short/medium/long term goals they would like to achieve. Lastly, because landscapes are dynamic, making adjustments in the certification process and/or regular standard reforms can adapt organizations to these dynamics of social-ecological systems. Additionally, organizations can diversify their governance model, which also appears to allow them to evolve and sustain themselves on the long term.

5.1.2 Governance capabilities of selected MSIs and their landscape sustainability performance

Assessment of governance capabilities of the selected three MSIs provided a good insight into their governance arrangements as well as comparison between them in regards to their landscape sustainability performance. Rescaling appears to be the most important governance capability for delivering landscape sustainability performance, and there are already some best practice examples of it such as FI's governance structure having strong national organizations covered by central FI organization. Also, FI's General Assembly consists of 50% farmer and worker organizations and 50% of national Fairtrade organizations, having the highest percentage of farmers and working organizations in their decision-making bodies. Interestingly, Bonsurco establishes working groups for particular purposes that consist of members, non-members and independent experts that provide variety of perspectives on the issue or problem addressed. Even though selected MSIs already have a wide geographical spread of regional offices in important producing countries, FI's national organizations for example also work on developing a market for the Fairtrade products in producing countries. Moreover, before ETP decided to phase out its independent audit programme it had a standard that was context-specific taking into account industry best practice, local law and collective bargaining agreements relevant to worker welfare. As a partnership, it is now still working collaboratively on specific programmes that are context-specific. Similarly, FI and Bonsucro have a developed Theory of change and collaborate on programmes addressing context-specific issues, which can enable landscape capabilities.

MSIs are also regularly organizing global annual events addressing sustainability in the sectors. Therefore, controversial topics, and burning social, environmental and other issues are being discussed. The annual meetings are usually open to all. While the changes due to external pressures are limited to some extent by all MSIs, they still use social media, especially Twitter, and have informative official websites. Nevertheless, FI as multiple-commodity organization covers more sectors within landscape than single-commodity organizations.

Moreover, there is an interesting development of standard into platform such as in the case of Bonsucro, and partnerships that are phasing out independent audit programmes and focusing solely on impact programmes as in the example of Ethical Tea Partnership. And so, standards setting MSIs are not only standards, but also platforms, and platforms can provide support to standards for a while such as in the case of ETP. Multiple-commodities organizations such as FI are still more focused on collaborations than being a platform for change. This approach of collaborations and focus on transformations is encouraging to not only improve sustainability of commodity, but to have goals and projects on changing dynamics within sectors and on landscapes by not only investing in different types of capitals or different aspects of living conditions, but also on creating opportunities for landscapes.

At last, there are many levels on which actors and institutions work, therefore power-relations have to be taken into account as well. This means that local systems are embedded in institutional settings and local environment is also not isolated but a part of the global social and natural environment. As Nussbaum's basic capabilities have to be combined with external provisions, to enable person to exercise capability. Next to having well-developed governance capabilities, dialogue and use of common language will also be essential in communication between different organizational levels and stakeholders as well as sense of curiosity to remain open for different interpretations and ways on solving and reaching sustainability.

6 Discussion

Discussion chapter has been divided in two parts. Firstly, there is a reflection on capability and landscape approach as well as frameworks, and secondly, study limitations are being discussed.

6.1 Reflection on capability and landscape approach

Firstly, as Termeer et al. (2015a) already suggested not all governance capabilities are needed to the same extent and there are some trade-off between them, so instead of perceiving of having a list of capabilities, it is about finding a balanced way of choosing what works best for particular organization. The advantage of capability approach is that there is no "one fits it all" formula. Nevertheless, some capabilities such as previously mentioned governance capabilities appear to be essential and so universal in dealing wisely with wicked problems. The approach also allows having a better understanding of the diversity of governance arrangements of MSIs and diversity in emphasis in MSI's sustainability performance on particular themes such as landscapes. By focusing on different issues, e.g. labour issues, might provide different perspective on which capability is the most important.

Furthermore, governance capabilities appear to affect landscape sustainability performance, and can enable landscape capabilities. Landscape dynamics can be well-understood via the concepts of ecological-systems and ecosystem services. In sustainability science, ecological system is fundamental for well-being. Therefore, it can be recognized as universal or basic capability for all other complex capabilities of social-ecological system. Ecosystem services already take into account intrinsic value of nature and so are useful tool for communicating nature's benefits to people on landscape level. Similarly, there should be social capabilities developed in order to more holistically look and understand the social system and ways to enables its freedoms. Because according to Sen (1997) human capabilities indirectly influence economic production and social change. So rather than investing in capitals only, the focus should be on creating opportunities to landscapes. As Nussbaum (as cited in Robeyns, 2005) further on suggested that the list of capabilities should be made specifically for local people, and that it is useful to take into account when looking at the capabilities of landscape. Taking into account diversity of individuals and contexts that capability approach does is, according to Sen, fundamental in equality. Still, Sen's focus on the private dimension represented by the Human as such risks to hide the external world composed of power relations that of course are not neutral to the Human as such. In so doing, it also lacks in critically addressing these power relations (Chandler, 2011). At last, it seems that social-ecological systems and ecosystem services concepts are both relevant in discussion on landscape sustainability.

6.2 Study limitations and opportunities for further research

This research is limited to the study of three different MSIs. The selection provided a good comparison between the first and mainstream generation, single and multiple commodity organizations and between standards and networks/platform. Especially, for the latter comparison, it appeared that clear distinction is hard to be made. Also, it is important to note that high diversity of MSIs in existence, and that the purpose was to suggest best practices rather than over generalizing the outcomes of the case study analysis. For further research it could be suggested to look at other possible criteria for comparison such as performance vs. practice-based organizations, and by including roundtables in the analysis for example. Also, multi-stakeholder initiatives emerged as a response to the inabilities of the governments to address sustainability issues. For further research analysis of the causes of these inabilities could be made. Furthermore, literature review on landscape approach has been based on concepts including capability approach, social-ecological systems and ecosystem services. These concepts are used for the different purposes and in a wide range of academic fields. The research has been narrowed down to the literature that could provide best understanding of MSIs' landscape sustainability performance. The question still remains what are the boundaries of a landscape and how landscape capabilities can be further developed and operationalized.

Moreover, the data collection for the assessments of governance capabilities has been mainly obtained via openly available online resources and other grey literature such as impact reports, standards and so forth. The collection of data has been therefore threatened by misinterpretation or overlooked information, despite the effort to have the assessments done as best as possible. For this reasons, semi-structured interviews were carried out with the staff members of the organizations. Next to the verifying and collecting missing information, interviews provided an additional insight in work of organizations. Nevertheless, due to time limitations on the side of the staff, interview with Ethical Tea Partnership, could not be carried out in person, but some information has still been collected through email correspondence. Also, the fact that the interviewee for Fairtrade International was a staff member of national Fairtrade organization did not significantly affect the data collection, since member organizations are well informed with the work of their central office as well. By conducting interviews with stakeholders that are directly involved in organization could also provide further information on the governance capabilities of organization and regarding the landscape perspective.

7 Conclusion

Dealing wisely with wicked and complex problems such as sustainability requires more than one solution. For MSIs to sustain themselves and to effectively address the issues, they need to hold certain governance capabilities such as reflexivity, responsiveness, resilience, revitalization and rescaling. Comparative analysis of three different MSI showed that organizations have in general well-developed governance capabilities, but there is still room for improvements, especially in regards to capability of rescaling. This capability appears to be important for improving MSIs' landscape sustainability performance. Also, assessment of governance capabilities provided a good insight in their governance arrangements, which appear to lean nowadays towards collaborations, partnerships and platforms that include high variety of stakeholders in their decision-making bodies and are open to controversial topics. Some best practice examples of governance arrangements also include having a wide geographical spread of regional offices or national organizations in important producing countries, organizing global annual event and other meetings related to the broad scope of burning issues in the sectors, being responsive to external pressures, having working groups that include independent experts and making regular adjustments in governance model and/or standard following the mainstream trends. Moreover, social-ecological system and ecosystem services concepts appear to be useful in understanding of landscape sustainability, and further on by applying capability approach on creating opportunities in form of landscape capabilities. Relating landscape capabilities with governance capabilities showed that MSIs governance capabilities are inclusive of landscapes by being open and taking into account social and ecological contexts and perspectives which in return work as collaboration on improving living conditions and creating freedoms for landscapes to deal with negative externalities and achieve well-being. But power relations and level of governance should be considered as well. So that sustainability is delivered by adaptive cycles of creating, testing and maintaining opportunities on different temporal and spatial scales. At last, by taking a landscape approach MSIs take responsibility to work collaboratively on not merely improving sustainability of commodity, but also creating, testing and maintaining freedoms for landscapes.

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Annex I – Interview guidelines

Name interviewer: Name interviewee: Position: Organization: Contact details: Time & Date: Location:

QUESTION 1 – tier I audience
What and how are stakeholders involved in the organization? How is the organization structured in terms of departments, boards, assemblies, groups, etc.?

QUESTION 2 – frame variety

a) What are the convergences/discrepancies in the opinions expressed in the organization's key discourses, including standard scope (broad/narrow) and relation North-South or producing/consuming countries?
b) Are discussions on big/recurring themes specific for GVC avoided or resolved?

QUESTION 3 – communication activities
How many full-time communication officers are employed? Are the communication activities covered by particular department?

QUESTION 4 – changes based on external input
Are there any examples when comments, responses by tier II audience brought changes? And how?

QUESTION 5 – learning-by-doing
How are the communication activities between the HQ and on-the-ground units organized? Is the information exchanged internally only or also with the outsiders (e.g. policy makers, other MSI, important chain actors, NGOs)?

QUESTION 6 – adjustments in the certification process and standard reform
How often are adjustments in the certification process or standard made? What is the scope of the adjustments (big or minor)?

QUESTION 7 – diversification in governance model
Has the organization experimented or made changes in their governance model?

QUESTION 8 – burning issues

Are there meetings/events organized to address controversial and topical issues? And how often are they organized?

QUESTION 9 – leadership
To which extent organization and agenda of the meetings/events that discuss the hot topics are set by individuals within the organization? Have these events enable a daring/energizing debate and realize follow-ups?

QUESTION 10 – third eyes
To what extent independent experts are invited to the meetings/events designed to address the controversial and topical issues?

QUESTION 11 – scalability of standard
Is the standard adaptable to the local/national conditions? Are the data gathered on field level aggregated to account for overall impact of the organization?

QUESTION 12 – scalability of the organization
Next to the HQ, where around the world are the regional offices located?

Annex II – Case study report 1: Fairtrade International

1 REFLEXIVITY

1.1 REFL1: Variety in tier I audience

3-4 main stakeholders, medium/high diversity within groups

The main stakeholders are the chain actors, public actors, NGOs and independent information verifiers. There is a high diversity within the group since actors from all parts of chain are represented, NGOs with social, environmental, economic and labour focus, as well as various independent information verifiers and experts.

Explanation

The international Fairtrade system is governed by the **General Assembly** and the **Board of Directors**. Annual General Assembly is made up of representatives from the producer network assemblies and labeling initiatives assembly. 50 percent of the General Assembly represent members of farmer and worker organizations and 50 percent national Fairtrade organizations. The general assembly decides on membership issues, approves the annual accounts, and ratifies new Board directors (Fairtrade, 2018a). National Fairtrade organizations and producer networks also carry out annual assemblies. Producer networks are regional associations that represent small-scale producers and workers as well as other producer stakeholders. Producer networks can be found on three continents including Africa, Asia and Latin America and the Caribbean (Fairtrade, 2018a). Local Fairtrade Organizations include members of national Fairtrade organizations, marketing organizations and applicant members. Fairtrade organizations provide information on where to buy Fairtrade products, recent events and how to become a licensee.

In addition to assemblies, Fairtrade governance structure includes Board of Directors and three Committees; **Finance Committee** (responsible for fundraising and organization's finances), **Nominations Committee** (reviewing performance of the Board members and consider their appointments) and **Standards Committee** (responsible for setting and revising standards). The Standards Committee is made up Fairtrade member organizations, traders and external experts appointed by the Board of Directors. The process of developing and revising standards is carried out by the Standards Unit and involves an extensive consultation with other Fairtrade stakeholders and in accordance with ISEAL Code of Good Practice for Setting Social and Environmental Standards (Granville & Dine, 2012).

Board of Directors is elected by the General Assembly and is made up of four board members nominated by the three producer networks, four board members nominated by the national Fairtrade organizations (NFOs) and three independent board members. Through the Board, its committees and Chief Executive Officer, the decisions on overall strategy, use of resources and setting prices, premiums and standards are made (Fairtrade, 2018a). Documents and proposals are developed by special working groups. Through the representatives of Board of Directors and the General Assembly, all members and certified producer organizations can participate in the decision-making process. The organizations involved in Fairtrade are independently certified by FLOCERT.

In the tier I audience of Fairtrade consumer is not represented. The main stakeholder groups are so the chain actors, NGOs and independent information verifiers (scientist and observers) that can be found in the principal governance of the Fairtrade.

1. 2 REFL2: Built-in deliberation processes and mechanisms

Engagement in discussions beyond certification processes, e.g. special working groups, which are open to all

During the meeting of the General Assembly, the attendees can discuss topics on the agenda and vote. Stakeholders also have direct influence on the development and revision of the standards via workshops and consultations. These consultations and workshops are open to members only, while public consultation is open to all. For public consultation feedback forms and documents are available online. The results are also published online.

Explanation

Since Fairtrade International (FI) is a multi-stakeholder association, stakeholders are involved in the meetings of the General Assembly. At the meetings stakeholders are able to discuss the points on agenda and vote. Also, relevant stakeholders are involved in the standards revision and development and are able to comment at any stage of the process. After the publication of the standards, a formal time framework given for stakeholders to comment and they have a possibility to give comments afterwards as well (Fairtrade, 2018b). At the same time, public consultations are open for everyone to give feedback via the feedback form available at the official Fairtrade website.
Working group consisting of expert stakeholders from the Fairtrade's member organizations are made to guide the Monitoring, Evaluation and Learning Programme and coordinating projects. National Fairtrade organizations also have their own working groups.

1.3 REFL3: Frame variety

Broad scope standard; attention for N-S relations; openness towards big controversies

Explanation

Fairtrade International works as an umbrella organization consisting of 19 national Fairtrade organizations and 3 producer networks (Fairtrade, 2018a). 50% of the General Assembly is made of producers, and in this aspect Fairtrade International is quite unique, besides having strong producer organizations in Asia, Africa and Latin America (Huizing, by personal communication on November 12, 2018). As already mentioned, General Assembly decides on membership issues, approves the annual accounts, and ratifies new Board directors (Fairtrade, 2018a). Through the Board of

Directors and General Assembly representatives, all members and certified producer organizations take part in the decision-making. Additionally, as a novelty, Fairtrade is working on providing support to the “local” markets, meaning to create demand in the producing country for the Fairtrade products (Huizing, by personal communication on November 12, 2018).

The Fairtrade’s vision is “for a world in which all producers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their future.” (Bonn Sustainability Portal, 2018). While the main focus of Fairtrade is on the producers and making the trade more fair, the programmes of Fairtrade include Child and Forced Labour, Climate Change, Workers’ rights, Gender and Access to Finance (Fairtrade, 2018o). For example, FI developed the Fairtrade Climate Standard so that rural communities and smallholder farmers have access to carbon market and to improve their capability to deal with climate change (Fairtrade, 2018o). Moreover, in Fairtrade Strategic Framework 2016-2020 and Theory of change, gender inequality is addressed and action for strengthening women’s human, social, financial, and physical capital outlined. The Fairtrade Gender Strategy aims to bring transformative approach (Fairtrade, 2018o).

Lastly, big controversies are addressed on the national and international level through the annual meetings, roundtables and conferences. The General Assembly consists of the variety of stakeholders that bring up variety of topics. According to Huizing (November 12, 2018), Fairtrade is constantly responding to the events in the sectors, and addressing issues related to them regularly. It also helps in making the strategy and identifying priorities of the FI work. The openness toward big themes is evident also in the variety of stakeholders invited to the Fairtrade International Conference in Bonn in 2018. At the event, topics related to effects of standard in the producing countries such as opportunities for digitalization, global south living wages, who holds responsibility for fairness et cetera.

2 RESPONSIVENESS

2.1 RESP1: Variety in tier II audience

Recognition diversity 4-5 actor groups

Fairtrade International distinguishes between the consumers, media, non-certified chain actors and NGOs and scientists. No particular attention is paid to the public actors.

Explanation

To identify the variety of the tier II audience that Fairtrade International recognizes in their communication activities/strategies, several communication channels have been studied. These channels include official Fairtrade International website, Youtube, social media, conferences and press release.

<u>Official Fairtrade International Website (www.fairtrade.net)</u>
The official website of the Fairtrade International provides a wide range of information for tier II audience. The variety of interests is seen from the main page's side box asking 'What is your interest?'. The possible answers and links are 'buying', 'selling', 'researching', 'supporting', 'reporting on', 'working for' and 'Fairtrade near you'.

The website looks clean and organized and provides lots of information. Consumers can receive more information on FI from the section 'About' and 'Products', where the main objectives of FI are explained and information per commodity is given. NGOs can learn more about FI under 'Programmes', where different programme areas of FI are introduced. Special attention is given to the non-certified chain actors, since the majority of information is designed for them. This can be found under main titles 'Standards' and 'Producers'. The content is also supported with the videos such as 'Fairtrade for Beginners – English' and case studies and stories. There is a special section also for scientist Impact and research and media – 'News'. Under 'Standards news' articles that may interest certified and non-certified chain actors as well as scientist can be found, and give the latest update on the prices and policies. Under 'Latest news' the articles are aimed at consumers, media and NGOs including '*Fairtrade figures: what can data tell us?*' and '*From child labor to the future of food: the voices of young people change agriculture for the better*'.

Every section on the website is followed with a short description and supported by the documents such as 'Guidance for Applying Differentials', 'Annual reports' which are mainly targeted towards the non-certified chain actors, scientist and NGOs. The website is available in English and Spanish.

<u>Facebook (@fairtrade)</u>
The Facebook page of Fairtrade International is similar to the 'News' section on their official website such as 'What data tell us?'. It is mainly focused on the consumers by informing them about their work and how FI works. An example is a post from August 3, 2018 on Grassroots research by young people from a '*Fairtrade sugar producer organization in Belize*'. Facebook posts also emphasize the FI's objectives and to promote FI campaigns such as 'sheiswe' about the empowering female producers and

‘Stand 4 fairness’ seen for example on post from May 7, 2018 encouraging to stand for the farmer Felice, supported with his picture and short life story. Posts of the FI members such as Fairtrade Foundation are also a part of the Facebook site’s posts. Facebook page is also used for public involvement/consultation in the standards’ reviewing (July 4, 2018) and for publishing job vacancies (February 23, 2018). The tier II audience addressed are consumer, media, NGOs, non-certified chain actors and public actors.

Twitter (@FAIRTRADE)
The content of the posts shared on Twitter is similar to the one’s shared on Facebook. Although, there are more posts included from the FI member such as Ireland (July 30, 2018) and Canada (July 20, 2018) and other events for example related to the fairness in textile supply chains (July 2, 2018). The Twitter page appears to be addressing multiple tier II audience including consumer, media, NGOs public actors and non-certified chain actors. Twitter page has 44 150 followers[1]

LinkedIn (@Fairtrade International)
LinkedIn page of Fairtrade International aimed at shortly introducing the organization and has very little posts. The platform is used for posting job vacancy at the FI organization, informal posts and for publishing a research on living wage in India. Despite the lack of “activeness” of the platform, the page has over 16 129 followers[2].

YouTube channel
Fairtrade International does not have it’s own official YouTube channel. Nevertheless, FI members from different countries such as Max Havelaar in the Netherlands, Fairtrade Belgium, Fairtrade Canada, Fairtrade Österreich and Fairtrade Foundation in UK have their own channels. Posted videos are mainly in English but also in the official languages of the countries. The iconographic video by Fairtrade Belgium titles ‘What is Fairtrade…’ explains the concept of FI in a simple way through the example of a farmer named Teresa and emphasizes the sustainability of the Fairtrade logic to the curious consumer and media. Similar iconographic video is also provided by Fairtrade America titled ‘What is Fairtrade?’. A so-called Fairtrade Film titled ‘What if?’ on the Max Havelaar channel is designed in a way to campaign the Fairtrade products.

Other videos show real-life case stories of the Fairtrade farmers, which may interest non-certified chain actors. Least viewed videos are from the conferences such as International Fairtrade Conference 2016, which may interest NGOs.

Vimeo channel
There are 72 videos uploaded on Fairtrade International Vimeo channel and has a relatively low (116) followers and 50 likes. The channel provides videos that can be also found on social media and YouTube channels of FI members. Although the majority of videos are in English, some are also made in Spanish presumably for the non-certified chain actors and NGOs. The videos are approximately 2.30 min long with some exceptions made into a documentary.

[1] Accessed on November 29, 2018.

[2] Accessed on November 29, 2018.

Presence at/organizing of media events

Fairtrade International is often organizing or participating at the conferences, where tier I audience or stakeholders in the field are present. On the official website separate page is dedicated to the events and conferences FI hosted or attended. In November 2017, FI representatives attended COP23 UN Climate Conference in Bonn, where a meeting and support to Fairtrade from Luxemburg's Grand Duke was also declared. FI members also attend meetings and discussions on the Sustainable Development Goals at the United Nations in New York.

In March 2018, 7th International Fairtrade Conference was held in Berlin, Germany. The title of the conference was 'Making Trade Fair! Impulses for Global Responsibility' and focused on the *renowned players from industry, retail, politics and the science sector discussed the responsibility of global trade and opportunities to make trade fair along supply chains* (Fairtrade Conference, 2018). Furthermore, in September 2017, 11th International Fair Trade Towns Conference was held, where representatives of NGOs, representatives of local authorities and other enthusiasts of Fairtrade meet to discuss about the campaign of Fairtrade Towns in their communities. In 2015, Benjamin Conard, founder & president of the Fair Trade Club on campus, the Student Chair on the National Steering Committee for Fair Trade Colleges & Universities, and a Communications Intern for the World Fair Trade Organization gave a speech on the fair-trade and responsible consumerism. On national basis, there is also Annual National Fairtrade Conference held, such as in Canada, for NGOs and relevant stakeholders (The Canadian CED Network, 2018).

Press

On the official Fairtrade International website there is a page dedicated to the Press releases. But most of the videos and recent news can be found on the social media channels. The tier II audience addressed are the consumers and professionals in the field.

2.2 RESP2: (Pro-) active communication activities

More than one full-time communication officer, active online communication and presence at (media) events as well as pro-active search for media coverage by others

Explanation

Fairtrade International has its own communication office in Bonn. It is possible to subscribe to the weekly newsletter. The employees are also responsible for the 'News page' on the official FI website, and for the social media channels such as Facebook, Twitter and Vimeo. FI is most actively engaged in the previously mentioned social media spaces. They post around 5 times per month on Facebook[3], shared 72 videos on Vimeo and posted approximately 10 times per month on Twitter[4]. LinkedIn account is almost unused for posting news, articles, etc., therefore professionals have to seek for the latest information on the other channels. The 'News page' on the website provides articles

[3] Based on posts shared between June 1st, 2018 and August 23rd, 2018

[4] Based on tweets posted and shared between June 1st, 2018 and August 23rd, 2018

that are also sorted according to the 'Regions', 'Products', 'Fairtrade Movement', 'Events and Conferences', 'Issues & Statements', 'Press release' and 'Standards'. Articles on the page are rarely posted, meaning around 1-2 times per month[5]. FI also provides support to the journalists wanting to report on the Fairtrade and therefore pro-actively searching for media coverage by others.

The online posts are used for promoting Fairtrade campaigns, events, articles and producer's stories. Fairtrade international is also posting news from its members such as Fairtrade Foundation in UK and Fairtrade Ireland, to show the wide network of FI around the world. National offices also have their own communication officers which are responsible for national Fairtrade websites and post videos on YouTube.

Next to communication office, active online communication and pro-active search for media coverage by others, FI is hosting and attending events and conferences and record this on the official FI page as well as through social media channels. For example, there was recently an article in the media on child labor, mentioning the work of fair trade (Huizing, by personal communication on November 12, 2018.

Throughout their activities, FI aims at consumers, chain actors, media and NGOs/scientists through their own communication channels as well as in collaboration with others such as media strategies, companies and impact studies with research institutes.

2.3 RESP3: Change based on external input

Many small changes based on responses of tier II audiences

Explanation

The tier II audience can submit their feedback to participate in the standards setting process anytime via the official FI website. The standards are set and reviewed regularly on the basis of consultations with major stakeholders in the Fairtrade system. Stakeholders can comment at each stage of the process; project description, standard drafts and comment period. The latter means that after publication of the standard, there is a time frame within which stakeholders may formally comment. After the formal timeframe stakeholders may still submit their comments at any time to Standards & Pricing (Fairtrade, 2018c).

As seen in the Facebook post on July 4, 2018, public consultations such as on Fairtrade for Small Producer Organizations are encouraged via survey or forms.
Also, during the conferences such as on the Fairtrade Towns a 'stakeholder proposal' was developed to stimulate debate amongst stakeholder organizations and activists over the future direction and role of international coordination of Fair Trade Towns.

[5] Based on articles published between June 1st, 2018 and August 23rd, 2018

3 RESILIENCE

3.1 RESI1: Learning-by-doing

Information exchange between different organizational units (multilateral) including and/or facilitated by M&E unite, internal learning, and information exchange with outsiders in a coordinated/structured way (good connections M&E unit and communication officers).

Fairtrade International has a robust system of monitoring, evaluation and learning. FI developed a Monitoring, Evaluation and Learning Program to understand the outcomes and impact of the Fairtrade, and to improve their approach.

Explanation

<u>Within the organization</u>
The Monitoring, Evaluation and Learning (MEL) program is a combination of monitoring the certified producer organization and evaluations by external researchers. The program is guided by Fairtrade MEL Working Group, a group of expert stakeholders from the Fairtrade's member organizations giving strategic guidance to the MEL program, ensuring effective communication within Fairtrade and co-coordinating project between different implementing organizations. This Working Group meets twice a year. The data from the producer organization is collected regularly – every audit process – and covering all Fairtrade products and organizations around the world. Monitoring data gives an overview on how the certification is developing, how benefits are distributed and how system is performing at specific regions. This helps to identify where certain interventions are needed. Other data is used to answer specific internal questions and shared with relevant stakeholders. Additionally, household and community level data has been integrated into monitoring system. Subset of certified organizations and major Fairtrade products are used for collecting evaluation data (Fairtrade, 2018d).

Also, on annual basis, market data is collected for market indicators via National Fairtrade Organization. The data is collected and analyzed in a database and further on used for internal analysis and annual reporting operations. Between 2013 and 2016, project was launched to improve the monitoring tool for collecting monitoring data during the audit.

The Fairtrade MEL program has extended the system since 2008, so the budget for 2018 is estimated to 990,000 Euro. Fairtrade MEL team includes staff from Fairtrade International, Fairtrade producers network and Fairtrade marketing organizations. This enables to include wide range of internal and external stakeholders in the system. (Fairtrade, 2018e)

The MEL system includes the following components:

1. global monitoring of essential indicators,

2. monitoring of key outcome/impact indicators with a sample of producers and associated households, within a three-year cycle,

3. project- and programme-based MEL, focusing on five thematic areas,
4. external research and evaluation,
5. promotion of learning through targeted activities within programs, and
6. continued emphasis on sharing and communicating our results with transparency.

(Fairtrade, 2018e)

Fairtrade MEL staff has a full responsibility for implementing aspects of the programme globally. Responsibility for management and leadership of the programme is at MEL unit at Fairtrade International. Other Fairtrade functional teams such as Policy Coherence and Advocacy, IT and data management, Communications and certifier FLOCERT are also a part of the activities that contribute to the MEL programme.

The Theory of Change (ToC) is used as a conceptual framework that helps to indentify indicators for measuring progress. In the first phase of developing the ToC, there has been an extensive involvement of the stakeholders. Multiple perspectives helped in setting the indictors and identifying the planned and unplanned changes coming from Fairtrade activities. Initially, the focus of the impact was on workers, farmers and communities. On October 2015, impact on the market was included in the new ToC (Fairtrade, 2018e).

<u>Information exchange with stakeholders</u>
Fairtrade International shares the information from monitoring and evaluating processes internally for planning and decision-making, and standard setting processes. The monitoring data is shared with Fairtrade International Leadership Team, the Board, and other governance and operational bodies within the Fairtrade system on an annual basis. The evaluation data are made publicly available and shared with staff throughout the Fairtrade system. AS a part of the Fairtrade International's policy, workshops are held during every evaluation process. At the workshops results are shared with relevant stakeholders for discussion, recommendations and actions. Since 2014 Fairtrade has worked extensively to promote learning from evaluation and monitoring, including the development of an online tool to house results from research, and the presentation of these results in several workshops.

The MEL unit, in collaboration with key system stakeholders, has developed MEL frameworks. These frameworks are designed for different products and themes, and indicate in a systematic way how progress will be measured through monitoring and evaluations over the years. This supports accountability and learning in the most important areas.

<u>Engagement in ISEAL</u>
Fairtrade International is a member of ISEAL Alliance, a membership-based global association for social and environmental standards systems. In order to become a member of the Alliance, Fairtrade had to comply with the ISEAL Code of Good Practice for Assessing the Impacts of Social and Environmental Standards (Impacts Code) and commit to transparency (Fairtrade, 2018b). ISEAL Alliance organized conferences and

debates annually, and FI is taking an active part in it. During the Global Sustainability Standards Conference 2018 held in São Paulo in Brazil , Chief Executive Officer of Fairtrade International and Responsible Minerals Manager of Fairtrade Foundation were one of the speakers at the conference and also panel members. Fairtrade International is also a member of Global Living Wage Coalition by ISEAL Alliance that works together with other certification schemes to improve living wages in certified supply chains (ISEAL Alliance, 2018a).

3.2 RESI2: Adjustments in the certification process and standard reform

Big adjustments in the process and more than 3 standard reforms

Explanation

Fairtrade International sets the standard in accordance with the ISEAL Code of Good Practice on Standards Setting. The Standards & Pricing (S&P) Unit within Fairtrade International is responsible for revising existing and developing new standards. A regular review is undertaken by S&P at least every 3 years to ensure that the Standard Operating Procedure (SOP) reflects the actual S&P practices. Material changes of the SOP are approved by the Standards Committee (SC), while approval of non-substantive changes (small operational details, edits) is delegated to the Director of Standards & Pricing (Fairtrade, 2016a).

Decisions about Fairtrade Standards are then taken by FI's Standards Committee that meets 4 times per year. From the Standards Committee last meeting minutes, in June 2018, it is seen that at the meeting the latest and new standard reforms were discussed. These include the project updates such as on coffee pricing model dialogue, textile standards and climate standards. Also decisions on the recognition of other foundations such as Fair Ware Foundation and strategies such as Living income strategies and progress were made (Fairtrade, 2018f).

In the S&P Workplan for 2018, it is evident, that standards are set and reviewed regularly. The workplan with ongoing and planned projects is available on the official FI website under Standards work in progress (Fairtrade, 2018b). Recent announcements on change in the standard are available under standard and price announcement. Also, forms for participating in the standards setting process are available online.
Assurance system checks the compliance of certification and licensing with the rules. In Oversight Committee, all stakeholders of Fairtrade International are represented. The members are appointed by Standards Committee and also meet 4 times per year and discuss similar topics.

3.3 RESI3: Diversification in governance model

Adjustment within scope of certification and experimentation/development of new activities and services beyond scope of certification

Fairtrade International has made changes in the governance design that fall within the scope of certification and are different from the certification model.

Explanation
In 1988, when first Fairtrade label called Max Havelaar was launched, the label consisted of only coffee certification scheme. Since then, the initiative has spread around the world, therefore and umbrella organization Fairtrade International was established in Bonn in 1997, meaning that governance design has changed and products and activities added. Fairtrade now covers a wide range of agriculture, composite and manufactured goods including bananas, cocoa, coffee, cotton, flowers, fresh fruits, honey, juices, rice, spice and herbs, sport balls, sugar, tea, wine and composite products (Fairtrade, 2018g).

Next to globally recognized FAIRTRADE Mark that was created in 2002, the consumer can now choose FAIRTRADE Program Mark for cocoa, sugar and cotton. This means that the company is sourcing indicated commodity as Fairtrade and therefore not only provide more options for consumer but also greater sales opportunities for farmers. FAIRTRADE Program Marks, which were introduced in 2014, represent the FAIRTRADE Sourcing Programs that support the commitment of different companies to source their ingredients (if not the whole product) as Fairtrade (Fairtrade, 2018h).

Fairtrade International introduced physical traceability as a requirement for Fairtrade certified producers, traders and licensees in the February 2009 Generic Trade Standard (GTS). Before this, traceability was implicit in the Fairtrade Standards and the certifier (FLO-CERT or Labeling Initiative) reviewed documentation to track volumes of Fairtrade products through the supply chain. Physical traceability means that Fairtrade products must be marked and kept separate from non-Fairtrade products at each stage of production and processing. The commodities that are exempted from physical traceability requirements until more research is conducted are sugar, fruit juice, tea and cocoa (Fairtrade, 2010a).

Fairtrade International works as an association of producer networks, national labeling initiatives and marketing organizations. In 2002, producer representatives joined the FI Board of Directors. Later on, in 2004, FI was divided into two independent organizations; Fairtrade International which develops and reviews Fairtrade Standards and provides producer support in gaining and marinating certification. Transparency is ensured by the Standards & Price Committee. This Committee includes FI members, producer organizations, external experts and traders. The second organization is FLO-CERT which inspects and certifies producer organizations and audits traders. The organization operates independently form other interests and follows ISO 17065 accreditation (2018i).

Also, FI is a part of the network of Fair Trade organizations, such as World Fair Trade Organization - Europe and the European Fair Trade Association. Together they set up the Fair Trade Advocacy Office in Brussels. The aim of the Office is to advocate for Fair Trade and trade justice and therefore improve the livelihoods of marginalized producers and workers, and consequently have an impact on EU and global policies. Fairtrade International also made partnership with other organization with a mission to '*work with a diverse group of partners on initiatives ranging from support for producers, to setting up Fairtrade marketing organizations in emerging economies, to addressing* *gender issues and ensuring that farmers and workers benefit from international supply chains*' (Fairtrade, 2018n).

Next to establishment of new Fairtrade organizations around the world, in 2013 the FI constitution gave farmers and workers equal opportunity in the global Fairtrade movement. Therefore, producer networks gained half the votes in FI's General Assembly.

4 REVITALIZATION

4.1 REVI1: Burning issues

High number of meetings/events organized to boost debate (topics on the agenda are considered controversial/hot): frequency is more than once every three years.

Explanation

Burning issues are regularly discussed at the national Fairtrade organizations as well as on the international level where main strategies and decisions are made (Huizing, by personal communication on November 12, 2018). On the global level annual International Fairtrade Conferences are held as well as General Assembly meetings. At both, topics related to fair trade are discussed. Moreover, roundtables for specific topic such as living income strategy of cocoa, where market partners, NGOs and others were invited to discuss on the, price of cocoa, are carried out. Moreover, Standards Committee of FI, for example, meets 4 times per year. The agenda includes regular update on projects, recent news as well as discussion and decisions on the burning issues such as Fair Wear Foundation recognition (Fairtrade, 2018f). The Fairtrade Textile Standard and Program is based on the collaboration of workers organizations, local civil society actors and businesses. The Fair Wear Foundation (FWF) was identified as one of the organizations that could collaborate with FI. Nevertheless, a detailed inspection showed the FWF does not comply with minimum Fairtrade Standards therefore the Standards Committee approved to deny recognition of FWF scheme as a part of the Fairtrade and suggested next steps and other possible collaborations with the FWF. Actors present at the meetings include members of Standard Committee, Fairtrade International S&P members and observers. The meetings are chaired by staff-members of Fairtrade International and follow a pre-made agenda. The agenda has to be approved at the beginning of the meeting; nevertheless, this sets some limitations to the discussion since the topics for the meeting are pre-set and allow less room for other ideas. The decisions and steps made during the meeting are then implemented by the Fairtrade International.

4.2 REVI2: Leadership

Meetings/events organized to boost debate initiated/organized by both leaders and in-house staff, involvement in content/agenda-setting of the debate, clear follow-up within VSS

Explanation

As a part of the ISEAL requirements, FI has a multi-stakeholders approach. And that is resembled also in the setting of the agenda and organization of the events. According to Huizing (November 12, 2018) agenda for the events/meetings of Max Havelaar, member of FI, are done together with other in-staff members. There is always a clear follow up and the discussion for example in another meeting, presentation, print-out, projects, new commodity price (such as for cocoa, which will be set in December 2018). Due to the variety of participants and actuality of the topics addressed, discussions are done in energizing way. Preliminary list is nevertheless made for addressing the issues and initiate discussion, but the objectives of the meeting/event still remain open to the input from webinars, discussions before the meeting or other sources. The overall strategy and decisions are made at Fairtrade International while members such as Max Havelaar also hold annual plenary sessions on internal strategy to discuss on the team activities; what they want to do next year, planning events, media process et cetera. Max Havelaar is constantly aware and involved in the happenings in the sectors where strategies for the year are targeted (Huizing, by personal communication on November 12, 2018.

4.3 REVI3: Third eyes

Independent experts are invited to voice their opinion, participants in a meeting belong to the different actor groups, clear follow-up within VSS and with those involved.

Explanation

As explained under the descriptors REVI1 and REVI2, a clear follow-up within the VSS and with those involved is done after the meetings. Also, the participants at the meetings of the committees belong to different actor groups such as Standards Committee members, S&P members and stakeholders as observers coming mainly from NGOs, FLO-CERT, Fairtrade International and external. The observers can participate in discussion, although they cannot vote. Moreover, working groups and roundtables consists of different professionals and stakeholders from the sector. Such example is Roundtable on living income strategy of cocoa, from which a new price for the commodity will follow in December 2018.

5 RESCALING

5.1 RESC1: Scalability of standards

Global standard adjustable to specific conditions and aggregation for impact reporting.

Global standard is not adjustable to specific local conditions but there are different standards for different commodity. Aggregation for impact reporting is taking place.

Explanation

Fairtrade International has divided Standards to Standards for small producer organizations, for hired labor, for contract production, and trader, climate and textile standard. Regarding the Standard for small producer organization and hired labor, additional Standard apply per commodity such as cane sugar, cereals, coffee, cocoa, fiber crops (including cotton), fresh fruit, gold, herbs, herbal teas, spices, honey, nuts, oilseeds and oleaginous fruit, prepared and preserved fruit and vegetables, secondary products, tea and vegetables (Fairtrade, 2018j).

The Standard cannot be adjusted to the local circumstances. Still, FI has their national organizations and field representatives that work on a national scale that verify and facilitate local application of the Fairtrade Standards. All information on guidance and standards is available online.

First 'Fairtrade Monitoring & Impact Report' was made in 2007, following the second report in 2008. From 2011 the 'Monitoring the Scope and Benefits of Fairtrade' reports are made on annual basis. In these reports, information from certified producer organizations collected through auditing and producer support processes is analyzed and published along with research and evaluation work. The information provides an overview of scope and scale of Fairtrade and benefits that Fairtrade system brings to the certified farmers and workers.

Data is analyzed and aggregated by country, by region, by product or by producer type. The indicators used in the report are: number and type of Fairtrade certified producer organizations, number of members and number of workers in Fairtrade certified producer organizations, gender breakdown of membership or workforce, land area used for cultivation of the Fairtrade certified crop or crops, total Fairtrade certifiable crop volume produced, total crop volumes sold by the producer organization, total volumes sold as Fairtrade by the producer organization, total Fairtrade Premium received by the producer organization and details of the how the Fairtrade Premium has been used by the producer organization. These indicators help Fairtrade identify trends in the sales of commodities and how the benefits are distributed around the world. For seven major commodities, there is a separate analysis made. These commodities include cocoa, coffee, bananas, tea, sugar, cotton and flowers. Nevertheless, not all producer organizations provide full reporting of all monitoring indicators (Fairtrade, 2018k).

The report also includes specific cases such as 'An Evaluation of Fairtrade´s Impact on Smallholders and Workers in the Banana Sector in northern Colombia' (Fairtrade, 2018k, page 65).

5.2 RESC2: Scalability of the organization

Next to the HQ, the organization has more than four offices and geographical outreach covers at least three important production regions. HQ is based in important consuming country.

Explanation

Fairtrade International headquarters are based in Bonn, Germany, which is an important consuming country. The members of the FI include national Fairtrade organizations, marketing organizations and applicant members. The majority of the organizations are from the non-producing countries, while some important producing countries such as Brazil, Japan, India and Africa are covered.

The Fairtrade labeling initiatives and Fairtrade International members are the following:

- Australia: Fairtrade Australia and New Zealand

- Europe: Fairtrade Österreich, Fairtrade Belgium, Fairtrade Česko a Slovensko (marketing organization), Fairtrade Maerket Danmark, Fairtrade Estonia, Fairtrade Finland, Association Max Havelaar France, Fairtrade Deutschland, Fairtrade Mark Ireland, Fairtrade Italia, Fairtrade Latvia, Fairtrade Lithuania, Fairtrade Lëtzebuerg, Stichting Max Havelaar Netherlands, Fairtrade Norge, Fairtrade Ibérica, Fairtrade Sverige, Max Havelaar Stiftung (Schweiz), The Fairtrade Foundation, Fairtrade Polska (marketing organization)

- Noth America: Fairtrade Canada, Comercio Justo México (associate member), Fairtrade America

- South America: Fairtrade Brasil (marketing organization)

- Asia: Fairtrade Hong Kong Foundation (marketing organization), Fairtrade Label Japan, Europe Korea Foundation (marketing organization), Fairtrade Foundation India (marketing organization), Fairtrade marketing organization of the Philippines (marketing organization), Fairtrade Taiwan (marketing organization)

- Africa: Fair Trade Label South Africa (associate member)

In 2007 these labeling initiatives were joined by three Fairtrade producer networks:

- Network of Asian and Pacific Producers (NAPP)

- Coordinadora Latinoamericana y del Caribe de Pequeños Productores de Comercio Justo (CLAC)

- Fairtrade Africa

(Fairtrade, 2018a)

5.3 RESC3: Balancing short/medium/long term goals

The VSS has a theory of change and goals to be reached on the mid-term, and has an action plan. Steps/activities are framed in specific wording, and staff is aware of how their tasks contribute to overall goals.

Explanation

Fairtrade has developed Theory of change as a part of work to improve Fairtrade Monitoring, Evaluation and Learning system. Also, Fairtrade International is a member of ISEAL Alliance which expects the members to define and document their intended changes and collect data for assessing the contributions towards the changes (ISEAL Alliance, 2018b). Theory of change captures what Fairtrade as a system does and relate the indicators for measuring results and progress towards short/medium/long term goals. Even though the activities of the organization change over time, the Theory of change reflects the part of the vision that remains relatively stable.

The central long term goal of Fairtrade is 'to deliver sustainable livelihoods and development opportunities to small-scale producers and workers in poor countries' (Fairtrade, 2018l, p. 7). This vision is supported by three long term goals, namely to make trade fair, empower small producers and workers and foster sustainable livelihoods. Fairtrade has developed its approach that is a combination of key principles and interventions. Fairtrade's vision also identifies spheres of interventions which are small producers and workers organizations, civil society actions, consumer's behavior and supply chain business practices. By indentifying actors and pathways, the long-term goals are more specifically laid out. Therefore, short and mid-term goals are set to reach the desired outcome and development impact.

The steps of Fairtrade are divided in interventions, output, outcomes, impacts and vision. The pathway of change is different per case. For example, interventions such as minimum price guarantee can lead to one or more outputs, e.g. improved prices and increased citizen-consumer awareness. These outputs lead to short or mid-tem goals such as resilient small producer businesses and growth in Fairtrade markets. Outcomes then contribute to the long term impacts such as improved household income and sustainable trading system.

The Theory of change is a part of the Monitoring and Impact reports. Workshop with producer organizations are organized to help understand the priorities and changes farmers and workers experiences through the Fairtrade certification. Detailed information on the Standards and actions that need to be taken per year can be found in the documents available online under the 'Our Standards' section (Fairtrade, 2018m). These documents include specific action plan, activities, trainings and requirements, and serve as a guidance to achieve the Fairtrade goals.

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Annex III – Case study report 2: Ethical Tea Partnership

1 REFLEXIVITY

1.1 REFL1: Variety in tier I audience

3-4 main stakeholders, medium/high diversity within groups

The main stakeholders are the chain actors, NGOs, public actors and independent information verifiers. There is a high diversity within the groups since actors from all parts of chain are represented, NGOs with social, environmental, economic and labor focus, as well as various independent information verifiers and experts are involved in organization.

Explanation

The Ethical Tea Partnership organization has a London-based Secretariat and five Regional Managers working in the producing countries, namely, Kenya, India, China, Indonesia and Sri Lanka. Expert local staff can be found on the ground of Malawi and Rwanda as well, working closely with the producers (ETP, 2018a). The partnership includes several collaborations and coalitions, which then have its own governance structure. For example, for the Malawi Tea 2020 – a multi-stakeholder partnership project, Wage Committee with independent experts was established to set the level of the living wage in Malawi. The outcomes were discussed with relevant key stakeholders from the value chain, public actors and NGOs. Furthermore, progress reports by the Steering Committee have been distributed to interested members of Malawian government, donors, investors and civil society (ETP, 2017a). Evaluation Committee was also made for the project and is, as other Committees, composed by various stakeholders; NGOs, scientists and chain actors (Figure II-1). The role of the Steering Committee is to coordinate and facilitate the delivery of the programme, to take care of the implementation of the Roadmap activities and making sure that project goals are met. The role of the Evaluation Committee is to monitor and evaluate project, while the Wages Committee is responsible for assessing the living wage level. Overall, the Committees ensure that desired impact of the programme is on track. The chair to the Malawi Tea 2020 Steering Committee is the Sustainable Trade Initiative (IDH) which also acts as an independent convener and coordinates input form the different stakeholders. Once a year, progress meeting is held in Malawi for stakeholders to jointly evaluate and track the progress and discuss possible adjustments to the programme.

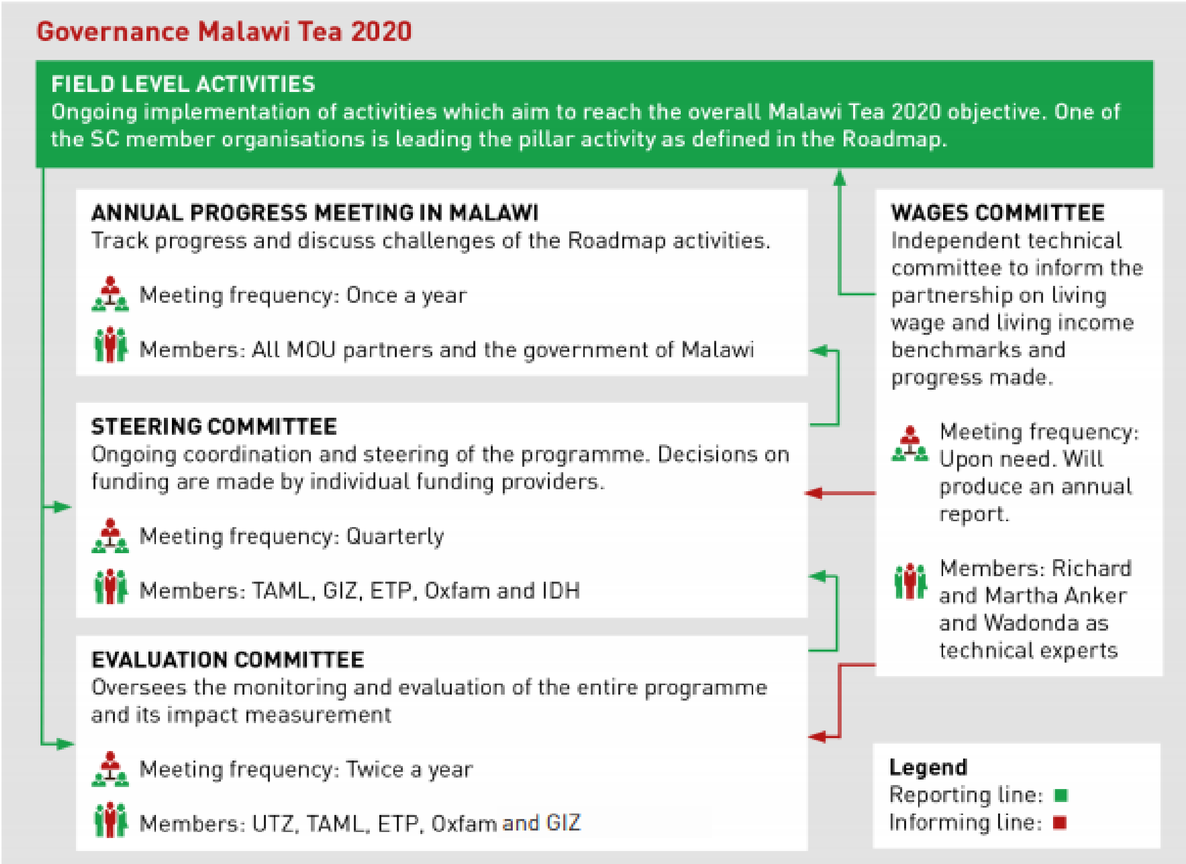

***Figure II-1**. Governance structure of the Malawi Tea 2020 Programme (ETP, 2017a).*

Since ETP opened up for non-UK members to join the Partnership, the organization now consists of 40 international member companies, global tea brands, boutique labels, and retailers, and is engaging with more than 1 000 estates/producers. Moreover, it works with more than 700 000 farmers (ETP, 2018b). Initially, ETP Standard included only social and labor provisions, by now it includes environmental provisions as well. ETP is involved with the variety of NGOs and development organizations via producer support programmes. The role of ETP in these programmes is building capacity that is facilitated by the ETP Regional Managers, which includes trainings to improve tea production, lives of tea producers, environment and communities (ETP, 2018a).

Moreover, ETP has been collaborating with other certification organizations such as Fairtrade, Rainforest Alliance, UTZ Certified and Trustea to avoid double work on auditing and to provide support to producers to achieve these other standards (ETP, 2018c). Nevertheless, ETP is in process of phasing out its independent audit programme in order to focus on the transformation of the tea sector by bringing together governmental and non-governmental organizations, tea companies, development agencies through collaborations on sustainability issues. Topics include improving living conditions, incomes and well being of tea farmers and workers, nutrition of tea estates, building climate change resilience, creating opportunities for women and reducing gender based violence, and so forth (ETP, 2018m).

1. 2 REFL2: Built-in deliberation processes and mechanisms

Not applicable

During the TEAM UP events, the various stakeholders are engaged in the discussions on the agenda. Stakeholders also have direct influence on the development and revision of the programmes. The event is open to all. But ETP is not a certification organization.

Explanation

Since Ethical Tea Partnership is a multi-stakeholder partnership, several if not all stakeholders possible are present at the meeting to make the discussions relevant and fruitful. With so, different perspectives from various actors are represented as well as successful practices around the world given. For this purpose, TEAM UP events are being organized annually since 2013. Moreover, all stakeholders can provide an input to the joint Committees designed for the particular projects (ETP, 2017a). On the ground, producers and communities are highly involved in the setting and execution of the programme's activities, and there is a regular feedback exchange between the regional officers and farmers.

An example is the Plantation Community Empowerment Programme (PCEP) in India, made through the bottom up approach to empower workers and actively engage them in the changes they want to make on issues they find important. The model is based on the community-led development and decision-making processes in Sri Lanka and has now expanded to other four big tea estates. On each site, Community Development Fora (CDFs) is established as a part of the programme. The CDF consists of the working and non-working population of the tea estate, community groups, unions and management. They make together an Estate Development Plans that map the issues they would like to address and actions on how to deal with the issues (ETP, 2018d).

1.3 REFL3: Frame variety

Broad scope standards; attention for N-S relations; openness towards big controversies

Explanation

Although not a standard, Ethical Tea Partnerships has expanded its scope from being initially only UK-members based to the international member-based standard. Also, new partnerships and collaborations on the projects moved the ETP forward and made it more open to the controversies and issues in the tea sector. Examples are partnership with Unicef on improving livelihood of children and young people in tea communities in Assam, and integrated economic, social, and environmental sector-wide approach in Malawi (ETP, 2018e).

With the collaborations, same issues are addressed in a more holistic way, taking into account the different perspectives of the organizations as well as individual stakeholders. Having regional experts on the grounds of the producing countries around the world such as Kenya, India, Sri Lanka, China and Indonesia, help in actively including the tea producers and communities into the standards as well as giving attention to the N-S relations. There is wide variety of NGOs and organizations addressing social, environmental and economic issues involved with ETP, therefore ETP is considered to have a broad scope, which is reflected at the annual TEAM UP Conference meetings as well. An example is a strategic campaign involving Unilever, the Sustainable Trade Initiative IDH, the certifiers of Fairtrade International, the Rainforest Alliance and UTZ Certified, Oxfam and ETP on ensuring a good standard for tea workers. For that, the groups looked into the costs, benefits, social and environmental aspects of tea cultivation in India, Malawi and Indonesia (Carnazzi, 2014).

2 RESPONSIVENESS

2.1 RESP1: Variety in tier II audience

Recognition diversity 4-5 actor groups

Ethical Tea Partnership distinguishes between the consumers, media, non-certified chain actors, NGOs and public actors. No particular attention is paid to scientists.

Explanation

To identify the variety of the tier II audience that Ethical Tea Partnership recognizes in their communication activities/strategies, several communication channels have been studied. These channels include official Ethical Tea Partnership website, YouTube, social media, conferences and press release.

<u>Official Ethical Tea Partnership Website (www.ethicalteapartnership.org)</u>
The official website of the Ethical Tea Partnership has a very clear outline. As seen from the main page, the focus is mainly on the NGOs and businesses that want to become a member of the Ethical Tea Partnership. The main page also introduces their four main focus areas namely, Raising Standards, Tea Workers, Smallholder Tea Farmers, and Climate & Environment. These areas are further on elaborated under 'Our work' section, where specific projects and objectives are described. On the front page there are logos of the companies that are already involved in ETP certification, which may encourage other companies to join and to raise reputation of the ETP.

Furthermore, ETP's vision and strategy as well as work are shortly described in the 'About ETP' section. Extensive information on the latest news and information for non-certified chain actors, consumers and the media is also found on the official website. Under the title 'What's new', there is a 'News' section and 'ETP in the News' section. First includes all latest happening related to ETP, from press release to case studies, new members and partnerships. This content may be interesting for the non-certified chain actors and NGOs. For curious consumers, there is and ETP in the 'News' section, where links to the online media coverage of ETP is available. This includes various projects where ETP is involved. An interesting read can also be found under the 'Blog' title, where members of ETP team and guest bloggers give insight into the work of ETP on sustainability. It is also possible to subscribe to the newsfeed.

Moreover, no specific information on how to join the ETP is given. Nevertheless, it is possible to request more information by applying for Membership Application Pack. Under this section, a short description of the 10 reasons to join ETP is given, inviting the non-certified chain actors to join the ETP. Also, members can log in to the site with the content reserved for the members only. Furthermore, as businesses have a central role in the ETP, the reasons on why joining the ETP are further explained under the title 'For Businesses'. In this section it is shortly explained what are the benefits of ETP for producers and for brands. Also, a list of all current members is provided, ETP's logo and sorts of tea are briefly explained and invitation to the next TEAM UP conference/event given.

The most updated section of publications on the official website is the 'Resources' section. The latest publication available is from May 21, 2018 on *Supporting Change is Assam (May 2018)*. 'Resources' include publications, case studies, training materials, reports and video. This section is targeted towards non-certified chain actors and NGOs. In overall, the website seems to serve as an information provider about the work of ETP and possibilities to join the partnership. The official website is available in English only.

Twitter (@EthicalTea)
Ethical Tea Partnership appears to have an active Twitter page. The page has 1536 followers and 563 posts shared[6]. Most of the recent posts are focused on promoting their programmes such as collaborative programme #MalawiTea2020. The stakeholders involved in this programme are Malawian tea producers, trade unions, international tea buyers, NGOs, and donors. Moreover, stories of farmers and on how the collaborations are improving the lives of the people involved are shared. An example is a post on the partnership with Unicef UK on *Improving Lives programme* (June 19, 2018). Twitter posts of the ETP member companies such as Starbucks and Twinings Tea are shared on the ETP Twitter page as well as links to the information on partnerships, publications, blog posts and press releases which are also available at the official ETP website.

The Twitter page appears to be addressing multiple tier II audience including professionals in the field, such as media and NGOs. Some content is also relevant to the consumers.

LinkedIn (@Ethical Tea Partnership)
LinkedIn page of Ethical Tea Partnership gives a concise introduction of the organization and its objectives. The page is rather inactive. The content of the posts for example includes events and articles about social impact programmes of ETP such as improving livelihoods of tea workers and their communities in Malawi. Same posts are available on the ETP Twitter page as well. The page has a total of 765 followers[7].

YouTube channel
Ethical Tea Partnership YouTube channel does not seem to be their official channel. There are 12 videos posted and only 9 subscribers. They also have very little views - below 1 000. The most recent video was posted 3 months ago, and the oldest 6 years ago. The content is about the TEAM UP events, partnerships and sustainability impacts on the livelihoods of the tea producers. Other videos available on YouTube, that mention ETP, are on the collaboration programmes such as with Unicef titled 'Protecting children from exploitation'. Another example is video on partnership with International Trade Centre (ITC) titled 'Addressing climate change in Kenya's tea sector', emphasizing the issues related to the climate change, and including a short talk by farmers and the Head of trade and environment unit at ITC. The videos are mainly made for NGOs, media and non-certified chain actors.

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[6] Accessed on September 14th, 2018
[7] Accessed on September 17th, 2018.

Facebook
The Facebook page of Ethical Tea Partnership seems to be inactive. The page has only 17 likes and 1 visit tag noted. The only available information is the address and link to the their official website.

Vimeo channel
Ethical Tea Partnership does not have an official Vimeo channel. Nevertheless, the companies involved in ETP have posted on the Vimeo about the ETP and about the collaborations with ETP. An example is Harrison Agency dedicating a video of about a minute on ETP, which was posted seven years ago. More recent video, from 2 years ago, is about the collaboration programme with Unicef, representing a story of a young girl Bimala and the impact of the joint programme on the livelihoods in Assam – tea producing area. One of the available videos is also a commercial of the ETP member company Pickwick.

Presence at/organizing of media events
Ethical Tea Partnership is often organizing or participating at the conferences on tea and sustainability in the tea sector, where tier I audience or stakeholders in the field are present. Together with Sustainable Trade Initiative (IDH), ETP annually organizes TEAM UP Conferences. More information about the upcoming TEAM UP Conference is available on the official ETP website as well as reports from previous events are posted there. Each TEAM UP event has its own slogan and focus. Global sustainability issues in tea sector and exchange of the best practice examples are usual on the agenda. In 2018, the event was subtitled as *Catalysing change*. The key speakers included: Ajoy Misra, CEO and Managing Director, Tata Global Beverages; Mick Van Ettinger, Executive Vice President Beverages, Unilever; Andy Brown, Managing Director, Taylors of Harrogate; and Han de Groot, CEO of the new Rainforest Alliance (ETP, 2018). The purpose of the meeting was to reflect on the current initiatives, how they contribute to UN Sustainable Development Goals and actions that need to be taken for transformative change in the tea sector. In the meantime, regional TEAM UP events are carried out as well such as was the TEAM UP India in 2016.

Moreover, ETP partnership and collaborations on the projects are recognized and presented at other events such as World Business Council for Sustainable Development and UN High-Level Political Forum on Sustainable Development (HLPF). As a part of the HLPF 2018, Malawi Tea 2020 project containing the objectives of the Forum titled ‘Transformation towards sustainable and resilient societies’ was presented.

Press
On the official ETP website there is ‘What’s New’ page dedicated to the news, press releases and coverage by other media. But most of the videos and recent news can be found via the social media channels. The tier II audiences addressed are the professionals in the field.

2.2 RESP2: (Pro-) active communication activities

One full-time communication officers, and active online communication

Explanation

Ethical Tea Partnership has a base office in London, UK. There is a possibility on their official website to subscribe for the newsletter. The employees are also responsible for the 'What's New' page and blog posts on the official ETP website. The blogs are written by the members of the team around the world and guest bloggers. For press enquiries, interviews, information and resources on ETP, and for contacting other experts to be present at events and conferences can be contacted via Mrs. Shazia Arshad (ETP, 2018l). Regarding the social media channels, Twitter and LinkedIn are most active and direct links to these media is available on the official ETP website. There are approximately 8 posts per month shared on Twitter[8], with exception of August 2018 when only one post was shared. LinkedIn account is almost unused for posting news, articles, and so forth, therefore professionals have to seek for the latest information on the official website or Twitter.

The 'What's New' page on the official website provides articles that are divided into 'News', 'Press releases', and 'ETP in News'. Articles on the 'News' page are posted approximately 7 times per year[9], and no article has been posted in year 2018 yet. 'Press releases' last post was on October 24th, 2016. There are approximately 2 articles per year available in the section 'ETP in News'[10], and no article in 2018 yet. The online posts are used for promoting ETP programmes, campaigns, collaborations, press releases, information on impacts and coverage by other media. There is an active exchange of posts between the partners and ETP as seen on the ETP Twitter page.

Moreover, the Twitter page is used for promotion of ETP events such as 'TEAMUP', and for announcements about other events that ETP takes part in, for example the 'High-level Political Forum of the United Nation'. Some other posts, explaining the sustainability of tea production, are provided for interested consumer. Nevertheless, the majority of communication is focused on the chain actors, NGOs, media and policy makers.

2.3 RESP3: Change based on external input

Many small changes based on responses of tier II audiences

Explanation

The ETP partnership appears to be inclusive and open for the comments and discussions on the sustainability in the tea sector. An example of the inclusion of the tier II audiences is the annual TEAM UP event such as TEAM UP London 2018 with Sustainable Trade Initiative (IDH). 200 stakeholders from across the globe were present, representing all areas of the tea supply chain, NGOs, thought leaders (ETP, 2018n). After the event, a clear follow up has been made from the discussions and input by the participants. This is evident in the TEAM UP London 2018 report (ETP, 2018n). The changes evolve around the approaches and suggestions that can put forward the sustainability of the tea sector. During similar events drafts of strategies such as 'The Roadmap for a sustainable Indian tea industry' are made and then discussed at further events (ETP, 2018i).

[8] Based on tweets posted and shared between May 1st, 2018 and September 1st, 2018

[9] Based on articles published between January 1st, 2016 and December 31st, 2017

[10] Based on articles published between January 1st, 2016 and December 31st, 2017

3 RESILIENCE

3.1 RESI1: Learning-by-doing

Bilateral communication or information exchange between HQ and on-the-ground units, only ad-hoc information exchange with outsiders (not institutionalized)

Explanation

Ethical Tea Partnership organization is aiming to raise sustainability in the supply chain of the tea production and overall in the tea sector. The organization has been helping tea producers to meet international social and environmental standards and has worked together with other standards and certification organizations such as Fairtrade, UTZ Certified, Unilever, Rainforest Alliance and Trustea, to not duplicate their work. The independent auditing is now in the process of phasing out (ETP, 2018m). Since the partnership is based on collaborations and coalitions, for each projects a particular governance structure is formed. Regional Managers and Project Coordinators are present on-the-ground units who help to bring the relevant stakeholders together, take care of the capacity building partnerships, providing information on first-hand knowledge and sustain the implementation of the proposed actions.

Also, ETP hosts together with IDH annual TEAM UP Conference, addressing the sustainability and tea on the global scale. This is also an opportunity for the regional experts and members of ETP to meet and discuss on the issues in the tea sector. No Monitoring & Evaluation unit is present. Even though the information exchange with outsiders is not institutionalized, it seems to represent the main part of the ETP partnership concept.

3.2 RESI2: Adjustments in the certification process and standard reform

Not applicable

Explanation

Throughout the years, ETP opened up to new members around the world (previously available to UK members only) and formed new partnerships. The initial focus of the ETP was to improve the conditions in the tea supply chain. From addressing the social and labor issues, the scheme has extended and now includes environmental provisions as well (ETP, 2016a). To focus more on transforming the tea sector, ETP has now decided to phase out its independent audit programme (ETP, 2018m). Nevertheless, since ETP is not a certification organization but a partnership this descriptor is not applicable to it.

3.3 RESI3: Diversification in governance model

Not applicable

Explanation

As Arshad (by personal communication, November 5, 2018) pointed out "ETP is not a certification organization. It is a not for profit organization which brings together tea companies with development agencies, NGOs, governments and trade unions. Our priority is to deliver social impact programmes to improve tea workers' lives."

In 1997, a number of large UK-based companies formed Tea Sourcing Partnership, which changed its name in 2004 to Ethical Tea Partnership. Since then, the partnership has extended all around the world. From originally 13 members based in UK, it has now more than 40 international members of tea companies and retailers from Europe, North America, Australia, New Zealand, and Sri Lanka (ETP, 2018f).

Major collaboration have been announced in the recent years, such as collaboration with the Rainforest Alliance working on increasing the sustainable production of tea. The collaboration aims on developing a programme to train producers in how to use ETP monitoring and self-assessment tools as a key step should they decide to pursue Rainforest Alliance certification. As the ETP executive director Sarah Roberts said: "*ETP collaborates with organizations that we feel can make a real difference to the sustainability of the tea sector ...working with the Rainforest Alliance will increase the number of estates that implement and maintain positive environmental and social practices. Brands work together on sustainability through ETP, so this is a very effective way of meeting rising consumer demand for certified products.*" (ETP, 2018g).

ETP furthermore has collaborated with Fairtrade and UTZ Certified to optimize certification procedure and monitoring work. Also, ETP forms various collaborations with NGOs and producer support programmes, such as with Unicef on improving the lives of the children and young people in tea communities in Assam (Unicef, 2018a). Therefore, ETP decided to cancel its independent audit programme and now primarily focuses on transforming the tea sector towards sustainability via these collaborations and partnership bringing together various stakeholders like companies, development agencies, governmental and non-governmental organizations (ETP, 2018m).

4 REVITALIZATION

4.1 REVI1: Burning issues

High number of meetings/events organized to boost debate (topics on the agenda are considered controversial/hot): frequency is more than once every three years

Explanation

Together with the Sustainable Trade Initiative (IDH), ETP hosts annual TEAM UP Conferences. Each year different location on different continent is chosen; so far in Africa, Europe and Asia. The conference is the largest event on tea and sustainability worldwide. The meeting serves as a platform to evaluate the systemic changes required for sustainable and healthy tea industry and more security in tea supply chain. The panels also give opportunity to different stakeholders carrying different views to give opinion on the advantages and disadvantages of the sector, and on issues such as climate change, wages, growing demand and achieving the international standard. For examples the some of the topics at panels and presentations at TEAM UP 2016 included 'How can innovative finance solutions help the tea sector make progress against the sustainable development goals?', 'The Roadmap for a sustainable Indian tea industry', 'How can we ensure that everyone in tea communities has access to nutritious food?', 'Successful approaches to climate change', and so forth (ETP, 2018i). During the meeting, examples of good collaborations are presented and strengthened, and new projects launched as well. Most recently, TEAM UP London in 2018 was held. During the seven interactive sessions, recent happenings and innovative approaches on dealing with the sustainability in the tea sector were discussed. Some of the highlights included a realization that currently there is a "strong momentum" for collaborative approach between producers, packers and governments on key global industry issues. Also, it was suggested that new ways of working and rising level of ambition are needed for the issues and government having a central role in this strategy. Furthermore, it is assumed that collaborations and clear goals would increase financial investments. The key social issues emphasized living wage for tea farmers and workers and gender equality. And lastly, landscape approach was discussed and presented as an effective approach on dealing with sustainability including collaborations between financial investors and partners (ETP, 2018n).

4.2 REVI2: Leadership

Meetings/events organized to boost debate initiated/organized by both leaders as other in-house staff, involvement in content/agenda-setting of the debate, clear follow-up within VSS

Explanation

From the report on the TEAM UP London 2018 event it is evident that participants had a lively and dynamic discussion. There were seven interactive sessions planned and all participants appeared to be highly engaged in discussions on issues such as sanitation, housing and agrochemicals. Reflections and reports on further steps will be made. In the sections titled ‘Pathways Forward’ a clear follow up from the meeting is explained (ETP, 2018n). The events appear to be initiated by the current happenings in the tea sector.

4.3 REVI3: Third eyes

Independent experts are invited to voice their opinion, participants in a meeting belong to the different actor groups, clear follow-up within VSS and those involved

Explanation
As explained in REVI1, various stakeholders attend the annual meeting at the TEAM UP Conference. The stakeholders not only come from different continents, but also belong to different actor groups. The delegates at the TEAM UP India 2016 included actors across the tea value chain, UN organizations, specialist implementation agencies, tea associations from both India and abroad, smallholder and bought-leaf sector representatives, development partners, international funders and certification bodies. The annual TEAM UP 2016 event, which was also held in India, was also the opportunity to discuss outcome of TEAM UP India and the draft of Roadmap to sustainable tea sector that was created during the TEAM UP India event (ETP, 2018i). The event held in Africa in 2015 had 210 delegates and over 80 organizations including tea producers, buyers, tea boards and associations, retailers, exporters, certification programmes, funders, NGOs, development agencies, and a host of other organizations (ETP, 2018k). As said, sustainability, collaborations and transformation of the tea sector are at the core of these meetings. Interactive sessions and panels allow stakeholders to voice their opinion and key speakers to present ideas, results and case studies. The sessions lead to a more common understanding and exchange of information in the sector, and clear follow-up for everyone involved is developed after the meeting (ETP, 2018k).

5 RESCALING

5.1 RESC1: Scalability of standards

Not applicable

Explanation

The provisions towards the sustainability were written in the ETP Global Standard that is based on the Ethical Trade Initiative base code that is in line with relevant International Labour Organization (ILO) core conventions. In order to support and enrich the standard, industry best practice, local law and collective bargaining agreements (CBAs) relevant to worker welfare were used next to the ETP Global Standard. This ensured that the standard was appropriate to the country in which was to be applied. In case there were contradictions when applying of standard to the local context, provisions that give tea workers most protection were used. The ETP Global Standard applied to all sites that tea (Camellia sinensis) is produced and processed, and bought by ETP members (ETP, 2016a). In the past ETP indeed collaborated with other certification schemes in the tea sector, but has decided to phase out its independent audit programme to focus on achieving long term change in the sector (ETP, 2018m).

The impact reporting has been done in the collaborative way. Example is the *Malawi Tea 2020 Wages Committee Report 2017 (by Richard and Martha Anker)*, published on December 15th, 2017. For the report, independent researches Dr. Levison Chiwaula from the University of Malawi, Department of Economics, and Dr. Richard and Martha Anker, together with all key stakeholders, set the level of living wage in the rural Malawi. This research then helped Sustainable Trade Initiative (IDH), the Tea Association of Malawi (TAML), Oxfam and the Ethical Tea Partnership and over 20 other organizations to outline a roadmap for the Malawi tea 2020 programme (Sustainable Trade Initiative, 2018a). It is to mention that Dr. Richard and Martha Anker in partnership with ISEAL Alliance and its members of Global Living Wage Coalition which include Fairtrade International, Forest Stewardship Council (FSC), GoodWeave International, the Rainforest Alliance and the Sustainable Agriculture Network (SAN) and Social Accountability International (SAI) developed the Anker methodology for calculating living wages. Dr. Richard and Martha Anker are also partners of the coalition (ISEAL, 2018a).

These types of reports contain aggregated data, nevertheless, there are no Annual Reports available that would give an overview of the social and environmental impacts of ETP, as well as there is no Monitoring and Evaluation unit present (ETP, 2018h).

5.2 RESC2: Scalability of the organization

Next to the HQ, the organization has more than 4 offices, geographical outreach covers at least 3 important production regions and the HQ is based in important consuming country

Explanation

The headquarters of Ethical Tea Partnership are based in London, UK, which is an important consuming country. The ETP team includes expert local staff working in their country of origin (Figure II-2). The countries where the regional staff works are major tea producing regions such as Kenya, Malawi, Rwanda, China, India, Indonesia, and Sri Lanka.

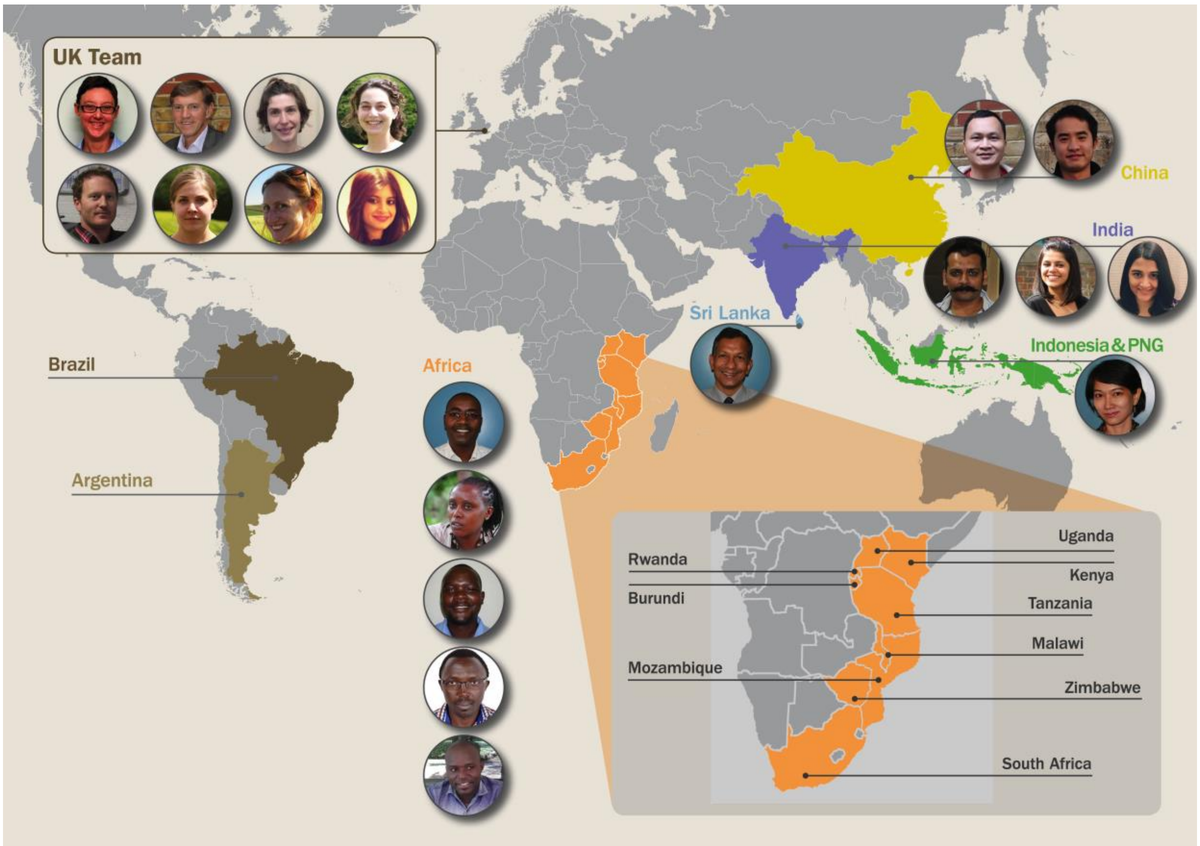

Figure II-2. *Map of ETP staff members (ETP, 2018b).*

5.3 RESC3: Balancing short/medium/long term goals

The VSS has no theory of change

Explanation

Ethical Tea Partnership has no theory of change. Nevertheless, ETP is aiming at transforming the tea sector and following the UN Sustainable Development Goals as seen from the TEAM UP reports.

Short, medium and long-term goals are mapped during the annual TEAM UP Conferences. For example, in 2016, delegates from across the tea value chain, UN organizations, specialist implementation agencies, tea associations from both India and abroad, smallholder and bought-leaf sector representatives, development partners, international funders, and certification bodies came together to develop approaches to deal with sustainability issues in the Indian tea sector and their communities. Result of the event was a draft of Roadmap for sustainable Indian tea industry setting requirements to be achieved by the stakeholders (ETP, 2018i). Similar discussions among the various stakeholders, followed by setting the objectives, were made for other topics and collaborative projects such as on improving nutrition and on dealing with climate change in the regions of tea production.

The role of ETP in the sustainability of the tea sector is clearly evident in the TEAM UP report 2013: "*There was universal agreement that sustainability was becoming more, not less important and that as the issues coming up the sustainability agenda were increasingly tricky and complex, sector wider collaborative platforms such as the Ethical Tea Partnership are essential ...ETP is well positioned to move the sustainability agenda forward and address the breadth of challenges we face.*" (ETP, 2018j).

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Annex IV – Case study report 3: Bonsucro

1 REFLEXIVITY

1.1 REFL1: Variety in tier I audience

3-4 main stakeholders, medium/high diversity within groups

The main stakeholders are the chain actors, NGOs, public actors and independent information verifiers. There is a high diversity within the group since actors from all parts of chain are represented, NGOs with social, environmental, economic and labour focus, as well as various independent information verifiers, experts and public actors are involved in the organization.

Explanation

Bonsucro is member-based organization governed by the **Board of Directors**. The Board of Directors is responsible for approving the Standard and is the highest decision-making body. Decisions are taken by majority vote. If the voting is tied, chairmain's vote decides. The representatives – though not necessarily equal in number – are manufacturers, traders, millers, farmers and civil society group (Bonsucro, 2013). Moreover, one third of directors must re-apply each year or retire from the position. The member of the Board are elected by the Bonsucro members and registered at Companies House. Any organization involved in sugarcane can apply to become Bonsucro member. Furthermore, **Members' Council** gives support to the Board of Directors with recommendations, views, informed opinions and advices from multiple-perspectives. The Council can also provide support to the Technical Advisory Board or to the Bonsucro Secretariat. The Council consist 25 individuals that are Bonsucro members or represent Bonsucro members organization coming from different sectors, interests and geographies (Bonsucro, 2018p). **Technical Advisory Board** was made to give advice and recommendations on the global Performance Framework, Bonsucro Standards(s), assurance mechanisms and impact measurements to the Board of Directors. Technical Advisory Board can also constitute and appoint one or more Working Groups for support of their work (Bonsucro, 2018s). **Permanent Secretariat** takes care of the daily activities of the organization, execution of the Board's decisions, carries out analyses and supports the implementation of Bonsucro's strategic goals. Moreover, Committees report to the Board and reflect and represent the various stakeholders. The **Governance & Nominations Committee** recommends adaption of the system structure to the Board. It also makes sure that the organization is credible, transparent, and accountable to members and outside stakeholders. **Finance & Risk Committee** monitors and advises on the financial performance and corporate risk related issues to the Board of Directors. The committee also maintains an overview of organization's finance and risk management processes (Bonsucro, 2018o). **Communications Claim & Labeling Committee** was designed to set key brand objectives and Communication strategy and tools to achieve the business objectives. According to Tuñon (by personal communication on November 9, 2018), this committee was working only for the purpose of making the Communication strategy and objectives. Similarly, Standard Revision Committee had a role to evaluate stakeholder's comments and provide final draft of revised standard to the membership. It was ensured that each membership class is represented including experts in the field of farming, milling, environmental and social fields (ISEAL Alliance, 2015). They also make the expert working groups. Lastly, **Expert Working Groups** are designed for specific revisions and development of standard, and work as long as they are needed. The group consists of Bonsucro's members and non-members. Various individuals can participate in discussions on complex issues, with so balanced opinions and multiple-viewpoints are included. Working groups then prepare recommendations to the Committees (Bonsucro, 2018a). This governance system allows an active inclusion of experts and stakeholders from the whole supply chain and NGOs as well as public opinion via the public consultations. The members of Bonsucro can be found all around the world (see Figure II-3). Initially, representative stakeholders were from unions, producer groups, banks, branded goods companies, traders, intergovernmental organizations, NGOs and research institutes. Nowadays, the organization has over 400 members in 32 countries, over 50 mills certified in 4 countries and over 25 supply chain actors are certified under the Chain of custody (Bonsucro, 2018b).

***Figure II-3**. Bonsucro's members around the world (Bonsucro, 2018c).*

1. 2 REFL2: Built-in deliberation processes and mechanisms

Engagement in discussions beyond certification processes, e.g. special working groups, which are open to all

Explanation

Next to voting done by Board of Directors, members can revise the standard through participation in working groups. Therefore, during the revision or development of the standard, Working Groups are established. These working groups are a part of the multi-stakeholder approach of the organization to improve the standard's sustainability performance. Working groups are not only open for input by stakeholders and others, but are also professionals in the field. It is not required to be a member of Bonsucro to participate in the working group. Nevertheless, Bonsucro ensures that at least one representative from each membership class is involved. Working group is then approved by the Bonsucro Secretariat (Bonsucro, 2018d). Stakeholders can also attend the Annual General Meeting, vote on decisions, or act a control over directors by voting for a special resolution. All information on the events is available in Bonsucro Bulletin. Additionally, ISEAL membership had a positive effect on transparency and inclusion of the stakeholders (Bonsucro, 2017a). There are also several public consultations open to member and non-members of Bonsucro available, usually key stakeholders are involved.

Bonsucro tries to reach tier I audiences via online seminars, field visits of farmers and mills, Bonsucro Technical Weeks and Bonsucro Academy. Once a year, Bonsucro Week is held, where all relevant stakeholders in the sugarcane sector meet and discuss on the topics regarding the transformation of the sector (Bonsucro, 2018e). Therefore, not only revising and developing of the standard, but also discussions on the important issues are collaborative acts.

1.3 REFL3: Frame variety

Broad scope standard; attention for N-S relations; openness towards big controversies

Explanation

Since the organization has been reformed into platform in 2016, it became more open to and driven to make changes in the sustainable sugarcane sector comprehensively. The different viewpoints of stakeholders are met at the annual event called Bonsucro Week. Relevant topics in the sector are discussed and ideas proposed during the week. There is openness towards the improvement of not only standards, but also the sugarcane sector. Multiple and collaborative approach is encouraged in the making of the changes. The location of the Bonsucro Week event is also different each year. In 2019, the location of the event will be set in Thailand, because sugarcane is one of the most important agricultural crops there. Thailand is also second biggest exporter of sugar in the world and the sugarcane supply chain in Thailand provides job for more than 1.5 million people and generates about USD $6 billion per year (Bonsucro, 2018e). Other location of the Bonsucro week included London, Nicaragua, Brazil, Puerto Rico, Australia, India, Philippines and USA among others. According to Tuñon (by personal communication on November 9, 2018), the attention to N-S relations is evident in Bonsucro's regional hubs set in the important producing countries.

Regarding the scope of the broad standard Bonsucro it is evident in its vision *"a sugarcane sector with thriving, sustainable producer communities and resilient, assured supply chains and its mission is to ensure that responsible sugarcane production creates lasting value for the people, communities, businesses, economies, and eco-systems in all cane-growing origins*." (Bonsucro, 2017b). Also, for example Bonsucro Production Standard was designed around the sustainability pillars, namely, social, environmental and economic sustainability (ISEAL Alliance, 2015).

2 RESPONSIVENESS

2.1 RESP1: Variety in tier II audience

Recognition diversity 4-5 actor groups

Bonsucro distinguishes between the consumers, media, non-certified chain actors, NGOs, public actors and scientists. Special attention is paid to the non-certified chain actors. There is no particular distinction between NGOs and scientists.

Explanation

To identify the variety of the tier II audience that Bonsucro recognizes in their communication activities/strategies, several communication channels have been studied. These channels include official Bonsucro website, YouTube, social media, conferences and press releases.

Official Bonsucro Website (www.bonsucro.com)
The official website of the Bonsucro is catchy and concise. The page is mainly designed for non-certified chain actors, NGOs and media. This is evident from the main page and title 'Bonsucro & you'. Here you can learn about members of Bonsucro, standards and certification. On the front page, latest news and events are published, and access to 'Tools and Resources' is also provided.

Under title 'About Bonsucro', there is a relatively short description of the organization. Links that are provided are leading to the information about certification and on joining the network. The variety of tier II audience addressed is consumer, non-certified chain actors and NGOs. Moreover, title 'Why Sugarcane?' provides interesting facts on sugarcane, designed for curious consumer and media.

Non-certified chain actors receive more information under title 'Assurance'. Again, the content of the page is concise and simple. Relevant information can be easily accessed and found e.g. information on 'Production standards' and 'Chain of custody standard'. Certified chain actors learn more about the correct labeling under 'Making Bonsucro-related claims'. Also, a full list of members and the ones who cancelled membership are provided as well as the information on certification bodies and standard development. For NGOs, the 'Our Impact' sub-page is relevant. Some facts such as that "25% of the world's sugarcane land is engaged in Bonsucro" may also interest media and consumer. More information on regional impact and on how Bonsucro contributes to UN Sustainable Development Goals can be also found under this sub-page. Next to the regional cases there are issue and buyer impact case studies. Further on, 'Benchmarking & Endorsement' programme is explained under another sub-page and information about the work of Monitoring & Evaluation unit and Outcome Reports can be found.

Under 'Network', there is information on all people involved in Bonsucro as board, members or ambassadors. This is encouraging for the non-certified actors to join the network. 'Resources' title provides information on trainings such as Bonsucro 'Technical Week' and 'Bonsucro Academy'. On that page, a list with contact details and information of the licensed training providers and qualified experts and auditors can be found. This is again useful information for non-certified chain actors. Under 'Bonsucro Week' information on the upcoming Bonsucro conference is given. Recent happenings can be found under 'News' and 'Events'. Here, for example also invitations to public consultations can be found such as news titled '*Take part in the consultation on the Bonsucro Endorsement Protocol'* (September 20, 2018). Examples of articles include '*Bonsucro is revising its Chain of Custody Standards*' and '*Bonsucro contributes to OECD-FAO Due Diligence Pilot*'. It is possible to subscribe to the newsletter. The website is available in English only.

Twitter (@Bonsucro)
Bonsucro's Twitter page is their most active social media page and the link to Bonsucro Twitter page is also shared at their official website. The page has 1 742 followers[11]. There is variety of information provided for NGOs, consumer, media and chain actors. The page gives information about the activities and work of Bonsucro, partnerships, new members and in general about latest happenings in the world of sugarcane. For example on September 28, 2018 there is link to the article by Bonsucro's Board Chair Géraldine Kutas on India's sugarcane policies. On September 5, 2018, Bonsucro attended '*Kingsman Asia Sugar Conference*' in India and on August 29, 2018 post informs that Bonsucro welcomed 13 new members from 11 countries around the world. Another example is the re-post from ISEAL on energy efficiency of its members including Bonsucro (September 18, 2018). The Twitter posts include reminders on possibility to subscribe to the Bonsucro newsletter. Also, links to job vacancies can be found on Twitter (August 22, 2018).

Facebook (@Bonsucro)
Bonsucro's Facebook page is inactive since 2013. The last Facebook post shows that the attention for reading the latest news has shifted to their Twitter account. The Facebook page served as platform to inform stakeholders on the latest events and for posting photos of meetings and trainings. The tier II audiences addressed were certified and non-certified chain actors and media.

LinkedIn (@Bonsucro)
LinkedIn page of Bonsucro gives a short explanation of the organizations, a list of some of the employees and news. The posts encourage the site visitor to participate in the revision of the Chain of Custody Standard or to subscribe to the newsletter. It also provides information on the partnership and projects such as partnering with TMP Systems. LinkedIn page is less active than Twitter page, the platform has around 1 557 followers[12].

YouTube channel
Bonsucro has its own official YouTube channel. The videos are between 1 to 5 min long, with exceptions of web seminars and presentation of 'Bonsucro Connect' tool that are about an hour long. The videos are rarely viewed. One example of a video is about the 'Bonsucro Week 2018 – Nicaragua'. This video is available in Spanish and has English subtitles. The content explains the purpose of the conference as well as relates to the sustainability of sugarcane in Nicaragua. The video presentation of 'Bonsucro Connect'

[11] Accessed on November 27, 2018.
[12] Accessed on November 27, 2018.

is available in Portuguese, while web seminar on 'Standard Provision' is available in English, Portuguese and Spanish. A video called 'Bonsucro: An Introduction' is made to introduce the organization, but in a relatively unexcited way. Other videos for example include 'Interview with Monte Rosa mill in Nicaragua', 'Bonsucro Technical Week in Cali, Colombia – October 2017' and on 'Thailand Sustainability Issues: FairAgora'. The tier II audiences addressed are mainly NGOs and chain actors.

Vimeo channel

There are only four videos of Bonsucro on Vimeo channel. Two videos are posted by ISEAL Alliance. These are 'Full Opening Plenary' and a 'Opening Plenary Summary of Global Sustainability Standards Conference 2016', where a representative of Bonsucro, Kevin Ogorzalek, took part in the discussion panel. A video by Bonsucro is posted on the 'Bonsucro Week 2018 – Nicaragua', and a video about a farm that got Bonsucro Sustainability Award in 2015. Except for the previously mentioned conference, the videos are relatively short.

Presence at/organizing of media events

Bonsucro is active in organizing events for the tier I audience such as 'Bonsucro Technical Week' and online 'Bonsucro Academy'. The organization also holds an annual event called 'Bonsucro Week'. In year 2019, the event will be held in Thailand, second biggest exporter of sugar in the world. The event provides a chance for the stakeholders and other interested members and non-members to discuss about the sustainability issues of the sector and exchange information and best practices. More information about the upcoming events can be found at the official Bonsucro website.

Representatives of the Bonsucro also attend global sustainability standard conference organized by ISEAL Alliance. In 2018, Mr. Miguel Hernandez, Regional director of South America Bonsucro, was one of the speakers at the event. Moreover, Bonsucro representatives are one of the speakers and attend other meetings on sugarcane. For example, Danielle Morley, CEO at Bonsucro and Géraldine Kutas, Head of International Affairs at Bonsucro, gave speech at the '*Kingsman Asia Sugar Conference*' in India. Bonsucro also took part in the 4th Latin American edition of Sustainable Foods Summit on sustainability development and eco-labels of the regional foods, and attended International Society of Sugar Can Technologists (ISSCT) congress. The Chair of Bonsucro Technical Advisory Board, Dr. Jean Claude Autrey, is the General Secretary of the ISSCT.

Press

On the official website of Bonsucro there is section where the latest news, success stories and case studies are available. Another source is the Twitter account, where links to the media coverage by other organizations such as ISEAL Alliance are available (September 18, 2018). The tier II audiences addressed are media, consumers and professionals in the field.

2.2 RESP2: (Pro-) active communication activities

One full-time communication officer, and active online communication

Explanation

Bonsucro has one full-time communication officer employed. Still, when Bonsucro Week event approaches, intern joins the team to provide support to the communication activities (Tuñon, by personal communication on November 9, 2018). Furthermore, official Bonsucro website gives a possibility to subscribe to the newsletter. Also, there is a section on the page titled 'News', where all recent news are gathered. The 'News' page is up-to-date. Moreover, Bonsucro's Twitter account is very active. They post around 21 times per month on Twitter[13], Facebook page has been inactive since 2013. Besides Bonsucro's news, there are also re-post or mentions of Bonsucro posted on their Twitter page such as re-post by ISEAL Alliance (September 18, 2018). Next to all news and events, Bonsucro regularly encourages visitors to subscribe to their newsletter. Latest news about Bonsucro and sustainable sugarcane can be also found in the Bulletin such as August 2018 Bulletin. The Bulletin also includes job offers, updates on past and upcoming events, changes in standard, news on sugarcane, news about members, and so forth. Next to organizing events, Bonsucro attends several events where they can present Bonsucro and their good practices. Such example is the ISEAL Alliance global sustainability standard conference. So, Bonsucro is engaged in active online communication. Throughout their activities, Bonsucro mainly tries to reach chain actors, media, NGOs and consumers.

2.3 RESP3: Change based on external input

Many small changes based on responses of tier II audiences

Explanation

Bonsucro actively searches for feedback from the tier II audience. For this reason, public consultations are held. An example is the public consultation on the development of *Bonsucro Standard and Calculator for Smallholders Farmers*. Bonsucro gave out a draft version of the standard with a set of principles, and stakeholders could give their opinion on it. As Bonsucro states: "*This is a very important process for standards revision to ensure stakeholder engagement and success of the document's uptake*." (Bonsucro, 2018f).

After the public consultation, summary of notes is shared online and individual comments are shared with the Smallholder Steering Committee. The process of standard revision is nevertheless made in accordance with the ISEAL Standard Setting Code as well as by input from members, global stakeholders, Bonsucro Technical Advisory Group and Smallholder Steering Committee. There is one round of at least 60-days and second round of at least 30-days consultation period planned before launching the solution. A synopsis of comments is send after each round to all participating parties. Besides online consultations, there are public consultation held during the Bonsucro Week Consultation Session, Webinars (including 5 stakeholders groups), Bonsucro Technical Weeks, and during the informal pilot consultations at the field visit with smallholder farmers from producers countries (Bonsucro, 2018g). Similarly, public consultation and webinars have been included in the development of the Bonsucro Endorsement Protocol helping farmers and millers to know more about the programmes and schemes that can improve their performance (Bonsucro, 2018h). Stakeholders can provide feedback at

[13] Based on tweets posted and shared between August 1st, 2018 and October 1st, 2018.

any stage via email address of the contact person. Moreover, Tuñon (by personal communication on November 9, 2018) pointed out that Bonsucro is constantly aware of the happenings in the media and other actors within and outside the supply chain, which affects their work and discussion's agenda. It's like and external signal, they constantly also take into account in some way. External input can be also provided via the Working Groups, consisting of individuals, members and non-members of Bonsucro, working on a particular matter to provide recommendations and advice.

3 RESILIENCE

3.1 RESI1: Learning-by-doing

Information exchange between different organizational units (multilateral) including and/or facilitated by M&E unite, internal learning, and information exchange with outsiders in a coordinated/structured way (good connections M&E unit and communication officers).

Explanation

Within the organization
In order to improve the sustainability of sugarcane production and farming, Bonsucro has established Monitoring & Evaluation (M&E) system. The system is managed by the Standard and Innovation (S&I) Department and has a role to monitor compliance with Bonsucro Production Standard and to measure improvements of the Bonsucro members. The members of the S&I team include the Director of Standards and Innovation, Business Effectiveness Manager, Assurance Manager and Standards' Manager. The M&E system also encourages Bonsucro to meet the objectives, monitor organizational capabilities, engagements in sector and overall awareness about Bonsucro. There are three main purposes of the M&E system according to Bonsucro;

- **Outcomes & Impacts Communication**: To support the development of a business case, showcase results of certification, and to offer a platform for communicating on the outcomes and impacts of adoption of the Bonsucro Standards;

- **Strategies of Bonsucro's standards**: To enable Bonsucro to better understand the effectiveness of its Standards in making behaviour changes and to identify their strengths and weaknesses;

- **Organizational Learning & Adaptive Management**: To enable Bonsucro to better understand the effectiveness of the organization and strategies, and to identify issues, trends, and areas for improvement.

(Bonsucro, 2018i)

The geographical scope of M&E system is aligned with the locations around the world where Bonsucro is active, including locations of certified mills. In total there are 57 Bonsucro certified sugarcane mills covering over 1 million hectares in Australia, Brazil, Dominican Republic, Guatemala, Honduras, India, Nicaragua, and Thailand, and 483 Bonsucro members in 42 countries, representing over 25% of the world's land under sugarcane (Bonsucro, 2017b). Furthermore, Benchmarking & Endorsement Programme of which Benchmarking and Endorsement Protocol is part of, aims to encourage the exchange and learning between schemes and to promote initiatives that support producer communities.

Information exchange with stakeholders
When developing or revising of the standards is approved, Board of Directors direct Bonsucro executive to establish working group. This working group consists of experts in the field, members and non-members, that discuss, recommend and extent input of stakeholders and public. The individuals in the working group have to meet certain

criteria. These include expert knowledge or/and experience on the issue, ability to speak for potentially affected stakeholders, can provide wide range of viewpoints, and understands Bonsucro's system and vision (Bonsucro, 2014).

Furthermore, an Outcome Report is published annually to provide information on key improvements in the sustainable sugarcane sector that were achieved by operators in Bonsucro platform or/and Bonsucro certification. The report contains assessment of essential monitoring & evaluation indicators.

Also, independent research, report and benchmark studies on the sugarcane provide data to Bonsucro. Next to Bonsucro events, the data contributes towards influencing factors and unforeseen effects. The data is collected directly by Bonsucro Secretariat and members. One of the requirements of Bonsucro membership is Annual Report against the Code of Conduct. This is an opportunity for the members to talk about their experiences with Bonsucro, plans, opportunities, challenges in the sugarcane sector as well as their activities that contribute to Bonsucro's objectives. This data is again collected by the Secretariat and compiled in the Bonsucro Progress Report (Bonsucro, 2017a).

Engagement in ISEAL

Bonsucro is a member of ISEAL Alliance, a membership-based global association for social and environmental standards systems. In order to become a member of the Alliance, Fairtrade had to comply with the three ISEAL's Codes of Good Practice; the ISEAL Standard-setting Code, ISEAL Assurance Code and ISEAL Impacts Code (Bonsucro, 2018j). Bonsucro also takes part in the annual ISEAL Alliance conferences.

3.2 RESI2: Adjustments in the certification process and standard reform

Big adjustments in the process and more than 3 standard reforms

Explanation

Bonsucro is a multi-stakeholder organization and therefore engages members and other stakeholders into development and revision of the Standard. Since the year of establishment of the organization in 2008, Bonsucro Production Standard is now available in its 4th version. Recently, Bonsucro gave a call for a new Standard Revision Working Group to revise Bonsucro Chain of Custody Standard with aim to improve traceability of sustainability along the sugarcane supply chain. This working group will deliver a new Chain of Custody Standard to the Secretariat, and regularly report to the Technical Advisory Board. The Technical Advisory Board then usually endorses the new version of Standard before it is adopted by the Board. All Standards also have to comply with ISEAL Standard Setting Code to make sure that several stakeholders are involved. Additionally, active public consultation is sought for a new version of the Endorsement Protocol (Bonsucro, 2018r).

Moreover, Smallholder Production Standard and the Certification System have been under review since the Board approved their review in March 2017. The extensive consultations already provided wide range of input from the stakeholders. The Standard and the Calculator for Smallholder Farms developed were also given out for two round of public consultation. The draft has been now prepared based on comments from public consultations and agreements from the Smallholder Steering Committee (Bonsucro, 2018r).

The Monitoring & Evaluation system is constantly being revised and improved as well. The continuous aim for improving is evident from the following statement: "*Outcome and impact evaluations are shared internally to all staff, to the higher management, the Board of Directors, and to Bonsucro members, supporting discussions and stimulating reflection within Bonsucro, thus assisting the revision of the organization's practices and goals, and helping to tailor its global, regional and local actions*." (Bonsucro, 2017b).
On the regular basis, consultations are taking place, either at annual Bonsucro's meetings or/and multiple events throughout the year. Bonsucro is also an open platform for any stakeholder to share their view at any time via email contact.

3.3 RESI3: Diversification in governance model

Experimentation/development of new activities and services beyond scope of certification

Explanation

Back in 2005, thirty stakeholders mapped key environmental and social issues in the sugarcane sector. They believed that it's best to address the issues related to sugarcane in collaborative way and therefore established the **Better Sugar Cane Initiative**. The organization focused on developing global and objective performance standard for sugarcane. When the first version of the Standard was made, company also became registered in the UK. Soon after, the organization became Associate Member of ISEAL Alliance and started to develop certification model and audit guidance. For example, in 2010, Standard for mills was developed. Following the initiative for the global and objective performance standard on sugarcane, **certification scheme** was established in 2011 under a new brand name Bonsucro that continued to follow the framework behind the Standard, and managed and maintained third party certification. Also, a variant of Standard was tailored to the EU biofuel market and approved by European Commission. During this time, Chain of Custody Standard was developed and producer trainings evolved (Bonsucro, 2018k). In the period between 2011 and 2015, Bonsucro as organization grew exponentially with over 400 members in 32 countries, over 50 certified mills in 4 countries and over 25 supply actors certified under the Chain of custody (Bonsucro, 2018b). Nevertheless, in 2015 Bonsucro realized that changes need to take place, so that the organization becomes more inclusive, namely, for smallholder farmers, small producers or producers not involved in the international supply chain and producers with other certificates. The new inclusive, global perspective and development thinking extended the organization's focus beyond certification and therefore in 2016 Bonsucro turned into **global change platform for sugarcane** built on partnerships and global alignment. Several stakeholders are so constantly involved through multiple events and consultations.

4 REVITALIZATION

4.1 REVI1: Burning issues

High number of meetings/events organized to boost debate (topics on the agenda are considered controversial/hot): frequency is more than once every three years.

Explanation

As mentioned in the descriptor RESI2, Bonsucro organizes annual meetings known as Bonsucro Week. It is a landmark global event on the sustainability of sugarcane. The event brings together stakeholders along the supply chain as well as NGOs, Bonsucro members and is open to public too. The purpose is to learn and share the viewpoints and to connect the diverse stakeholders in the sector. In 2018, the programme of the Week included interactive day for members and special guests. Second day, for example, was dedicated to the core principles of sustainability in the sugarcane industry. During the day challenges in the sector and solutions were explored. Third day was dedicated to the Bonsucro Living Room Talk. The informal setting for debate gave an opportunity to the stakeholders to share their experiences during three parallel thematic sessions. And last day was dedicated to the field visits which is also opportunity to present best case practices of Bonsucro members in the host country (Bonsucro, 2018l). Moreover, Annual General Meetings for members only are held at the same time as the Bonsucro Week (Tuñon, by personal communication on November 9, 2018). Additionally, in the Terms of Reference of the Technical Advisory Board it is written that the Board should meet at least once a year (Bonsucro, 2018s). As explained by Tuñon in the interview on November 9, 2018, any stakeholders can suggest points of discussion to the TAB.

4.2 REVI2: Leadership

Meetings/events organized to boost debate initiated/organized by both leaders as other in-house staff, involvement in content/agenda-setting of the debate, clear follow-up within VSS

Explanation

During the interview with Tuñon (November 9, 2018), he pointed out that the agenda of the Bonsucro Week event is pre-set, nevertheless it is also based on the current happenings in the sugarcane sector and comments and input are welcome and taken into account. This means that the input is not given in a formalized way, but organization as a platform is responsive to the current events in the sector. The event is open to all, which enables energizing discussions from multiple-views. There is a clear follow-up in the form of report as well as proposed ideas which are further discussed within the organization. Moreover, before the Annual General Meetings an agenda with supporting documents is sent to the participants/members and items can be added to it. Stakeholders are able to give comments at any time.

4.3 REVI3: Third eyes

Independent experts are invited to voice their opinion, participants in a meeting belong to the different actor groups, clear follow-up within VSS and with those involved.

Explanation

As explained in the descriptor REVI1, there is an annual meeting organized to address the burning issues in the sector. The event is open to everyone and especially targeted toward the sugarcane stakeholders and members of Bonsucro. Moreover, working groups are made of individuals that are experts in the field and can be member or non-member of Bonsucro. Therefore, opinion of independent experts is valued in the discussions and Standards's developmental stages. After the meetings, clear follow-up within VSS and those involved is made, which is evident in the Bonsucro's objectives and changes in the draft version of the documents. TAB is similarly consist of experts from different fields and organizations as well as covering a broad geographical spread (Tuñon, by personal communication on November 9, 2018).

Furthermore, in 2009, the public consultation involved comments by individuals, NGOs, producers, farmers, small-scale growers and companies (Bonsucro, 2018m). Bonsucro tried to reach as many stakeholders therefore it also organized a series of Stakeholder Outreach Meetings; face-to-face, field and factory visits. In the recent year the inclusion of the stakeholders is sought also via webinars and at other Bonsucro regional meetings.

5 RESCALING

5.1 RESC1: Scalability of standards

Global standard adjustable to specific conditions and aggregation for impact reporting.

Explanation

The Bonsucro Production Standard is a global standard that applies to any sugarcane mill and their supplying area that wants to sell sugarcane derived products as Bonsucro certified and make related claims. The practices are examined at farm and mill level. There are two certification options; Bonsucro - complying with Bonsucro requirements and Bonsucro EU – complying with Bonsucro requirements and additionally with EU Renewable Energy Directive 28/2009/EC compliance. Bonsucro Certification System documents include Standards, Guidance and Certification Protocol (Bonsucro, 2015). Next to the Production Standard, Production Standard for Smallholder Farms has been made, in particular for the smallholder farming groups that are smaller than 25 hectares. Furthermore, Bonsucro Mass Balance Chain of Custody Standard concerns all stages of supply chain and serves as a proof of sustainable sugarcane sourcing and trading.

Several analyses are carried out by Bonsucro to make sure that the organization and Bonsucro's members are meeting the objectives of sustainable sugarcane sector. The metric data collected from farms and mills around the world has been aggregated as regional, issue and buyer impacts. Therefore, regional impact stories and impact assessments per countries such as Thailand, China, Argentina and Nicaragua are available online. Also, another set of impact reports is divided according to issues such as climate change, water, agrochemicals, labour rights, minimum wage, smallholders and worker safety. And lastly there are reports on the buyer impacts.

Furthermore, an Outcome Report is published every year to give information to the stakeholders on the key improvements in the sustainable sugarcane sector including operators that received Bonsucro certificate and/or are a part of the Bonsucro platform. The analyses are carried out by Bonsucro Secretariat using various sources of data. The primary source is Bonsucro Calculator. The data is verified by certification bodies and oversight is done by Bonsucro. For example, Outcome Report 2017 includes 226 observations form 60 mills and 3 farmer associations in Australia, Brazil, Dominican Republic, Guatemala, Honduras, India, Nicaragua and Thailand, during the period between June 2011 and December 2016 (Bonsucro, 2017a). In the report key monitoring and evaluation indicators are assessed to provide an overview and evaluation of the Bonsucro's performance and to give measurable outcomes from the operators.

5.2 RESC2: Scalability of the organization

Next to the HQ, the organization has more than four offices and geographical outreach covers at least three important production regions. HQ is based in important consuming country.

Explanation

Bonsucro headquarters are based in London, United Kingdom, which is an important consuming country. Next to HQ, Bonsucro's regional hubs are located in Argentina (Latin America), Cape Town (Africa) and Singapore (Asia), India and soon in Brazil as well (Tuñon, by personal communication on November 9, 2018). The team members come from and/or represent important producing countries such as India, South America, Asia and Africa & Middle East. Moreover, the members of the Technical Advisory Board (TAB) are also members of other organizations and associations such as University of Mauritius and Better Cotton Initiative. The TAB members come from all around the world, including important consuming and producing countries such as Mauritius, Australia, South Africa, Brazil, India, Switzerland, Mexico and UK (Bonsucro, 2018n).

5.3 RESC3: Balancing short/medium/long term goals

The VSS has a theory of change and goals to be reached on the mid-term, and has an action plan. Steps/activities are framed in specific wording, and staff is aware of how their tasks contribute to overall goals.

Explanation

Bonsucro's Theory of change is directed toward achieving the Bonsucro's mission and vision and contribution toward Sustainable Development Goals. The notion to achieve sustainability in the sugarcane sector came with the recent changes in the governance model of Bonsucro. The central questions guiding the development of the Theory of change were "what change do we want to happen" and "how does this change happens". These helped in pinpointing the complexity of change in the sugarcane sector as well as guiding the activities and outputs of Bonsucro. These then lead to the impact and outcomes in the form of changed behavior, actions and relationships of the main stakeholders. The Theory of change is a basis of the Monitoring and Evaluation framework and framed as:

1. Knowledge creation and transfer combined with
2. Resources, investments and incentives and delivered through
3. Programmes/Plans will lead to positive change. The measurable results of those changes then:
4. Create confidence and trust that improvement is happening and thus attract further investments and increase pace and scale of change, as well as
5. Create new learning and help understanding weaknesses and refining change programmes, as well as informing debates and refining the Standards.

(Bonsucro, 2018b)

The improvement of the sustainability performance of the sugarcane mills and farmers is carried out though four main pathways; farmer impact pathway, mill impact pathway, buyer impact pathway and sector impact pathway. All pathways have their specific **outputs & products –** a set of activities and services of Bonsucro based on Strategic Plan and monitored by internal Key Performance Indicators, **outcomes –** consisting of short-to-medium term consequences in temporal order as a result of the actions implemented in outputs & products, **impacts** - medium-term results derived from the realized outcomes, also a building block for achieving the long-term goal, and **long-term impact** – reflecting the vision and mission of Bonsucro and contribution to the Sustainable Development Goals. Moreover, the delivery of the Theory of change is evolved around the principle to **Inform, Improve, Inspire**. The principle is based on the collective actions, transparency, building of agreement and alignment among the main stakeholders on all levels and facilitation of the validated supply chain. Therefore, the platform enables networking and information exchange between the key stakeholders, development of partnerships and global improvement programmes and facilitating change though reducing barriers and risks in the sector. The principles are further on outlined in specific wording (Bonsucro, 2018b).

At last, Bonsucro's Theory of change is made up of three interdependent areas of operation; Engagement, Standards and Organization that combine partnerships, standards actions and governance.

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