

# Designing for Value

## *Increasing Participation in Voluntary Certification Programs*

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RESEARCH PROGRAM ON  
Climate Change,  
Agriculture and  
Food Security



# Overview

- Background
- Data Collection
- Design Choices and Outcomes
- Value Framework for Design
- Future Outlook



# Deforestation



# Deforestation



# Sustainability Interventions

Regulations  
{Clean Air Act, Brazilian Forest Code}

Producers  
{Farmers, Processors,  
Retailers, Multinationals}

Company Initiatives  
{Wilmar, Carrefour standards}

Voluntary Certifications  
{FSC, Fairtrade, RSPO, SAN}

Research focus

# Voluntary Certification Programs



# Research Question

How does program structure influence producer participation?



# Data Collection - Indonesia



Stakeholders	No.	Examples
Palm oil Producers/ MNCs	10	Anonymous
Banking	1	IFC
Consulting	2	Tropenbos
Trade Groups / Industry	3	RSPO, Indonesia Palm Oil Association
NGOs	9	WWF, Greenpeace
Academia	2	Bogor Agricultural University
Certifying Bodies	3	BSI, Sucofindo
Total	30	



# Data Collection - Brazil



Stakeholders	No.	Examples
Cattle Producers	6	São Marcelo
Cattle Processors	2	Marfrig, JBS
Retailers / Restaurants	3	Carrefour, McDonalds
Trade Groups / Industry	4	GTPS (Brazilian Roundtable on Sustainable Livestock)
NGOs	5	WWF, The Nature Conservancy
Academia	1	University of Sao Paulo
Government	3	Embrapa (Brazilian Enterprise for Agricultural Research)
<b>Total</b>	<b>24</b>	

# Stakeholder Interview Questions

## Category

### • Sample questions

#### Motivations for Participation

- Why did you join the certification program?
- What made you pursue certification?

#### Implementing Certification Standards

- What are some challenges you faced in implementing the Principles and Criteria?

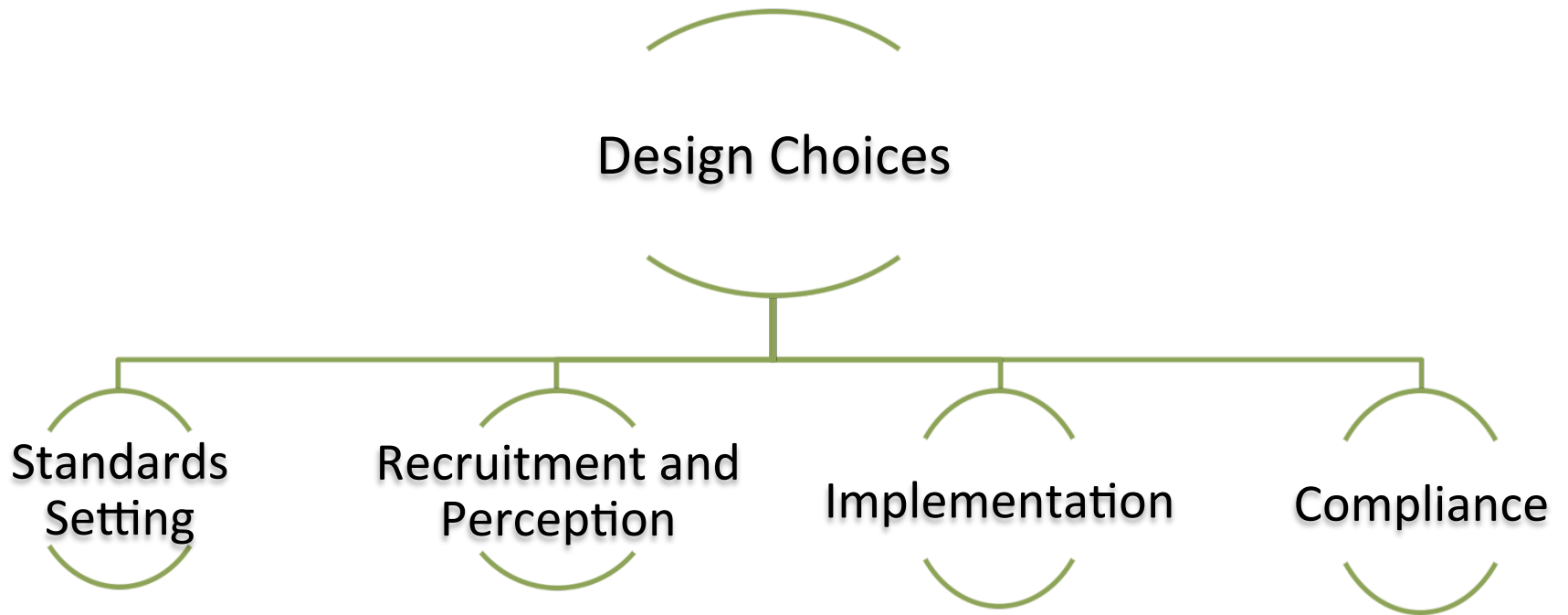
#### Sustainability Outcomes

- What changes did you see as a result of changed practices?

#### Benefits of Participation

- Did you find benefits to participating? Why or why not?

# Design Choices



# Standards Setting

## RSPO

## SAN

Philosophy

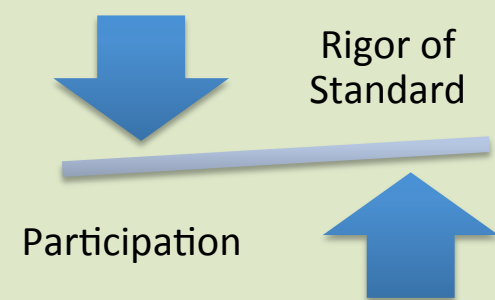
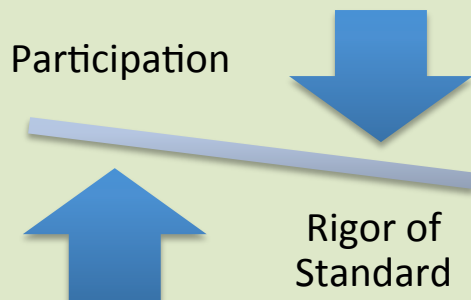
- Transform markets to make sustainable palm oil the norm
- Seek input from diverse stakeholders
- Dynamic decision-making

- Elevate social and environmental sustainability in the supply chain
- Seek input from diverse stakeholders
- Decision-making influenced by consortium of NGOs

Governance



Result

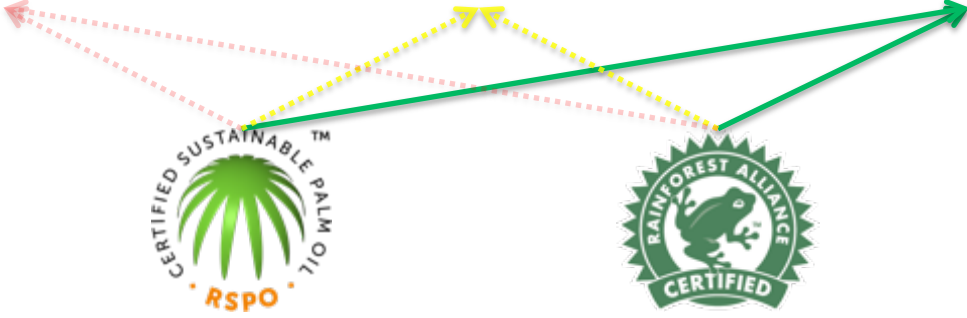


# Recruitment and Perception

“Certification is too expensive!”  
“I can’t access price premium!”  
“Certification is making me worse off! This is not fair!!!”

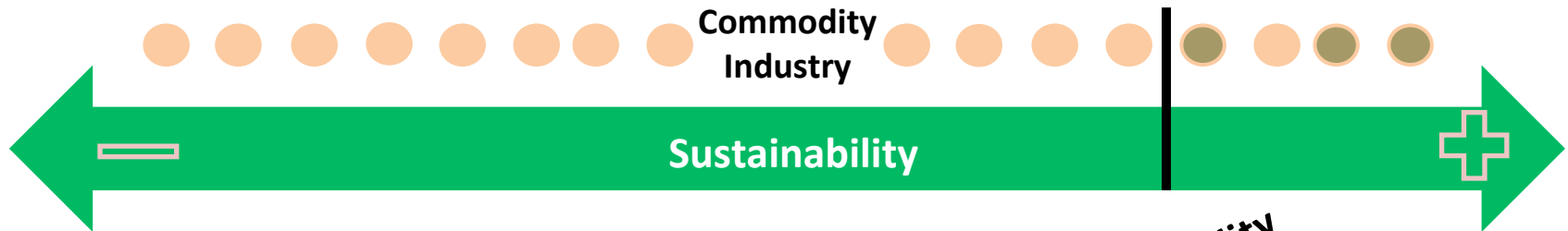
“I don’t know how to achieve certification nor see the benefits of certification.”

“Certification provides price premium, better market access, and help manage sustainability risks better!”



# Implementation

SAN

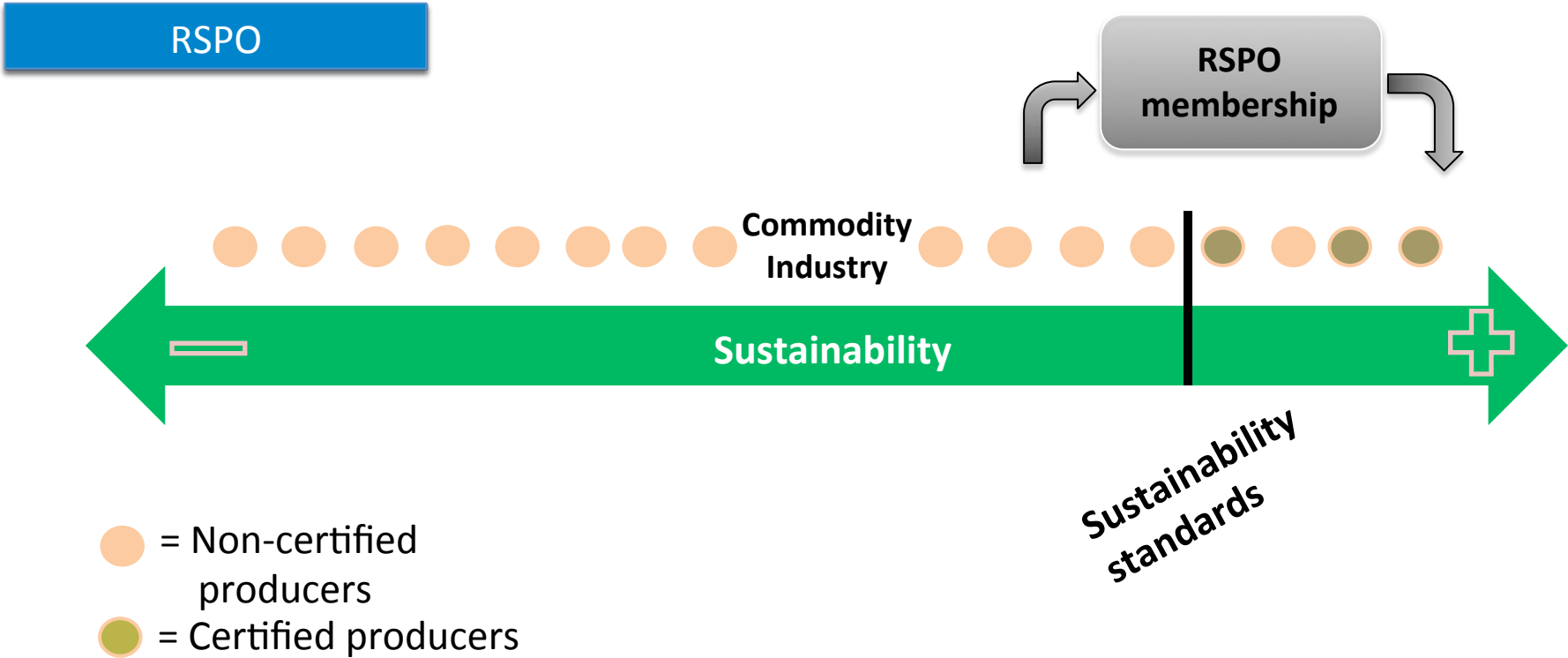


● = Non-certified producers

● = Certified producers

Sustainability standards

# Implementation



# Compliance

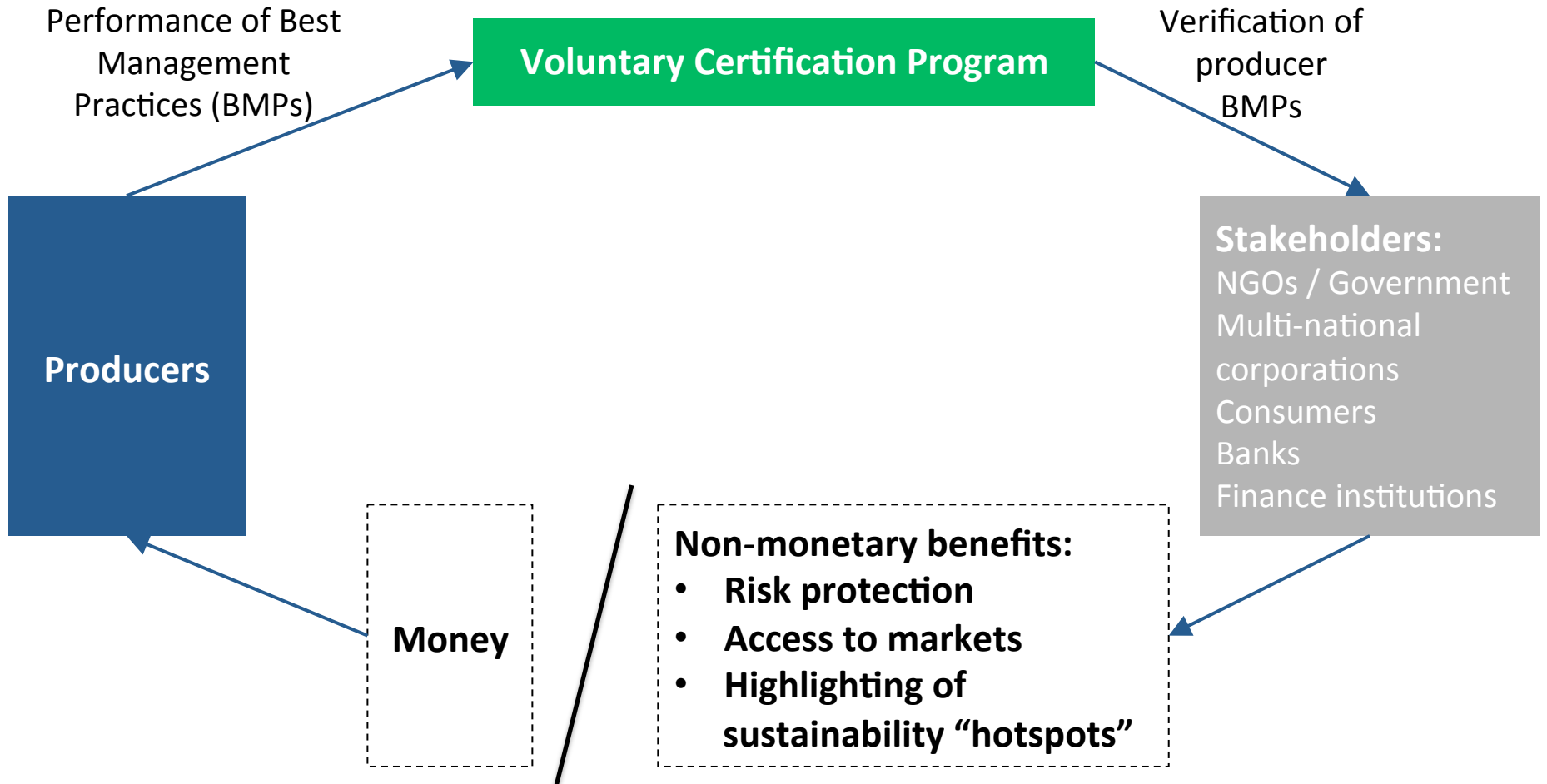
**RSPO**

**SAN**

<b>Audit</b>	<b>Non-Compliance</b>
<ul style="list-style-type: none"><li>• Certifying bodies provides no consultation or technical assistance</li><li>• Uses checklist approach</li></ul>	<ul style="list-style-type: none"><li>• Criteria must be met to maintain certification</li></ul>
<ul style="list-style-type: none"><li>• NGO watchdogs</li></ul>	<ul style="list-style-type: none"><li>• 2- 60 day windows to correct</li><li>• Mixed incentive to enforce</li></ul>



# Value Framework for Design



# Future Outlook

Proportional increase in  
rigor and value

Additional opportunities for  
participants to receive value



Intermediate points  
of recognition



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# Thank You!

