



Retailers and development
Lessons from supply chain standards

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Overview

- A model to think about business and development
- What ever happened to HEBI?
- What are the lessons about how retailers can contribute to development?

Business engagement with development

instrumental

interdependent



Business engagement with development

Focus on business case;
Contributions to society;
A choice

How business shapes society and vice versa;
Responsibilities of business

Concepts of development

reductionist

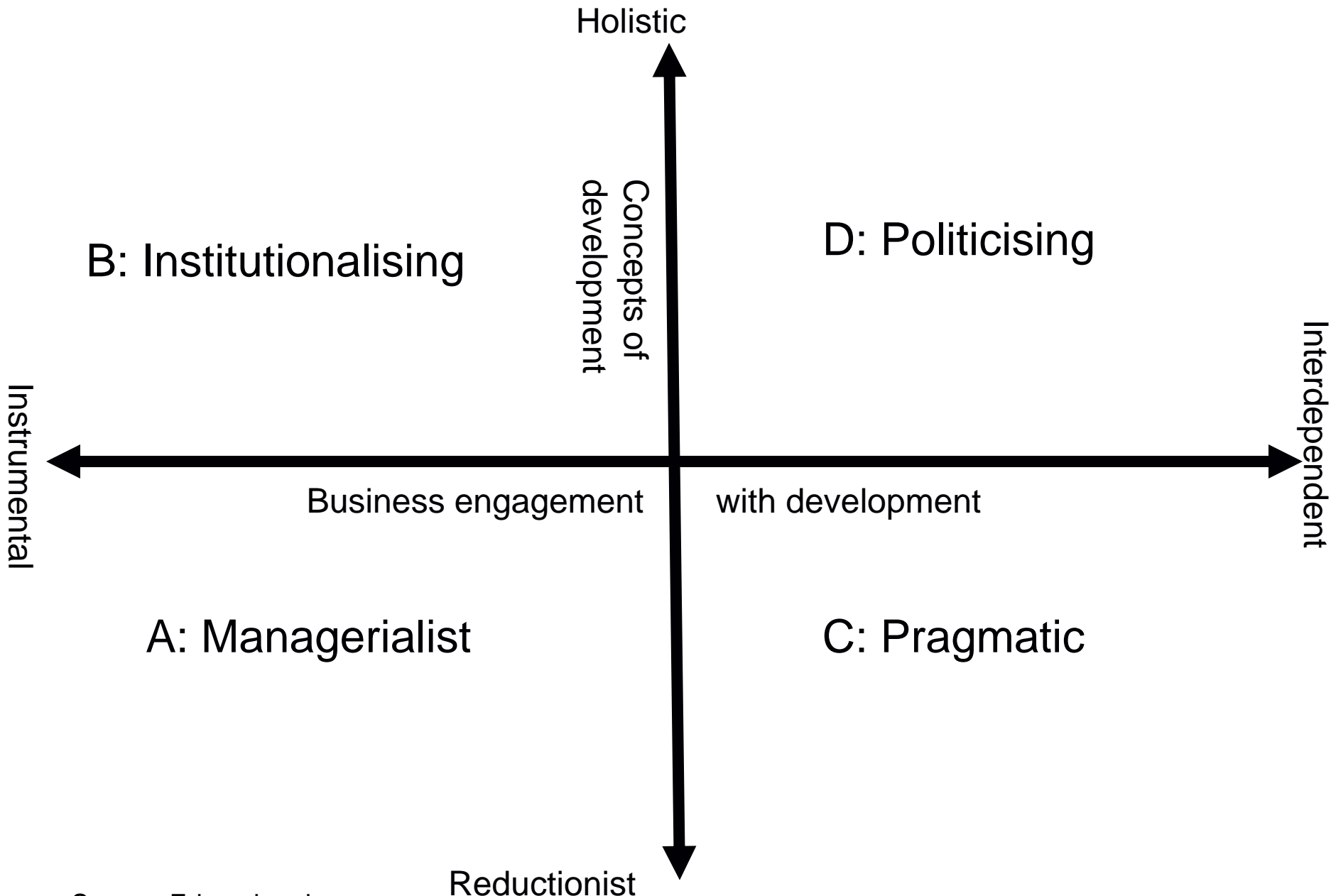
holistic



Concepts of development

Uni-dimensional
Removal of "lack"
Measurable

Complex
Transformation
Difficult to measure



Source: Edward and Tallontire 2009

What ever happened to HEBI?



HEBI

- Stated aim: ‘to promote ethical social behaviour in the horticulture and floriculture industry in Kenya’
- Improve labour standards
- Multi-stakeholder in design
- Sharing and institutionalising good practice in (participatory) social auditing



HEBI - timeline

- 2001-2 Nation and then international civil society campaign
- 2002 Private sector working group
- Late 2002 Threat of official complaints mechanism at ETI
- 2002/3 ETI delegation
- 2003 Formation of multi-stakeholder initiative; donor funding
- 2003/4 Training on social auditing and pilot audits
- 2005 Development of strategic plan
- 2006/7 Board members dwindle
- 2007 Secretariat housed in industry association building
- 2008 Last staff member leaves

Why did it all go wrong?

3 kinds of explanation....

a) Blamed on **local** politics

b) “there were some good ideas but...”

c) “did not get organised fast enough”

“HEBI hasn’t kept up ...participatory social auditing is dead...”

New “partners of choice”

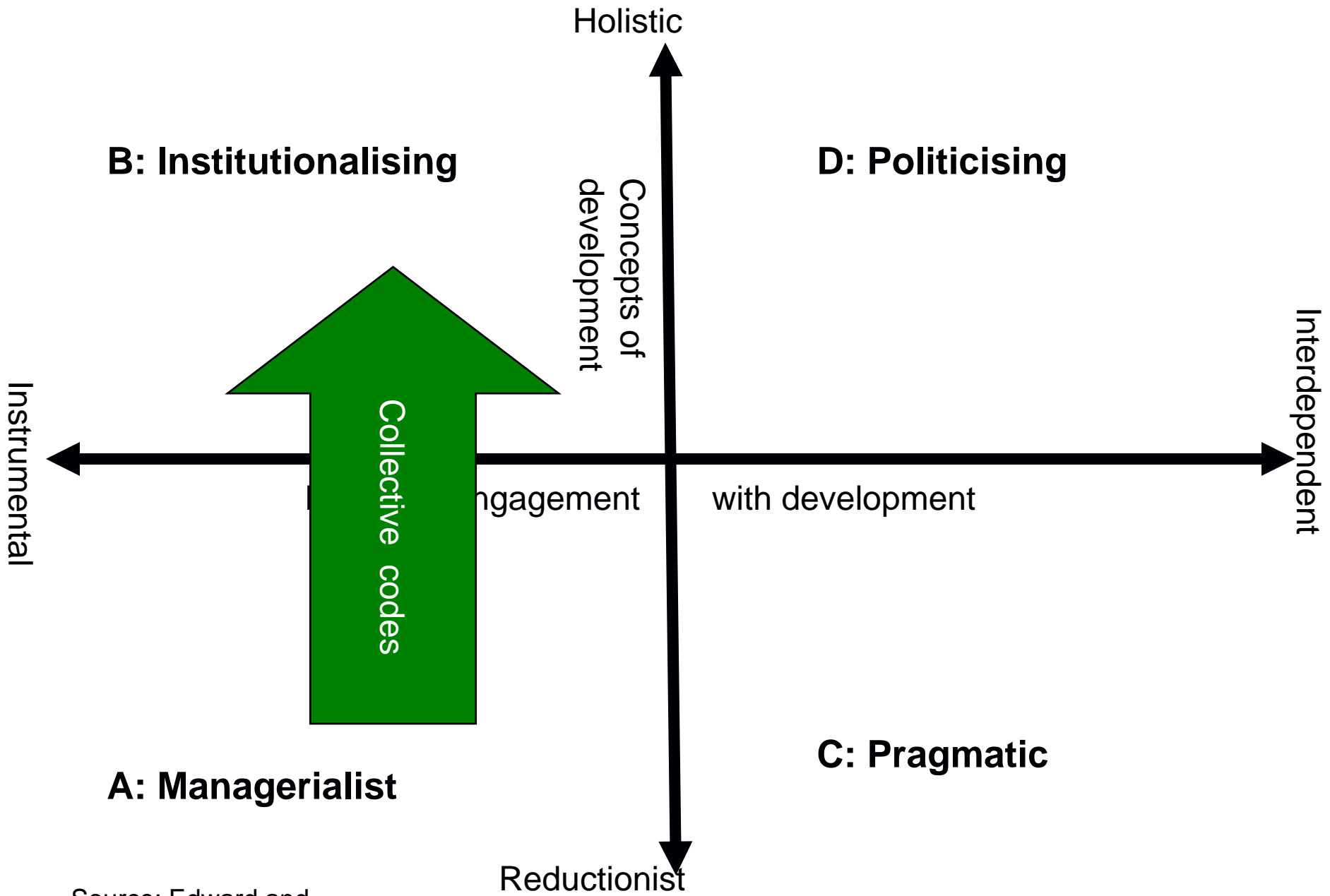


Does it matter?

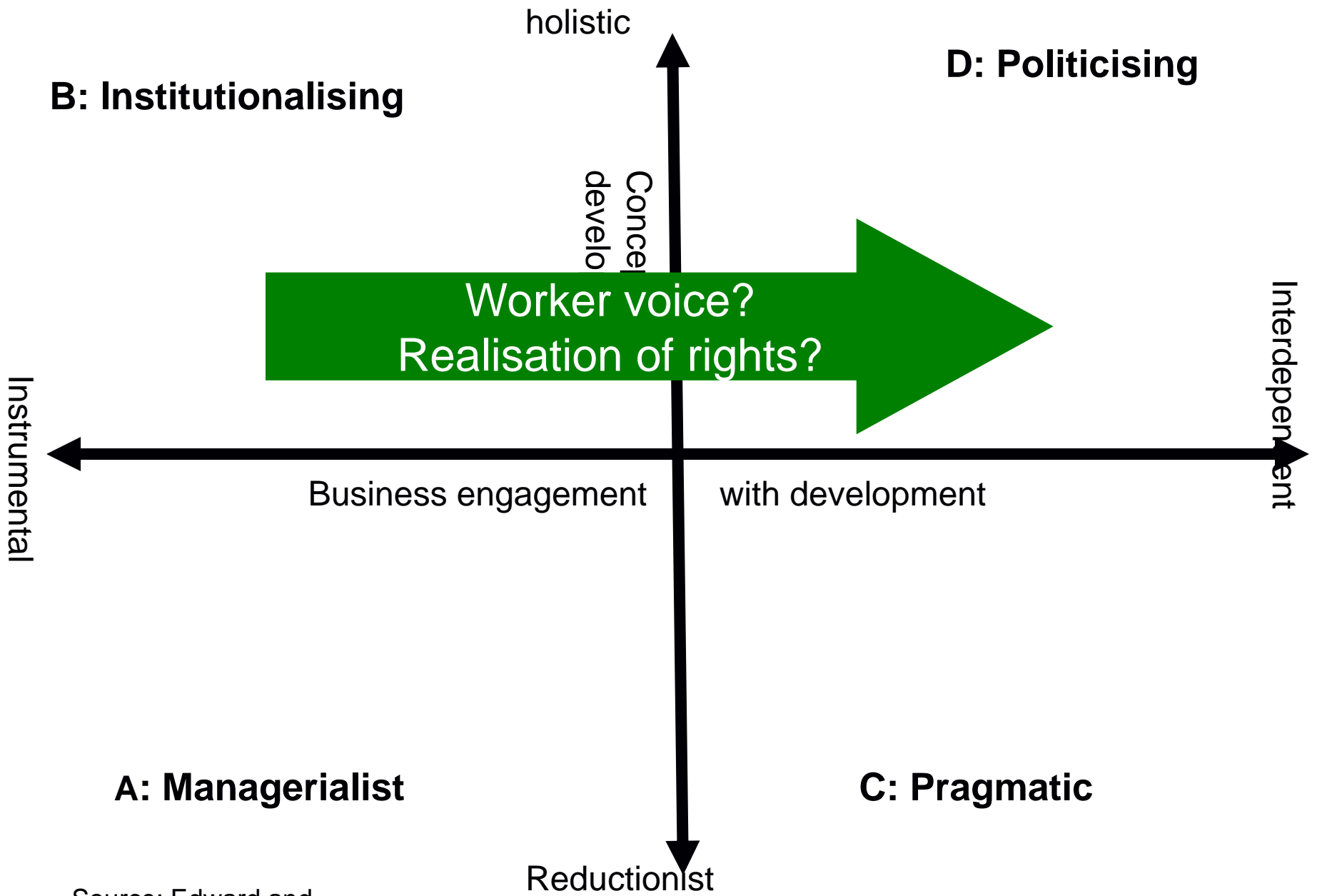
Social dialogue vacuum and continued mistrust

Continuing need for local capacity in monitoring and resolving labour standards issues

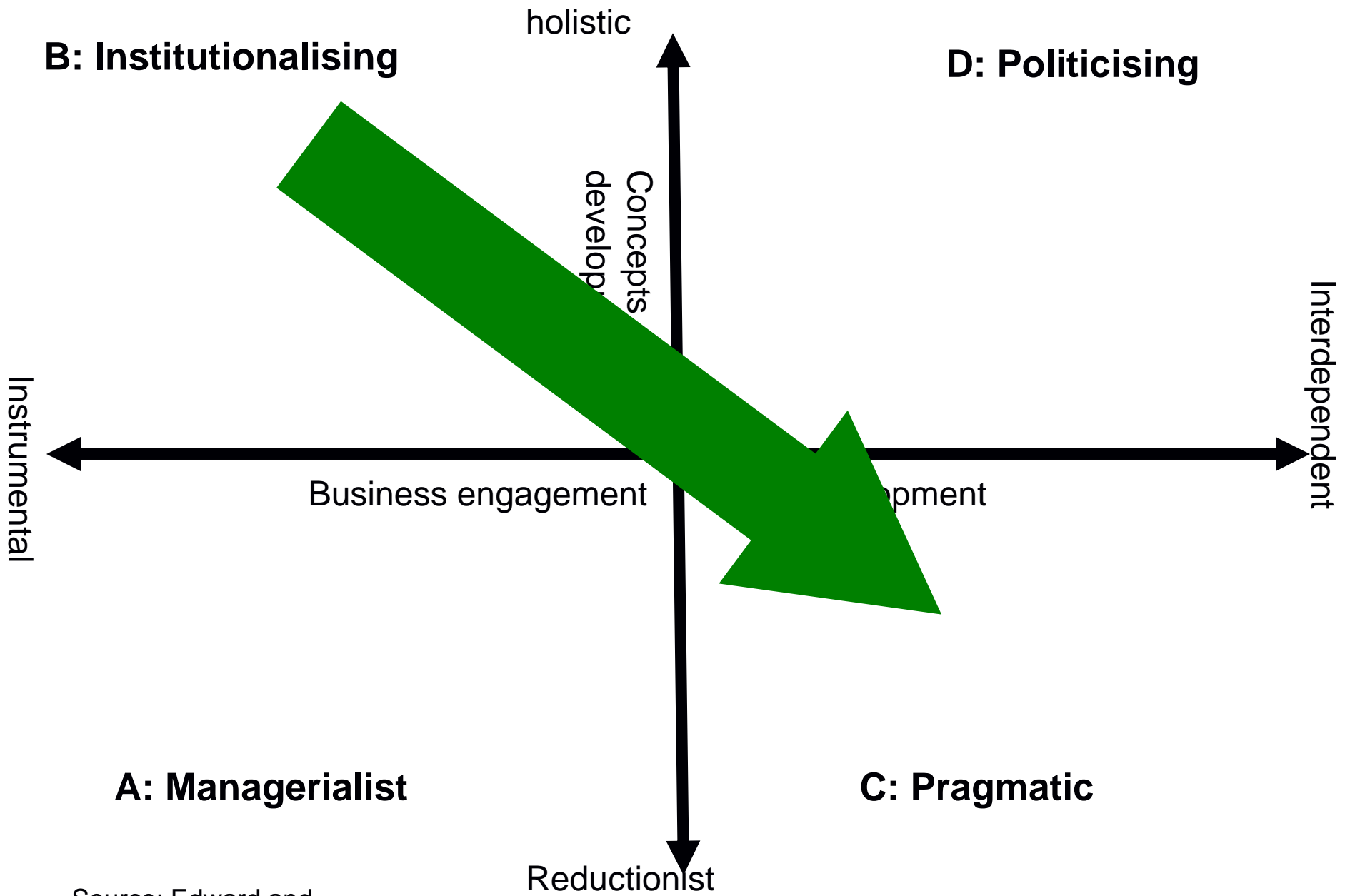
Lost opportunity to build up partnerships



Source: Edward and Tallontire 2009



Source: Edward and Tallontire 2009



Source: Edward and Tallontire 2009

Lessons for retailers and development

- Development is a political process
- Don't fear politics
- Recognise the reality of politics and all its messiness
 - Take time to understand the local situation
 - Don't run away too quickly
- The more we are “managerial”, the less we are able to promote major structural or systemic change

Sources

Peter Edward and Anne Tallontire (2009 forthcoming)
“Business and Development – towards re-politicisation”,
Journal of International Development

Anne Tallontire, Valerie Nelson, Maggie Opondo, Adrienne Martin (forthcoming) “Beyond the Vertical? Using value chains and governance as a framework to analyse private standards initiatives in agri-food chains”, *Agriculture and Human Values*

DFID-ESRC project, The Governance Implications of Private Standards Initiatives in Agri-food Chains, 2007-2010 (POPS project)

