

PRESENTATION



Rethinking Post-2015 Development

Conceptual and Policy Implications Beyond MDGs

Saturday, April 18th, 2015

Venue: EDR (Educational Divide Reform)
30 JFK St. 3F & 4F, Cambridge, MA 02138

Cosponsored by: CASID, EDR and the PhD Program in
Global Governance and Human Security at UMass Boston

Global Political Economy Post-2015: The Role of Global Political Actors



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Global Social/Environmental Problems Persist

- Lack of environmental protection (e.g. destruction of rainforests)
- Lack of safety standards at work (e.g. Rana Plaza Factory disaster)
- Food safety and access to drinking water (e.g. spread of diseases)
- Lack of legal protection of property (e.g. land grabbing)
- Child and forced labor (e.g. slavery, child trafficking)



Who Participates in Addressing These Problems?

- Lack of environmental protection (e.g. destruction of rainforests)
- Lack of safety standards at work (e.g. Rana Plaza Factory disaster)
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Global Organizational Actors



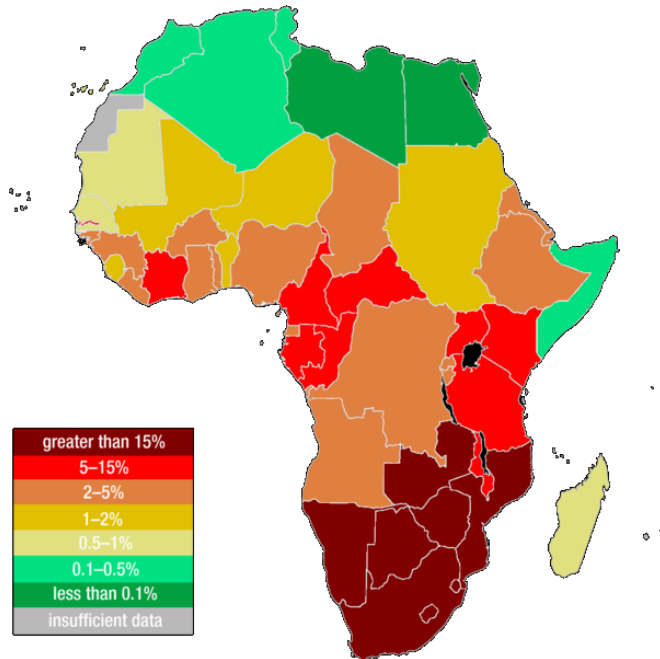
Global Actors

Studying Projects/ Interactions

Local Actors



My Starting Point: GIZ-Daimler PPP in South Africa



Daimler South Africa enters three-year PPP in 2001 with German Development Agency to develop HIV/AIDS prevention strategy for South Africa

HIV/AIDS workplace program aimed to preventing new infections amongst employees, dependents and their communities, ensuring comprehensive treatment, care and support



The Collaborative Agenda:

- Cross-sector social partnerships and multi-stakeholder processes help solve social problems (e.g. Selsky & Parker, 2005, 2010; Hemmati, 2002; Manning & Roessler, 2014)
- Hybrid business models help pursue business & social objectives/create shared value (e.g. Porter & Kramer, 2011)
- Participation of corporations as political actors democratizes governance (Scherer & Palazzo, 2007, 2011)

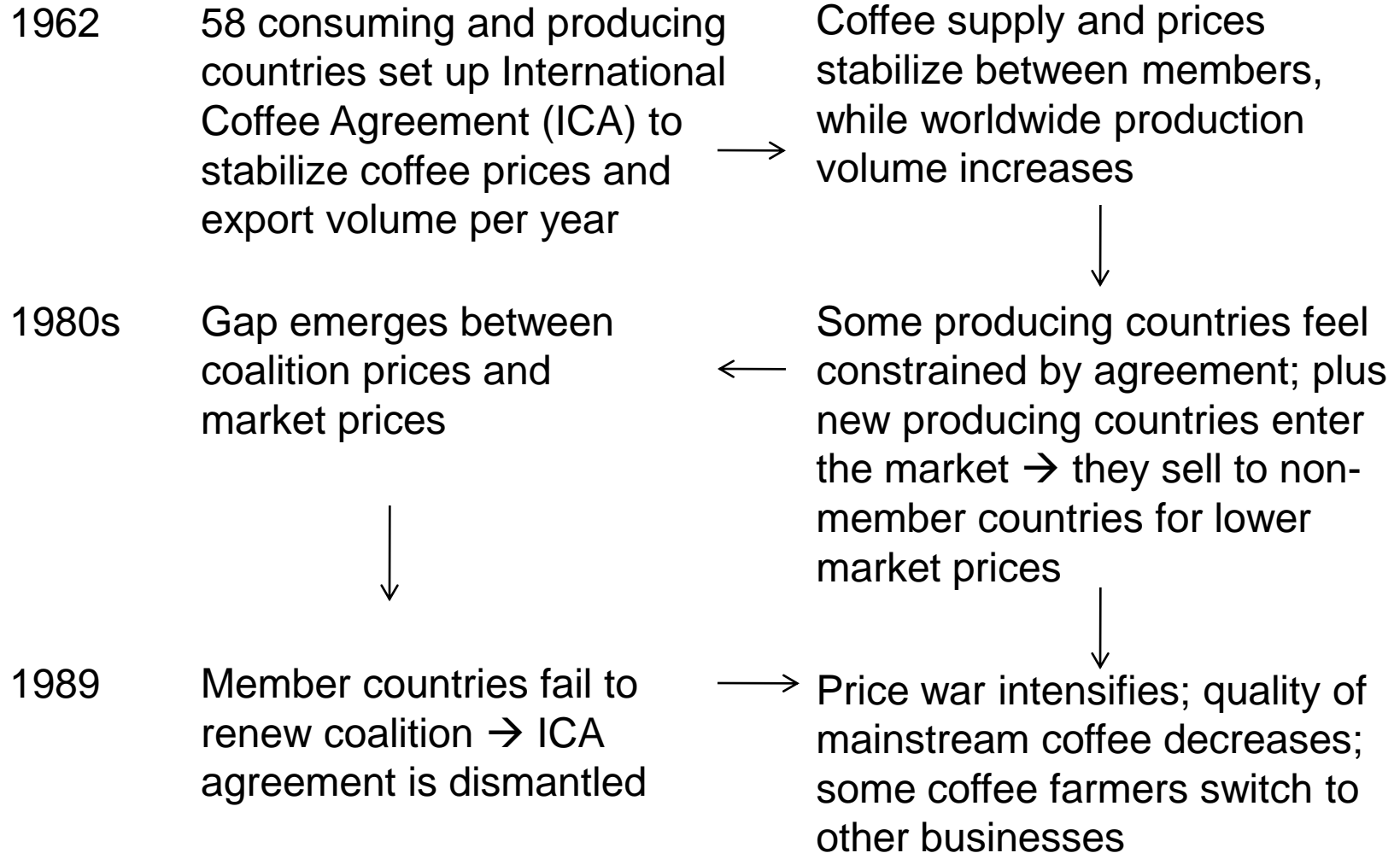
Main assumption:

Business and social partners share interests/goals in development/solving collective problems and are able to bring resources and complementary skills together

Sustainable Coffee Production



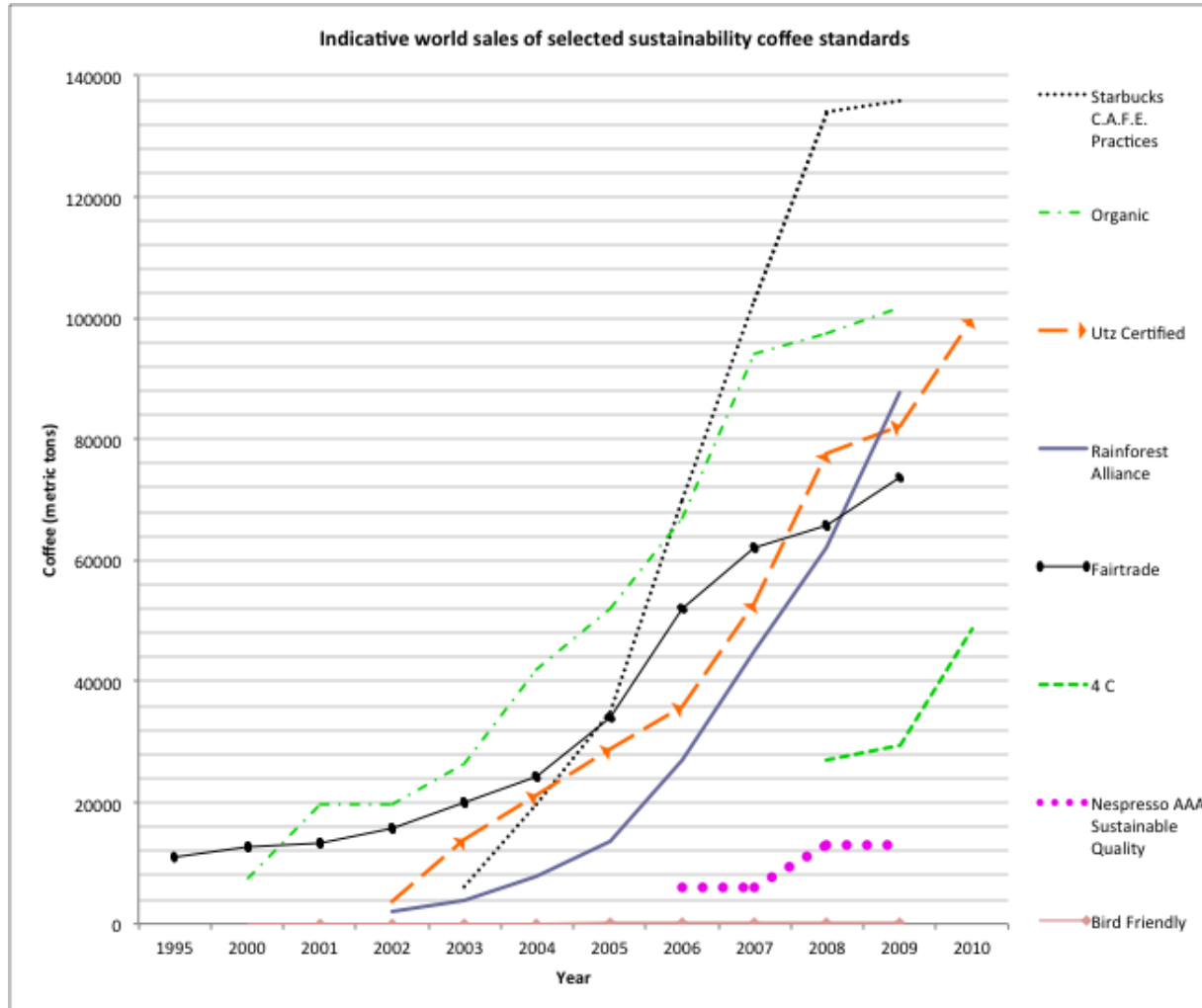
The Failure of Coffee Industry Regulation



Rise of Sustainability Certification in Coffee

Standard-setter	AAA Sustainable Quality	4C Association	Starbucks C.A.F.E. Practices	Fairtrade	Organic	Rainforest Alliance	UTZ Certified
Main Objective	Secure the future supply of the highest quality coffee.	Baseline standard to eliminate worst practices.	Reward high-quality sustainably grown coffee.	Seek an alternative approach to conventional trade. Development/Poverty alleviation.	Promote a production system that sustains the health of soils, ecosystems and people.	Conserve biodiversity and ensure sustainable livelihoods.	Sustainable farming and better opportunities for farmers, families and our planet.
Compliant Coffee produced 2012	247,114 MT	1,782,058 MT	457,339 MT	430,000 MT	248,767 MT	348,793 MT	715,648 MT
% of global production (40% total)	3%	22%	6%	5%	3%	4%	9%
Target Group	High-quality coffee growers	All coffee producers	High-quality coffee growers	Smallholder producers	All coffee producers	All coffee producers	All coffee producers
Standard Launch	2003	2004/2007	1995	1988/9	1972	1995	1997
Initiator	Firm (Nespresso)	Government/Industry	Firm (Starbucks)	Social Movement/NGO	Social Movement/NGO	Social Movement/NGO	Firm (Ahold Coffee company)

Rise of Sustainability Certification in Coffee*



*Manning, S., Boons, F., Von Hagen, O., Reinecke, J. 2012. "National Contexts Matter: The Co-Evolution of Sustainability Standards in Global Value Chains". *Ecological Economics*, 83, 197-209.

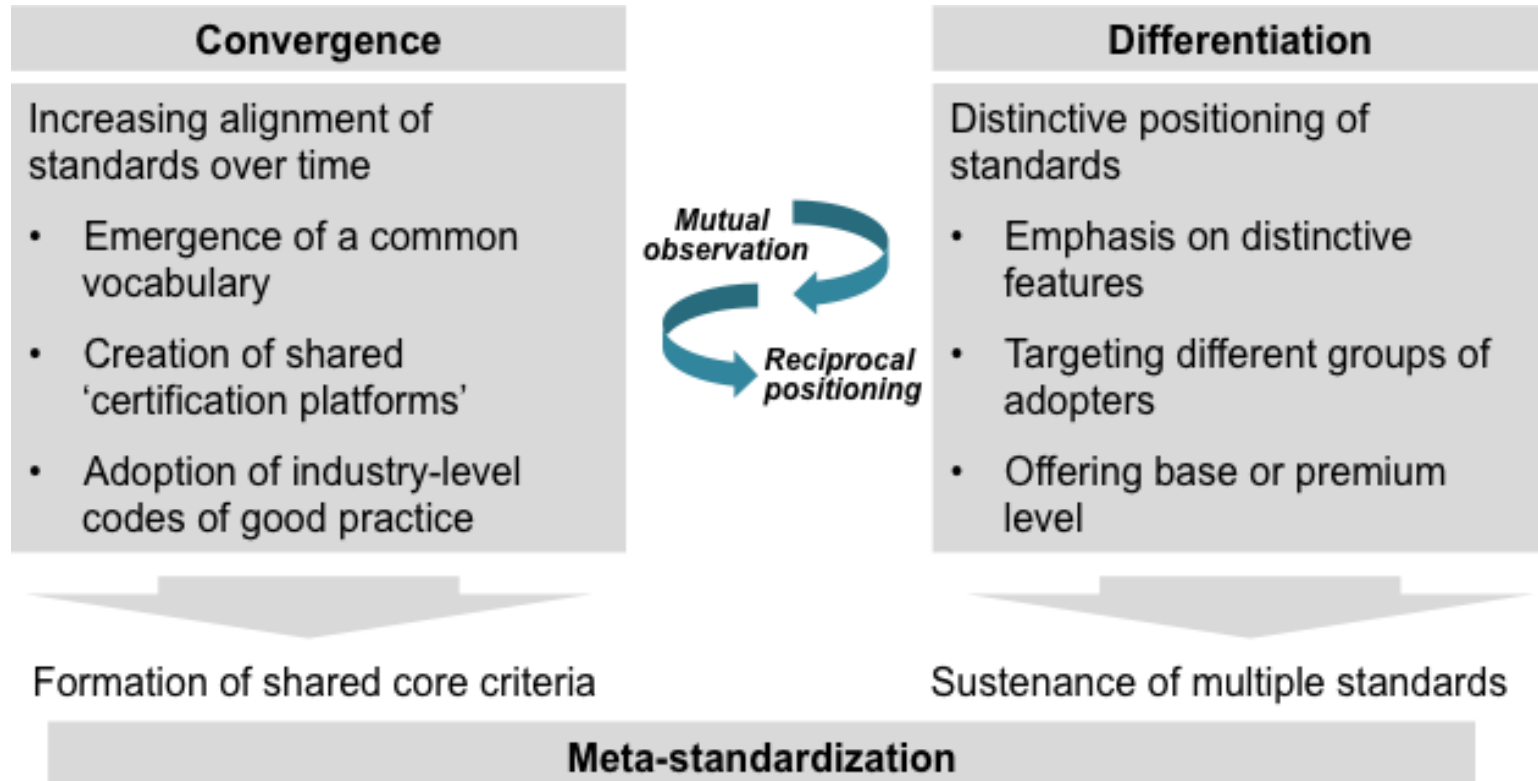
Rise of Sustainability Certification in Coffee

Coffee roaster	Sales in metric tonnes MT 2010 (2005)	Sustainable coffee sourcing by 2005	Sustainable coffee sourcing by 2010	Sustainable sourcing commitments until 2015/2020 (date of announcement up to 80% achievement reported by 2014)
Nestlé	870,000 (780,000)	<0,2% Fairtrade/ Rainforest Alliance certified. 4C Member.	0.23% Fairtrade/ Rainforest Alliance/UTZ/ organic certified. 4.6% 4C/ Nespresso 'AAA' verified.	Nescafé Plan (2010) <ul style="list-style-type: none"> • 100% 4C verified by 2015 & 90,000 MT Rainforest Alliance certified by 2020. • 180,000 MT directly sourced by 2015. • CHF 500 mio for coffee projects by 2020
Kraft Foods/ Mondelez	700,000 (780,000)	1.5% Rainforest Alliance certified. 4C Member.	7% Rainforest Alliance certified.	100% certified or verified for its European coffee brands (30% of total) by 2015 using 4C, Fairtrade, and Rainforest Alliance (2010). "Coffee made Happy" (2013) <ul style="list-style-type: none"> • 1 mio coffee entrepreneurs by 2020 & \$200 mio for technical assistance and training

Rise of Sustainability Certification in Coffee

Sara Lee	450,000 (600,000)	2% UTZ certified. 4C Member.	9% UTZ certified.	20% UTZ certified coffee by 2020 (2011).
Smucker's [until 2008: Procter & Gamble]	250,000 [288,000]	<0.5% Fairtrade / Rainforest Alliance cert.	<0.5% Fairtrade / Rainforest Alliance certified.	10% UTZ certified coffee by 2016 (2012).
Strauss	215,000	None.	None.	Increase sourcing of 4C verified by 20% per annum (2011)
Tchibo	173,000 (204,000)	0.7% Rainforest Alliance certified. 4C Member.	1.15% Fairtrade/ organic certified. 4.3% Rainforest Alliance cert. 4% 4C verified.	25% sustainably verified or certified by 2015; aiming at 100% using 4C, RA, UTZ, Organic (2012)
Lavazza	140,000	None.	None.	No sourcing commitments.
Starbucks	135,000 (141,600)	3.7% Fairtrade certified. 24.6% C.A.F.E. verified.	7.4% Fairtrade + 3% Organic certified. 75.5% C.A.F.E. verified.	100% CAFE Practices verified, Fairtrade or organic certified by 2015 (2008) 2 nd largest Fairtrade coffee buyer.
Aldi	120,000	None. 4C Member.	None.	No sourcing commitments. Fairtrade coffee line in 2011.

Towards Meta-Standardization of Standards*



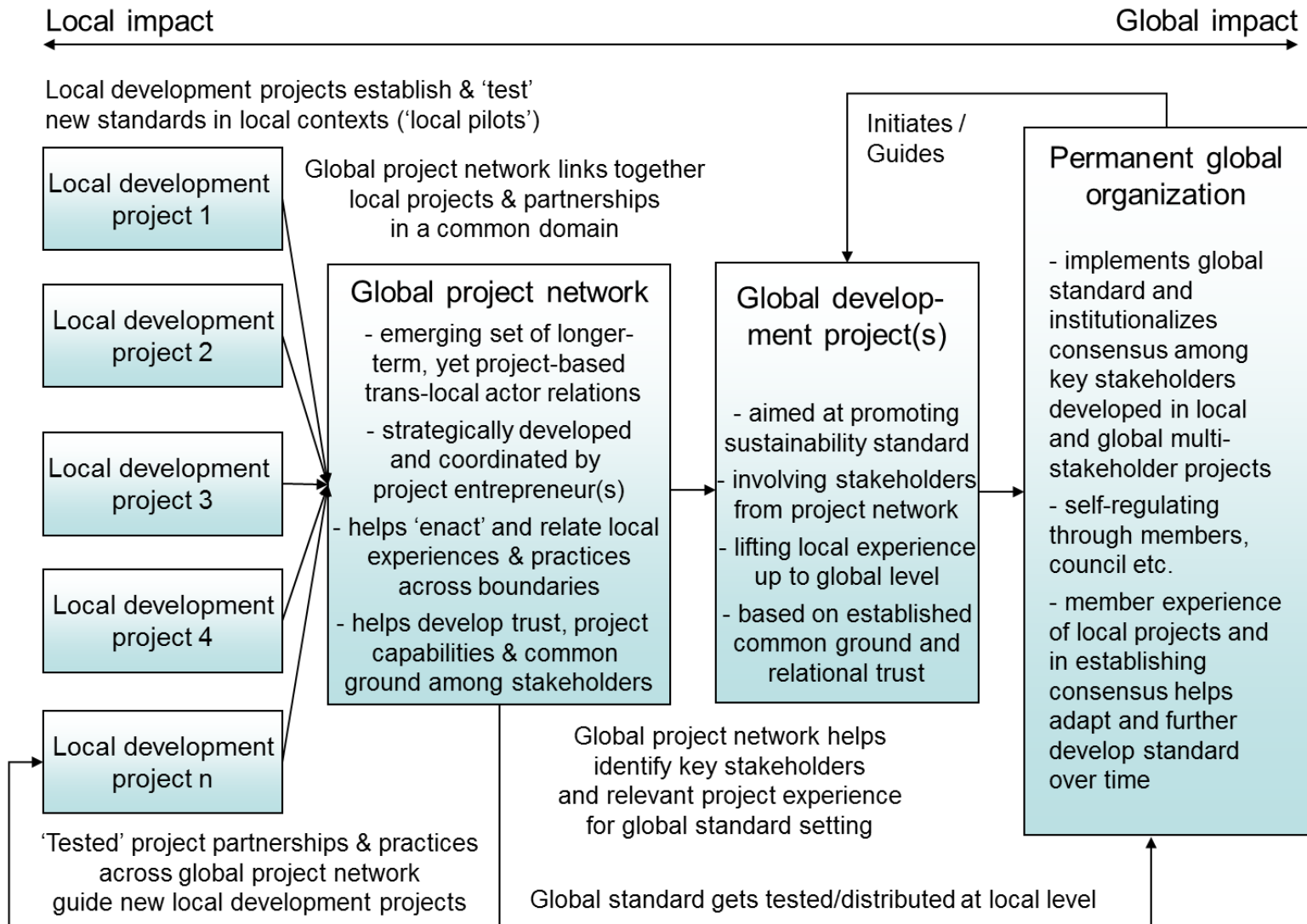
*Reinecke, J., Manning, S., Von Hagen, O. 2012 "The Emergence of a Standards Market: Multiplicity of Sustainability Standards in the Global Coffee Industry". *Organization Studies*, 33 (5/6), 789-812.

From Local Coffee PPP Development Projects to Global Standards

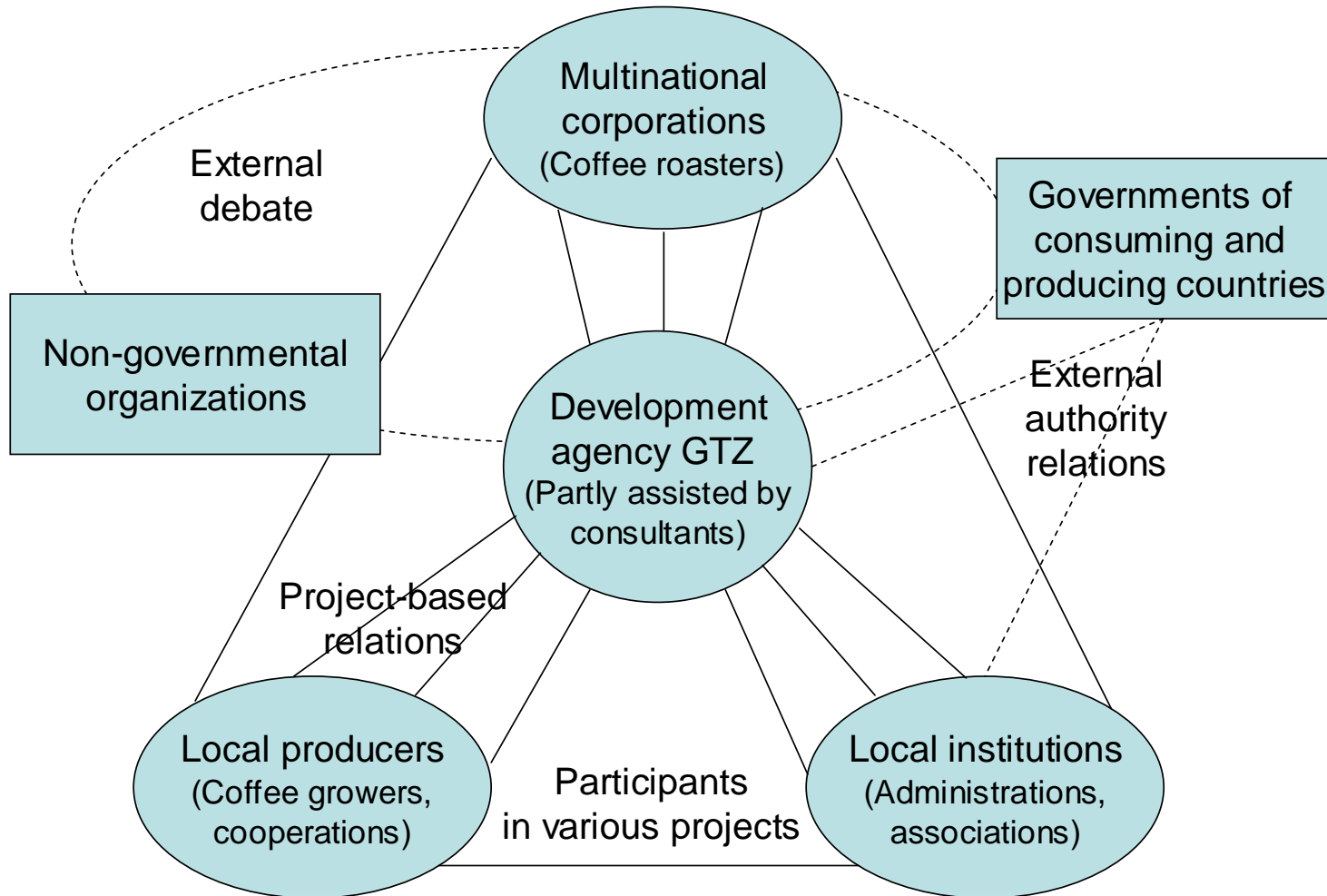
Start Time**	Partners	Country	Objective
Local Development Projects Prior to the Foundation of 4C Association (Selection)			
1996, 1998/99 (multiplier)	GTZ/Kraft Foods, PPP; local farmers groups; local coffee association	Peru	Improvement of coffee quality, introduction of sustainable production methods. Project builds on previous projects on organic coffee.
2000	GTZ, Sara Lee, GEPA, Asproma (coffee producers umbrella organisation) (PPP)	Colombia	Export promotion, product development, organic coffee production; strong focus on economic and agricultural dimension of improvement, social and ecological dimension partly addressed.
2000	GTZ, Douwe Egberts, Kraft Foods, TAM LAM Pepper Comp. (PPP)	Vietnam	Improvement of coffee production, processing and commercialization, organizational strengthening and establishment of management capacity; enhance sustainable production of coffee
2000	GTZ, Neumann Group , PPP; local partner NKG-finca La Puebla	Mexico	Introduction of local certification system for social and ecological standards in coffee production. Project provides important experience for 4C and serves as a model.
2000 (Multiplier)	GTZ, Neumann Group, local producers, PPP	Uganda	Increase the revenues of coffee farmers through an improved production, through certification and marketing of organically produced Robusta coffee.

*Manning, S., von Hagen, O. 2010. "Linking Local Experiments to Global Standards: How Project Networks Promote Global Institution-Building"; *Scandinavian Journal of Management*, 26 (4), 398-416.

From Local Projects to Global Standards



Global Project Network Organization led by GTZ/GIZ*



*Manning, S., von Hagen, O. 2010. "Linking Local Experiments to Global Standards: How Project Networks Promote Global Institution-Building"; *Scandinavian Journal of Management*, 26 (4), 398-416.

The Confrontational View:

- Corporations undermine NGO governance attempts / CSR is cynical ploy (e.g. Banerjee, 2008; Edward & Willmott, 2013)
- MNCs exercise governance through economic/political power in global production networks (e.g. Levy, 2008)
- Creating shared value is a myth neglecting the corruptive power of capitalism (e.g. Crane et al., 2014)

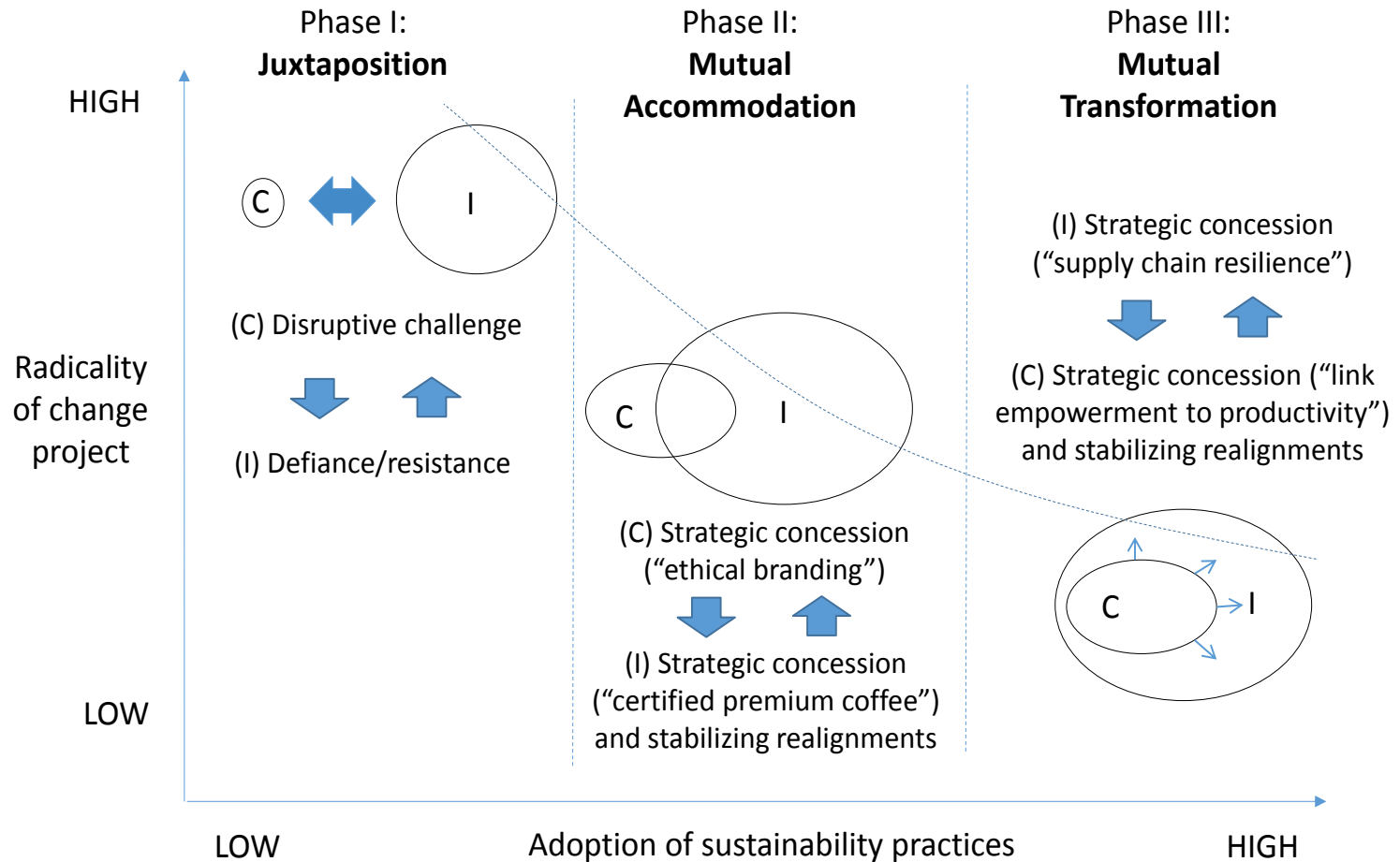
Main assumption:

Powerful business actors defy or coopt governance attempts of NGOs, standard-setters and others.

Towards Constructive Cooptation?

Revisiting Coffee Sustainability Standards

Growth of sustainable coffee as series of strategic concessions*



*Levy, D.L., Reinecke, J., Manning, S. 2014 "The Political Dynamics of Sustainable Coffee: Contested Value Regimes and the Transformation of Sustainability". *Academy of Management Best Paper Proceedings*.

Constructive Cooptation:

- Established value regimes (economic model, governance structure, discourse) and 'alternative models' get mutually aligned and transformed by MNCs and NGOs
- MNCs coopt governance attempts, but in doing so also adopt elements of change projects (e.g. 'ethical labels')
- Both businesses and NGOs make strategic concessions and align their existing/imagined value regimes

Main assumption:

Businesses, NGOs and other political actors enter continuous processes of negotiation/interaction towards de-/re-stabilizing hegemonic value regimes

Three Announcements:

AIB US-NE 2015 Frontier Conference

MOR Africa Section

Organizations and Social Change Blog



AIB US-NE 2015 Frontier Conference: Bringing the Political Economy Back In

October 22-24 2015

University of Massachusetts Boston

Call for Papers

We are pleased to announce this year's **Academy of International Business (AIB) Frontier Conference "Bringing the Political Economy Back In"**, organized by the US-Northeast (US-NE) Chapter of AIB – the leading association of scholars and practitioners in the field of international business – together with the College of Management at UMass Boston (UMB).

The meeting will take place **October 22-24, 2015, at the Campus Center of UMB** in downtown Boston – a city with a rich cultural and historical heritage, and a global hub for education, science and technology.

Call for Papers continued...

This conference is designed as an **interdisciplinary platform for intellectual exploration around the complex relationship between international business (IB) and the political economy**. The decisions and operations of multinational enterprises (MNEs) and local firms are affected by institutional, economic, and political structures and processes at multiple scales - local, regional, and global. Moreover, **MNEs increasingly participate as political actors** as they interact with state and non-state actors around issues such as the natural environment, inequality, labor and gender, human rights, and international trade and investment agreements. In addition, other organizations such as NGOs, non-profits, social enterprises etc. increasingly have transnational impact through their interaction with MNEs and other actors on these issues.

To examine these dynamics in more depth, this conference brings together senior and junior scholars from **IB, management, sociology, political science, women's studies, and economics** who share an interest in 'Bringing the Political Economy Back In'.

The Frontier conference will be hosted by faculty and students of the UMB Organizations and Social Change (OSC) Research Group: **Alessia Contu, Chacko Kannothra, David Levy, Banu Ozkazanc-Pan, Suhaib Riaz** and **Chris Whynacht**, in collaboration with the AIB US-NE Chapter, chaired by Stephan Manning, and faculty from other UMB departments, including Economics and Political Science.

Call for Papers continued...

Several well-known scholars from International Business, Sociology, Economics, Women's Studies, and Political Science will participate - as keynote speakers, panelists, track chairs and mentors for the Doctoral Consortium and Paper Development Workshop.

We look forward to welcoming **Jonathan Doh** (Villanova U, Editor-in-Chief of Journal of World Business), **Ram Mudambi** (Temple U, Incoming President of AIB) and **Mona Makhija** (Ohio State U, Senior Editor of Journal of International Business Studies / JIBS) to assist with the Doctoral Consortium and to join as panelists and keynote speakers. For the main conference, **Cynthia Enloe** (Clark U) and **John Cantwell** (Rutgers U, Editor-in-Chief of JIBS) will give keynote addresses.

We are also planning some exciting panels, including two on October 22 for the Doctoral Consortium – on conducting high impact research in IB, and managing dissertations and job search; as well as four panels on October 23/24 on political economy challenges to IB research; global governance and the role of multinational enterprises; international development, violence and gender; and climate change, IB and global politics of energy. Panelists include beside the ones above (in alphabetical order) **Frank Ackerman** (Tufts U), **Cornel Ban** (Boston U), **Elora Chowdhury** (UMB), **Kade Finnoff** (UMB), **Dirk Matten** (York U), **Craig Murphy** (UMB) and **Ravi Ramamurti** (Northeastern U).

Short Paper Submissions

We invite submissions of 'short papers' (around 3,000 words) for individual presentations that link, in interesting and novel ways, various aspects of the local and global political economy to international business.

Topics include: political economy and theory of the MNE; managing geographic and institutional distance; international joint ventures and alliances; political risk, lobbying, and corruption; international expansion, sourcing and foreign entry modes; learning and knowledge management; and managing in cross-cultural context; local and global institutions; Governance, collaborative and contested; CSR and shared value; MNEs as political actors; Interactions between MNEs, states, and civil society; MNEs and development; Emerging varieties of capitalism; Transnational crime, from human trafficking to money laundering; Gender, race, and ethnicity in MNEs and the global economy; Political and institutional risks; Climate change responses; Sustainability standards; Global financial system issues, including tax havens, shadow banking and other controversial industry practices; Intellectual property rights; Labor and human rights; Migration and transnational networks; Conflict, violence, peacemaking and reconstruction; Economic and social inequality; Transnational movements, communities and networks; Post- and neocolonial relations.

Short papers should be submitted through the Conference Website (up to three submissions allowed per author):

<http://conference2015.aibne.net>.

All submissions will be double blind reviewed by scholars with expertise in the respective field. The Best Student Paper as well as The Best Paper on the Conference Theme will receive an award at the end of the conference. Submitters are expected to also sign up as reviewers. We will issue a Best Reviewer Award.

Deadline for submission of short papers is May 31 2015.

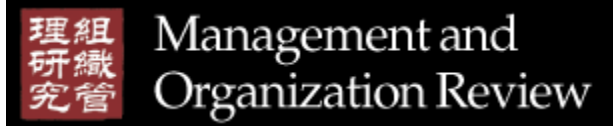
Full paper submissions are invited, upon the acceptance of short papers, by August 31. They will be presented by authors and discussed by domain experts at the conference.

Management and Organization Review (MOR) is inviting submissions on international business/political economy in Africa (and developing countries/regions in general). (I can help in my role as senior editor)

Management and Organization Review

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<http://onlinelibrary.wiley.com/journal/10.1111/1/%28ISSN%291740-8784>



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[Organizations and Social Change Blog](#)

We welcome submissions addressing topics at the intersection of business and society, including (but not limited to) such issues as corporate social responsibility, sustainability, climate change, corporate governance, inequality, workforce diversity, economic development, labor relations, social movements, and global production networks. Examples:

“Does the Sharing Economy Reproduce Inequality?”,
“Transforming Academia: From Silo to Vehicle for Social Change”,
“The Fashion Trap: Why Fairtrade Works in Coffee but not in Clothing”

<https://organizationsandsocialchange.wordpress.com>