SUSTAINABILITY, NGOs AND THE UK FOOD INDUSTRY

EFFIONG ESSIEN

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requirements of the University of Greenwich
for the Degree of Doctor of Philosophy

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DECLARATION

I certify that this work has not been accepted in substance for any degree, and is not concurrently being submitted for any degree other than that of a Doctor of Philosophy being studied at the University of Greenwich. I also declare that this work is the result of my own investigations except where otherwise identified by references and that I have not plagiarised the work of others.

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Effiong Essien

I declare the above statement to be true

_____

Dr. Tim Acott
SUPERVISOR

_____

Dr. Mike McGibbon
CO-SUPERVISOR

June, 2016

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ABSTRACT

The aim of the research was to assess critically the activities of FFNGOs working within the UK food industry and to explain their role in the emergence of a sustainable food supply chain. The research focused on the experiences of 106 UK based FFNGOs. In addition to an analysis of their websites, 42 semi-structured interviews were conducted with key officers and directors of these organisations; these were supplemented with an analysis of the corporate social responsibility reports of six major supermarkets to understand how the operations of FFNGOs were viewed by key stakeholders in the food supply chain. Taken together, the results were used to consider the diverse factors that influence the operation of FFNGOs including defining their goals and intervention strategies and identifying the best practices, opportunities and barriers that they face.

The research shows how FFNGOs are interacting with private and public stakeholders to redefine governance processes, power and social relations to introduce new values and transform food supply chain practices. The research reveals that FFNGOs have targeted three broad areas: change of production and supply chain processes; creation of more sustainable and competitive products; and, improvements in consumer awareness. To achieve their goals FFNGOs use four approaches: engagement of stakeholders; partnership development; stakeholder empowerment; and, the development of networks. These approaches are being used to manage relations between stakeholders as FFNGOs seek to remove barriers, create platforms and integrate different views to broaden the scope and perspective of food sustainability beyond economics.

The research reveals how FFNGOs promote activities and strategies to encourage supply chain stakeholders to adopt sustainability practices and start the transformation of the food supply chain to one that is more inclusive and characterized by responsible use of resources, price equity and the spread of benefits to upstream operators. Concerns remain regarding public sector inertia, consumers' lack of awareness and private sector apathy, limiting the move towards sustainable practices. The research concludes that, in order to continue the change towards a sustainable supply chain, a key strategy is the development of multi-stakeholder tools and approaches to draw together diverse views and create a shared vision of a sustainable supply chain.

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'Food is at the heart of the sustainability challenge'

Sustainable Development Commission 2011

'Food is the stuff of life, but whenever we eat we confront difficult dilemmas.'

Food Ethics Council

CHAPTER 1: INTRODUCTION

1.1 Background

Sustainable food and agriculture have been discussed at length in recent years (Freidberg, 2004; Lang and Barling, 2012; Miele & Evans, 2010; Yakovleva, 2007; Yakovleva, 2009; Watts, Ilbery and Maye, 2005). There are perspectives that take a top down approach and focus on issues of global food supply in ways that minimize environmental and social impacts (Power, 1999; Alkon, 2008), as well as articulating human responsibility for the future (DEFRA, 2006a). Others (DeLind, 2002; Alkon, 2008) maintain that the transition to sustainability should be based on a holistic approach that includes resettling of people in civic agriculture, the importance of relocalisation, regional community and embedding operations in the local economy. A range of approaches to the sustainable production of food that contrast with the practices found within conventional agriculture systems, can be identified (Kloppenburg et al., 2000; Scrinis, 2007; Feagan, 2007). These approaches are driven by both the food industry and also broader society to achieve a balance between environmental, economic and social dimensions (Alkon, 2008). Food sustainability goes beyond establishing the ecological credentials of the food production-consumption chains and includes important social aspects, for instance tackling inequalities in health, gender and expression of fundamental human rights (Heasman & Lang, 2006).

Industrial food production techniques use vast amounts of natural resources, including water and energy (FAO, 2006) and their environmental, social and economic impacts are manifest through the life cycle of manufacturing, consumption and disposal (Aiking and Boer, 2004; DEFRA, 2006). As a result, Ilbery and Maye (2007) recognise that there is changing consumer confidence as a result of the negative externalities of industrial modes of farming, while Follett (2009), reflecting on the growing and deepening concern about social and environmental issues, questions the true value and merits of conventional modes of farming and food.

In order to reduce the impacts of production and consumption throughout the food chain there are different conceptual approaches to thinking about the future of the food industry (Hartlieb and Jones, 2009; Heasman and Lang, 2006; Reed, 2010). To achieve food sustainability, Heasman and Lang (2006) suggest there is a requirement for policy and strategic change. There are many suggestions on how to create a more sustainable food industry including organic approaches (Reed, 2010); changes in technological development (Van Passel 2013); a shift from a homogenous commodity to a more

segmented market (Ilbery and Maye, 2007) and the development of alternative food networks (Harris, 2009). The UK government, through DEFRA (Department of Environment Food and Rural Affairs), has set out a clear strategy and targets to deal with issues associated with food sustainability in its Food Industry Sustainable Strategy (FISS) (DEFRA, 2006a). The UK FISS emphasises local actions, collaboration and stakeholders. Recognising these conceptual approaches, this PhD thesis focuses on the pivotal role of food focused non-governmental organisations (FFNGOs) in the transition to a more sustainable food supply chain (FSC). The following section develops the rationale for the research and is followed by a statement of the aims and objectives of the research.

1.2 Rationale

It has been argued that the debate about the concept of food sustainability is a product of academics and policy makers rather than one involving consumers and manufacturers who form the bulk of the movement (Kloppenburg et al., 2000). By contrast, this PhD is grounded in the activities of FFNGOs and considers their role amongst a range of stakeholders involved in the FSC. The successful role of NGOs as key agents for social intervention and engaging civil society is well documented (Pyakuryal, 1989; Nicoll et al, 2002; Church and Lorek, 2007; Gibson, 1993; Skobly, 1996; Wakeman, 2005). However, despite a high level of credibility with the public, recent UK research assessing the role of NGOs in sustainable production and consumption suggests limited knowledge of key challenges they face and major deficiencies in understanding where they could create the greatest impact, such as partnerships with government and business (Church and Lorek, 2007). There is no systematic examination of the function, structure and strategies that NGOs use to tackle key issues (Johnson and Prakash, 2007) and food sustainability research is still in its early stages with the meaning, principles and processes resulting in best practice yet to be established (Franklin and Blyton, 2011; Agyeman, 2011).

If the UK government is to achieve its FISS targets, there is a need to ensure that the bulk of the stakeholders are engaged in behavioral change pertaining to food sustainability. The FFNGOs are key actors for bringing about change in the FSC. However, they are limited by resources and the complexity and expertise needed to acquire public and private sector funding (HM Treasury, 2002). This suggests economic constraints that might challenge the viability of NGOs' as well as their capacity to offer social change. A key element of this study is, therefore, to examine the range of strategies that diverse FFNGOs employ and to understand the conditions under which best practice operates within a challenging economic environment.

Different modes of production and consumption and the development of alternative food networks (AFN) have been put forward as part of the transition to a sustainable FSC in the UK (Marsden et al., 2000; Ilbery and Maye, 2006; Watts et al. 2005; Holloway et al., 2007). In order to move this transition forward there needs to be an understanding of the roles and activities of FFNGOs in transforming a productivist agricultural system to one that has the idea of sustainability embedded within it. The role of FFNGOs in this transition needs to be clearly identified and acknowledged. An important element is to explore how FFNGOs successfully engage stakeholders and explain the range of different intervention strategies they use as a basis for the promotion of best practice. This PhD thesis develops a model of best practice to fill the gap in knowledge regarding the operation of FFNGOs as part of the transition to a sustainable food industry.

1.3 Research aim

The overarching aim of the research is: To critically assess the activities of FFNGOs working within the UK food industry and to explain their role in the emergence of a sustainable FSC.

1.4 Objectives

To achieve the aim of the research there are five specific research objectives:

1. To explain the nature of the food industry in the UK and create a framework to describe what is meant by FFNGOs
2. To explore and critically assess the range of activities that FFNGOs use to intervene in the food industry identifying specific opportunities and barriers that they face.
3. To critically understand the views of FFNGOs on food sector activities.
4. To explore FFNGOs perception of consumers' attitude to sustainable food.
5. To create a model explaining successful FFNGO intervention in the food sector and determine the key drivers of change which promote adoption of sustainable food initiatives.

1.5 Outline of thesis chapters

Chapters 2 and 3 are literature based and they provide the research context needed in order for the subsequent steps of the study to be carried out. After exploring the meaning of SD and the importance of greening the corporate agenda, Chapter 2 uses four key themes to introduce the broad idea of sustainable development and how this concept has impinged on the production and supply of UK food. First, the idea of sustainable food is discussed. Secondly, sustainable food production and consumption in the context of the UK FSC are explored. Thirdly, the importance of 'power relations' in the context of food supply and sustainability is presented. The final section describes the differing roles of the state, retailers and FFNGOs in the transition to a sustainable FSC. The above themes provide the basis for addressing the role of FFNGOs in the transition towards food sustainability in the UK which is discussed in chapter 3.

Chapter 3 uses four themes to explore the existing conceptual approaches to understand the role of FFNGOs in transforming the UK FSC. The first section of this chapter explores what is meant by an NGO and considers theories that explain their operation. The second section advances the discussion from NGOs to FFNGOS and discusses their identity and interactions with the state and the market. This is followed by a description of stakeholder theories. It is suggested that knowledge of how FFNGOs operate to influence food companies is limited. Yet moving towards a sustainable food paradigm entails collective participation amongst groups of stakeholders. The chapter concludes by considering how stakeholder theories have helped to understand the interactions between FFNGOs, the state and the market.

Chapter 4 describes the methods used in collecting and analyzing the research data. This research is based on an analysis of 106 websites and 42 interviews, plus an analysis of 6 CSR reports of retailers. The philosophical background to the research as well as the different stages of the research is described. Justification of the choice of qualitative methodology used and reasons for a combination of methods are explained. The chapter also describes how a decision tree was deployed to select and classify research participants and how different sources of data were used, collected, coded, organized and transcribed. Finally, the methods used for data analysis are explained and some limitations identified during the course of the research are discussed.

Chapter 5 considers the key characteristics of FFNGOs and a classification is presented to differentiate between different FFNGOs on the basis of strategies they employ, what goals they are seeking to achieve and the range of interventions used. At the end of this chapter the reader should have a clear picture of the diversity of different types of FFNGOs and the multiple ways they engage with the FSC.

FFNGOs have a range of different supply chain stakeholders with whom they engage. Chapter 6 describes those different stakeholders and gives examples of the different ways FFNGOs engage with them e.g. technical advice and capacity building. The relationship between stakeholders and FFNGOs can be understood by using multi-stakeholder models of Shared Value (Porter and Kramer, 2011) and Clearing House (Freeman and Phillips, 2002). The Chapter also describes the range of issues that FFNGOs engage with (e.g. managing waste and pesticide use) and from that explores the multiple intervention strategies that go beyond a purely economic dimension. Examples are provided of different ways in which FFNGOs exert influence on the FSC e.g. policy, CSR and ethical standards.

Chapter 7 explores the different dimensions of a sustainable UK FSC, for instance opportunities, barriers, scope of activities, drivers and best approaches. The chapter also draws together the insights from previous chapters to present an account of FFNGO activity as central stakeholders in transforming the UK FSC towards a sustainability paradigm. By doing this the chapter presents a model that describes successful interventions by FFNGOs across the FSC. The model emphasises that transformation entails negotiation of complex, heterogeneous elements of the FSC while recognising that intervention cannot be restricted to an economic dimension alone.

Chapter 8 provides a final summary of the main findings, the conclusions reached, suggestions for further research, policy implications and some personal reflections on the work undertaken.

1.6 Summary

The transition to a sustainable food landscape in the UK remains highly complex. As explained in section 1.1, many different conceptual approaches have been used to think about the future of the food industry (Harris, 2009; Lockie, 2009; Follett, 2009; Van Passel, 2013; Marsden et al., 2000; Watts et al., 2005; Holloway et al., 2007). Policy and strategic change are crucial elements in moving towards a future where the idea of sustainability is centrally embedded in all areas of the FSC. Although the Government has

used FISS to set clear strategy and targets for achieving food sustainability, there are other competing visions of the meaning (Van Passel, 2013) of sustainable food in the UK (section 1.1); this results in a highly contested landscape of multi-stakeholder activity tied loosely together by the shifting idea of sustainable food. The goal of more sustainable patterns of production and consumption could be facilitated by untangling some of the complexity of the UK FSC and understanding how FFNGOs operate to shift the balance away from a productivist driven enterprise towards one that incorporates the multiple dimensions of sustainability. This thesis reports on the empirical work that has been carried out to explore the activities of FFNGOs in the UK and develops a model to explain best practice. The following chapter begins by introducing various narratives and perspectives of food sustainability and how this concept has impinged on the production and supply of UK food.

CHAPTER 2: SUSTAINABLE DEVELOPMENT AND UK FOOD

2.1 Introduction

Sustainable development is regarded as a model for societal development, providing the direction in which social development ought to go and the basis for policy assessment (Christen and Schmidt, 2012). Sustainable development is said to offer new understanding of the relationship between social and environmental phenomena (Lele, 1991). The most commonly used definition of sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987: p. 43; Porter and Kramer, 2006). However, the meaning of the concept is contested and critics have presented it as lacking intellectual and conceptual clarity (Lele, 1991; Williams and Millington, 2004). Nevertheless, sustainable development remains popular as a concept that embodies a high quality of life, prosperity for all, environmental health and social justice, while recognising the interdependence and shared reinforcing goals of environment, society and economics (ISO, 2010:4). Sustainable Development has been presented by Connelly (2007) as a multidimensional concept that includes environmental sustainability, social justice and participatory democracy.

Sustainable development in the 1980s initially focused on states and macroeconomics. The implication of the SD concept for business was explored at the Rio earth summit in 1992 when the call was made for a rethinking of the objectives and consequences of business (Crane and Matten, 2010). This notion of the interrelationship of business and society embedded within the SD concept impinges on Sachs' (2012) definition of SD as a 'triple bottom line approach to human wellbeing' (pg. 206). The key point here is that even though SD is broadly accepted as an idea that promotes a high quality of life and prosperity for all, there is no single way of describing it as there are many different interpretations. These alternative viewpoints imply that adherents to SD may hold strongly to any possible combination of meanings without necessarily embracing all three social, economic and environmental dimensions (Lele, 1991; Williams and Millington, 2004; Connelly, 2007).

Sustainable development recognises the interdependence and shared reinforcing goals of environment, society and economics and has real implications for food chain sustainability. Although originally focused on public policy, the concept was soon extended to companies as triple bottom line accounting to establish the interrelationship of environment, society

and economics in doing business (ISO, 2010; Elkington, 1994; Oosterveer and Sonnenfeld, 2012). Even though there are diverse interpretations, SD has prompted meaningful responses from the corporate world by encouraging companies to achieve commercial success in a manner that promotes ethical values and respect for people, communities and the natural environment (Porter and Kramer, 2006; Crane and Matten, 2010:32). In their explanation of ecological modernisation, Connelly (2007) and Williams & Millington (2004) described the possibility of reconciling economic growth and environmental protection. In other words, it appears possible that improvements in economic growth and efficiency can still take place alongside sustainable use of natural resources. The broader implication of the SD concept is that companies would now be expected to go beyond creating value for shareholders, to begin to take responsibility for social and environmental impacts imposed upon their stakeholders (Porter and Kramer 2006). In the context of this research, companies within the food sector face significant challenges in how they responsibly tackle the impacts of their activities on stakeholders (FAO, 2006).

Having considered the meaning of SD and the importance of greening the corporate agenda the rest of this chapter explores four key themes associated with food and sustainability. First, the idea of sustainable food is explored. Secondly, sustainable food production and consumption in the context of the UK FSC are discussed. This is followed by a description of the importance of 'power relations' in the context of food supply and sustainability. The final section describes the differing roles of the state, retailers and FFNGOs in the transition to a sustainable FSC.

2.2 Understanding sustainable food

There are many ways that the idea of food sustainability has been articulated; examples include: advocating a move from a conventional productivist mode to a more sustainable food path by linking 'food miles' with climate change (Millstone and Lang, 2004); recommending localisation as a key concept in sustainable food systems (Pretty and Hine, 2001); and illustrating severe differences between conventional and alternative food networks and a need to move towards a regional food economy (Maye and Ilbery 2006). Broad discourses have emerged around sustainable food that suggest integration of concepts such as food system keepers, ecological modernization, civic agriculture, sustainable diets, carbon footprint, climate change, food miles, organic food, ecological footprint, clean technologies, fair trade and the triple bottom line (Kong et al. 2002; Wilkins, 2005; SDC, 2011).

The development of these discourses around sustainable food has occurred against the backdrop of a growing interest in sustainable development and also in response to what Ilbery and Maye (2007) call 'political and policy realities' that recognize market power. Watts, Ilbery and Maye (2005) noted a shift in agro-food geography from a productivist model of agriculture to more segmented and alternative modes. Ilbery and Maye (2007) contrasted the conventional productivist modes of food production with the alternatives, describing the former as dominant, delocalized, homogenous and causing more environmental damage, with the latter described as segmented, post-productivist and relocalized in nature.

There are numerous ways to conceptualise the spatial relationships of food networks (Holloway et al, 2007; Policy Commission, 2002; Murdoch, 2006; Follett, 2009; Harris, 2009; Wilkins, 2005; Lockie, 2009; Marsden et al. 2000; Oosterveer and Spaargaren 2011; Charles, 2012; Ciolos, 2012; Watts, et al. 2005; Sage, 2003). Murdoch (2006) suggests that there are two distinct modes of food spaces, characterized by industrialization on the one hand and local foods on the other. In a similar way Follett (2009) classifies food networks into three economic models. In the first model wealth (value) is redistributed back to farmers by selling directly to consumers. In the second model transparency of the farmers' practice is used to re-instil trust and regard with consumers. In the third model, by using alternative methods of production and marketing channels, farmers have introduced space for new forms of political association and market governance.

Follett argues that using alternative channels of direct sales and local markets would introduce a backward flow of redistribution of wealth (value) to farmers as opposed to the conventional flow towards the retailers. In other words, the first form of competing space is convenient, industrialised, prescriptive and simplified while the second form is artisanal, complex and providing relational attachment to place and culture. As food production activities occur in extensive spatial areas, just as consumption in differentiated cultural spaces, it follows that any reforms, be they industrialisation or deindustrialisation, could only effectively take place in spatial terms (Murdoch, 2006). Murdoch (2006,) uses the concept of MacDonald's to provide an example of standardised industrial and accelerated food, while at the same time using the slow food concept to demonstrate a growing alternative idea of food networks rooted in artisanship, tradition, deceleration and appreciation of taste. Even though the industrialised conventional form is dominant over the other, both systems coexist with each other within the FSC.

Holloway et al. (2007) consider the potential that 'alternative' modes of food production - consumption have in contributing to rural development efforts and to influencing power relations in food supply systems. These alternative modes include farm shops, farmers selling at farmers markets, box delivery schemes, community-supported agriculture and urban community gardens. Short circuiting the conventional supply chain through alternative modes has also been viewed as being more natural and localised (Marsden et al. 2000).

The different ways of articulating the idea of sustainable food discussed in the preceding paragraphs are reflected in the practical challenges faced in the transition from the dominant productivist system to a more sustainable FSC. The following section discusses the main challenges that have been identified in moving the FSC to a sustainable future. This is followed by a discussion of the importance of power relations between different stakeholders to implementation of sustainability in the food sector. The final section contrasts the role of the state, retailers and FFNGOs in delivering a sustainable FSC.

2.3 Understanding the UK FSC and sustainability challenges

Food production and consumption have a direct impact on natural ecologies and human health. Issues include chemical use, pesticides, food security, food safety, environmental degradation, waste disposal, monocultures, economic practices, animal welfare, energy use and biodiversity. These issues overlap both primary production and consumption and result in a range of responses including suggestions for radical food supply changes in policy and practice (Oosterveer and Sonnenfeld, 2012; Flynn and Bailey, 2014). One response is the emergence of 'sustainable consumption' which is believed to provide opportunities to influence and shape the FSC (Ilbery and Maye, 2007). Although the term is clearly a contested concept (Jones et al., 2009) it had its origin at the Rio Earth Summit in 1992 and has become a core policy element for the UK sustainable development strategy (Jones et al., 2009). Dahl (1998) defined sustainable consumption in terms of the crucial need to keep within the limits of global resource use. A key assertion is that consumers have the power to influence change in the supply chain even if this power has been weakened by the corporate agenda.

A clear definition of sustainable food has been given (Sustain, 2002) as food that meets a number of the following criteria: proximate, healthy, fairly or cooperatively traded, non-exploiting, environmentally beneficial, accessible, high animal welfare standards, socially

inclusive and encouraging knowledge and understanding of food and food culture. Seven guiding principles of sustainable food (table 2) have been provided for people and businesses that want to adopt a sustainable approach to food in their activities and organizational operation (Sustain, 2012).

Table 2.1 Guiding principles of sustainable food (Source: Sustain 2012)

1. Use local, seasonally available ingredients as standard, to minimise energy used in food production, transport and storage.
2. Specify food from farming systems that minimise harm to the environment, such as certified organic produce.
3. Limit foods of animal origin (meat, dairy products and eggs) served, as livestock farming is one of the most significant contributors to climate change, and promote meals rich in fruit, vegetables, pulses, wholegrains and nuts. Ensure that meat, dairy products and eggs are produced to high environmental and animal welfare standards.
4. Exclude fish species identified as most 'at risk' by the Marine Conservation Society, and choose fish only from sustainable sources - such as those accredited by the Marine Stewardship Council.
5. Choose Fairtrade certified products for foods and drinks imported from poorer countries, to ensure a fair deal for disadvantaged producers.
6. Avoid bottled water and instead serve plain or filtered tap water in reusable jugs or bottles, to minimise transport and packaging waste.
7. Promote health and well-being by cooking with generous portions of vegetables, fruit and starchy staples like wholegrains, cutting down on salt, fats and oils, and cutting out artificial additives.

These principles have been used by many public institutions, including some universities (Hall, 2010) and other organizations to underpin their sustainability strategies. Crucially three fundamental outcomes of a sustainable supply chain have been identified;

- A thriving local economy and sustainable livelihoods.
- Protection of the environment and diversity of plants and animals.
- Provision of social benefits and educational opportunities to the community (Hall, 2010; Sustain 2012).

The UK FSC begins with agriculture at one side and ends ultimately with household consumption at the other end of the spectrum (Yakovleva, 2007). Figure 2.1 shows in simplified form the distinct components of the FSC starting from agriculture at one end

and terminating at the other with the ultimate food end users, the consumers. It also shows an unbroken array of links from primary producer to consumers. Although figure 2.1 succeeds in linking the core elements of the FSC, the very important economic sophistication of the sector may not be very apparent from this figure as there are embedded economic linkages at each stage of the chain. A more sophisticated representation is presented in fig. 2.2.

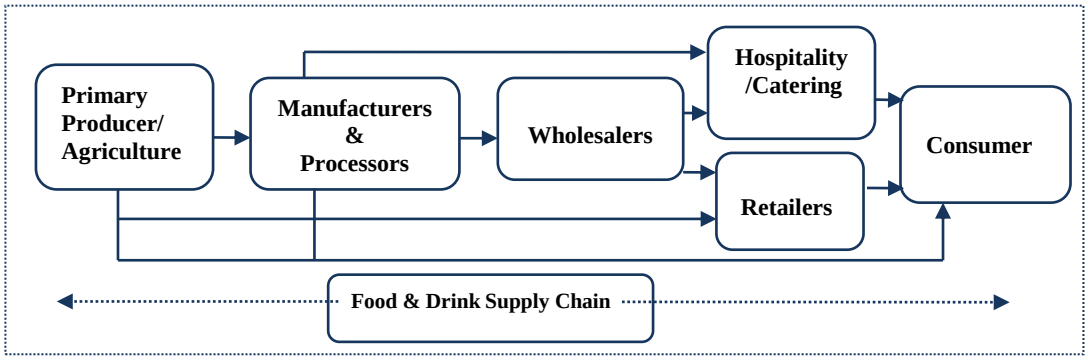


Figure 2.1 Major elements of UK FSC (Source: Improve, 2011)

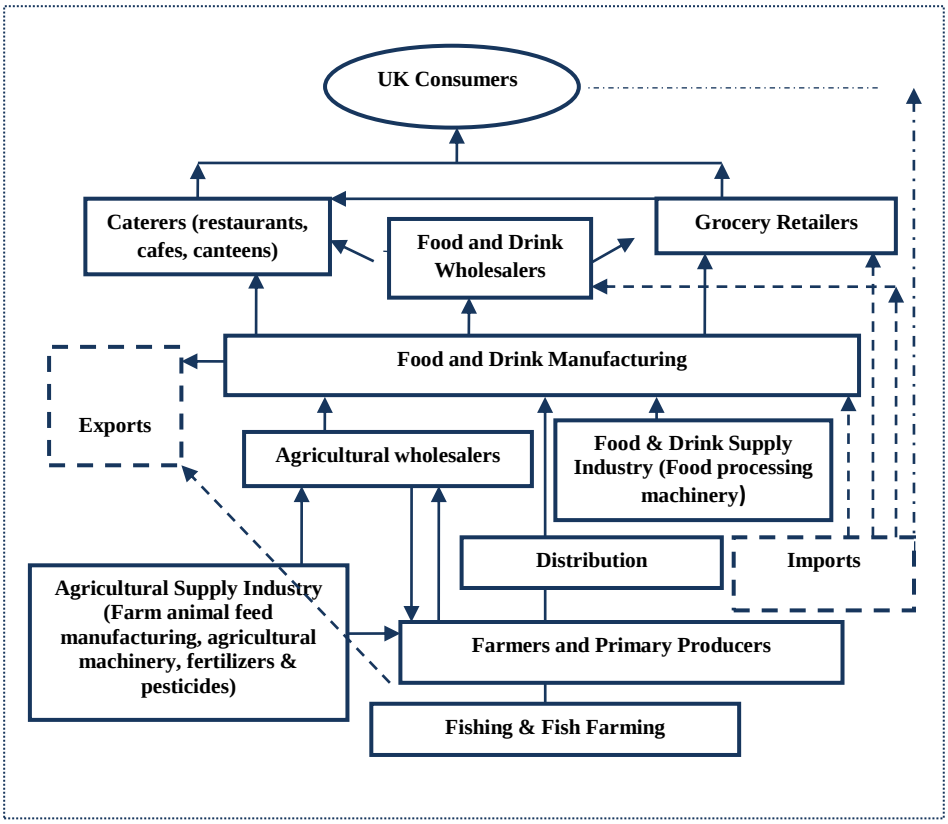


Figure 2.2 the UK food Supply Chain (Source: DEFRA, 2006a)

Figure 2.2 provides an understanding of the economic sophistication of the FSC and shows economic activities and flows of resources which empower the production, distribution and consumption of food and related services (DEFRA, 2006a; Yakovleva, 2009). Fig 2.2

starts to show the limitations of using a 'chain' analogy to describe food supply as the chain masks much of the complexity derived from the operation of social, economic, geographic and political influences. As the UK supply chain is part of the global FSC, it is driven by forces of globalization (apparent loss of regional and national boundaries in movements of raw materials and final products to minimize cost and maximize profit) and consolidation (strategic weakening of independence of small operators followed by increased strengthening of dominant brands in pursuit of higher profit) (Oosterveer and Sonnenfeld, 2012). There are also challenges such as natural disasters, causes and consequences of environmental change, public health, price volatility, climate change, energy prices, food demands for growing populations and use of biofuels that have come together to further compound complexity.

Economics, the power of the retailers, policy and regulations, social trends and new technologies all influence the current evolution and dynamics of the UK FSC (HM Government, 2010). But more specifically, concerns around food safety, security and supply are global and have continued to be superimposed over a raft of other concerns relating to prospects of increased productivity, resource efficiency, competitiveness, obesity, consumer health, and high quality convenience foods. It is important to understand the complexity and interconnectedness of the UK FSC coupled with its dominant conventional modes of operation that link food provisioning and environmental concerns. These include soil erosion, concentrated use of pesticides, excessive fertilizers and water use, reducing attractiveness of the landscape, irresponsible treatment of animals and pollution of the natural environment (Oosterveer and Sonnenfeld, 2012; Flynn and Bailey, 2014).

Another element of this complexity is the diverse mix of different scales and sizes of businesses from world-class companies coexisting and trading with small individual family managed farms and suppliers with very limited income (DEFRA, 2002). The implication for this global interconnectedness of the UK FSC (through the import export linkages as shown in figure 2.2) is that the large corporations within the FSC can flood the global markets with very low commodity prices thereby reducing the competitiveness of small farmers who may eventually be rendered bankrupt and forced out of the farming business (Oosterveer and Sonnenfeld 2012).

The depth and the exact content of these concerns vary considerably since activities in the FSC distinctly shape and interact across multiple ecologies such as physical, human, plant

and animal (Marsden and Morley 2014). It is perhaps better to think of food supply in terms of a complex web of composite interacting parts (Foresight, 2011) rather than a linear chain. Tansey (2003) suggests that the complexity of this web is also reflected in the multiple interconnecting components which are broadly biological (the living processes and ecological sustainability that food production relies upon), economic and political (historical interaction of economic and political forces upon which today's FSC evolves) and social and cultural (complex and interacting needs driven by psychological, physiological, social and cultural drivers and humans striving to satisfy them). The extent of this interconnectedness is global in nature enabling the movement and trading of diverse raw materials through to finished products with the aim of minimising cost and maximising revenue (Foresight, 2011).

As an important economic sector the FSC offers employment and serves as a means of direct income to many individuals and families. The Food and Drink Skills Council in its report (Improve, 2011) presents the UK FSC as a very important sector contributing significantly to the UK economy in the following ways: by generating an annual turnover of £412billion; employing 3.7 million people accounting for 14% of the total workforce in the UK; representing the highest employing industry with 289,500 businesses; and achieving exports worth £16.1 billion in 2010. In 2008, the UK imported food worth £31.2 billion (HM Government, 2010), which highlights the significance of the global FSC issues to the UK economy in general and more specifically to the functioning of the UK FSC. As a result of the scale and sophistication of the FSC, the UK has achieved 74% self-sufficiency in domestic production, with the management of at least 70% of land in England in the hands of the farmers (DEFRA, 2006a; Hutton, 2001).

As seen from its level of economic sophistication, the UK FSC has developed highly specialised production, processing and distribution, catering and retail systems that permit it to contain and respond to the culture of mass production and consumption (Yakovleva, 2007; DEFRA, 2006a). This has resulted in increasing the distance between food producers and consumers, with the added problem of excluding the economic benefit to farmers that occurs post farm gate since most of the economic value of food is generated in the processing and retail stages (Foresight, 2011). An important sustainability challenge for the UK FSC is how the different stages from producer to processor and consumption are integrated (Oosterveer and Sonnenfeld 2012). The different responses to this from the state, the market and FFNGOs are discussed in sections 2.4.2, 2.4.3 and 2.4.4 respectively. A food manufacturer or processor may act as a customer to one component of the chain

while serving as a supplier to another. These relationships, existing through sets of connections and flows of materials and resources, support the formation of linkages between agricultural production, food manufacturing through to distribution and retailing (Yakovleva, 2007).

Key challenges of the UK food supply chain	
Sector	**Challenges**
Farmers	Improve profitability, productivity and competitiveness, and produce safe food sustainably and in line with what the market wants. Build a highly skilled and innovative sector. Manage risk and plan for climate change.
The fishing industry	Ensure that fishing is a highly skilled industry, attractive to new talent and using the right technology to fish sustainably. Help fishing to provide livelihoods for coastal communities. Manage risk and plan for climate change.
Food processors	Develop sustainable supply chains. Improve resource efficiency, and build a highly skilled and innovative sector. Manage risks and plan for climate change. Ensure food safety.
Retailers	Develop and maintain resilient supply chains and help consumers lead greener and healthier lives. Improve resource efficiency, and build a highly skilled and innovative sector. Manage risks, and plan for climate change. Ensure food safety.
Food Service	Develop and maintain sustainable supply chains and help consumers' lead greener and healthier lives. Improve resource efficiency and build a highly skilled and innovative sector. Manage risk and plan for climate change. Ensure food safety.
Consumers	Find out more about food – how and where it is produced, and how to eat healthily. Use their influence and spending power to support those who produce sustainable and healthy food. Waste less food.

Table 2.2 Key Challenges of Current UK FSC (Source: HM Government, 2010)

Despite the economic achievements of the FSC sustainability challenges cut across the different stages of food provisioning. Table 2.2 lists these challenges which may include unsustainable consumption patterns, lack of access to food by all, avoidable food related illnesses, imbalance in future sustainable supply and demand for food, inefficiency in resource use, environmental and soil degradation, risks to biodiversity and ecosystems posed by current food systems (Sage, 2003; Sustain, 2002; DEFRA, 2006b; HM Government, 2010; Foresight, 2011; Bailey, 2007).

The increasing distance between the producer and consumer has highlighted a major concern about consumers' detachment from the supply chain process as a result of the shield that large supermarkets create between the reality of what happens in the farm and

in the food chain as a whole (Sustainable Development Commission, 2005). Sage (2003) describes the mainstream food industry as 'treadmill agriculture' due to its emphasis on standardization. This single focus on economic efficiency with disregard for social and environmental impacts has strongly influenced the current state of the FSC and has resulted in what Tansey (2003) has described as an overfed industrialised world. To enable change in the FSC and transition from 'treadmill' approaches to new forms of production and consumption it is necessary to reflect on the power relations between different stakeholders. The exercise of power underpins how different parts of the supply chain are shaped and influenced by the strategies needed to bring about change in the future.

2.4 Power relations

Balancing power relations across the UK FSC is an important aspect in the transition to a sustainable future. The supply chain is predominantly retailer led and is characterised by contested power relations with overwhelming corporate control (Lang, 2010; Marsden, 2010). The process of globalisation has allowed international food companies to exert their dominance within the FSC. For over two decades a relatively small number of businesses have come to dominate the global supply chain (Figure 2.3) and their presence is very visible from the suppliers' stage through to manufacture, wholesale and retail thereby raising concerns over corporate dominance (Foresight, 2011). For instance, a small number of large UK retailers have market power over the 7000 suppliers to the sector (Parfitt et al., 2010). It is partly for this reason that the morality of modern standardized modes of production has been questioned not just due to food safety scares, like BSE, but also because of this global commoditized format and dominance. This dominance has sparked a widespread cultural revolt from consumers and the emergence of the organic food, animal welfare and other movements representing alternative forms of production (Sage, 2003). It should also be noted that the dominance of centralised retail and distribution may offer higher economic benefits but it also imposes loss of independence and autonomy resulting in uniformity, placelessness and tastelessness of food (Sage, 2003).

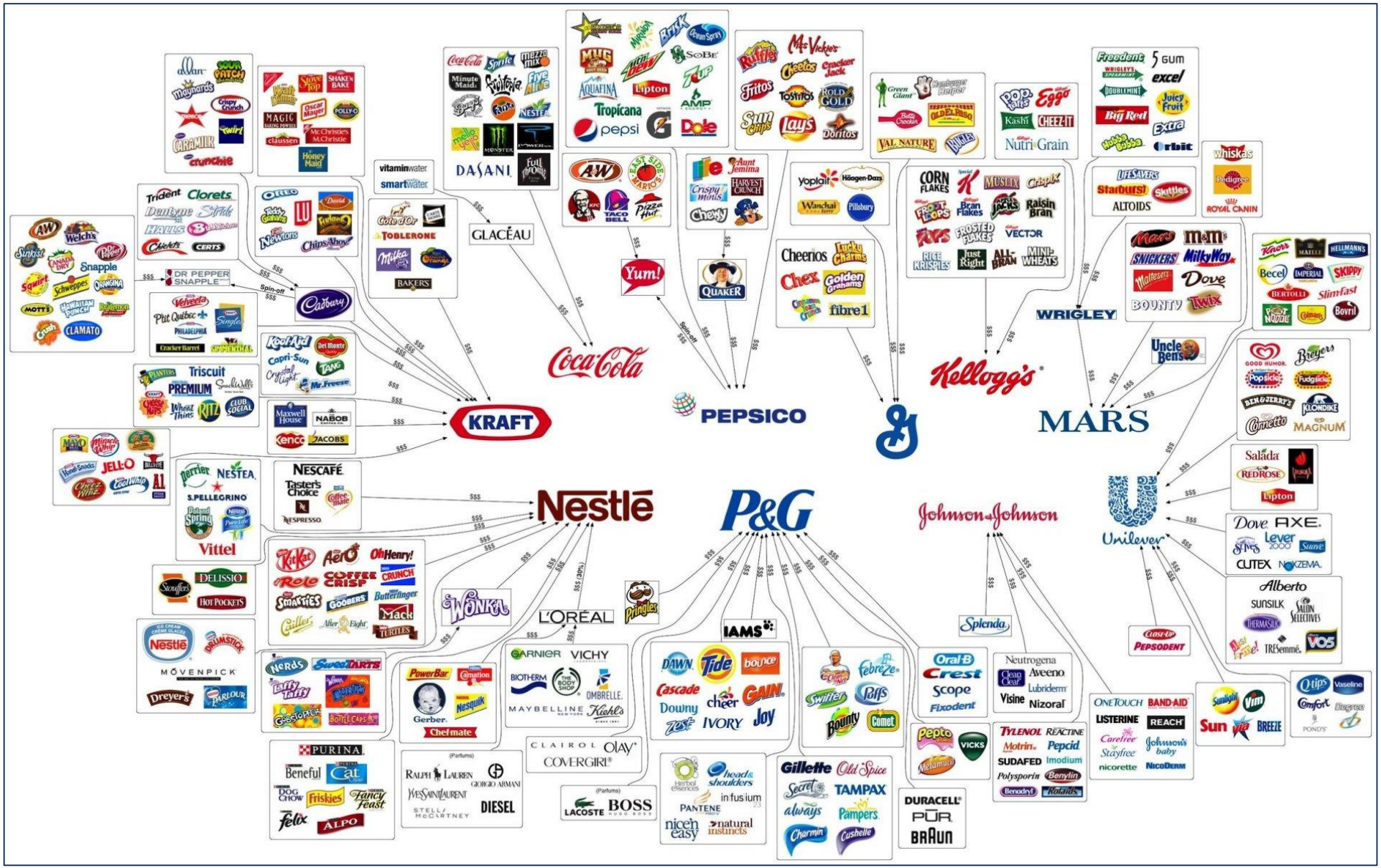


Figure 2.3 Major brands owned by ten corporations (Source: Ward, 2012)

Globally the top ten companies command a 28% share of the food market, 50% of the seed market and 82% of the pesticides market (Oosterveer and Sonnenfeld, 2012). The rising power of multinational food and agribusiness corporations is also depicted by the global integration of agrifood systems (Oosterveer and Sonnenfeld, 2012). Besides their capture of market share, these corporations also control the suppliers by defining and setting conditions for quality, packaging and standards of delivery (Oosterveer and Sonnenfeld, 2012). Concentration in the supply chain is very visible and recognised as a dynamic process often with significant consequences for small-scale farmers and agricultural workers. Concentration has increased buyer power creating problems in achieving fair, open and transparent markets (Carstensen 2008). Marsden (2010) relates the current decline in productive capacity of UK farm businesses to the domination of retailer and food caterers negotiating power creating disadvantages for farmers. Within this context farmers are seen to play the role of price 'takers' instead of price 'givers'. A reorientation of policy that tackles these power imbalances is proposed to strengthen the position of farmers (who are arguably the least powerful stakeholder) by supporting them to capture market share and power (Marsden, 2010).

In the UK, the *Groceries Market Investigation* of 2008 acknowledged that relationship issues exist, and its aim was to address these issues between retailers and their suppliers (Competition Commission, 2008). Buyer power, agribusiness concentration and vertical integration are common denominators among commodity buyers, food processors and retailers. This can depress prices that are paid to food producers for their produce at the bottom of the chains. Knock on effects can include lower incomes for producers and lower wages for the workers employed by them, plus reduced investment ability for the future and weaker capacity to climb the value chain (Connor, 2003). Carstensen (2000) warned that highly concentrated markets within the supply chain can inflict unnecessary costs on our society and such costs are social, economic and political in nature. Disproportionate use of power and information between the buyer and seller can lead to market distortion characterised by lack of fairness, access, efficiency and transparency (Carstensen, 2008).

There are two ways to understand the mechanism of power relations. First, 'grave disproportionality' is where there are relatively few buyers in comparison to a large number of suppliers providing the opportunity for the buyer to exercise substantial power over the price and the conditions in which the products are supplied. Second, when the buyer is also the seller a condition exists where the 'buyer power is the mirror image of seller power' (Carstensen, 2008). Both contexts allow the buyer to constrict food

provisioning channels through which food reaches the consumers (Carstensen, 2008). De Schutter (2011) maintains this market arrangement controls a significant part of the supply chain and places the powerful buyers as the gatekeepers through which sellers are directed in order to enter the global market. It allocates tremendous power to the buyer to set prices and distort markets in favour of the commodities they buy and process. The result is that in the end producers are paid less and the low price is not necessarily passed onto the consumers (Carstensen, 2008; De Schutter, 2011). The impacts of the buying power of UK grocery retailers include shifting the costs of standards compliance and other risks in such a way as to lower market prices for the suppliers (Carstensen, 2008; Smithers, 2010).

Buyer power abuse and concentration goes beyond pricing to include shifting of cost and risks to suppliers. The traditional argument, which seeks to validate power abuse, has always been that the cost savings due to buying power are passed onto consumers (De Schutter 2011). DFID (2004) attributed the strategic success of the ASDA and Morrisons supermarkets to their capacity to squeeze the supply chain in order to pass on lower consumer prices, in turn enabling further growth in market share. In addition, such companies have been able to enhance their positions through use of own label products to generate huge revenue and enhance corporate image and customer loyalty. The Competition Commission (2008), while agreeing that in many respects consumers have gained benefits such as value, choice, convenience and innovation from the power of concentration, also acknowledges that there are aspects of consumers' short and long-term interests that may be damaged by the nature of this relationship.

Carstensen (2008) states the ordeal and uncertainties of sellers switching over to a new buyer (as a result of risks and cost) can sometimes outweigh the perceived gains, making sellers stay with current buyers even when a substantial burden has been imposed upon them. Some of the barriers to switching buyers are associated with the transaction costs and risks in testing options, the appraisal of the fit of products, the buyers requirements, the time and effort needed to find alternate buyers, and the potential waste of effort if at the end the producer cannot make a sale (Carstensen, 2008). The constantly evolving situation of global food provisioning imposes changes in the power relations and position of the farmer. Faced with food market globalisation not all small farmers are able to survive the changing dynamics of the global markets and withstand the economic turbulence. Some have faced sudden bankruptcy and have been forced to exit the farming profession (Oosterveer and Sonnenfeld, 2012).

Oosterveer and Sonnenfeld (2012) reported that power relations have also impinged on the changing politics of food whereby the role of national governments is diminishing while food business operators are setting the rules on provisioning of food. The implication is that the state is increasingly weakened at the time the need for intervention is increasing. Oosterveer and Sonnenfeld argue that there needs to be a shift in approaches to see a more collaborative engagement with retailers and FFNGOs. A process of deploying stakeholders instead of regulations is what Oosterveer and Sonnenfeld (2012) describe as shifting the balance of power from a top-down to a more collaborative approach. Interactive governance processes where each of the actors (the state, market and FFNGOs) synchronises their action to provide interventions are recommended as an effective approach towards sustainability (Lang, 2010; Marsden, 2010; Oosterveer and Sonnenfeld, 2012). The contrasting roles of the state, the market and FFNGOs are considered in the next section.

2.5 Roles of the state, market and FFNGOs

Having considered power relations in the previous section, the following three sections will explore the roles of the state, market and FFNGOs in a sustainable FSC.

2.5.1 The state and the Curry Commission

The government, through DEFRA, has a responsibility for providing leadership in policy development, and for mobilising other departments of government and public sector bodies involved in developing joined up policies for the sector (HC, 2009). Since its foundation in 2001 DEFRA has been a key part of government involved in putting food policy in place to guide the operations of the FSC (Improve, 2011). The devastating consequence of food and agricultural activity became clearer at the outbreak of foot and mouth disease in 2001 which brought into focus that a change in direction was needed in how farming and food was approached (Policy Commission, 2002; SDC, 2011). The UK government called for investment and a whole change of mind-set from a productivist model, with emphasis solely on profit, to a more sustainable UK food sector. To that end, a policy commission examining the state of farming and food, headed by Sir Don Curry, was set up in August 2001 and produced a report called ‘Farming and Food: A Sustainable Future’ (Policy Commission, 2002). The report helped to set the strategic direction for food and agricultural policy in the years that followed. An important recommendation of the commission was to consider the implications of sustainable development for UK

agriculture. Changes would require new and better farming practices, equitable and fair supply chain relationships and a re-orientation that gave protection to the environment and countryside (DEFRA, 2002). This review was part of a manifesto pledge made by the labour party which also included the reorganisation of MAFF and the creation of DEFRA.

The Curry Commission painted a very bleak picture of the UK food chain in relation to the three dimensions of sustainability. First, economically the sector was seen as not very competitive, being characterised by poor farmers on lower vocational qualifications compared to the rest of Europe and Japan and by poor levels of investment. Second, in terms of the environment the negative impacts outweighed the positive environmental benefits of agriculture. Third, with respect to the social dimension poor diets resulting in obesity, cardiac and respiratory diseases represented huge cost to the NHS.

The Commission gave the following recommendations that would introduce sustainability benefits to the FSC:

- assisting farmers to reconnect with the markets
- strengthening links in the food chain through greater collaboration and co-operation to create a more profitable farming sector that can compete successfully in increasingly open markets
- seeking fundamental policy reforms
- tackling the twin challenges of reducing environmental effects while enhancing the positive impacts of farm practices
- addressing the wider impacts of the supply chain, including the impact on climate change, on rural economies and communities, and on the nation's health

(Policy Commission, 2002)

The application of the Curry Commission recommendations implied that the UK government strategy would develop a triple bottom line approach to sustainability challenges (DEFRA, 2002). The strategy's overarching aim would seek collaboration of all the stakeholders, including the government, to work in partnerships in order to produce a competitive farming and food sector for the benefits of the countryside, wider environment, health and prosperity of all our communities (DEFRA, 2002; DEFRA, 2006b). The adoption of this strategy by the state would clearly mark a shift from previous policy priorities developed after World War II that focused on self-sufficiency in food through raising production, lowering the price of food and reducing food related health

issues (SDC, 2011). Part of the UK recommendations for policy reforms for a more sustainable food chain also recognised the need to allow demand for products to be directed by consumer concerns and requirements rather than dictated by subsidies linked production (DEFRA, 2002). Such consumer concerns were expected to include quality, convenience, safety, price and local food.

DEFRA alone was not expected to steer the FSC to sustainability. The Department of Health (2005) published an action plan on food and health entitled 'Choosing a better diet' to show a growing concern on public health especially in the area of people's eating habits. This communication pointed to the food industry, especially the supermarkets, as crucial partners in working to reduce the impact of food on health notably in areas of reducing salt, fat, sugar and calories. This recognition was, and still is, based on the public assumption that the food industry has a major influence on what people eat. According to the report, nine in every ten consumers do most of their shopping at a supermarket and half of the country's food comes out of just 1,000 large stores. Consumers are known to be eating increasing amounts of processed food prepared by the food industry (DH, 2005). The action plan called on the food industry and retailers to promote healthy eating and healthy choices for consumers. These policy responses by the government have clear implications in the transition to food sustainability and also identified other crucial stakeholders (i.e. food retailers, industry, and consumers) as part of that transition. The policy recommendations demonstrate the importance of the strategic state role in achieving reforms especially by seeking collaboration with consumers and market partners and taking a triple bottom approach to tackling sustainability challenges. The following section explores the role of the retail sector.

2.5.2 The retail sector

Food retailing, which is the largest sector of the UK retail landscape, has operators serving as active intermediaries between producers and the consumers. Retailers' unique position, daily contact and interaction with consumers allow them power and influence over other supply chain operators (Jones et al. 2009). Given its level of concentration, the UK retail footprint is huge, with the largest retailers employing over 500 employees giving the retail sector the greatest leverage in terms of sales turnover and performance. To illustrate, in 2007 the top ten UK retailers had 83% share of the market, while only four (Tesco, Sainsbury, Asda and Morrisons) controlled 63% of that share exposing retail dominance and profound impact on the environment, economy and society as well as attracting

opposition from pressure groups (Jones et al. 2009). Understanding the power and influence of the retail sector is essential to developing a perspective on sustainability of the FSC.

The retail sector has taken strategic actions to align the sector with sustainable development. In November 2001 (before the formation of Curry Commission in 2002) the British Retail Consortium (BRC) representing the retail industry published and launched its own innovative sustainability strategy entitled 'Towards retail sustainability – protecting our environment for the future' at its first major conference dedicated solely to a retail environmental agenda (BRC, 2001). The BRC stance may have contributed some pressure on the government for reform (Ilbery and Maye 2007). The 2nd Annual Retail Sustainability Conference took a cross-sectoral strategy approach and focused retailers on the priority issues of meeting sustainable objectives and targets in order to deliver tangible benefits (BRC, 2002). It also tried to answer some important questions on the key principles of sustainability, its practical implementation in a retail business, the European agenda, and the importance of retail sustainability to the UK's environmental, social and economic wellbeing.

Also with regards to the UK retail sector, a four-year progress review and action plan on eight sustainability issues was provided by BRC (2005) in 2005. To further demonstrate the sectors commitments, this document made reference to environment, retail crime and security, product development, consumer awareness, waste and recycling, operational best practice, retail supply chain best practice benchmarks and monitoring and reporting. Retailers and their processors were called upon to rethink their policies to promote local and fairly traded foods, avoid long distant transport / air freighted foods, and encourage an inclusive supply chain with diverse regional foods (Sustain, 2002). Also, in their strategic approach to resist statutory regulation major retailers have used their private standards to emphasise their commitments to sustainable development to the shareholders, government, customers and the general public (Jones et al. 2009). Furthermore, the use of the internet has been explored by the major retailers to publish sustainability and CSR reports in a manner that publicly captures and promotes such commitments. In their review of retailers CSR and sustainability reports, Jones et al. (2009) mentioned that achievements and initiatives on wide ranging issues and topics such as climate change, ethical trade and fair trade products, workplace diversity and inclusion, waste management and recycling, packaging, healthy eating and lifestyle, sustainable sourcing, animal welfare, supplier

relations, supporting local communities and economies, flexible working arrangements and charitable donations were reported on by retailers.

Food companies recognise their power in influencing consumer's preferences (Foresight, 2011; Jones et al., 2009). Just like the retail sector, in 2001, the Food and Drink Federation (FDF), the voice of the UK food and drink industry, the largest manufacturing sector in the country published their sector sustainability strategy. Building upon their 2001 strategy FDF (2007) launched an 'environmental ambition programme' for them to improve the environmental sustainability of the food manufacturing industry. By so doing the FDF was challenging member companies to target and explore environmentally friendly ways to do business by reducing the size of their carbon footprint, waste to landfill, packaging reaching consumers, water resource use and impact from transport.

This section has focused on exploring some of the ways retailers have organised themselves to tackle sustainability challenges. They have used their position to assert power over the entire supply chain of food demonstrating any intervention in supply chain reforms need to understand the importance of the retail sector. The following section looks at the role of FFNGOs toward reforms that promote sustainability.

2.5.3 Food focused NGOs and sustainability reforms

The role of FFNGOs in developing a more sustainable FSC is covered in greater detail in chapter 3. However, it is important to describe briefly their role alongside the state and retailers as stakeholders driving the broader sustainability agenda in the UK. The Policy Commission (2002) strongly recommended the need to invest more in the inherent value of local food markets for the increased benefits to the UK rural landscape and farming communities. Acting on this recommendation, Sustain, the UK alliance for better food and farming, highlighted the benefits and barriers to local food production and promoted sustainable local food, especially in the public catering sector as part of its sustainable food chains project (Sustain, 2002). Sustain also recommended an integrated approach that engages consumers, industry, farmers, food retailers, governments, local and national authorities as the best approach to removing barriers and nurturing growth of a more sustainable food economy and culture.

FFNGOs are spearheading the mobilisation of farmers to change their approach and thinking in producing and marketing food and are also working cooperatively with other

groups (Sustain, 2002). FFNGOs are pushing for a FSC that renegotiates the balance of power between farmers and supermarkets by promoting access to direct sales and local markets by farmers in order to use alternative channels and also invest in value addition for farm or shared facilities (Sustain, 2002). FFNGOs are insisting that policies from government and industry should be formulated to shift from productivist modes towards alternatives such as sustainable food, local food sourcing, formation of local food networks, local shops, public procurement that encourages local food and community markets, and Fair Trade (Sustain, 2002). FFNGOs are also initiating campaigns to promote consumer power to shape the sustainability agenda in areas of purchasing choices, putting pressure on retailers to have sustainability policies, joining community food networks and pressuring governments to take on policies that allow transparency on issues like labelling of food (Sustain, 2002).

FFNGOs recognise the influence of consumers on the FSC as they use their choices to alter patterns of food production and supply (Foresight, 2011). It is these consumer demands and choices that have driven companies to innovate new approaches to engage with the supply chain (Improve, 2011). However, the productivist agricultural system has been blamed for the gradual loss of consumer confidence in the ability of institutions to assure food quality and safety (Bredahl et al. 2001). FFNGOs have understood that assurances and schemes would sit well with consumer demand for production practices that are humane and environmentally friendly (Bredahl et al.2001). Miele and Evans (2010) mention that providing consumers with information through labels is a major means for driving technological change that promotes sustainability. Assurance schemes are one means to restore consumer confidence (SDC, 2005) and are an important tool in furnishing specific desired products and process characteristics. FFNGOs are leading in introducing innovative instruments such as assurance and label schemes as their means of participating in global governance of food (Oosterveer and Sonnenfeld 2012).

2.6 Conclusion

Sustainable development is a multi-dimensional concept that includes social, economic and environmental dimensions. The idea of sustainability and food has been captured in numerous conceptual ways including alternative food networks and regional food economies among others. The root of many ideas lie in the transformation of a productivist food producing system to a post-productivist regime with emphasis on various forms of localization and ways to maximize benefits for farmers and food producers.

In practice moving from a productivist to a post-productivist system will require reform of the FSC. While there are guiding principles of sustainable food, real change needs an understanding of the operation of the FSC and the various roles of different stakeholders within it. The complexity of food supply means that the analogy of a chain is somewhat outdated and a more realistic descriptor is that of a web of relations between different actors. An understanding of power between stakeholders provides insight to the effectiveness of developing and implementing strategies for a more sustainable supply chain in the future.

The differing roles of the state, retailers and FFNGOs in the transition to a sustainable FSC have been described. Clear guidance has been provided by the state in terms of the policy recommendations of the Curry Commission that could move food supply towards the triple bottom line accounting of sustainability. Similarly, the retail sector, specifically through the BRC, has outlined the importance of retail sustainability. Given the power of the sector to promote change its continued involvement is essential in delivering a more sustainable food system in the future. Finally, the importance of the role of FFNGOs has been outlined, including their pivotal position in negotiating relations between retail and farmers, for instance in the use of assurance schemes.

This chapter has outlined the highly complex nature of food sustainability which will only be achieved when;

- There is effective implementation across diverse stakeholders
- Standards and benchmarks are put in place and implemented
- Public policy is used to level the playing field
- A shift is made to mainstream alternative food networks and new spaces for food supply within the UK food landscape are developed

In conclusion it is suggested that a cross cutting strategy for reform that integrates diverse viewpoints, multiple bottom lines as well as social and environmental considerations is needed. There is a gap in our understanding of the ways that FFNGOs can successfully engage with FSCs to help the transition to a more sustainable future. The following chapter draws out in greater detail the concept and theories of FFNGOs as a major stakeholder including their nature and character in spearheading reforms in the FSC.

CHAPTER 3: UNDERSTANDING NON-GOVERNMENT ORGANISATIONS AND STAKEHOLDER THEORY (ST)

3.1 Introduction

Food focused NGOs (FFNGOs) are major stakeholders alongside the state and retailers in driving the broader sustainability agenda in the UK. They bring together diverse viewpoints and are actively spearheading the mobilisation of farmers on how food production and marketing could be approached in collaboration with other groups (Sustain, 2002). They have a major role in renegotiating the balance of power between farmers and supermarkets and in encouraging the spread of equity through alternative modes of production and marketing (Sustain, 2002). However, there is a gap in understanding the ways that FFNGOs are successfully engaging with FSCs in order to help the transition to a more sustainable future. This chapter explores existing conceptual approaches concerning the role of FFNGOs in reforming the FSC.

The first section explores what is meant by an NGO and considers theories that explain their operation. The following section moves from NGOs to FFNGOS and discusses their identity and interactions with the state and the market. This is followed by a description of stakeholder theories. The final section describes how stakeholder theories have been used to explain FFNGOs interactions with the state and market.

3.2 Definition and key roles of NGOs

In the UK NGOs employ 1.5 million paid staff and 1.6 million volunteers and are responsible for 6.8 per cent GDP (Lewis, 2006). The term NGO has no agreed legal definition and suffers from lack of identity (Edwards, 2009). Some authors differentiate the concept of NGO as one of the five groupings which constitute the broader category of what is known as civil society. The other four being professional associations, social movements, trade unions and traditional informal organisations (DFID 2004[1]; Edwards 2009). Even though many attempts have been made to explain the landscape of NGOs the line is still very blurred and hard to define in terms of their distinctness from other parts of civil society (Gray et al., 2006).

NGOs have been defined as third sector, registered, private, independent, non-profit organizations (Wellard and Copestake, 1993; Edwards, 2009; Cohen & Arato, 1994;

Hodgkinson & Foley 2003; Gray et al. 2006). The definition has been broadened further to include "self-governing, not-for-profit organizations" who proffer enhanced livelihood for the benefit of the marginalized (Vakil, 1997). When viewed holistically NGOs provide an essential basis for understanding and shaping key and competing elements of society (Edwards, 2009). They represent the power of collective action, community organising, non-commercial values of solidarity, democratic decision making differentiated by diverse efforts in pursuit of a good society and in meeting the growing variety of societal needs (Edwards, 2009; Hodgkinson & Foley, 2003).

NGOs represent a spectrum of interest groupings within the non-profit realm that are distinct from the government and the market but are at the front line in the theory and practice of sustainability (EC, 2011; Yakovleva et al; 2012; SDC, 2011; Peterson & Jestin, 2007; Edwards, 2009). They are part of civil society acting as a third and non-profit sector with other actors including pressure groups, charities and religious groups, all representing different societal goals and interests (Crane & Matten, 2010). Gray et al. (2006) defined NGOs as the social space located between the family, the state and the market where people come together for collective action to advance common interests. The independent status of NGOs and their focus on sustainability are a major influence in shaping their mission where resources and activities are aimed at developing tools and strategies to work with the state and market. NGOs work with a broad group of stakeholders (including non-humans, i.e. environment and animals) where they provide templates for pluralism and democratisation to advance public interests (Edwards, 2009).

NGOs range from purely informal voluntary groups of individuals to huge private multimillion dollar budget development organizations with a business focus and thousands of professional personnel (Lewis, 2006). Anheier (2000) noted that NGOs vary from those that operate almost like the public sector to those who are much closer to the market. There are then NGOs that have much less formal forms of organisation. NGOs can play a major role in international development whilst they can also represent issues, people and their developmental aspirations at local and national levels (Yaziji and Doh, 2009). Anheier (2000) identified the following 5 characteristics of NGOs;

- organised (into institutional formats distinct from families and informal movements)
- private (institutionally independent from public sector and controlled by those elected, or appointed board or those who founded)

- non-profit distributing (no return of profits to private individuals, owners or representatives)
- self-governing (capability of identifying and controlling own activities)
- voluntary (voluntarily formed by citizens and non-obligatory to be involved in providing service as volunteers)

The different dimensions that sum up the complex characteristics of NGOs can be understood in 5 broad categories (Figure 3.1) that includes scope, type, structure, focus and activities (Crane & Matten, 2010).

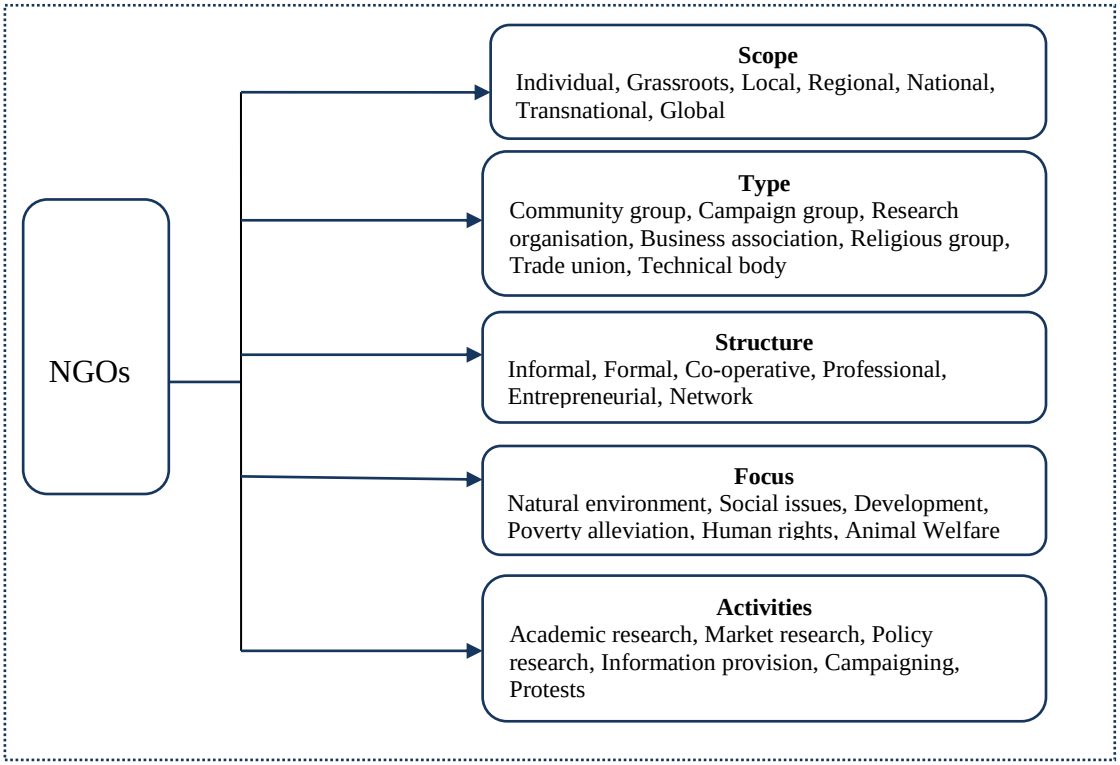


Figure 3.1 NGOs Characteristics (Source: Adapted from Crane & Matten, 2010)

Edwards (2009) alluded to the role of NGOs today as comparable to that played by the state in the 20th century. Edwards (2009) assumption is that NGOs represent a modern day dynamic phenomenon that demonstrates a new form of politics in the global sphere. Due to their pivotal role, NGOs resonate positively in areas of intervention for poverty, social services and environmental control (Lewis, 2006). As a result of these roles, NGOs have seen a transition from predominantly aid operations to showing enthusiasm and commitment to development and robust advocacy roles (Wellard and Copestake, 1993). Rather than being satisfied with collaborating with the government and the donors, NGOs exert pressure on them to shape policies and practices for the benefit of the community

(Wellard and Copestake, 1993). By so doing NGOs establish mechanisms where the public can hold the state and the market accountable (Anheier, 2000).

The activities of NGOs as key agents for social intervention and engaging civil society are well documented (Pyakuryal, 1989; Nicoll et al., 2002; Church and Lorek, 2007; Gibson, 1993; Skobly, 1996; Wakeman, 2005). The key reasons for the success of NGOs include;

- having more credibility with the public than the government (Gutteling et al. 2006)
- ability to reach out to people and businesses (Wakeman, 2005)
- advocacy for the voiceless and powerless
- use of relatively low budgets to achieve laudable goals
- innovativeness in partnership efforts
- past record of success in humanitarian projects (Gibson, 1993; Pyakuryal, 1989; Kong et al. 2002).

Edwards (2009) describes the present day activities of NGOs as including expanding social democracy, correcting market and state failures and centrally being a part of solutions to economic, social and political issues. Expanding social democracy is crucially linked with the role of NGOs in increasing 'social capital' through divergent segments of the society coming together to create opportunities for building social networks, relations, trust and reciprocity in order to achieve common goods. The responsibilities and accountability of NGOs are primarily to the constituencies (group of issues or people linked with common issues) that they represent and also to their donors. Although NGOs are limited by resources and training compared to some private enterprises, they have higher prospects of public credibility and legitimacy (Crane & Matten 2010:17).

Kooiman et al. (2008) and Crane & Matten (2010**)** highlight the important role of NGOs as political actors in using their campaigns and protests to drive political actions to a level that make them key partners in supply chain sustainability. In their study of the relationship between NGOs and the state, Wellard and Copestake (1993), generated a model describing a wide spectrum of forms of interaction existing between the NGOs and the state. This relationship ranges from a functional, collaborative engagement at one end to an autonomous non-collaborative and confrontational engagement at the other (Table 3.1).

NGO acquiescence

1. NGO disseminates government technology
2. NGO tests government technology
3. Joint initiative or partnership
4. NGO trains government staff
5. NGO seeks to influence government practice through networks, seminars, publications, etc.
6. NGO seeks to influence government policy through public advocacy, lobbying, mobilizing popular opinion, etc.

NGO autonomy

Table 3.1 Forms of NGO-state interaction (Source: Wellard and Copestake, 1993)

In another model Andreassen (2008) proposed that Government / NGOs relations are classified into three models of supplementary, complementary or adversarial. The first model implies NGOs fulfilling unsatisfied demand for public goods on behalf of government while the second relates to the partnership NGOs make with the government in providing services that are largely financed by the public sector. The third model relates to NGOs putting pressure on government to make changes or create public policy or maintain accountability to the public. These models are dynamic, change over time and are multilayered, sometimes overlapping, coexisting and operating in combination (Andreassen, 2008). It has now become an expectation that NGOs need to succeed through robust consumer engagement and multi-agency approaches with businesses and partners to effectively offer real intervention in the quality of life as well as "empower" communities to make step changes in consumption behavior and lifestyles as a whole (Kong et al. 2002; Oosterveer and Spaargaren, 2011; De Vos & Bush; 2011).

The confidence of people in government is decreasing and has been followed by an increase in the power of citizens and the creation of civil society (Murphy, 2000). This global phenomenon has led to a movement often referred to as "globalisation of civil society" where local communities are engaged in formulating and challenging solutions aimed at tackling issues of social and economic significance (Murphy, 2000). The activities of NGOs are not new as they have been active long standing actors in the development process at regional, national, and international levels (Vakil, 1997). What seems new and challenging are the changing dynamics of their tenuous relationship with the public sector, donor organizations and other food chain stakeholders as well as the mechanics of their engagement in emerging and contemporary issues of economic, social and environmental significance as will be highlighted in later sections. First, three theories that explain the operations of NGOs are considered.

3.3 Theories to explain the operation of NGOs

Ideas that attempt to explain NGOs go back 2000 years and there are many approaches that describe how they work (Edwards, 2009; Hodgkinson & Foley, 2003). Historically, much of the discourse around NGOs weaves together communications that are located around different axes of political theory (Cohen and Arato, 1994) namely *democratic theory* (Cohen and Arato, 1994); *interactive governance theory* (Kooiman, 2003); and *management theory and practice for NGOs* (Anheier, 2000).

3.3.1 Democratic theory

The democratic theory proposed by Cohen and Arato (1994) is one way of understanding the operation of NGOs. They make linkages to modern political theory and provide a basis for developing the theory of civil society that reflects contemporary conditions. Cohen and Arato (1994) broadly define civil society as all of social life outside the state and the market. It is a space of social interaction that occurs between the state and the market, but integrates intimate space such as family, forms of social movement, associations, and public communication. These are governed by forms of self-constitution and mobilisation and institutionalised by laws that provide social differentiation.

Cohen and Arato (1994) acknowledged the dysfunctions and injustices of society and also the dangers posed by a capitalist market economy to deal with issues of social solidarity and justice. Their assumptions identify the potentials that NGOs have in expanding democracy and addressing these social issues. They put forward a model that differentiates between the state, market and civil society and positions the role of NGOs in tackling social injustices. The model notes that the political role of NGOs is not to seek control and the capture of power as state and sometimes markets may do, but instead greater and broader influence through democratic association and unrestricted public debate on issues of society. This differentiation in their political role, they posit, gives them the mediation space that allows them more influence over the state and the market.

Cohen and Arato (1994) proposed that conflicts in relationships can occur only if the state and the market insulate their decision makers and processes thereby allowing the NGOs mediation role and public discussions to appear ineffective. Edwards (2009) expanded on the democratic theory by noting that the NGOs role is to challenge the status quo, build

alternatives and provide services for a complex society where efficiency and justice can underpin its functioning. The democratic theory of NGOs may have been vindicated due to the reasons offered for the rapid global rise of NGOs within the last 2 decades which include the growing dissatisfaction in the political and economic models of the past, their failures and also the public alienations presented by the state and the market (Edwards, 2009; Hodgkinson & Foley, 2003). The value of democratic theory is that NGOs are viewed as a source of positive influence on business. This positioning for the NGOs reflects their power of organising to promote participation be it indirect or deliberative democracy (Edwards 2009).

3.3.2 Interactive Governance Theory

The second theory is interactive governance theory proposed by Kooiman (2003) where NGOs are seen as facilitators of social interactions amongst disparate actors to achieve political modernisation. Interactive governance deals with creating solutions for societal problems and also creating societal opportunities as a result of interactions that occur between the NGOs, the state and the market (Kooiman et al. 2008). Kooimans governance theory suggests that the responsibility for governing modern society is a shared one between the state, market and NGOs.

The underlying assumption is that the state is sometimes seen as failing to meet the expectations of citizens that they govern (which is sometimes expressed in weak or failing states) thereby allowing market and NGO actors to step into the space of governing thereby ultimately reducing the power of the state. Kooiman et al. (2008) note that ‘interacting’ (which is characterised by specific actions taken to remove barriers and follow new directions) becomes an effective means with which all the interacting parties are able to produce combined ‘governing efforts’ for society. Interactive governance is defined by Kooiman et al. (2008) as all interactions employed in tackling societal problems and creating societal opportunities. Kooiman et al. (2008) used this theory to explain the underlying assumptions behind the interrelationships of specialised actors including the state, NGOs and the market. These stakeholders are brought together within the framework of evolving trust to tackle and respond to the complex issues facing society.

3.3.3 Third sector management theory and practice

The third theory to explain the operation of NGOs is the 'third sector management theory and practice' proposed by Anheier (2000). This recognises NGOs as being complex conglomerates with several components and bottom lines that are more difficult to manage when compared to a company of comparable size. Anheier's (2000) entry point is that the notion of management in relation to NGOs is new and has been at odds with the philosophical essence of NGOs which are voluntarism, philanthropy, compassion and the promotion of public goods. But in recent times, NGOs have become major political actors with a large economic dimension (by budgets, share number of employees and several millions of volunteers). This has challenged conventional management and organisational theories which were not originally crafted for NGOs (Anheier, 2000).

The challenge that NGOs have is that unlike the market they have several bottom lines to account for in delivering impacts with the little resources they have (Gray et al. 2006; Hewlett Foundation 2008). Anheier (2000) surmised that the multiplicity of bottom lines underlying the complex construction of NGOs make them in operational terms multiple constituency organisations. In other words NGOs are inundated with a multitude of bottom lines or outcomes when compared to companies which have a single bottom line targeted at profit maximisation. This implies that NGOs are managed as conglomerates of multiple component parts such as normative, strategic and operative elements. In addition to these internal components are also external environments ('difficult' and precarious in nature) riddled with externalities from failures of the state and market that require trust to navigate. In other words, Anheier's assertions are that NGOs of comparable size with private companies are much more complex to manage requiring a different management theory and practice from those of the state and the market. According to Anheier, the challenge in managing NGOs is the ability to develop models that identify their different organisational components, culture and goals in relation to outcomes. Anheier's assumption has implications for the inefficiency, inertia and low performance of NGOs, as also noted by the Hewlett Foundation (2008). Both have made the conclusion that successful NGO's are those that underpin their operational performance approach on proactive management models that appropriately differentiates their organisation.

Based on this deficiency of distinctive management theories for the NGOs, Anheier (2000) proposes the following five different management approaches and style;

- holistic conception – involves recognising the diversity of orientations which are internal and external to the organisation and how relationships are developed to deal with complexity of demands put upon the organisation
- normative dimension – recognises and embodies the importance of economics, values and politics to capture diverse perceptions of reality
- strategic-development dimension – involves recognising the capacity of the organisation to evolve especially over time, encounter problems and opportunities as well as dilemmas created by them
- operative dimension – involves dealing with the everyday performance of the organisation such as accounting, delivery of service and personnel issues

The three theories discussed in this section have located NGOs favorably as important agents and partners in the development of modern society. The capacity to manage relationships and engage disparate actors are key to the success of NGOs. Shared responsibility in creating opportunities and tackling issues of the supply chain also requires deploying principles of democratization, collective action, pluralism and strategic management as discussed. Having considered a broad general definition of NGOs, and key theories that explain their operation, the rest of the chapter is devoted to thinking about Food Focused NGOS (FFNGOs) more specifically in their role in policy making and their interaction with the state and the market.

3.4 An introduction to FFNGOs

The UK government strategy for farming and food expresses the intention for a progressive shift towards more sustainable food systems (DEFRA, 2002; DEFRA, 2006). FFNGOs play an important role in leading reforms within the FSC (EC, 2011). In this research FFNGOs are identified on the basis that their central mission, goals and strategies are set to tackle issues around the FSC (selection criteria described in section 4.3.1). They are seen to have growing influence in negotiating standards, policies and relations amongst supply chain actors to underpin reforms (EC, 2011). FFNGOs mediating role fills a gap in supply chain reform given that the food sector is dominated by diverse groups with vested interests often skewed in favour of the most powerful (DFID, 2004). Current weakening of state influence increasingly makes it incapable of controlling dominant powerful actors (medium sized businesses and large private corporations). This implies that the development of food and agricultural policies are likely to proceed in a manner that marginalises some stakeholders, thus opening up an important space for the activities of FFNGOs (Oosterveer and Sonnenfeld, 2012).

Achieving sustainability will need the proper use of standards, benchmarks and public policy where FFNGOs are able to mediate. Flaws in food and agricultural policy mean that to achieve food sustainability a comprehensive systems approach and joined up thinking that engages major participants' needs to be an inherent part of policy development (SDC, 2011). Historically policy development has been a linear process that is not always rational but evolves in association with people, history, politics and negotiation by different participating groupings (DFID, 2004; Lang, 2010; Lang et al., 2009; SDC, 2011). The concerns of the supply chain actors with limited voice and resources often fail to be captured in policy development owing to their lack of participation. Ideally, it is the presence of FFNGOs in the supply chain that serves to represent and give voice to the sector in a manner that all the interests are leveraged and brought to the negotiating table (DFID, 2004). On the basis of their role in policy development, Farrington et al. (1993) defined FFNGOs as involved in implementing agricultural development interventions or rural policy.

Even with their recognised efforts to transform the FSC, the processes with which FFNGOs are able to contribute to this reform are still not well investigated and understood (Smith, 2012). Risks or externalities associated with food production from farm to fork and sometimes failure of the state are within the difficult and precarious terrain that FFNGOs are principal actors in navigating (Yakovleva et al., 2012; Anheier, 2000). FFNGOs are at the forefront in putting pressure on food companies to improve and account for environmental and social performance within product lifecycles (Yakovleva et al., 2012). The research for this PhD focuses on FFNGOs who are involved in spaces of interaction with the state and the market in influencing the environmental and social footprint of activities within the supply chain.

Bailey (2007) reported that while it is normal for FFNGOs to respond to sustainability by taking progressively more rights-based and participatory approaches their challenges may come from lack of funding and short attention spans from funders and governments to achieve their stated aims and objectives. The effectiveness of FFNGOs in deploying a participatory approach may relate to how they negotiate their relationship with the state. To explore this further, the following section will firstly focus on FFNGOs interaction with the state and later with corporations.

3.4.1 FFNGOs work with the state

FFNGOs have taken over much of the traditional role of the state (ISO, 2010). This public credibility has positioned them as key participants as they partner with the state and the market through public-private partnerships to address ethical issues in the supply chain (Crane & Matten, 2010). There is a general agreement that FFNGOs are now playing a pivotal role in modern supply chain reforms since the capacity of government to provide solutions and tackle issues of the supply chain is dwindling (Oosterveer and Sonnenfeld, 2012; Crane & Matten, 2010; Kooiman et al., 2008). A 'weakened state' or 'failure of the state' has created a space for 'sub-politics' for food where other actors such as businesses and NGOs have emerged.

The assumption is that new emerging issues such as climate change dominate the 'sub-politics' and go beyond the control of any single government as elected politicians are often very disinclined to suggest or impose huge lifestyle reforms on their electorates. The weak position of the state invariably allows it to be seen as part of the problem blamed for the corresponding increase in the power and influence of corporations. The interaction of FFNGOs within the public sector is evident in their lobbying within the EU political apparatus where 19 percent (118 NGOs) of the NGOs on the EU Commission's register had their activities spread across various sectors of the agrifood industry. The activities of various UK FFNGOs have become increasingly specialized across farming, food and trade, consumers, environment and rural development issues. A key to the capacity and success of FFNGOs to lobby the state has been attributed to;

- being acquainted with the structure and mechanics of policy making
- pecuniary and expertise base
- provision of "quantified data" to back up arguments
- the placement and proximity to the seat of government
- and organized, intensive and strenuous manner in engaging the government which is being lobbied (Egdell and Thomson, 1999)

The success of FFNGOs in lobbying the state has implications for how they negotiate their relations with the market. The following section explores the relationship of FFNGOs to the market.

3.4.2 FFNGOs interaction with corporations

Corporations are a major stakeholder working with FFNGOs to develop the sustainability agenda in the UK. Corporations recognize that FFNGOs have public credibility with consumers. This makes them useful partners in developing innovative solutions and supply chain governance mechanisms (Oosterveer & Spaargaren, 2011). The engagement of corporations with FFNGOs means they can tap into the varied FFNGOs networks to gain distinct marketplace information and different perspectives regarding shifts in public tastes and expectations (Holmes and Moir, 2007). The vested interest of corporations in working with FFNGOs has created grounds for partnerships especially in areas of standards and benchmarks that contribute to a firm's corporate social responsibility (CSR) agenda. CSR is a way that the views of FFNGOs help companies to gain new innovative ideas and solutions to supply chain issues.

Standards and labelling schemes are important aspects of FFNGOs' inspired multi-stakeholder initiatives aimed at transforming markets and are primarily driven by FFNGOs' interactions with the market actors in the FSC (Oosterveer & Spaargaren, 2011). In developing these schemes FFNGOs represent local actors while also acting as managers of trust in new governance. Through innovative governance and engagement practices with key market and corporate actors, FFNGOs have shaped the practices of consumption and production using ethical commitment and political participation. These practices have ranged from individual buying behaviour of ecological and ethically labelled products to more collective actions like campaigns and boycotts. This unique relation with the market means FFNGOs are leading in introducing innovative instruments in areas of assurance and labelling schemes as their means of participating in the global governance of food (Oosterveer and Sonnenfeld 2012).

Success in private policy development has led many corporate leaders to increasingly seek the assistance of FFNGOs to steer their core business operations and strategy (Porter and Kramer, 2006). The successful engagement of FFNGOs with companies is a strategic marriage of mutuality which can drive and foster innovation for corporations (Holmes and Moir, 2007). FFNGOs are essential partners in relationship management with companies as there are prospects of mutual benefits resulting from such collaboration (Peterson & Jestin, 2007). Three reasons have been advanced (Peterson & Jestin, 2007) to explain why FFNGOs and businesses are investing in relationship management;

1. FFNGOs are now defining new social expectations for the market to follow in operating viable businesses that minimises impacts with prospects of improving social conditions
2. FFNGOs are now increasing in unprecedented numbers and are more sophisticated within the last decade be it in working with state or corporate actors or with remote rural communities
3. FFNGOs and businesses are increasingly recognising that solutions to complex social challenges do not lie within a single sector, as cross sector collaborations offer the potential to create better solutions

It is important to notice that where the state seems to fail in its relations with the market FFNGOs have succeeded. There is widespread agreement on the increasing power and dominance of corporations as well as the unprecedented increase in the number of NGOs within the last two decades (Yaziji & Doh, 2009; Crane & Matten, 2010; Edwards, 2009). FFNGOs' collaboration in cross sector partnerships with corporations is seen to foster new forms of value creation which are complementing risk management and cost minimisation. However, the closeness of FFNGOs to the market has not gone without criticism. Fernando (2003) noted that FFNGOs operate within existing institutional structures of the wider economy which makes them tend to strengthen the same practices that they seek to transform. This new emerging collaboration between FFNGOs and the market has huge implication on FFNGOs public view and credibility.

The broader implication for FFNGOs success in influencing corporate practice has also meant they develop crucial partnerships with the state (Crane & Matten, 2010). By providing support, pressure, and sometimes confrontation for corporations to change practices FFNGOs have fostered plurality of interests and democratise the diverse issues of sustainability which in turn brings legitimacy to the process (Crane & Matten, 2010). Although marked by different agendas, the relationship existing between FFNGOs and the market is very dynamic and characterised by both conflict and collaboration. FFNGOs have inadvertently brought pressure to the market and are increasingly playing the traditional role of the state in modern society. The willingness of FFNGOs to work with government and corporations indicates that FFNGOs alone cannot achieve sustainability for the UK FSC. They need to work with other stakeholders to achieve their mission. The following section explores theories that describe how different stakeholders interact.

3.5. Stakeholder theories

Theories that explain the relationship between stakeholders provide a way of understanding not only the activities of FFNGOs but also their missions, goals and strategies. They also provide insight into the construction of FFNGOs and help to highlight the nature and character of interactions with other actors in the FSC. Knowledge about the interactions between FSC stakeholders (especially FFNGOs) is limited. Yet moving towards a sustainable food paradigm entails collective participation amongst groups of stakeholders. Exploring ideas that describe interactions between stakeholders provides a foundation for understanding FFNGOs strategies in supply chain interventions. The following paragraphs explore definitions of what constitutes a stakeholder before stakeholder theory is scrutinised in more detail.

3.5.1 Defining meaning of 'stakeholders'

Besides shareholders, there are other constituencies or interest groups such as employees and local communities, who are affected by the activities of corporations. It is suggested that managers consider this wide range of stakeholders in addition to shareholders (Branco and Rodrigues, 2007). Freeman (1994) defined these stakeholders as individuals or groups who can positively or negatively influence and are influenced by the operation and activities of an organization. They crucially range from owners, managers and employees (internal stakeholders) to include suppliers, customers, competitors, special interest groups and the community (external stakeholders). Mitchell et al. (1997) identified stakeholders into primary (internal) or secondary stakeholders (external).

'Stakeholders', 'interested parties' and 'interest groups' are all collective and related terms describing individuals or groups with one or more interests, rights or claims (otherwise called a 'stake') that can affect or be affected by the company thereby bringing them into a relationship with the company (ISO, 2010). Stakeholders can also broadly include a web or network of individuals, groups and organizations bound by a commitment to tackle complex and shared cross-boundary issues, and opportunities for themselves (Svendsen & Laberge, 2005). From these definitions it appears that stakeholders may exist who do not have the capacity to recognize their interests, rights or claims in a company and may not afford the benefit of representation to impact on the company's governance process (ISO, 2010). Children, wildlife, environment, past and future generations may be stakeholders to a company, but nevertheless lack the ability to directly represent themselves.

Reed et al. (2009) provided two distinct definitions of stakeholders as narrow / instrumental (organisation would cease to exist without this group of stakeholders) and broader / normative (any natural entity that is affected by the activity of an organization). Reed et al. (2009) included living and non-living components such as respect for past and future generations as well as mental-emotional constructs within this latter definition.

Hart and Sharma (2004), however noted that besides the group called salient partners or core stakeholders (stakeholders who are given higher priority to their claims) are another set of stakeholders at the periphery of a company called fringe stakeholders (Figure 3.2) who may not have huge direct impact on a company but nevertheless need to be considered. Their assumption is that to manage disruptions and create competitive imagination it is within the interest of corporations to identify, explore and integrate the often radically differing views of fringe stakeholders at the periphery of companies (Hart & Sharma, 2004). Competitive advantage used to be based on price reduction. However, increasingly firms are prioritising building their capacity for competitive imagination (managing and integrating views of fringe stakeholders and generating new opportunities for business) to manage disruptive change through stakeholder relations as a basis for their competitive advantage (Hart & Sharma, 2004). Fringe stakeholders at the periphery can hugely affect the operation of a company even though they lie below their radar screens (Hart & Sharma, 2004).

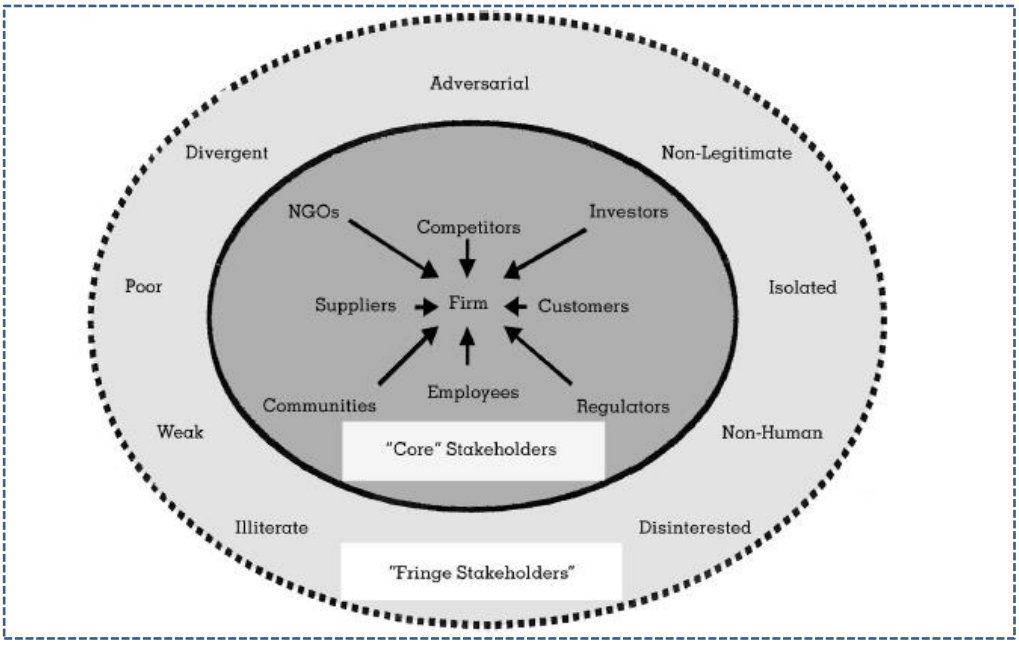


Figure 3.2 Core and fringe stakeholders (Source: Hart & Sharma 2004)

3.5.2 Freeman's stakeholder theory

Understanding and conceptualising the relationships between stakeholders is central to developing theories to explain the operations of FFNGOs. Stakeholder theory is recognized as the most popular and influential theory in business / society relations (Boatright, 2006; Yakovleva et al, 2012; Andriof et al. 2002; Co & Barro, 2008; Reed et al., 2009); it is deeply rooted in the moral philosophy and economic theory of Adam Smith and has been developed and explained in a modern context by Freeman (1984). Stakeholder theory takes a prominent position in discourses around the role and responsibilities of business in society, which is also a central theme for sustainability. It is now well understood that successfully tackling sustainability issues of the supply chain requires more than one single group or sector, it requires collective participation. Understanding stakeholder theory as a tool in managing relations and expanding democratization between business and society deepens our understanding about how FFNGOs work with other supply chain stakeholders in finding solution to issues.

Stakeholder theory also provides a tool for supply chain companies not just to differentiate themselves and gain competitive advantage but also to manage disruptive changes and create the competitive imagination needed in today's business by identifying, exploring and integrating the often radically differing views of stakeholders. A shift from a corporate perspective to a much broader perspective of stakeholder theory can present a new perspective on understanding stakeholder management that takes into account all perspectives (corporate, stakeholder and conceptual) of business-society relations. This helps to understand the impacts of stakeholder relationships and also to further our understanding about how FFNGOs are able to influence (and be influenced by) not just food companies but also other FSC stakeholders.

According to Pajunen et al. (2005) stakeholder theory as a concept was developed and introduced in a modern context by Freeman (1984). Freeman develops and provides details of stakeholder theory in the context of organization management and business ethics in order to address morals and values in managing companies. Adam Smith, through the theories of moral sentiments (1759) and the wealth of nations (1776), showed that combining a relationship between economic and ethical interests would allow society to function best.

Freeman (1984) called on companies to consider within their strategic management process not just those groups who can affect it but also those who are affected by its operations (Hart & Sharma 2004). Following Freeman's development of stakeholder theory in 1984, people, groups and constituencies who are stakeholders of a corporation were modeled and identified with recommendations on how companies can give consideration to the interests of these groups other than that of the shareholders alone. Stakeholder theory is now applied in practical management and has evolved as a strategic tool with the following three propositions (Boatright, 2006);

- all stakeholders have the right of participation in corporate decisions that affect them
- fiduciary responsibility to serve interests of the stakeholder groups belong to the manager
- promotion of all interests and not those of shareholders alone is the objective of the company

Following from Freeman's (1984) pioneering work, the stakeholder concept has evolved and grown in popularity from a design stage to becoming an active strategic tool employed by the private, public and the third sectors as the basis for engagement in their efforts to demonstrate transparency and accountability (Yakovleva et al., 2012; Andriof et al., 2002; Co & Barro, 2008; Reed et al., 2009). The general empirical assumption made by many is that if stakeholder engagement strategically fulfils a balance of two contending imperatives, namely the maximization of profit for shareholders and the successful management of relationships with stakeholders, then a business will achieve a long term viability and social license to operate (Freeman and Phillips, 2002; Andriof, 2002; Yakovleva et el., 2012; Pajunen et al., 2005; Boatright, 2006) The basic background assumption is that stakeholder theory enables a business to recognize its responsibility and the impact of its activities on individuals and agencies and as a consequence sets out a process of engagement to actuate and consider their widely varied viewpoints (Boatright, 2006; Pajunen et al. 2005). Figure 3.3 shows how a company is situated in the middle of mutual interconnections with its stakeholder groups (Crane & Matten, 2010).

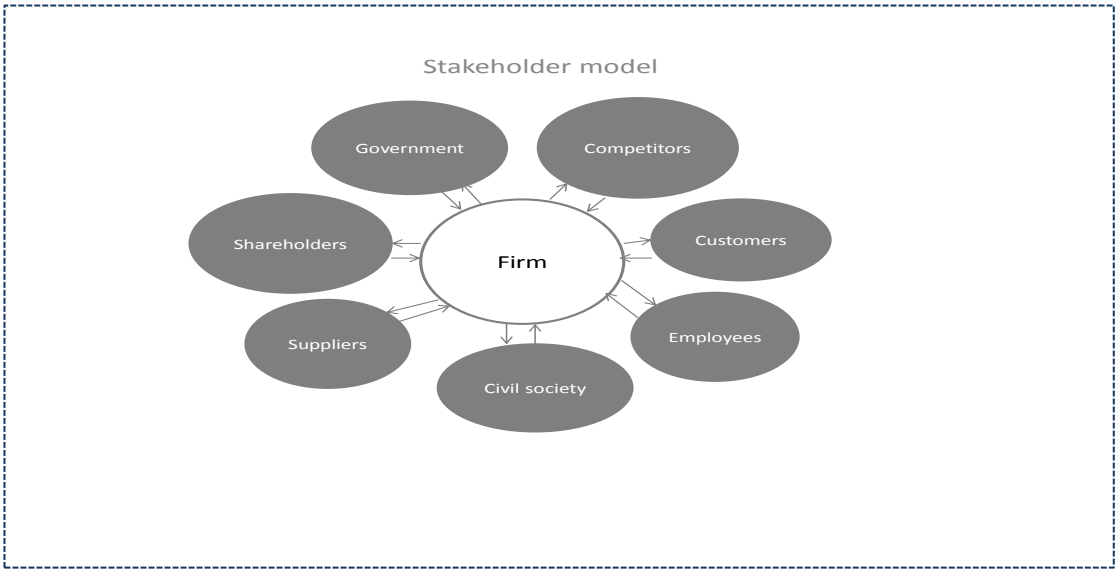


Figure 3.3 Stakeholder model (Source: Crane & Matten, 2010)

Freeman et al. (2004) emphasized that business and ethics are linked in order for companies to produce outstanding performance and deliver on purpose. They also argued that although profits are an essential part of doing business, they should come as a result of the process of value creation and not as a driver. Freeman (1994) argued that the single pursuit of profit, with disregard to human activities linked to value creation and trade, is narrow and characterized by negative consequences. In his argument to establish that shareholders are stakeholders, Freeman illustrates that trying to contrast one from the other is comparable to trying to contrast 'apples' with 'fruits'. Freeman goes on to assert that stakeholder theory offers pragmatic and pluralistic approaches to problems as managers are capable of using resources and have the capability to offer more rewards than just financial. In proposing stakeholder theory as a pragmatist approach to management theory, Wicks and Freeman (1998) called for a reshaping of corporations by adding a moral dimension through the introduction of ethics into their operations. Within the corporation context it is important to distinguish stakeholders from shareholders within a company.

It is important to contrast a stakeholder economy with shareholder perception of a company in order to understand their disparities in terms of governance and associated values. The traditional economic view of a corporation is that corporations are legal constructs written into law, but owned by people who are investors. Shareholders, with a sole obligation to serve their own interests, increase wealth and value of their investments and return capital on their behalf (Pereira, 2012; Jawahar & McLaughlin, 2001). This model lays emphasis on the company's relationship to just four groups, suppliers, employees, shareholders and customers (Crane & Matten, 2010). While the suppliers,

employees and the shareholders supply essential inputs for transformation of products or services to customers, the shareholders remain the dominant group who are the owners of the business (Crane & Matten, 2010).

According to Freeman and Phillips (2002) corporations in recent times are faced with unprecedented criticism from various angles as some condemn the single pursuit of maximizing profit for shareholders to the detriment of human solidarity and sense of community. This critical view of corporations as enemies of society also include the blame that they are perpetrators of many problems of the world, with shareholders putting more pressure on companies to focus solely on value creation and maximization of shareholders value. The latter perspective is a narrow neoclassical economic view of a business as a closed system divergent from society in its sole aim of satisfying the investors (Andriof, 2002:11).

This perspective dominated the business environment in the pre 1960s where customers rather than the business were held responsible for unsafe, poor quality products; and business was considered to be operating fairly in so far as it was complying with the codified rule of law. This perspective was challenged in the 1960s by environmental and consumer activism that led to empowering consumers through protests, and lobbying tactics demanding corporations to take responsibility for safety and quality (Andriof, 2002:11). Stakeholder theories attempt to draw a positive vision in the light of these conflicting perspectives in a manner that organizations can assemble different groupings to manage and achieve understanding and, ideally agreements on viewpoints in a business-society relationship.

To summarise, the key points emerging from stakeholder theory include; providing a perspective on collective participation between different groups in the FSC; helping to understand the impacts of stakeholder relationships beyond shareholders; increasing the transparency of stakeholder engagements; helping to connect goals of business with underlying ethical imperatives.

3.5.3 Managing stakeholders

The identification of stakeholders and their engagement are important processes as they enable companies to become aware of specific issues and how to address them (ISO, 2010; Svendsen & Laberge, 2005). Management of stakeholder relations is not necessarily to

provide for each groups' interest (although this might be the effect) but to appreciatively consider their interest enough to gain cooperation (Boatright, 2006). The basic foundation of stakeholder management is the proper understanding of the various interests of the stakeholders and finding an adequate balance for them by a company (Pajunen, 2005). Based on this premise stakeholder management classifies stakeholders in terms of three key relationship attributes that determines their perceived importance or salience to a company (Mitchell et al. 1997; Co & Barro, 2008).

These are:

- power (ability to influence behaviour, process or outcome)
- legitimacy (keeping within expected norms, behaviour, beliefs, rules and values)
- urgency (determined by time sensitivity and criticality)

Understanding different forms of stakeholder relations is important in gaining clarity on how NGOs organize themselves in their dealings with other stakeholders. Crane & Matten (2010) noted that stakeholder relationships can take a variety of the following nine forms;

- challenge (mutual opposition and conflict)
- sparring partners (healthy conflict but with periodic bouts of conflict)
- one-way support (philanthropy, sponsorship or resource contribution from one to the other)
- mutual support (formal or informal two-way support either by strategic philanthropy or third party body)
- endorsement (public approval of product or programme i.e. labeling or third party scheme)
- project dialogue (discussions on specific projects or proposal)
- strategy dialogue (strategy development on long term issues)
- task force (cooperation to achieve a specific task)
- joint venture or alliance (formal partnership with mutual resource investment for specific goals)

Co & Barro (2008) identified two stakeholder management strategies along the supply chain namely;

- aggressive (where organisation behaviour toward other stakeholders is forceful in order to change their behaviour)
- cooperative strategies (where organisations are willing to change their own behaviour or the views of other stakeholders instead of putting pressure on their stakeholders to meet their demands)

Four levels of responsibility accepted for managing core stakeholder issues have also been proposed namely (Jawahar & McLaughlin, 2001); proaction (anticipate responsibility); accommodation (accept responsibility); defence (admit responsibility but fight it); and reaction (deny responsibility). The implication of the different approaches, relationships and strategies around stakeholders is that FFNGOs and companies have a wide diversity of ways they could engage with their different stakeholders to further sustainability objectives.

Just as stakeholder collaboration has benefits it also has potential problems at a number of different levels (Crane and Matten, 2010) including; resource intensity (lack of needed time, resources and commitments); culture clash (different and conflicting ethos, goals, work culture and values of collaborating parties which can frustrate engagement); schizophrenia (multiple identities of either or both parties while in collaboration); uncontrollability (lack of consensus even with best intentions of the parties); co-optation (loss of independence/credibility through collaboration with corporation); accountability (challenge on lack of stakeholder organizations accountability); and resistance (opposition and lack of internal and/or external support to collaborative efforts).

Recently an important stakeholder theory to have emerged is that called *shared value* (Porter & Kramer, 2011) and has implications in business-society relations. This new theory is likely to shape thinking in supply chain management, intervention and multi-stakeholder dialogue that FFNGOs have a crucial role to play. Shared value is therefore considered in detail in the next section.

3.5.4 Porter and Kramer 'Shared Value'

Porter & Kramer (2011) introduced a new model of business that requires companies to view opportunities and decisions through a new lens of *shared value* that establishes the connection between society and economic progress. They see this progress as providing a lever for global growth, greater innovation, societal benefit and company growth. Porter &

Kramer (2011) see *shared value* opportunities as a possibility for companies if they are willing to reform in three ways:

- products and markets reconception
- refining productivity
- stimulating local cluster development

Their underlying assumption is that companies are being increasingly viewed as social enemies – profiting at the expense of environment and society. They proposed that society's issues need to be at the core of business, and companies have a responsibility to initiate the engagement with society. Economic values and society's values must be simultaneously created as shared values. Shared value relates to policies and a range of practices that enable a business to compete while at the same time promoting the economic and social environment of the society in which they do business (Porter and Kramer, 2011). Shared value essentially places social and economic needs as two major elements that define the market. It takes on board that social issues, such as poor quality of education, left ignored can impose internal costs on businesses and companies who are not necessarily constrained or disadvantaged by contributing to addressing these issues at the core (Porter & Kramer, 2011).

Porter and Kramer (2006) maintain that companies have a role to play in contributing to economic prosperity of a community in which their business is located. Their underlying reasoning is that companies have a profound impact and positive influence on the community by providing jobs, access to goods and services and opportunity for their capital investment. However, there are also a range of negative impacts (i.e. pollution, competition for land space) of a company's daily operations that impact local communities. They surmise that in addition to the impact a business has on society, society also impacts businesses by imposing social conditions that affect business and their prospect for growth. Porter and Kramer (2006) see the concept of shared value as a means of improving the way in which companies and society think about each other in order to advance economic and social progress.

Porter and Kramer (2006) further elaborate the principles of shared value as follows. Companies and society are interdependent and one cannot exist successfully without the other. A thriving company depends on society to sell products and services and to provide an efficient work force and the land to situate the business. Society in turn needs

companies to create jobs, provide high quality goods and services at a fair price and contribute to economic growth in the community. The interdependence of a company and society means that a company's decisions and social policies must be guided by the principles of shared value, implying that choices must protect the interest of both sides for the long term prosperity of both. Porter and Kramer (2006) refer to these overlapping interests as 'points of intersection' – interdependence of company and society – which takes two forms, namely 'inside-out linkages' and 'outside-in linkages'. Porter and Kramer (2006) conclude that leaders in companies and NGOs have often failed to recognize and concentrate on the points of intersection to gain leverage and avoid friction in their efforts to engage with each other.

3.6 Conclusion

The key point of this chapter is that FFNGOs success in introducing supply chain changes depends to a large extent on their interaction and negotiation with the state and the market. Stakeholder theories help in conceptual understanding of the nature and characteristics of these engagements between supply chain stakeholders to achieve sustainability. Stakeholder theory is at the centre of business / society relations and thereby forms a central theme of sustainability (Boatright, 2006; Yakovleva et al; 2012; Andriof et al, 2002; Co & Barro, 2008; Reed et al., 2009). FFNGOs are key supply chain stakeholders, they play a role in integrating a diversity of views (pluralism) and the use of participation to expand social and political space (democratization) and are also custodians of trust in transparency and accountability processes. To gain and sustain their credibility along those lines a key activity of FFNGOs is to foster relationships with diverse stakeholders.

As shown in their interactions with the state and corporations, FFNGOs are now playing a role comparable to that played by the state in 20th century in using standards, benchmarks and naming and shaming in negotiating relations for the supply chain. By developing and enforcing supply chain governance with social and environmental imperatives FFNGOs have integrated disparate and sometimes conflicting views thereby providing templates for pluralism and democratisation. The state has now found FFNGOs useful partners due to their success in collaborative work with the market. This positioning helps to facilitate FFNGOs in their processes of influencing the public and private sector policies in their efforts to promote sustainability. FFNGOs go beyond influencing and collaborating with the government, and market actors, to now exerting pressure on them to shape policies and practices to promote supply chain sustainability. With this perspective it seems FFNGOs

have contributed to expanding social democracy while correcting market and state failures on supply chain issues. In other words, understanding the activities and approaches of FFNGOs can be constructed around stakeholder theories in relations management to tackle supply chain issues. Corporate leaders increasingly turning to FFNGOs for developing and implementing CSR tools demonstrates that multi-stakeholder approaches that integrate governments, food companies and farmers have the potential of encouraging dialogue to achieve better actions in driving improvements across the supply chain (Smith, 2008; Porter and Kramer, 2006).

Having completed the review of the theoretical frameworks for understanding FFNGOs as key actors in the move towards a sustainable food paradigm in the UK, the following chapter (chapter 4) describes the methods and approaches used during this study to investigate the role FFNGOs in the development of a post-productivist landscape of sustainable food provision.

CHAPTER 4: METHODS

4.1 Introduction and overview

The research for this thesis is based on an analysis of 106 websites and 42 interviews, plus an analysis of 6 CSR reports of retailers. To understand the activities of FFNGOs working within the UK food industry a qualitative methodology using a combination of data collection methods was adopted. This chapter describes the methods used in collecting and analyzing the research data. The philosophical background to the research is also presented and the different stages of the research are described. In section 4.2, this chapter begins to provide a justification of the choice of qualitative methodology employed and provides reasons why a combination of methods was considered appropriate. In the absence of any UK classification of FFNGOs an important aspect of the research was to select FFNGOs with a range of intervention strategies in the FSC. This selection process is described in section 4.3, which also includes an account of the different sources of data used and how they were collected. The coding, organizing and methods used for data analysis are explained in section 4.4. Limitations identified during the course of the research are discussed in section 4.5.

4.2 Approaches to the research

An objective of this research was to gain an in-depth understanding of the perspectives of FFNGOs on a range of issues relating to their involvement in moving the FSC towards a sustainable future. This was achieved by using a qualitative approach to develop a narrative of NGOs' activity in the FSC. Qualitative research is characterised by the systematic collection, organisation, and analysis of data drawn from speaking or observing (Strauss and Corbin, 1998). It is a method of research where findings are not arrived at by quantification but instead by interpretation that enables the discovery of concepts leading to development of theories. It is founded in the interpretive perspectives offered by humanities and social sciences that emphasise the significance of understanding from the viewpoint of participants making sense of social phenomena (Pope et al. 2002). A qualitative research approach can be used to interpret and analyse the culture, behaviour and lives of humans or events in society, investigation is conducted in real world settings instead of laboratory constructed tests (Strauss and Corbin 1998).

The social world is a complex one, shaped and influenced by humans who are also conscious beings, aware of their social position and capable of making choices on how to

act or respond in particular situations. Using the same techniques as the natural sciences does not provide researchers with the appropriate interpretive perspectives (Strauss and Corbin, 1998; Punch, 2005). Qualitative techniques are philosophically rooted in an interpretative paradigm that furnishes researchers with the tools to discover and understand the various systems and meanings that humans use to make sense of and play a part in the social world. Qualitative research uses data drawn from interviews, observations, documents, films and videos (Strauss and Corbin, 1998). Qualitative methods are best suited for field-based research that seeks to understand the experience of people and what they are 'doing and thinking' (Strauss and Corbin, 1998).

There are three key components to qualitative research (figure 4.1.) that describe how the work in this thesis was carried out. The first component involves data collection. For this research, data sources include interviews, information from websites and CSR reports of retailers. The second component is made up of coding methods. This research used coding to organize the interview, website and CSR data to draw out emergent themes and categories. The third component involves moving from the study in question to reporting through written and verbal means. The production of this thesis and the associated viva is described by this component.

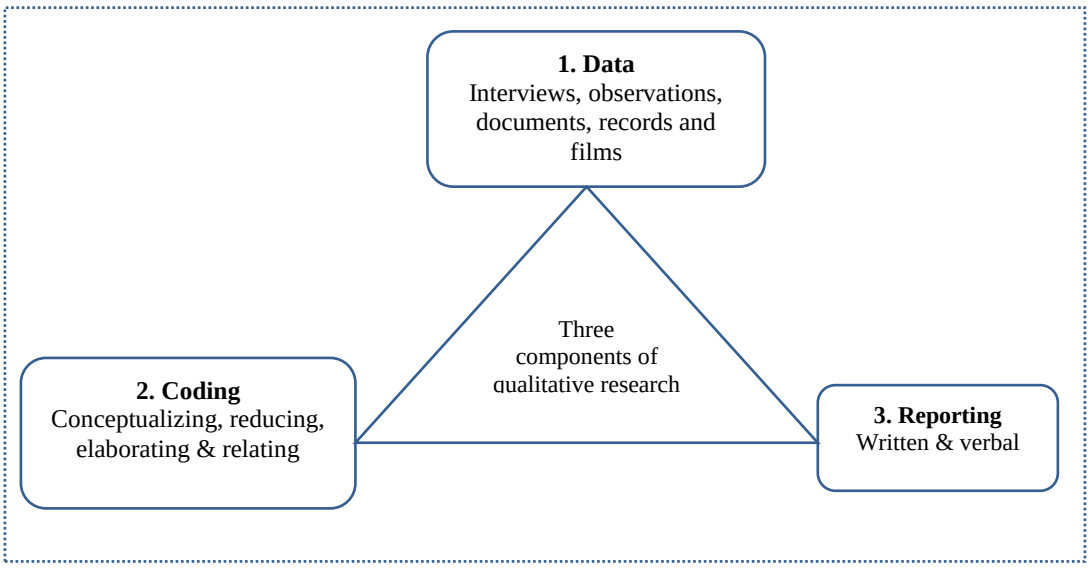


Figure 4.1 Key components of qualitative research adapted from Strauss and Corbin, (1998)

Interviews, focus groups, and participant observation, are qualitative data collection methods useful when exploring narratives of lived experiences (Borkan, 2004). Inductive research is a bottom up approach that begins from specific observation developing towards

broader generalisation (Strauss and Corbin 1998). Thomas (2003) suggests that an inductive approach is useful for three reasons;

- to reduce extensive and different raw text data into a brief, summary format
- to create a logical connection between the research objectives and the summary findings emerging from the raw data
- to create a model or theory based on the underlying structure of experiences or processes from the raw data

As this research was concerned with collecting data from multiple sources (e.g. interviews, web pages, CSR reports) data triangulation was used. Evans (2011) noted that the reliability of a qualitative approach can be increased when a wide range of evidence is examined such as documents, direct observation, participant observation, interviews or archival records. The different stages in this research are depicted in fig. 4.2 and described in the following section.

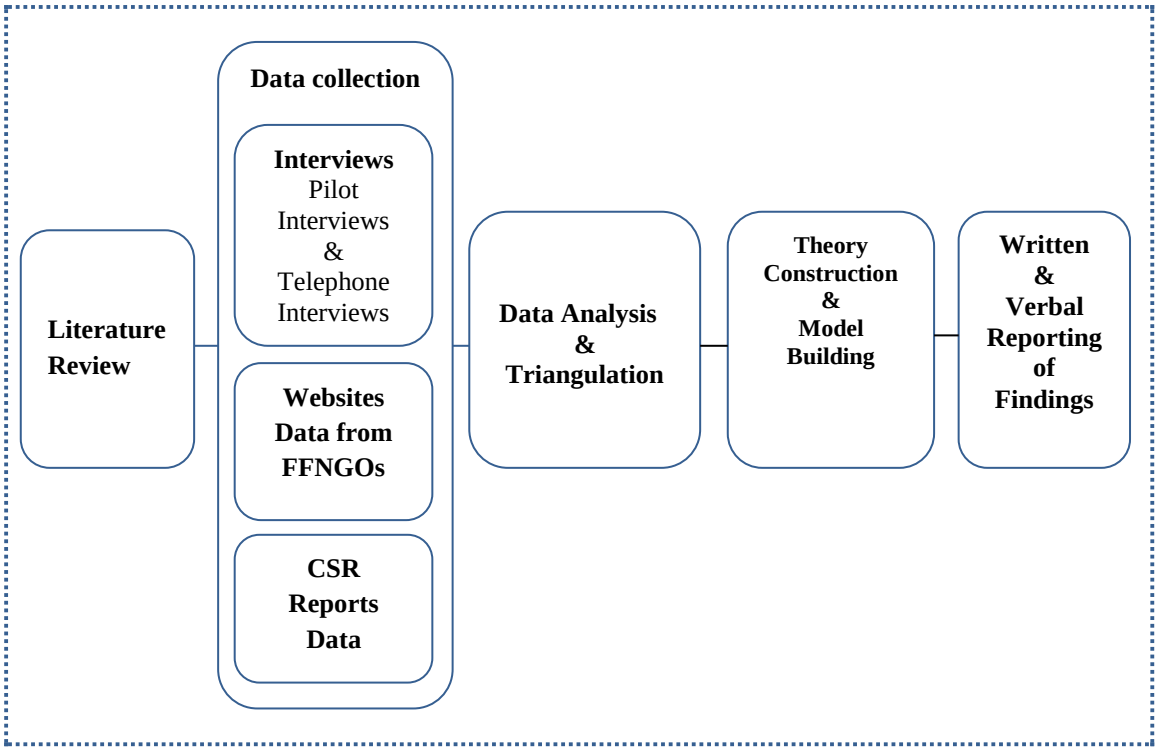


Figure 4.2 Stages of research

4.3 Data collection

The following section explains the different stages and processes for data collection. Firstly, it describes how the participants were selected. Secondly, it presents how the interviews were organized and conducted. This is followed by a description of how the website information was obtained for analysis. The section concludes with an explanation of how data from CSR reports of leading supermarkets were obtained for analysis.

4.3.1 Identifying FFNGOs

The FSC is a complex web of composite interacting parts which are biological, economic, political, social and cultural in nature (Foresight, 2011; Tansey, 2003). The extent of the interconnections spans local, regional, national and international contexts. The model of the FSC produced by DEFRA (2006a) was used as a basic framework in this study (fig 2.2). However, to achieve the research aims and objectives it was necessary to identify NGOs that were involved in the FSC that could be classified as FFNGOs. There is no comprehensive listing of FFNGOs even though several thousands NGOs are registered with the UK Charity Commission with a range of different foci. These are involved in a range of development, environmental and social issues and operate at regional, national and international levels.

To develop a comprehensive list of UK FFNGOs, a search of the following internet websites was conducted to identify and classify NGOs involved in food sector activity;

- UK NGOs
- Database of Archives of Non-Governmental Organisations (DANGO)
- London fair-trade guide
- Guidestar UK
- The Charities Commission

For every NGO identified their website links were used to try and identify further potential NGOs for selection. This process resulted in 210 NGOs (appendix 1) being identified. For each NGO their individual websites were analysed to determine the extent of their involvement in the FSC. This process of identifying and classifying NGOs resulted in a

directory of organisations (appendix 1) and helped to bring order to the complex food sector.

To identify those NGOs that could be classed as FFNGO a decision tree (figure. 4.3) with specific predetermined criteria was devised and used (Pope et al., 2002). Each NGO was run through the decision tree permitting the 210 organisations to be categorized into three groups: peripheral (NGOs which are involved in food chain activities intermittently); semi central (that is, environmental/developmental NGOs in cross sector activities); and central (NGOs that are wholly involved in promoting sustainable practices in the FSC). Fifty-one per cent fell into the central category (106 NGOs, appendix 2) representing NGOs wholly involved in food sector work. It is on this basis that the label of FFNGOs has been used throughout this research.

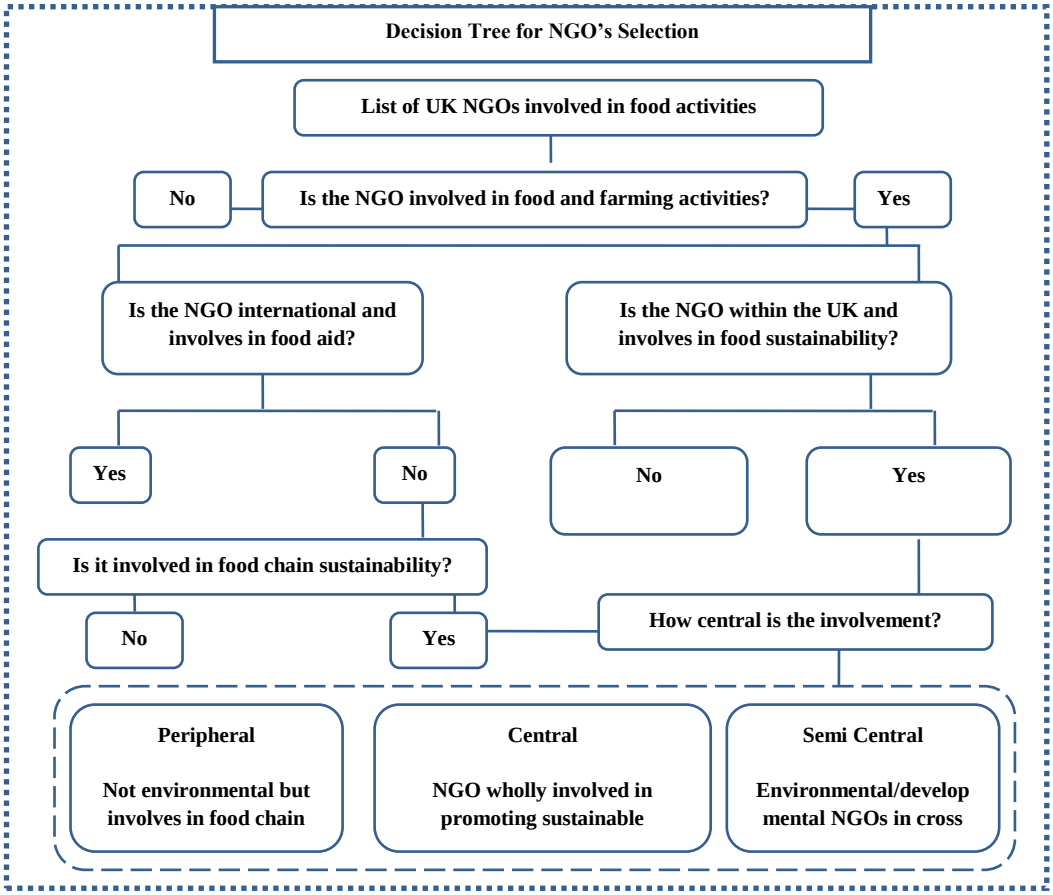


Figure 4.3 Decision tree for classifying NGOs into categories

Having identified the participants, interviews and an analysis of website and CSR documents were used to gather information on each of the 106 NGOs. The following section provides further details to the multiple sources of data collection.

4.3.2 Interviews

This section explains the process used for selecting participants and the interviews process. The research approach acknowledged the multiplicity of views from different participating FFNGOs and allowed an understanding of their views to emerge by trying to gain a "naturalistic" insight and remove "desirability bias", i.e. when respondents say things they think will portray a positive image of themselves (Crane, 1999). Semi structured interviews were used to allow for depth in responses and to help stimulate openness and trust in the data collection process (Punch, 2005).

To encourage participation prospective participants were sent details on what the research was about and what involvement meant to them. It was important to offer participants a level of anonymity and confidentiality (that their personal names will not be mentioned alongside the comments that they make) in order to enable freeness and openness in their responses. Participants were told they could withdraw from the research at any stage without having to offer a reason although signed consent would be required to take part. Before participating, all FFNGOs were told that it was a self-funded PhD. This transparency in funding of research was important to reassure FFNGOs and help participants open up and express their viewpoints on the perspectives and attitudes of the government and market actors towards food sustainability.

All the 106 NGOs were invited to participate in an interview, to which 42 agreed to be involved. The interview process was divided into two stages. The first stage (phase 1) was a face to face explorative scoping exercise using an unstructured interview with six organisations based in their offices (see appendix 5). The purpose of this phase 1 was to use an interview structure that allowed interviewees to raise issues they felt were important. These issues could then be followed up with subsequent questioning as needed. The first six interviews were selected on the basis of their location within the greater London area providing easy access and availability for interview. These six FFNGOs included organisations ranging from a few volunteers to ones with multimillion pound budgets and hundreds of experts. All the interviews from the scoping exercise were recorded, transcribed in verbatim and analysed. The results provided a background for the construction of further, semi-structured, interview questions (appendix 6).

Following the analysis of phase 1 an interview guide was created and used as part of a second phase of in-depth telephone interviews with a further 36 FFNGOs (Appendix 6).

These interviews lasted anytime between 22 and 52 minutes (average interview duration of 37 minutes). The use of telephone interviewing was a practical and cost effective approach compared to face to face interviews in reaching out to participating respondents who are located across the UK**.**

Five broad themes for the interview guide emerged from phase 1 and included:

- organization structure, history and resources
- core activities
- wider involvement
- FFNGOs perception of other actors of FSC
- organisational sustainability.

A full list of questions used in the interview guide are shown in appendix 5. The interview questions (appendix 5), participant consent form (appendix 3), participant information sheet (appendix 4) and research protocol were approved by the University of Greenwich Research Ethics Committee before they were put to use.

4.3.3 Websites

Text was gathered from all 106 FFNGO websites. All websites contained information under the following headings:

- who we are
- what we do
- mission and vision statements.

Information was copied from each of these sections for each organisation into NVivo and used in content analysis (section 4.4).

4.3.4 CSR Reports

During the interviews it became apparent that CSR reports contain information about how retailers interact with FFNGOs. CSR reports are also used by FFNGOs for benchmarking food retailers on their ethical responsibility. This research found CSR reports of supermarkets to be a useful source of data to investigate how retailers are interacting with

FFNGOs as partners especially on some of the initiatives that FFNGOs claim as their market intervention. Given the importance of the content of retailers CSR reports, the 6 top UK supermarkets reports were selected and downloaded for analysis. These were Morrison's, Sainsbury, M&S, Walmart/ASDA, Tesco and the Cooperative. The entire texts from each of the CSR reports were input into NVIVO (section 4.4) and the text coded into categories.

4.4 Analysis of interviews, websites and CSR reports

The approach used to analyse the interview data is described first followed by the websites and then the CSR reports. To analyze the interview data, full verbatim transcriptions of the 42 interviews were carried out. The average word count per interview transcription was 2,734, making a total word count of 114,837 for the 42 interview transcriptions. The breakdown for each organisation in terms of the duration and word counts is shown in Appendix 7.

A coding approach was used to analyse the data (Corbin and Strauss 1990) and began with a close reading of the transcripts (table 4.1) and consideration of the range of meanings contained in the interviews. Text fragments were extracted for analysis and given codes which were organised into concepts and categories. The purpose of the codes was to identify anchors allowing key points of the data to be identified and gathered together. Codes of a similar content were organised together to form concepts. Finally, the concepts were grouped to allow overarching categories to emerge. The process was iteratively implemented, as new codes, concepts and categories emerged previous interviews were returned to and coding adjusted. This structure was then used to develop broad theories relating to the overarching ideas contained within the interviews.

All coding was carried out in a software package called NVivo 9 (QSR, 2010; QSR 2010[1]). The software enables the researcher to interrogate the data in order to expose meanings underlying what has been said or reported. NVivo is widely used in qualitative research to enable sophisticated analysis by the researcher to make theoretical links within the data set (QSR, 2010; QSR 2010[1]). The overarching aim for using this software was to identify emerging concepts and categories, to collect them together, compare, and re-analyse in order to develop hypotheses or theoretical explanations. The use of NVivo has grown in the last decade so that it has become the principal computer package used in University research for qualitative analysis (Vallance, 2005).

Table 4.1: Coding process of research data

Initial read through text data	Identify specific segments of information	Label the segments of information to create concepts and categories	Reduce overlap and redundancy among the categories	Create a model incorporating most important categories
Many pages of text	Many segments of Text	Bigger categories	Fewer categories	Smaller categories

Source: Adapted from Creswell, 2002:266, Figure 9.4

During coding consideration was given to the actual words used and the context in which they were expressed. By attaching a note to the code used, the experiences of participants were taken into account where this was found to be relevant. For instance, in analysing data regarding animal welfare, consideration was given to the increasing recognition that views of animal welfare depend on one's perspective, breeder, farmer, transporters, retailer, politicians, and the public may all have contested views of what constitutes good or bad welfare for animals. NVivo software is useful in understanding these diverse (varied and contested) perspectives.

Using an interview method alone does not always maximize the validity of research conclusions (Atkinson & Silverman, 1997:309). In this study therefore the content of FFNGOs websites were also analysed alongside the CSR reports of retailers. The coding approach used for the websites and CSR reports was exactly the same as the interviews. Text fragments were identified and subsequently coded into concepts and categories.

4.5 Triangulation of results

Triangulation helps in the elimination of bias and rival reasoning by supporting findings through the use of independent perspectives. Triangulation does not always lead to convergence on a single perspective instead it frequently leads to inconsistent and contradictory evidence and it is a researcher's responsibility to render this evidence sensible by constructing plausible explanations about the phenomenon that is being studied (Mathison, 1988). In this research, text fragments from the three different data sources

were used in developing a perspective on the role and importance of FFNGOs in the FSC. The three data sources were simultaneously used to develop the researcher's perspective.

4.6 Problems encountered

Following repeated invitations to the 106 FFNGOs identified it was not possible to obtain more than 42 to participate in the research. However, during the analysis of the interviews it became clear that theoretical saturation had been reached, no more new themes were emerging from the data. Strauss & Corbin (1998) note that there are many reasons that determine when to stop collecting interview data including; lack of new data emerging (theoretical saturation); availability of participants; time; energy; money and other reasons beyond a researcher's control. It was felt that the 42 interviews, combined with an analysis of the websites of the original 106 FFNGOs and an analysis of 6 CSR reports of major food retailers, provided a sufficient richness and completeness of response for the purposes of constructing a model of FFNGOs intervention strategies in the FSC.

4.7 Conclusion

This chapter has explained the different stages of the research reported in this thesis and the processes and methods used for data collection, analysis and theory construction. The research was based on analysis of 106 websites, 42 interviews and an analysis of 6 CSR reports of food retailers. This chapter has also explained the philosophical background to the research and justified the choice of using a qualitative methodology along with the reasons for using a combination of methods. The following chapters 5 to 7 describe the results of the analysis and explores wider implications in the context of literature on the subject. Chapter 8 provides concluding remarks for the research and explains how each of the research objectives have been met.

CHAPTER 5: AIMS AND APPROACHES OF FFNGOs

5.1 Introduction

This chapter critically assesses the range of strategies used by FFNGOs to promote a more sustainable UK food industry, including the importance of partnership building. An analysis of the missions, strategic priorities, goals and approaches to market transformation of FFNGOs is presented. First, the multiple ways in which FFNGOs use their mission to engage with the FSC is considered (section 5.2). This is followed (section 5.3) by consideration of ways FFNGOs deploy their strategic priorities in trying to deliver a sustainable FSC. Section 5.4 describes the goals that FFNGOs use to effectively tackle the broad range of issues in the FSC. Section 5.5 explains how the different approaches (engagements, empowerment, network and partnership) to transformation are used by FFNGOs to achieve their mission, strategy and goals. The chapter concludes (section 5.6) by showing how these different elements interact to enable FFNGOs achieve a sustainable food chain. The research demonstrates FFNGOs' capacities and priorities in tackling multiple supply chain issues as well as showing how they deploy their expertise to engage a wide range of stakeholders.

5.2 FFNGO mission statements

A mission statement reflects an organization's goals and strategies. In this study all the FFNGOs' mission statements were input into NVIVO (section 4.4) and coded into seven broad categories. Those FFNGOs whose statements express a mission to protect the food industry and promote sustainability were combined into category 1 (Table 5.1). Some mission statements are quite broad and these were placed into more than one category. The purpose of this part of the analysis is to create a set of mission categories that broadly describe the range of missions as expressed by the FFNGOs in the study.

In first category for instance, the mission for the National Sheep Association states that *'this specialist organisation is dedicated to safeguarding the interests and future of sheep farmers throughout the UK'*. Garden Organic state that they are *'dedicated to researching and promoting organic gardening, farming and food'*. These FFNGOs represent organisations that seek to protect the systems and practices within their specialist sector as well as strengthening the capacity of farmers and their competitiveness within the industry.

Table 5.1: Seven mission categories of FFNGOs	
1.	Protecting the food industry, systems and practices
2.	Empowering & safeguarding consumer interests & public health
3.	Advancing better society, environment and economy through food and agriculture
4.	Creating and connecting communities and networks to alternative food ways
5.	Advocating and promoting sustainable food policies, systems and practices
6.	Introducing and expanding broader responses and ethos to issues of food and farming
7.	Leading a transition to responsible business in the supply chain

The second category is made up of FFNGOs that broadly state in their mission statement that they are safeguarding public health and consumers' rights for access to healthy food. For instance the Community Food Enterprise states: *'Our mission is to partner with the diverse people of the East London region and nationally to safeguard and sustain their rights to the right food as a fundamental condition for individual and community health and well-being'.* FFNGOs pursuing this mission are promoting consumers' awareness and empowering them to make the right choices for their health and well-being. They are also seeking to mobilize and sensitize consumers to the issues of food and agriculture and show that their choices can make a difference.

FFNGOs whose mission statements fall into the third category show that they want to use food and agriculture to advance a better society by tackling environmental and economic issues. The Food Ethics Council, for instance, states that their *'aim is to create a food system that is fair and healthy for people and the environment'.* Organisations within this category also say that they are promoting a better society, public health, economy and environment through proper production and consumption of food within local settings. Their missions imply that they support sustainable production and consumption of local food and that they are making a link between healthy eating and diets and a viable economy and environment.

A fourth category of mission statement is focused on creating community growing networks, connecting consumers and producers to alternative food systems, reskilling and crafting them to use alternative ways of growing and consuming food in local settings. This also includes people growing, cooking and consuming local food within community growing networks. By doing this, these FFNGOs are reshaping production and consumption towards alternative systems and products. These FFNGOs are also claiming that they are building strong and well-informed communities involved in long term, improved and viable production and consumption approaches. This includes protecting the viability and interests of all the actors in the supply chain. One example is Food Upfront whose mission state that *'the idea was to encourage, enable and support individuals to grow food in their unused outdoor space'*. Another example, Somerset Community Food, state that their mission is one *'which aims to re-connect people with the social, health and environmental effects of growing, buying, preparing and eating local food'*.

Category five describes those FFNGOs whose mission statements promote efficient resource use and tackle social, economic and environmental injustices. An example of this is BananaLink, which works within the banana and pineapple sector seeking a holistic supply chain approach from producer to consumer; their mission statement refers to: *'raising awareness of the social, economic and environmental conditions of banana production and trade to mobilize action by consumers, NGOs and trades unions; building and strengthening alliances and solidarity between producer and consumer countries, particularly with small-scale farmers'*. Organisations within this category also mobilize public support and are involved in creating public movements. For example Compassion in World Farming developed public support to end factory farming and what they consider unfair practices of corporations; some FFNGOs (e.g. Sustain, The British Pigs Association and East of England Agriculture Society) within this mission category support farming systems that care for people, environment and animals. They envision the removal of conventional systems and instead promote building capacity for people to feed themselves over the long term through knowledge of informed choice.

FFNGOs in the sixth category introduce broader ideas of responsibility such as Christian responses to issues around farmers, farming communities, young consumers' health, including children and vulnerable people, within the food and farming industry. For instance the Agricultural Christian Fellowship states that: *'it exists to help them to make a Christian response to the many blessings, challenges and problems they face'*. This

category of FFNGOs focuses on the relationship between people, farming systems and practices and issues such as whether people should farm or leave farming with dignity.

The seventh category of mission statements involves FFNGOs that claim they are leading a transition to responsible business in the supply chain. They do this by leading a process of internalizing rather than externalizing risks associated with food and farming. For instance The Dairy Council states that they: *'provide dynamic leadership to the entire UK dairy sector and seek to create an environment which allows the sector successfully to compete and realise a sustainable future'*. In other words this group of FFNGOs is advocating that instead of causing adversity, the food sector should be active in contributing economic, social and environmental benefits to the community. This category of FFNGOs is proposing and implementing programmes that introduce alternative systems and modes of production. Such FFNGOs are also seen to be seeking transformative measures such as a dairy roadmap that calls for accountability at each stage of the dairy supply chain.

The seven categories depicted in table 5.1 are not mutually exclusive. A single FFNGO could appear in more than one category. For instance Community Food Enterprise sought to protect the UK food system by shifting it towards sustainability while at the same time advocating for consumers' awareness and health protection. The aim of this part of the research was to provide an overview and critical understanding of the priorities of different FFNGOs. The range of mission strategies that this research has identified indicates the broad scope of activities in which FFNGOs are engaged.

5.3 Operationalising the strategic priorities of FFNGOs

The processes through which FFNGOs contribute to a transformation of the FSC are still not well understood (Smith, 2008). The results of this research (table 5.2) place the strategic priorities of all FFNGOs into three categories based on an analysis of the texts derived from the interviews and websites (section 4.4). The first category describes the activities of FFNGOs in relation to policy reforms (pressure), the second category emphasises a collaborative approach with businesses (collaboration), and the third category adopts a mixed strategy targeting their campaign efforts on all key participants especially the consumers (mixed approach).

Table 5.2 Strategic priorities of FFNGOs

	Pressure	Collaboration	Mixed approach
Approaches	FFNGOs that explicitly focus campaigns to put pressure on government for public policy reforms aimed at leveling the playing field and transforming the market sector;	FFNGOs that focus on a more collaborative approach with businesses in order to transform the markets and establish frontline actions for the sector;	NGOs that employ mixed approaches targeting all key actors including consumers that can provide them smart and concrete outcomes in achieving their aims and objectives of transforming the market.
Example quotes from websites and interviews	*'we have always been very focused on areas of legislation.' [Compassion in World Farming]* *'Baby Milk Action works on policy and on holding corporations to account.' [Baby Milk Action]* *We create large coalition of organisations which we think would increase the pressure, the larger the coalition, the more influential we think they will have some impact.' [Sustain]*	*'to develop a viable and sustainable community food enterprise that will provide training and employment opportunities for members of the community.' [Community Food Enterprise]* *'works within a global network to strengthen independent, transparent and effective controls on the marketing of the baby feeding industry.' [Baby Milk Action]* *We are a small organisation with limited resources but have maintained watching brief regarding supermarkets and their impacts on suppliers in recent years.' [Farmers' Link]*	*'to mobilize action by consumers, NGOs and trades unions; building and strengthening alliances and solidarity between producer and consumer countries, [BananaLink]* *'our 300-strong staff work with governments, businesses and communities both here in the UK and around the world' [World Wildlife Fund]* *'our agenda is around aligning public policy, private actions and behaviour around the goals of sustainable development.' [International Institute for Environment and Development]* *'LEAF is a proactive and inclusive charity which brings together thousands of individuals, NGOs and companies to deliver a shared vision for the future of farming and food. [Linking Environment and Farming]*
Example of other key FFNGOs within strategies category	International Institute for Environment and Development; Baby Milk Action; Compassion in World Farming ; Sustain ; World Society for the Protection of Animal; The Allotments Regeneration Initiative; Consensus Action on Salt and Health ; The Dairy Council; Farm Crisis Network; Farming and Countryside Education; Federation of City Farms and Community Gardens; Linking Environment and Farming ; BananaLink and Produced in Kent	The Dairy Council; Country Markets; Farm Crisis Network; The Vegan Society; BigBarn; Compassion in World Farming ; Consensus Action on Salt and Health; Food Matters; Baby Milk Action ; Freedom Food; International Institute for Environment and Development; Linking Environment and Farming ; Organic Research Centre-Elm Farm; Pesticide Action Network; BananaLink ; Produce in Kent and Rare Breeds Survival trust	Consensus Action on Salt and Health ; Edible Gardens in School; Linking Environment and Farming ; BananaLink ; World Wildlife Fund ; The Allotments Regeneration Initiative; Country Markets; Farming and Countryside Education; Federation of City Farms and Community Gardens; Food Matters; Food Up front; Baby Milk Action ; Good Gardeners Association; The Guild of Food Writers; Haemolytic Uraemic Syndrome Help; Health and Local Food for Families; Ipswich Food Coop;

FFNGOs within the 'pressure' category provide specialist advocacy to the public and government. FFNGOs within this category claim they provide technical expertise to the public sector to enhance their capacity to promote sustainability reforms. All the FFNGOs in this category are to large extent high profile experts claiming to be providing highly credible professional inputs, research information and field based evidence to consultation and developmental partners especially the public sector on issues of food sustainability. Organisations are often engaged in intergovernmental debates and consultations and their contribution to that process serves to shape policies, values, perceptions and governance. Although often painfully slow, FFNGOs work as non-state actors attempting to promote change in food systems and encourage sustainable practices by influencing and persuading government. The third row on table 5.2 illustrates some quotes taken from FFNGOs leading to the evolution of this strategic priority.

FFNGOs in the 'collaboration' category focus their work on creating conditions that enable producers to be viable; that is, able to find markets and to sell their produce locally. One FFNGO within this category stated: *'one of the things we do is we flag anyone on our map whether it be with a coin sign cheaper than the supermarket because there's a common misconception that the supermarket is cheaper for everyone [...] now the supply chain is actually making products in supermarkets more expensive now than they could be bought locally'* [BigBarn]. Other FFNGOs within this category showed their support and commitment in helping small producers to remain viable in their businesses. The FFNGOs within this category (and some in the mixed approach category) insist that a sustainable supply chain needs to incorporate or integrate the views and vision of all the actors and interest groups. In that regard these FFNGOs advocate more inclusivity, spread of equity, community participation and a holistic approach to supply chain activities.

The holistic approach enables them to build collaborative efforts between businesses and other interest groups involved in supply chain reforms. One respondent in the collaboration category commented: '*we take the story right through from farm to the consumer to a range of ways in seeing practical farming approaches'* [Linking Environment and Farming]. FFNGOs in this category are strong facilitators in supporting and promoting innovative alternative food production approaches such as sheep milk production even if they are niche products. By sharing resources to help

small producers to access markets and stay viable FFNGOs are protecting their interest and providing strong advocacy and support for them to comply with regulations and new practices. Some of these FFNGOS also help small producers in the form of cooperatives to build capacity to access markets. Additionally, FFNGOs within this category are also more likely to undertake undercover inspection to expose irresponsible behavior of companies to the public and media. By so doing these FFNGOs use the media to unveil practices and activities of the sector to all the interest groups.

It was evident from the research that a new form of lobbying is emerging in which FFNGOs are increasingly engaging in consultation and partnerships with the private sector to push voluntary standards in order to accelerate change. FFNGOs are clear on the limits and potentials of private/voluntary standards and mandatory standards. While it is preferred that mandatory policy has broader impact across the supply chain, FFNGOs also support the market using voluntary standards to advance sustainability ideals. This is based on the experience that mandatory standards have had limited impact on accelerating change. The FFNGOs evaluated in this study generally would like to see private / voluntary standards backed up by use of mandatory standards.

FFNGOs within the third category adopted a mixed approach, they worked more as partners to raise awareness, educate, and socially engage in order to empower people on ways to access diverse foods and become knowledgeable about where food comes from and how it is produced. For instance, FFNGOs educate and empower people to eat healthily while also facilitating access to food especially in areas termed as food deserts. One respondent in this category reported that their work is: *'To improve the health of families in East Devon, South Somerset and West Dorset particularly, but not exclusively, by the provision of appropriate education on healthy eating'* [Health and Local Food for Families]. Some of the FFNGOs in this category are also facilitators, advocates and capacity builders for community food initiatives, alternative food networks, and short supply chains and for local food direct from the farm. Examples include Community Action for Food and Environment (Scotland) which focuses on: *'Networking and making links - Help with making local and national links to support your work in food and health'* ; It identifies itself as an organization *'which brings together strategic partners and supports community food initiatives'*. Within this category FFNGOs were observed to bring public credibility through establishing the widest possible network of views, people and institutions on issues of food and agriculture.

The three categories identified in this research were not mutually exclusive. It was possible for FFNGOs to appear in more than one category. For example, Consensus Action on Salt and Health, Linking Environment and Farming, BananaLink and Baby Milk Action appeared in all the categories, implying that their focus spreads across the public sector, business and the mass body of consumers in their search for reforms.

The strategies used by FFNGOs to shape public policy, establish collaboration with businesses and shape consumers' attitudes help to inform and shape their goals of changing production systems/practices; generating alternative products; and changing patterns of consumption. The FFNGOs work to mobilise wider communities in order to inform and shape perception, values, attitudes and behaviours on issues of food production, distribution and consumption. It appears from these strong linkages between the strategic priorities and goals that FFNGOs understand the importance of mobilising public institutions, businesses and individuals (consumers) in order to successfully achieve their goals. FFNGOs view campaigns and mass support by citizens as prerequisites to successful campaign efforts to impact on government policies. While FFNGOs believe that consumers are still ill informed about what sustainability means, they are keen in mobilising the citizens in thinking and action in a manner that affects political processes.

Regardless of the category they were placed in, all FFNGOs mobilise public voluntary donations to try and resolve food sector issues either by working with the public sector or by communicating directly with private businesses to shape policies and practices. The FFNGOs work with a wide range of stakeholders to pursue reform of the food chain, including: families [Health and Local Food for Families]: communities [The Allotments Regeneration Initiative, Community Composting Network, Federation of City Farms and community Gardens]; the public [The Vegan Society]; consumers [Baby Milk Action, Consensus Action on Salt and Health]; farmers [Freedom Food]; government [Sustain, International Institute for Environment and Development]; market actors [The Dairy Council, Country Markets]; and other FFNGOs [Food Matters].

The broader implication of their strategic priority is that FFNGOs are able to address the 'how' aspects of achieving their mission through the pressure they put on the public sector, the market and consumers in order to shift the sector towards sustainability. However, this only addresses one aspect of their operation; it is also important to

consider how these strategic priorities are molded into their goals to enable market transformation. This is explored in the following section.

5.4 The goals of FFNGOs

An objective of this research is to explore a range of NGO activities in developing sustainable food initiatives. This was carried out through an analysis of the interview results and website data (section 4.4).

The goals of FFNGOs can be divided into three broad categories (Table 5.3). The first category is titled 'Production Systems and Processes'. The FFNGOs whose goals fall into this category focus their activities on encouraging production systems and supply chain processes that are sustainable and sensitive to resource use, animal welfare, workers' welfare and reducing impacts on the environment. Some of these FFNGOs such as the Soil Association and Freedom Food already have benchmarked systems that they approve with their sets of standards; they have also successfully established a voluntary governance process within the supply chain for systems and products.

The second category titled 'Competitive Products' includes FFNGOs that are promoting goals that facilitate the availability of more sustainable and competitive products and alternatives in the UK market. These alternatives are foods from alternative food networks not often associated with the conventional sources of provision such as supermarkets. They range from food grown within living environments, from allotments, as promoted by Food Up Front, the Allotment Regeneration Initiative, Federation of City Farms and Community Gardens to adopting a Vegan lifestyle [Vegan Society], as well as purchasing food from local farm shops instead of supermarkets as promoted by Big Barn and Country Markets.

Food Focused NGOs placed in the third category, 'Sustainable Consumption', are promoting goals that improve consumer awareness in order to promote sustainable consumption. Some of the FFNGOs [Farms for Schools; Farming and Countryside Education; Edible Gardens in School] go into schools to establish farms for children in order to improve their awareness of the realities of food

Table 5.3 Goals of FFNGOs

	Category 1 (Production Systems and Processes)	**Category 2 (Competitive Products)**	**Category 3 (Sustainable Consumption)**
Goals of FFNGOs	To encourage **production systems and supply chain processes** that are sustainable and sensitive to resource use, animal welfare, workers welfare and reduced impacts on the environment.	To facilitate the availability of **more sustainable and competitive products** and alternatives that contributes to economically vibrant UK supply chain.	To improve **consumer awareness to influence their choices and shape their habits** in order to promote sustainable **consumption** of products that promote public health, reduce resource use and impact to the environment.
Example quotes	*'Our overarching aim is a more sustainable food system.' [Food Matters]* *'I suppose we are building capacity and empowering communities to be part of creating a sustainable food system.'[Food Matters]* *'goal is to increase the number of farm animals that are reared under freedom food assurance scheme.' [Freedom Food]*	*'more and more retailers looking to freedom food to give them more points for differentiation.' [Freedom Food]*	*'We only ask people not to use chemicals but we encourage them to grow organically'. [Food Up Front]* *'We run workshops for people showing them how to grow. [Food Up Front]*
Example of other FFNGOs with differentiated goals	Linking Environment and Farming; Organic Research Centre-Elm Farm; Pesticide Action Network; Slow Food UK; Soil Association;	Produced in Kent; The Vegan Society; Rare Breeds Survival Trust; Slow Food UK; World Society for the Protection of Animals; Country Markets;	The Guild of Food Writers; Haemolytic Uraemic Syndrome Help; Health and Local Food for Families; Community Food Enterprise;

production. Some use the media [Guild of food writers; Sustain] while others work directly in the communities [Health & Local Food for Families; Food Upfront] to create networks and food related opportunities for consumers. The goals of FFNGOs within this category are focused on creating consumer awareness, producing consumers that are well informed to make choices that promote economic, social and environmental goals. These FFNGOs are delivering messages to specific target groups, such as families, children at school,

consumers and communities, producers, companies, businesses, and policy makers, in order to create a public movement that mobilizes and engages people in an effort that produces alternative systems that contrast with current conventional forms.

The three goals identified are not mutually exclusive. Many FFNGOs have goals that fall into two or more of the categories. Two examples are the Soil Association and Freedom Foods both of which have standards and governance systems in place that are benchmarking sustainable systems and alternative products that comply with their set of standards and are also directly or indirectly engaging with consumers through these products. By so doing these FFNGOs are identifying with a combination of all three goals for transforming the market and leading supply chain reforms.

This chapter has so far considered three interlinked aspects of FFNGO operations. The first section presented results that divided the FFNGO mission statements into seven categories. The second section considered the strategic priorities of the organisations and identified three categories that described FFNGO priorities, namely 'Pressure', 'Collaboration' and 'Mixed Approach'. The third section explained how FFNGO goals FFNGOs could be placed into three categories: 'Production Systems and Processes'; 'Competitive Products'; and 'Sustainable Consumption'. The following section addresses the four delivery mechanisms that FFNGOs use to transform markets. These form the approaches or practical tools that enable FFNGOs to fulfill their missions, goals and strategies. In other words, each of these aspects (missions, goals, strategies and approaches) works as composite part of the other to achieve a sustainable FSC for the UK. These four aspects working together have the capacity to lead the reforms of the supply chain.

5.5 Approaches to market transformations

There are four overarching approaches that shape the seven categories of mission of FFNGOs (section 5.2) as they seek to reform the FSC and achieve market transformation. These four approaches – engagement, partnership, empowerment and network – serve as the practical tools that FFNGOs use in delivering their broad mission, goals and strategies. In order words they explain in specific terms how FFNGOs are able to achieve their goals of pressuring and collaborating. These four approaches emerged from an analysis of the interview scripts and website texts (section 4.4).

5.5.1 Engagement strategies

The use of engagement strategies by NGOs is not well understood (Kourula and Halme, 2008) and therefore formed a major focus in this research. The analysis of interviews and websites showed persistent use of engagement strategies by FFNGOs in managing relations with other key stakeholders such as individuals (consumers), public and business sectors participants'. By managing relations with these stakeholders FFNGOs believe that they can successfully introduce and implement a new governance process for FSC reforms in order to achieve market transformation. One FFNGO illustrated this: *'increasingly long term we are developing a broader range of stakeholder engagements around trying to reform intergovernmental policies on the way animals are seen as sentient beings'* [Compassion in World Farming].

The FFNGOs use a range of engagement approaches to creating awareness amongst different stakeholders. These approaches generally take one or more of three forms:

- one to one engagement
- media engagement
- group engagement

Engagement can operate across a wide range of scales from the individual to society. For instance the Guild of Food Writers commented; *'So there are 2 levels to this... trying to get from an individual level to the society level'*. It was observed that engagement approaches, collectively used as a relations management tool, help FFNGOs in achieving the widest possible reach, inclusivity and impacts. The British Society of Animal Science commented on the*: 'need to collaborate with others who may have the power and interest in our area, so we have a larger critical mass of people to do things'.*

This research shows that the engagement between FFNGOs and other stakeholders, especially in the business sector, can be adversarial and prevent progress. However, if properly managed, engagement can produce new ideas and solutions, and can have a profound impact on achieving reform. Relationship management, interaction and collaboration with stakeholders are important tools for engagement if FFNGOs are to achieve their reforms and market transformation outcomes in food sustainability. Engagement is essential in driving innovation towards reform simply because it provides a theoretical framework for collaboration between business and FFNGOs (Holmes and Mior, 2007). Engagement also complements empowering, networking and partnering (to be explored in greater detail in following sections) with stakeholders for the purpose of building the capacity of individuals and institutions to join forces in market reforms. The

findings from the interviews and the website analysis show that FFNGOs assume if relationship management is needed to drive innovation then good practice has to be shared across geographical spaces, networks and regions. An engagement approach is also key to forming networks by FFNGOs to achieve transformation.

This research explored broader forms of engagement that go beyond FFNGOs' business relations to include a range of other forms with disparate stakeholders such as the public, individuals and non-business groupings. Although engagements with NGOs are discussed, this topic, particularly in respect of FFNGOs, has not received much attention in the broader academic literature. An exception, however, is the work of Kourula and Halme (2008) who identified 8 forms of NGOs business engagements:

- Sponsorship (capacity building)
- single issue consultation,
- research cooperation,
- employee training and/or volunteering, (educators)
- certification or eco-labelling,
- systematic dialogue,
- common projects/programs (mutualism)
- strategic partners (strategic partners)

Some of these forms of engagement exist with FFNGOs and are used beyond business relations. However, some new forms of engagements were also identified from the research for this thesis as being used with broader stakeholders. Before explaining these forms of relations management it is worth noting that the ultimate test for engagement by FFNGOs is the level of buy in by target stakeholders as expressed in change of attitude and mindset. The key message is that FFNGOs use engagement - as a form of intervention or market transformation strategy to remove barriers, create platforms and help people see the issues, ideas and solutions needed to achieve supply chain reforms. The following section discusses 11 forms of engagement emerging from the research. Each form was also found to produce at least one engagement outcome. Engagement outcomes include level of buying in by stakeholders, empowerment, new policy/reforms, inclusivity, innovation, change of attitude, change of mindset and capacity building (Fig. 5.1).

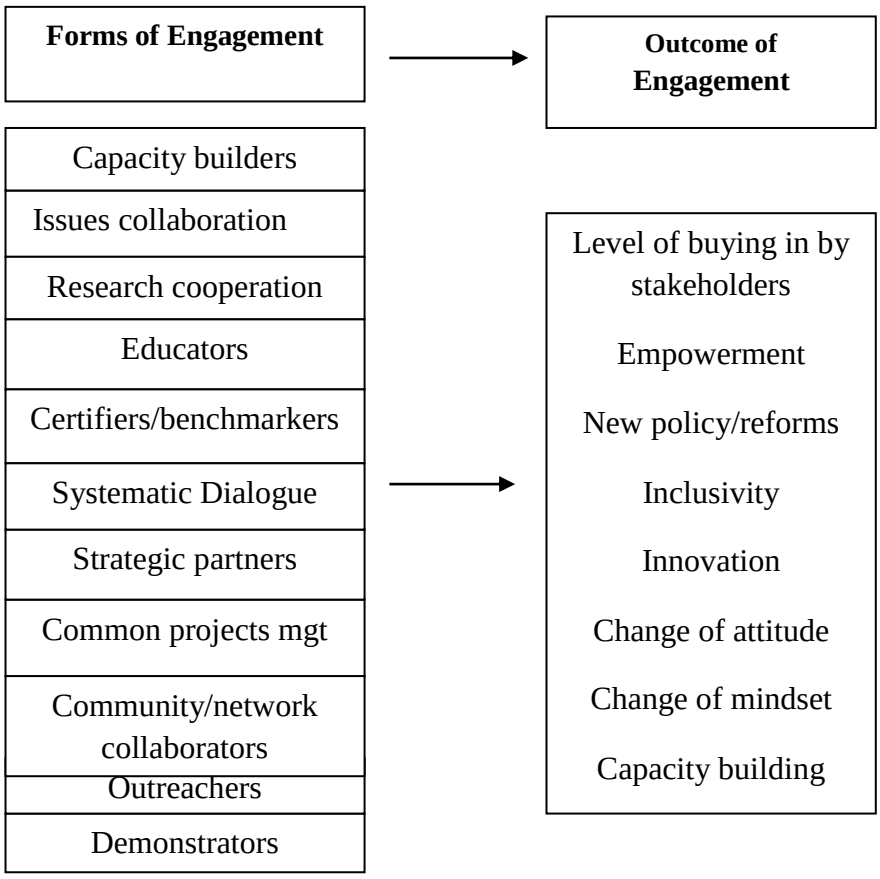


Figure 5.1: Types of engagement strategies used by FFNGOs

1. Capacity builders: Some FFNGOs use capacity building as a form of engagement. Capacity building recognizes the benefit of not duplicating or competing but instead maximizing resources by supporting and strengthening other organizations to acquire members and become well established. Variants of this form of engagement were also observed to exist in helping small producers to become viable in business. One respondent illustrated the capacity builder type when they commented that their core role is that of *'building capacity and empowering communities to be part of creating a sustainable food system'* [Food Matters].
2. Issues collaboration: Collaborating with all stakeholders who take interest and action in a particular area of work or issue be they private individuals, consumers, businesses and public institutions enables FFNGOs to establish what they call mutual interest collaboration or 'mutualism' and drives this form of engagement. This form seems to fundamentally link collective interests to broader schemes of sustainability and reforms by pushing and working with others who can help collectively to apply pressure i.e. animal welfare, organic farming or sustainable food. This approach embodies protecting and promoting mutual benefits, making it a mutually supportive relationship such as seen in using certification or benchmarks

to move towards new policies, reforms and to bring the entire supply chain to communicate with each other. An example of this is provided by the Soil Association which has been able to mobilise segments of the community towards sustainable food: *'trying to create a public body of people or a public movement that supports sustainable farming'*

3. Research cooperation: An important strategy that emerged from this study was recognition of the way FFNGOs promoted research and disseminated information and good practice. A good example of this is the case of a respondent facilitating adaptive research with organic farmers to share information with target groups. The outcome of their research seems to provide FFNGOs with a unique field based experience and credibility that is rooted in evidence making. The Organic Research Centre - Elm Farm illustrated this as follows: *'we promote research and all projects we do in some way relate to supporting organic farm in all shape or form'; 'it makes way for a more dissemination of research information and findings because farmers are involved from the start'*.
4. Educators: This form of engagement seems to empower and give confidence to consumers through awareness raising, taking responsibility for actions and change of attitude to achieve reform. It also means representing the sector to the public who may never otherwise have the opportunity to know about the activities of the sector. For instance, it was observed that this form of engagement is used by FFNGOs to build capacity, promote better understanding of the issues and for empowering people and institutions towards transformation and reforms. Consensus Action on Salt and Health provided the following comment: *'also letting consumers know that they shouldn't have too much salt and what they can do if they wanted to reduce it.'*
5. Certifiers and benchmarkers: This form of engagement used certified standards, benchmarks and assurance schemes to persuade businesses towards social, environmental and governance improvements as a means of differentiating responsible businesses. Certifiers and benchmarkers target and bring together key partners that can effectively and concretely improve systems and influence practice. One respondent from this category commented: *'it gives us the maximum and best opportunity to communicate our beliefs and our message through the certification process'* [Soil Association].
6. Systematic Dialogue: There is an approach that uses committees, roundtables or platforms to establish a progressive and ongoing dialogue with supply chain stakeholders at all levels to achieve change in policy and behavior, and create

awareness targeting reforms. A systematic dialogue raises awareness for stakeholders before asking them to take action. One respondent stated what this dialogue opportunity can mean to them: *'I think where we see exciting opportunities is where we are able to get, for example, a retailer like Waitrose or Sainsbury interested in working with us on a supply chain initiative then introducing us to their supply chain, their suppliers and then bringing us all three together'* [Compassion in World Farming].

7. Strategic partners: strategic partners were observed to be seeking and maintaining a positive and long term formal relationship with government in the form of partnering and collaborating to provide research and independent information that supports new policy or reforms. This form of engagement promotes building or helping others build a sensible relationship with stakeholders. FFNGOs involved in these form of relations are specialists working to align public policies with private actions and behaviour; their activities often span international contexts notably in helping small businesses in the south to work with large businesses in the west. This form also recognises businesses as allies rather than enemies. One example is IIED who commented that: *'our agenda is around aligning public policy, private actions and behaviour around the goals of sustainable development.'*
8. Common Projects management: This form of engagement occurs where relations are driven by funded/jointly funded projects between parties either on an on-going basis or as a one off. It was also observed that this form promotes opportunities for shared knowledge, collective experience, enhanced understanding of issues and diverse perspectives with increased possibilities for solutions and innovation. One example of this group is WWW who commented: *'We work collaboratively with other civil society organisations and NGOs and share the same kind of agenda using resources and skills to work in specific areas like food, transport and housing.'*
9. Community and network collaborators: This form of engagement connected individuals, networks and groups to projects with the aim of achieving multi-stakeholder perspectives, market transformation and reforms. This form seems to promote networking, coalition and alliances as it encourages investment in time and resources to create and deepen awareness on issues to gain inclusivity and the widest possible buy in from all stakeholders. One of the participating network organisations, Sustain, commented: *'We create large coalition of organisations which we think would increase the pressure, the larger the coalition, the more influential we think they will have some impact. It is by share weight of number.'*

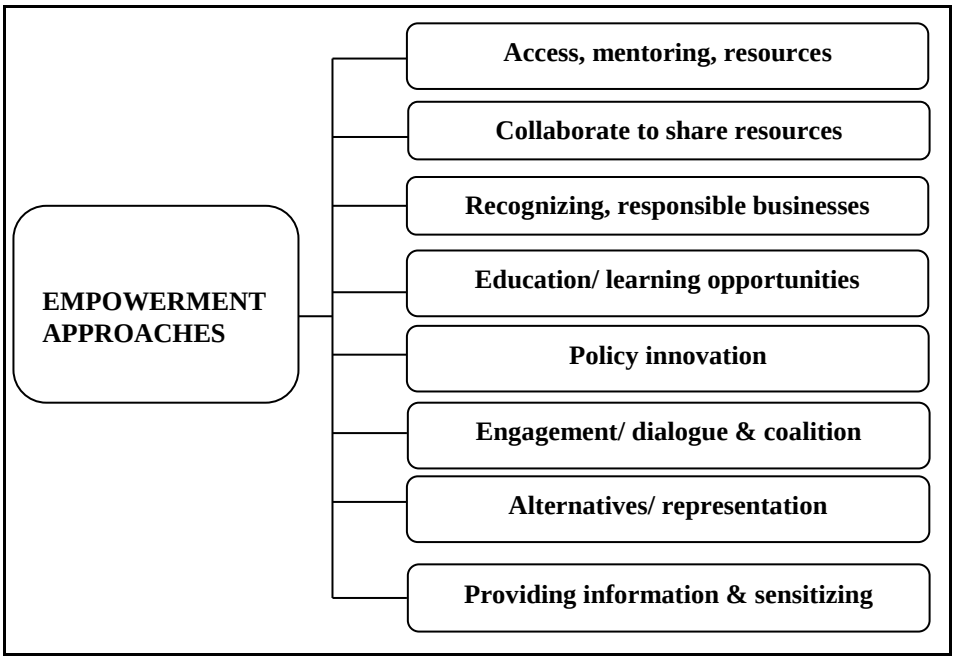
10. Outreachers: The analysis of websites and interview data suggests maximization of outreach efforts to encourage participatory involvement or interactions in order to gain a critical mass of people with power and interest to make changes or apply to create change. Outreachers target individuals and groups that are dismissive and lacking interest in supply chain reforms by, for instance, going 'out to people' rather than expecting people to come to the provisions. One example is what Health and Local Food for Families is doing in reaching out to families and communities to give people information and food skills. They commented: *'but I feel that we should be embracing and I hope we can use facebook and twitting to do all that in order to bring it to where people are rather than expect people to come to us to get this information and I think that's how it's happening at the moment.'*
11. Demonstrators: This form of engagement made use of outreach opportunities to expose supporters and beneficiaries to various demonstrations of issues and solutions to persuade them to become involved. Targeted individuals and groups are taken through a journey for them to see things themselves and discover realities. An example of this is where a FFNGO uses a strategic workspace at a local community food centre to demonstrate different initiatives to young people and community members that can empower them and enhance their skills in growing and cooking food. For example, Edible Garden in Schools, who establish farms in schools to assist children in trying to make connections about what happens in the food sector, says: *'The closest they would have got to what happens across the food chain would have been through school programmes.'*

Having considered forms of engagements and their outcomes, the following section will turn attention to empowerment itself as a second approach used by FFNGOs to lead market transformation.

5.5.2 Empowerment

The second major approach FFNGOs used as a way to transform the FSC was empowerment. Eight categories (Figure 5.2) of empowerment were identified, although these are by no means exhaustive, and are discussed in more detail in the following paragraphs:

Figure 5.2: Meaning and characteristics of empowerment deployed by FFNGOs



1. Providing access, mentoring, support and resources: FFNGOs using these strategies were observed to provide access to essential utilities, infrastructure and vital services in order to enter a relationship with their target groups. An example is where a FFNGO promotes allotments and regeneration by increasing access to sites and getting more people involved in owning allotments. A common strategy is to mentor their target groups by consulting, supporting, building their capacity and working with them to remove barriers and encourage people to change behaviour towards sustainable food by engaging them in growing and other food activities in cities and schools. This research also encountered FFNGOs who work to support and provide resources for alternative networks for food and farming. Examples of these FFNGOs include the Vegan Society promoting alternatives to meat based diets; Federation of City Farms and Community Gardens, Allotment and Regeneration Initiative and Food Upfront promoting people growing their own food and also food from home instead of depending wholly on food from supermarkets.
2. Collaborating/networking to share resources: This involved FFNGOs forging collaborative efforts with broader networks and groups to empower collective action and share of resources to achieve reforms and market transformation. FFNGOs collaborate and share resources with similar interest groups in order to avoid duplication. Within this strategy FFNGOs are taking a holistic approach of working with other institutions to identify barriers to sustainability and finding solutions together. One of the FFNGOs commented: *'We work collaboratively with*

other civil society organisations and NGOs and share the same kind of agenda using resources and skills to work in specific areas like food, transport and housing. It's about added value to what we do' [World Wildlife Fund].

3. Recognizing, awarding and rewarding responsible businesses: This strategy uses awards, recognition and rewards to encourage businesses to move towards reforms, market transformation and sustainability practices. One example involves rewarding committed farmers with brand marks and logos such as Linking Environment and Farming (LEAF) representing quality and differentiation. This category aims at encouraging sustainable farming and demonstrating to people in practical terms the benefit of sustainable production practices. This strategy seeks to reward consumers and producers who are willing to join alternative food networks in producing and selling directly to consumers. A FFNGO within this category commented: *'our mission is to reverse this trend by reconnecting consumers with their local producers, direct, or through local retailers, and encourage local trade. Giving farmers a better deal and consumers fresher, cheaper, accountable food'* [BigBarn]. This category of FFNGO carries out campaigns to dismantle conventional forms of farming while at the same time supporting, awarding and rewarding businesses that are transitioning towards reforms and sustainable practices.
4. Education / learning opportunities: Education is a very important empowering tool for FFNGOs and they apply this tool in different ways to suit their target groups. It serves the purpose of '*providing learning opportunities especially to kids about growing food; getting people involved and assisting them to demonstrate to themselves in real practice the* process of growing *food and helping them to see the connection and own the experience of growing food themselves'* [Farming and Countryside Education]. The reskilling extends to areas such as growing in outdoor space, cooking, preparing and accessing healthy food.
5. Providing and showcasing evidence to support policy development and innovation: FFNGOs gain public credibility as a result of field based evidence that helps to make a case on any issue that they pursue. One respondent commented on their focus: *'to build a fairer, more sustainable world, using evidence, action and influence in partnership with others'* [Caroline Walker Trust]. They use research findings and evidence to help in articulating the issues of sustainability in a language that all the actors can understand and take action or make the transition towards sustainability. One leading FFNGO on showcasing evidence commented: *'people did not know how much salt they were consuming and they were having too*

much salt […] they were aware of the evidence generally because it wasn't accepted straight away' [Caroline Walker Trust].

6. Engagement/dialogue/coalition: Engagement, dialogue and coalition building are important elements of empowerment for FFNGOs. For example where FFNGOs are working to promote workers coming together to promote common interests for all workers and educating workers and government on social justice issues. It also means having constructive dialogue and campaigning and engaging stakeholders on issues that need behaviour change, *'the establishment of the banana forum last year which brings together all the stakeholders along the banana supply chain. That is an example of what can be achieved through campaigning and constructive dialogue'* [BananaLink].
7. Providing alternatives and representation: It was observed that a category of FFNGOs exist that are involved in sharing market power among producers and delivering sustainable options to ethical consumers as a form of empowerment. *'We are a social cooperative and we are selling home baked, hand crafted and gardening fruits and vegetables directly to the public'* [Country Markets]. NGOs are committed to creating alternatives to conventional approaches. They are creating a new business model that promotes access to local food and reduces the price of food below supermarkets as an incentive to mobilizing consumers, *'We connect consumers of food and drinks to their local producers and encourage trade'* [BigBarn].
8. Providing information and sensitising: Provision of information stood out as a major incentive used by certain FFNGOs in empowering target individuals and groups toward market transformation and reforms. FFNGOs using this strategy are engaging with broader stakeholder groups by sensitizing specific issues such as cruelty to animals by industrial agriculture. Often this approach may combine campaigning and lobbying as well as giving information to supporters on the issue in order for them to take action. FFNGOs employing this strategy are providing training and information to the public, supporters and policy makers and strengthening awareness on food issues. The type and quality of information and the way information is used and translated into skills is vitally important.

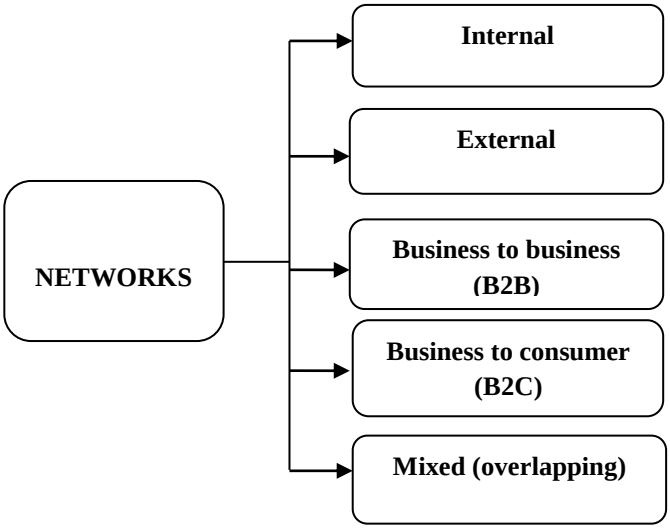
Having considered the importance of empowerment the following section considers the importance of network creation in relation to other market transformation approaches. It is important to also note that none of these approaches is mutually exclusive as they are related and linked in delivering the overall goals of FFNGOs.

5.5.3 Networks

The third approach that emerged from the analysis of the interviews and websites was the way that FFNGOs used the creation of 'networks' as a mechanism for transforming the market. FFNGOs organize themselves into networks spanning the local to the global. For instance, BannanLink commented: *'It's a global network… we have a website and newsletter which goes out to 86 countries'***.** It was observed that networks exist as a consortium of individual businesses and persons independent goals but coming together to further broad common interests. Networks were organized to bring about a resilient food system and also promote the common good. At a political level networks were organized to achieve 'joined-up thinking' and 'agenda spanning' purposes needed in tackling food related issues.

Five types of network were identified (figure 5.3) namely: business to business (B2B) networks; business to consumer (B2C) networks; internal networks; external networks and a mixed network overlapping some or all the other networks. These five networks are explained below:

Figure 5.3: Types of networks deployed by FFNGOs



1. Business to business (B2B) networks: Some FFNGOs develop into B2B networks. Such networks are built around farm and business standards and compliance in order to tackle specific issue(s). One example of a B2B network is illustrated in this quote from Freedom Food: *'As more of us look for food with higher welfare credentials, more farms are being encouraged to invest in farming this way. In fact you can already find Freedom Food labelled products in most of the major supermarkets, including Tesco, Sainsbury's, Morrisons, Waitrose, Boothes, The*

Co-Operative and Budgens'. The conscious efforts of FFNGOs situating themselves in a B2B network serve at least two important purposes. One is for them to tap into all conceivable supply chain channels in their efforts to influence and mobilise the entire public and business bodies into a sustainable path. The second reason is for a governance purpose of devising tools such as certified schemes and standards which would serve as benchmarks for measuring business performance. Many of these standards include environmental alongside social and economic requirements (further explained in chapter 6 section 2).

2. Business to consumer networks (B2C): B2C networks characterize relationships where campaigns are directed towards consumers to use labels at point of sales to interrogate attributes and characteristics as well as the provenance of their food. A variant of B2C network is also evident in the mobilization of faith based public (consumers) who are sympathetic toward issues of the food commercial sector to want to voluntarily help in fixing some of the issues. This is where Faith motivated philanthropy uses phone helplines and face-to-face practical help through volunteers from farming backgrounds to help other farmers in difficulties and crises situations and assist them to resolve those issues and remain sustainable. An example is drawn from comments of Farm Crisis Network: *'we've got 300 volunteers who go out to work with farming families to help them see their way through difficulties'*. In this network there is evidence of free flow of private resources and exchange through voluntarism into the business realm.

3. Mixed networks**:** Some FFNGOs specialized in forming mixed networks to achieve multiple goals. A mixed network is the combination of two or more networks to achieve the organisation's mission and market transformation goals. For instance the national sheep association is an overlapping network as it has members drawn within the sheep industry (internal network) which the organization protects and has primary obligation. But it also has external networks including the government and the public to which the organization represents the sheep industry in explaining the position and issues of internal network to in order to align them on solutions. Networks in this case seem to serve as a forum to frame respective views and a common voice for the industry. The following comments from the National sheep association provides the illustration on this: *'This specialist organisation is dedicated to safeguarding the interests and future of sheep farmers throughout the UK....Today the organisation is recognised by many, including Government, as a*

first port of call for the provision of sound, practical views on sheep industry issues. This is equally the case in Defra, SEERAD, The Welsh Assembly and DARD'.

4. Internal Networks: Internal networks exist where local groups of individuals serve themselves through a network of members to achieve a collective mission. In this network individuals come together to tackle a specific issue of commonality. An example is where volunteers come together to form a local network under the umbrella of the FFNGO. One example is from FARM: *'FARM is a not-for-profit organisation run by a network of volunteers who share a similar vision for the future of sustainable farming in the UK'*.

5. External Network: External network exists where NGOs work with other key partners who are not their members but have interests in the broader issues to further sustainability ideals. One example of this type of network is shown below: *'through close collaboration with partners at the grassroots, we make our research and advocacy relevant to their needs and alive to their realities'* [International Institute for Environment and Development].

Just as all the networks are strongly interlinked and rely on each other their coming into existence relies on the creation of partnerships. The fourth approach that FFNGOs used to transform markets was the creation of partnerships which are fostered by networks.

5.5.4 Partnerships

The idea of building partnerships emerged from the interview and website analysis as one of the key approaches employed by FFNGOs in trying to transform markets and establish sustainability. The following paragraphs describe this partnership approach. From the perspective of FFNGOs partnership means more than just working in networks of like interest organizations with common purpose. It means a deeper working relationship that requires achievement of goals, targets and expectations, than just networking can provide. Partnership provides FFNGOs a foundation for developing working relationships. FFNGOs fundamentally believe that partnerships achieve more effective results as no single organisation or individual has all the answers. One FFNGO commented elaborately on the meaning and benefits of partnerships: *'no one has all the right answers and never will have and even if they do have all the right answers the actual implementation relies on*

other organisations and their members and even the individuals of those other organisations feel part of the ownership… the fact that we work very closely with multiples of other organisations or through partnership and consortia means that in a sense we are achieving a lot more for our members than if we were working in isolation' [Federation of City Farms and Community Gardens] .

A partnership approach creates a pool of technical expertise to tackle a problem. FFNGOs say that it also helps in effective sign posting while at the same time fostering mass supporters and issue related groups who are willing to take action. FFNGOs mentioned that one of the ways that partnerships prove very useful is help with funding and for the achievement of mutual benefits and exposure to opportunities. Although some FFNGOs admit that partnership building is important and works well once all parties identify commonalities, they also claim that it can be challenging to manage. One FFNGO commented: *'We understand that working in partnership can be tough at times and you can start a project within an organisation where you could be at the other end of the spectrum. I think it's important for all to understand the other organisations viewpoint and try to identify where commonalities lie and where you can take forward the approaches. For us as an organisation creating those partnerships with other organizations is the key'* [The Dairy Council].

It was noticed that some FFNGOs build strong and successful partnerships with other organisations around private standards (certification schemes) or self-regulation. FFNGOs say that dynamic partnerships allow collaboration and joint ventures including access to a wider range of skills and resources available within public and private sectors at international, national and regional levels in order to deliver their core purpose and help transform markets. FFNGOs generally seem to support the use of a collaborative approach to effectively achieve their objectives. One FFNGO holds local partners in over 50 countries [World Society for the Protection of Animals] that provide local knowledge and achieve the greatest local effect. Another FFNGO has a consortium of 80 partners [Farming and Countryside Education] with a commitment to education around food and farming and they are gaining huge benefits in maximizing resources. There is also another FFNGO that serves a consortium of 7 partners [Making Local Food Work] working with community food enterprises in order to achieve their objectives.

The key message to be taken from this section is that FFNGOs manage relations by using engagement, empowerment, network and partnership approaches to remove barriers, create

platforms and help people see the issues, ideas and solutions required to achieve market transformation of the supply chain. Peterson & Jestin (2007) suggest three reasons for NGOs involvement in relations management with businesses. First, NGOs are now defining new social expectations for the market to follow in operating viable business that minimises impacts with the prospects of improving social conditions. Second, NGOs are now increasing in unprecedented numbers and have become more sophisticated within the last decade. Third, NGOs and businesses are increasingly recognising that solutions to complex social challenges do not lie within a single sector and that cross sector collaborations offer the potential to create better solutions. The findings in this research on the approach of FFNGOs to market transformations via relationship management are discussed further in chapter 6 where the relationships between stakeholders and FFNGOs can be understood by using multi-stakeholders models of Shared Value (Porter and Kramer, 2011) and Clearing House (Freeman, 1994; Freeman and Phillips, 2002).

5.6 The interaction of mission, goals, strategies and approaches of UK FFNGOs towards transformation

The preceding sections have described the characteristics of FFNGOs with respect to their mission statements (5.2), strategic priorities (5.3) goals (5.4) and approaches to market transformation (5.5). This section summarises how these characteristics come together to broaden our understanding of the activities of FFNGOs (Fig 5.4).

FFNGOs are systematically guided by their individual and specific goals, missions, strategic priorities and the approaches they adopt to achieve market transformation and address FSC challenges. The interrelationships between these different dimensions are illustrated in figure 5.4. The elements depicted constitute the entire armoury (missions, strategic priorities, goals, and approaches) deployed by FFNGOs in attempting to move the UK food chain towards sustainability. It is suggested that FFNGOs are at the front line in the theory and practice of sustainability (EC, 2011; Yakovleva et al., 2012; SDC, 2011; Peterson & Jestin, 2007). The goals and strategies of FFNGOs enable them to organise disparate voices and provide templates for pluralism and democratisation that allow them to influence the state and corporate decision making (Edwards, 2009).

Figure 5.4 Market transformation agenda of FFNGOs

The goal of FFNGOs is to shape consumption, systems and processes in addition to introducing alternative products to drive a transition towards sustainability. FFNGOs deploy concrete strategies to drive their goals. Their three differentiated strategic priorities are geared toward engaging and managing relationships with all supply chain stakeholders to:

- pressure government for reforms on food related policies
- target and build collaboration with businesses
- use mixed strategy to outreach and sensitize all key actors including consumers.

In addition to their goals and strategic priorities FFNGOs recognize that a sound approach involving networking, engaging, empowering and partnering are crucial elements for building, managing and growing relationships with stakeholders. In other words, as shown in figure 5.4, it is these four approaches that help in understanding the processes with which FFNGOs achieve their mission, goals and strategic priorities. The FFNGOs believe that their strategies, goals and approaches are market transformational that should be able to deliver their seven broad missions (fig 5.4). The strong interlinkages of the missions,

goals, strategic priorities and approaches to transformation used by FFNGOs in transitioning the FSC assumes that FFNGOs are actively driving transition and acting as agents of change.

In section 5.5.1 the research identified and explained 11 forms of engagement (capacity builders, outreachers, demonstrators, certifiers/benchmarkers, systemic dialogue, research cooperation, strategic partners, community/network collaborators, project engagement, mutualism/issue collaboration and educators), six of these correspond with Kourula and Halme (2008) who identified eight types.

Eight categories (figure 5.3) of empowerment have been identified (recognizing responsible business; education/learning opportunities; providing evidence for policy development and innovation; engagement/dialogue and coalition; providing alternatives/representation; providing information and sensitizing; providing access, mentoring, support and resources; and collaborating/networking to share resources). The research also drew out the importance of different forms of networks and how they are constructed by FFNGOs as a strategic condition for achieving their transformation goals and missions. The findings showed how five forms of networks (internal, external, business to business (B2B), business to consumer (B2C) and mixed (overlapping)) are fundamental tools in constructing the space in which FFNGOs seek to achieve their goals. Some of these networks have become the foundation upon which partnerships are formulated and deployed by FFNGOs.

The research also explored different meanings and scenarios in which FFNGOs use partnerships as a strategic tool as a precondition for achieving their goals and missions. Partnerships were observed to serve a strategic tool for pooling technical expertise, influencing sign posting and reinforcing networks upon which FFNGOs can exert their power as key stakeholders in achieving supply chain reforms.

When the missions, goals, strategic priorities and transformational approaches are viewed together (discussed in section 5.6) it becomes possible to understand how the three theories - *democratic theory* (Cohen and Arato, 1994), *interactive governance theory* (Kooiman, 2003), and *management theory and practice for NGOs* (Anheier, 2000) (section 3.3) underpin the findings of this research notably in areas of creating public movements to lead supply chain reforms. When viewed holistically, according to Edwards (2009), FFNGOs provide an essential basis for understanding and shaping key and competing elements of society. They represent the power of collective action, community organising, non-

commercial values of solidarity, democratic decision making differentiated by diverse efforts in pursuit of a good society and in meeting the growing variety of societal needs (Edwards 2009; Hodgkinson & Foley 2003).

In the light of the above three theories, FFNGOs deploy democratization, collective action, pluralism and strategic management to manage relationships with all the actors of the supply chain in order to achieve food sustainability. By so doing they are creating new spaces for interaction referred to by De Vos & Bush (2011) as 'horizontal agitation' – where new spaces are created for social interaction between the NGOs, industry and the state – a process also referred to by Kooiman (2003) as political modernisation where a change of interrelationships amongst the three disparate actors results in new conceptions and governance practices (section 3.3.2). This type of interaction is what FFNGOs aim to use to create opportunities and tackle issues of the FSC through shared responsibility with the state and market.

By creating these spaces of control in areas of public consumption, private and public policies relating to food, FFNGOs have successfully built supply chain networks that are independent of the state policy instruments and by so doing introduce a new governance arrangement at regional, national and global levels (De Vos & Bush, 2011).

5.7 Conclusion

The exploration in this chapter of FFNGOs' missions, strategic priorities, goals and approaches provides clear understanding of how they are able to engage with multiple issues and stakeholders in order to bring about a sustainable UK FSC. Section 5.2 explores how FFNGOs are already deploying the seven broad categories of mission at their disposal. This range of mission strategies has enabled understanding of the broad scope of activities that FFNGOs are engaged with. Section 5.3 describes three strategic priorities of FFNGOs, namely: policy reforms, collaborative approach with businesses and a mixed strategy targeting their campaign efforts on all key participants especially the consumers. The key implication for FFNGOs' strategic priority is that they are able to tackle the 'how' aspects of achieving their mission through the pressure they put on the public sector, the market and consumers in order for them to shift the sector towards sustainability. Section 5.4 shows how the strategies used by FFNGOs also help to inform and shape their goals of changing production systems / practices; generating alternative products; and changing patterns of consumption. The four delivery mechanisms including

engagement, empowerment, networks and partnerships were discussed in section 5.5. The broader implication for this is that to be able to achieve their mission, goals and strategic priorities FFNGOs use different approaches to achieve market transition. The chapter concludes with how the mission, strategic priorities, goals and approaches interact with each other to tackle challenges of the supply chain and achieve market transformation. Overall there are two important conclusions derived from this part of the research. Firstly, it broadens our understanding about how FFNGOs engage with and tackle the multitude of issues of the FSC. Secondly, it provides an understanding of the opportunities with which FFNGOs can effectively engage with other diverse stakeholders of the supply chain. The following chapter explores further details on how FFNGOs are interacting with the issues and other stakeholders of the FSC. The chapter will also explain how the exploration of these issues has widened the scope of the FSC beyond the traditional notion of economics alone to embrace the multiple dimensions of sustainable development.

CHAPTER 6: INVOLVEMENT OF FFNGOs AND STAKEHOLDERS IN THE FSC

6.1 Introduction

Having considered the mission statements, strategic priorities, goals and approaches used by FFNGOs to engage with the FSC, the focus of this chapter is to demonstrate how the conceptual issues discussed in chapter 5 are addressed in practice by FFNGOs. In section 6.2 the chapter begins with a description of the range of FSC stakeholders. This is followed by a discussion of the use of engagement strategies with different stakeholders (section 6.3). Section 6.4 then presents a discussion of the scope of the FSC given a broadening of the responsibility agenda.

6.2 Range of FSC stakeholders

This section explores the identities of the FSC stakeholders with which FFNGOs are engaging. Seven groups of stakeholders (Figure 6.1) were identified from an analysis of the websites and interviews. These stakeholders are farmers or producers, consumers, government, food companies, the media, supermarkets and other NGOs. FFNGOs are engaging with these stakeholders in their effort to transform the FSC. It was not possible to categorize issues specific to each of the stakeholders as most of the issues were overlapping across stakeholder groupings. However, the use of key engagement strategies described in section 5.5.1 is discussed here in relation to each key stakeholder.

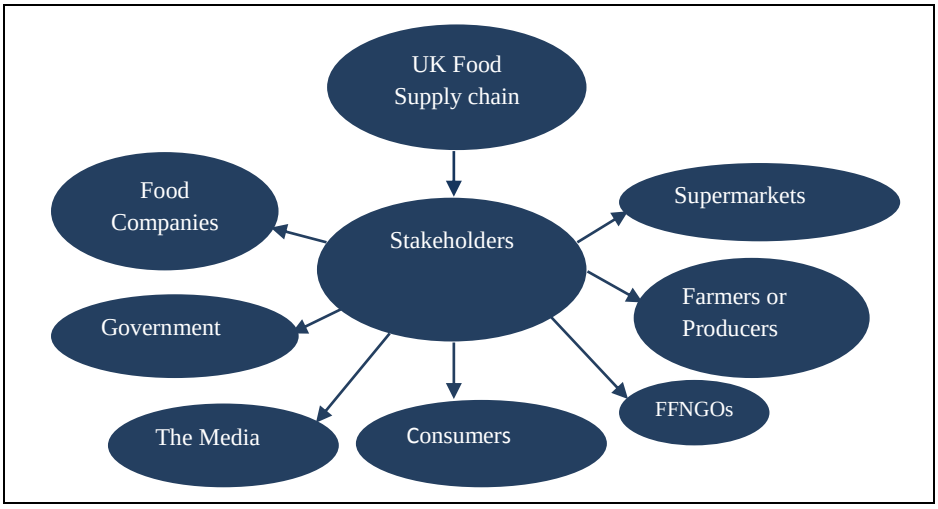


Figure 6.1: UK Food supply chain stakeholders

This research helps to explain the existence of a wide range of stakeholders from the perspective of FFNGOs that are involved in transitioning the food supply chain to sustainability. These stakeholders are key actors that can affect, and be affected by

activities of the FSC. FFNGOs engage with these stakeholders in a variety of ways ranging from targeting very specific topics to engaging across a range of multiple issues. Taking into account the range of issues FFNGOs represent (appendix 8), this research has found that the engagement strategies of FFNGOs go beyond a purely economic dimension to integrate social and environmental facets; these are explored in the following sections.

6.3 Analysis of engagement strategies

The following sections explore practical case examples of the range of stakeholder engagement strategies used by FFNGOs. These strategies were discussed in chapter 5 and presented schematically in figure 5.1. The next section begins with a consideration of farmers or producers of food.

6.3.1 Farmers and Producers

This section discusses five specific examples of the practical application of FFNGOs engagement strategies with farmers or producers:

- Outreachers
- Educators
- Community / network collaborators
- Capacity builders
- Certifiers / benchmarkers

Firstly, FFNGOs act as ‘outreachers’ in assisting with personal and domestic problems experienced by farmers. The results of the analysis of interviews and websites show that some FFNGOs believe that farmers as stakeholders are unfairly treated with low prices of produce and long contracts which they are forced into by supermarkets. They also believe that farmers are very badly rewarded and often forced into bankruptcy because of supermarket dominance. They assert that this type of relationship between supermarkets and farmers is unfair given that supermarkets make consumers believe that they are doing well with the farmers and looking after farmers’ interests. The examples of FFNGOs using an ‘outreacher’ engagement strategy with farmers are many and include Farm Crisis Network, Sustain and Slow Food (a full list of FFNGOs using this strategy with issues involving farmers is shown in appendix 8 under farmers, labour rights and condition). These FFNGOs believe that farmers are running into a range of business, personal and domestic difficulties and that some have left farming with a less than dignified treatment. Farm Crisis Network, The Royal Agricultural Benevolent Institute and Farming Help are at the

forefront of outreaching and facilitating help at personal, business and domestic levels. These volunteers provide representation to facilitate financial assistance for the farmers. They also arrange to help farmers deal with exiting farming with dignity and arranging new owners to come in and farm.

Employing an 'outreachers' form of engagement strategy allows FFNGOs to achieve numerous different outcomes including: level of buy in by stakeholders; empowerment; new policy/reforms; inclusivity; innovation; change of attitude; change of mindset; and capacity building (Fig. 5.1).

Problematic business relationships between farmers and the retailers appear to have been longstanding, leading the government to establish a UK trading ombudsman to mediate in the trading relationship between producers and retailers (Smithers, 2010; BIS, 2011). The huge concern about the relationship between retailers, farmers and suppliers was brought into even sharper focus through the groceries *market investigation* set up in 2008 to tackle relationships between retailers and their suppliers (Competition Commission, 2008). Based on the recommendations of the investigation, the Competition Commission then revised the Groceries Supply Code of Practice and established an independent Ombudsman in 2010 to enforce the code (Smithers, 2010; BIS, 2011). It seems that FFNGOs are also trying to ensure that the supply chain takes advantage of business relations by pushing for and creating enabling conditions (through proper regulations) for the market. Carstensen (2008) already maintains that markets linked regulations have an important role to play in shaping the opportunities for participants.

Secondly, FFNGOs assist as 'educators'. Just like FFNGOs, farmers are keen to take a supply chain approach with other supply chain participants like the retailers and governments in order to improve the overall sustainability of the sector. FFNGOs showed that farmers themselves have come together as stakeholders to be involved in cross sector programmes such as the 'milk road map' in order to reduce the environmental footprint of the dairy sector. An example of this stakeholder arrangement is that spearheaded by The Dairy Council where they bring other stakeholders into a common vision to tackle issues of the dairy supply chain. In organizing this stakeholder arrangement for the dairy sector for instance The Dairy Council commented that they needed to become a focal point for the sector and provide awareness and education to the sector while also helping to interpret government regulations as they affect the dairy sector. In this manner FFNGOs are assisting the sector not just in forming multi-stakeholder forums to tackle issues but also in providing education and awareness on legal and operational aspects to achieve stakeholder

results. Providing this kind of education also implies that FFNGOs are acting as capacity builders for other stakeholders thereby achieving several outcomes from this form of engagement.

Thirdly, FFNGOs adopt the strategy of community / network collaborators to help mediate between farmers and government. The relationship with retailers is not the only issue that farmers are facing; relationship and communication issues also exist between farmers and the government. Additionally, FFNGOs are trying to facilitate communication between farmers and the government with the aim of resolving these conflicts relating to equitable distribution of proceeds. In this sense FFNGOs play a community / network collaborators role to see farmers through the difficulties and to mediate between the government and the farmers through stakeholders' dialogue.

Fourthly, FFNGOs provide capacity building services. For sustainability to be achieved in the sector it seems that FFNGOs rely on farmers being sustainable themselves. FFNGOs are involved in building capacity for farmers to achieve sustainability. They believe that farmers can command premium status for their products in the market when they implement higher standards in ethical sourcing, such as freedom food standards. So FFNGOs assist in supporting farmers to convert their farms and practices to adopt new standards. By so doing the FFNGOs are mobilizing farmers into the soft governance space through use of ethical standards and schemes. FFNGOs also have a support mechanism in place to give information to farmers and their families on specific issues. For example, Haemolytic Uraemic Syndrome Help supports farmers and families that may be infected with E.coli 0157, while the International Institute for Environment and Development works with poor small farmers in the South to support them in improving standards to enable them to access global markets in the West.

Fifth, FFNGOs provide logos and certification to endorse standards of practice (e.g. organic) thereby acting as certifiers in their engagement strategy. Food Focused NGOs seem to recognize farmers as key stakeholders and they work to provide the farmers with sets of standards with which they can operate to improve practice. One of the ways they do this is by introducing schemes and standards farmers can follow in order to add premium to their products. In this way FFNGOs work to endorse standards of practice that *'enable prosperous farming that enriches the environment and engages the local communities'* [Linking Environment and Farming].

FFNGOs' engagement strategies with farmers are based around certification and standards which have led farmers who want to convert their systems to higher standards of practice to comply with independently verifiable environmental and social requirements. Independent verifiable standards are also respected and taken seriously in terms of the awards of logos for their products as is observed in the case of Freedom Foods, LEAF and Soil Association standards.

The following section considers the FFNGOs perception of consumer stakeholders.

6.3.2 Consumers

An analysis of the interviews and websites showed there were three types of engagement strategies associated with the relationship between FFNGO and consumers:

- Educators (consumer education)
- Capacity builders (access to healthy food)
- Issues collaboration (around issues of public health)

Firstly, FFNGOs understand the importance of educating consumers. Consumers are viewed as the most important stakeholders of the food supply chain mainly as a result of their positioning as end users of products and subjects of externalities of the sector. Oosterveer and Spaargaren (2011) noted that there is consumer unease about the impact of the food supply chain and this unease is complex, increasing and evolving. An important engagement strategy that FFNGOs use is creating awareness through education to heighten consumers' understanding of sustainability.

FFNGOs believe that retailers and big brands exploit consumers' ignorance of what sustainability really is. The Allotments Regeneration Initiative said that consumers' response to food sustainability is very encouraging*: 'Consumers response to food sustainability generally has been positive even though they don't still have full understanding.'* The positive response to issues such as green space and allotments has been one good example of consumers' enthusiasm. However, many FFNGOs see the consumers as not informed enough about the systems of farming and where their food comes from and that they have not been given enough choices to make decisions. One of such FFNGOs is Farm Crisis Network whose representative commented: *'I think the public is only entirely divorced of the understanding of where food comes from and what it is worth and it has cheap foods which are processed since the 1950s and 1960s'*. Consumer stakeholders are found to be very important allies with the FFNGOs in pushing for change

and FFNGOs often turn to educating the consumers as their strategy for positive action especially on issues of animal welfare and workers' rights.

Secondly, FFNGOs are pushing for increased access to healthy food and are using capacity building as a key engagement strategy. From a FFNGOs perspective access to food is a real challenge to many consumers who need institutional help to remove access barriers on a long-term basis. FFNGOs are engaging with consumers by providing food services especially in areas identified as food deserts to enable low-income families to access healthy food. For instance, the London Borough of Newham is gaining many benefits for consumers facilitated by Community Food Enterprise, East London Food Access and Newham Food Access Partnership. Their ability to assist consumers in accessing healthy food allows FFNGOs to serve as capacity builders for consumers within the supply chain. This engagement strategy of capacity builder combines with and also strengthens the idea of FFNGOs as educators in their effort to influence consumer actions and manage relations with them.

Thirdly, FFNGOs act as issues collaborators on consumers' issue of public health. Some consumers' interests are articulated by FFNGOs on their behalf. One such issue is over consumption of salt. This was observed for instance in the area of public health where Consensus Action on Salt and Health (CASH) suggested that people find it hard to know how much salt they consume in food. CASH took on big food companies and campaigned vigorously for them to reduce salt content of food based on scientific evidence that showed that too much salt isn't good for health. They also put pressure on government to regulate the issue of salt content and by so doing they are acting as collaborators in their strategy to protect the interest of consumers as stakeholders.

Another observation on the issue of public health was that consumers themselves have posed different kinds of barriers to sustainability due to their habits and reluctance to change. Examples include public health related habits such as reducing the levels of consumption of meat, salt and the low uptake of new habits like part time / fulltime vegetarian or vegan diets; this is illustrated by a comment from the Vegan Society: *'But a lot of people don't want to think about these issues because it means they are going to possibly have to change their lifestyle and people are naturally trying to avoid changing their lives'*. FFNGOs show that some of these behavioral patterns are driven by taste - hence public health issues related to salt, sugar, fat and calories. That FFNGOs can understand issues around consumers' health, can tackle food manufacturers and sensitize

consumers allow them to be 'issue collaborators'. Given that companies alongside consumers are also stakeholders with FFNGOs, working together on issues of consumer health allows multiple collaborations to exist. This kind of collaborating further strengthens the position of FFNGOs in mobilizing the public and agencies in achieving supply chain sustainability.

6.3.3 Government

The following analysis of the way FFNGOs use engagement strategies provides insight into the role of government as supply chain stakeholder. These are grouped under the following four themes:

- Systematic dialogue to shape and reform policies
- Community/network collaborators for holistic joined up thinking to government departments.
- Issues collaboration with state on campaigns
- Strategic partners with government on long term policy reforms

Firstly, FFNGOs use 'systematic dialogue' to work with the state. FFNGOs believe that the government needs advice to shape and reform policies through use of committees, roundtables or platforms. FFNGOs seek to participate in these fora to establish and contribute progressive and ongoing dialogue with the state toward change in policy, behavior and reforms. Government regulatory reforms are influenced and shaped by stakeholders including FFNGOs, who claim that the government seeks advice and sometimes can negotiate for compromise in order to set transparent policies for the sector. The World Society for the Protection of Animals commented: *'we address reports and information to government they are taken seriously by industry and other players'.*

Secondly, FFNGOs act as 'community / network collaborators' to provide a level of holistic joined up thinking to government departments. According to FFNGOs issues of food are sometimes horizontal and cut across government departments and policy areas but the disadvantage is that different government departments do not always enjoy jointly discussing horizontal issues. For example, allotment and regeneration issues are dealt by the Department of Community and Local Government (DCLG), but the Department for Environment Food and Rural Affairs (DEFRA) has interests in these issues and deals with food production aspect of allotments and regeneration. Education and health departments

are also involved in overlapping aspects of their work. The Allotments Regeneration Initiative and Federation of City Farms and Community Gardens (FCFCG) claim that they have achieved a reputation of bringing these departments together to discuss cross-departmental issues (for other FFNGOs involved in green space and gardening see appendix 8). FFNGOs claim that the Government has a very low appetite for certain issues around food. For example, food issues like allotments and green space are not high on the government's agenda thereby creating a challenge for FFNGOs. However, according to FFNGOs engaged with these issues, governments have gained from their use of engagement strategies (e.g. community/network collaborator). This has resulted in FFNGOs being asked for specific services like facilitating key issues. FCFCG commented: *'This project would not exist if it was not for the goodwill of NGOs to undertake an innovative piece of work about allotments which at the time 2002 we were not high in public agenda'.*

Thirdly, FFNGOs believe that state support on issue campaigning is important. FFNGOs use 'issue collaboration' as an engagement strategy with the state on some of their campaigns. FFNGOs believe that the government support to company's sustainability initiatives is critical to achieving sustainability. One example that has been provided by Consensus Action on Salt and Health is that of the Food Standard Agency's support in setting salt reduction targets in food which was an idea that originated from an FFNGO. Consensus Action on Salt and Health is campaigning for a mandatory regulation of a salt tax as a means for companies to reform practice. Another example of the government as a key issues collaborator with FFNGOs was observed in their partnership in supply chain programmes such as the milk roadmap hosted by Thrive aimed at cutting carbon emissions. For this FFNGO and other partners of the milk roadmap the government is expected to set the agenda in environmental sustainability as seen in the climate change act.

Fourthly, FFNGOs act as strategic partners in engaging with the state to achieve policy reforms. There is a mixed response from FFNGOs as to how well the government engages FFNGOs in consultation and policy development work. Many FFNGOs including the Royal Association of British Dairy Farmers, Food Matters and Baby Action Milk agree that the government consultation and policy development is often drawn out, taking too much time and resources. FFNGOs say that they have consultation fatigue with government because not much comes out of the process for them compared to their resource and time investment into such processes. Even with the above barriers, the Dairy Council and Federation of Community Farms and Country Gardens have given credit to

the government's response as a key stakeholder, for instance in the issues of climate change and allotments. Generally speaking FFNGOs attribute government's slow pace of response to food issues to the complexity of its position in trying to balance a multitude of factors and stakeholder views in making policy. However, the government action of producing the food strategy 2030 is generally seen by FFNGOs as progress in dealing with food related issues.

FFNGO like Sustain claim that they are more successful in working with the Government through MPs, the parliamentary food forum and FSA to lobby on behalf of food issues. DFID is seen as a good partner in development (capacity development) in terms of assisting producers in poor countries exporting food to the UK and working as partners with FFNGO like the International Institute for Environment and Development. Although well regarded as a key stakeholder FFNGOs believe that government alone does not have the power to create a sustainable supply chain: *'it's not going to be all public policy but a mixture of policy, business, social movement and consumer action that is going to crack this sustainable development dilemma.'* [International Institute for Environment and Development]. Overall, the perception of FFNGOs is that the government seems to be pushing responsibility for sustainability to the market as it places too much emphasis on self-regulation or private policy: *'No I am completely unsatisfied and I think DEFRA in the last 7 to 10 years has done a very poor job in challenging and channeling this huge part of the British economy into a more sustainable path. It has far too strong emphasis on self-regulation'* [International Institute for Environment and Development]. The following section will now focus on FFNGOs perception of companies' responses to reforms.

6.3.4 Food companies attitude toward sustainability

Food companies are important stakeholders in the FSC. There are four types of engagement strategies that illustrate how FFNGOs engage with food companies:

- Food companies are important allies on 'issues collaboration'.
- Companies are 'strategic partners' with FFNGOs' on innovative solutions
- FFNGOs caution over company funding on 'common projects management'
- Companies see business opportunities from 'research cooperation' with FFNGOs

First, the perception of FFNGOs' is that food companies are important allies to collaborate with on issues (issues collaboration). Companies are viewed as very important allies in reforming food systems. For instance, in impacting on issues such as the voluntary

reduction of salt in processed foods (e.g. Kellogs), companies work collaboratively with FFNGOs [Consensus Action on Salt and Health]. This type of engagement is mutual interest collaboration as the focus is on a specific area of work with FFNGOs. The outcome for this engagement strategy ranges from change of attitude and mindset to policy reforms for the collaborators.

Second, companies are 'strategic partners' with FFNGOs' on innovative solutions that increase their competitiveness. Results show that food companies are now progressive in engaging in dialogue for solutions especially on simpler issues that can be easily changed. The Guild of Food Writers mentioned an example of such issues in area of reducing plastic bags for shopping. On this basis, FFNGOs are partnering and collaborating with food companies to provide research and independent information that supports new policy or reforms. However, the perception of FFNGOs is that food companies can be slow and reluctant when it comes to tackling complex issues like standards on low carbon and higher animal welfare. Compassion in World Farming illustrates this perception: *'On the whole I think we've been pleasantly surprised in the last couple of years by the willingness of companies to get involved in the dialogue, on easier issues perhaps like the cage eggs issues and make progress. I think that when issues get much more complex [xxx] then things can be a lot slower and a lot more difficult because you are trying to weigh up a number of issues or factors'.*

FFNGOs believe that companies are very careful; they don't make decisions that may have negative impact on their bottom-line even though they are pressured to embrace reform. FFNGOs claim that companies sometimes find FFNGOs a nuisance (unpleasant) but generally they welcome initiatives when they can bring them competitive advantage: *'They are responding but I think some people probably still hate us [xxx]. If we did something that increases their sales they would be more interested but we are doing something that affects their bottom line'* [Consensus Action on Salt and Health].

Thirdly, FFNGOs are cautious over receiving funding from companies (common projects management). The research shows that funding from companies is needed but is viewed with suspicion by FFNGOs in terms of how that could weaken their independence and neutrality on some of the issues they represent. Consensus Action on Salt and Health for instance would not receive funding from companies that do not reduce salt in food: *'We couldn't accept money from companies that are not reducing salt. No we wouldn't take that'.* Generally, FFNGOs are strategic in their engagement, collaborating and developing

relations driven by jointly funded common project(s) either on an on-going basis or as a one off. This strategy creates opportunities for shared knowledge and collective experience with increased possibilities for solutions and innovation.

Fourth, food companies see business opportunities from 'research cooperation' with FFNGOs. FFNGOs claim that some companies recognise sustainability as a business opportunity. Community Food and Health (Scotland) illustrate this: *'I think some of them clearly recognise it as a business opportunity and a marketing opportunity and others may well see major economic benefits'.* Food Focused NGOs are promoting research cooperation with companies and are disseminating information and good practice. This cooperation provides FFNGOs with a unique field based experience and credibility that is rooted in evidence that companies are looking for. Unilever, for example, has been commended by some FFNGOs for leading in some of the frontline actions promoting sustainability. The perception of FFNGOs is that some big companies work with them in a cooperative research manner towards change. The Vegetarian Society for instance claims that food companies send samples of new vegetarian products that they have developed for benchmarking by the Society. Many big companies that may be members of the Farmers Union can lobby governments to avoid change and regulations. Many private companies have huge vested profit driven interests in the sector and would do anything to protect those interests.

Having looked at FFNGOs engagement strategies with companies, the following section explores the vital role of the media as a key stakeholder of the FSC.

6.3.5 The media

The media, especially the TV, plays an important role in communicating issues of food and sustainability in the FSC. The media plays an important role with FFNGOs as 'outreachers' in sensitizing food issues. The perception of some FFNGOs is that the media is an important stakeholder of the supply chain in helping them reach a wide audience. The role of media in publicising and sensitising issues to the public is particularly important for FFNGOs. Issues like school nutrition as championed by Jamie Oliver go to the heart of FFNGO campaigns. Adams & Shriver (2010) note that the media has the capacity to bring issues to the public's attention and engage a larger audience than would be possible for any individual organisation to do.

The media are cooperating with FFNGOs as ‘community / network collaborators’. Results show that FFNGOs relate to the media in a two-way process. One way is that FFNGOs take advantage of opportunistic and reactive issues that dominate the media such as cloning of animals or cooking at home for their campaigns. The other way is that FFNGOs also embark on pro-media campaigns by pushing issues and sending press releases to the media in order to promote their work as well as raise the profile of the issue to the media. In other words, FFNGOs supply information to the media and also constantly keep their eyes on how issues of food are being reported on the media. This two-way relationship enables FFNGOs and the media to act as collaborators for the wider community and networks relating to supply chain issues.

FFNGOs recognise the impact of media personalities on campaigns for sustainable food (issues collaboration). For instance, the positive impact of the work of Jeremy Oliver in creating awareness on issues around food and getting people to think about them has been recognised by FFNGOs. An example was given by the Guild of Food Writers: *‘There’s a whole generation of mums who do not know how to cook. I think the whole question on how to cook and not just rely on TV dinner of processed food and this starts from very young. I have admiration for Jeremy Oliver for trying to tackle all these sort of things in terms of going to schools to share that.’* The role of media personalities in changing attitudes and creating awareness of food amongst the children in schools is well acknowledged by FFNGOs. However, this positive aspect of the media has to be balanced against FFNGOs working as ‘educators’ to tackle the confusion created by the media around meanings of food sustainability.

On the one hand, FFNGOs give credit to the media for the positive scope in educating and creating awareness for kids at school and really getting them to think in areas of cooking and climate change. On the other hand, the media has also been blamed by FFNGOs as part of the problem in causing confusion to consumers by sometimes providing the wrong kind of information. For instance BigBarn claims that adverts on TV are known to be erroneously making consumers believe supermarkets are cheaper and offer the best deals on food to consumers. Sustain claimed that their biggest campaign success has been targeting and attacking the media on some key issues including advertising junk food to children on TV. By so doing FFNGO like Sustain and BigBarn believe that they have been successful in educating the media and campaigning against some of this confusion caused by the media. The media here seems to serve as a conduit of power between different

stakeholders. FFNGOs seem to be engaged, at least in part, in a battle to control the flow of information about food sustainability issues.

6.3.6 Supermarkets

Supermarkets are recognized by FFNGOs as key stakeholders and the gatekeepers of the FSC. The following four themes emerged to show how the FFNGOs are deploying their engagement strategies with the supermarkets. The results reveal, the views of FFNGOs on supermarket attitudes and contributions toward sustainability in the following four areas:

- FFNGOs and supermarkets on 'issues collaboration' for sectoral engagements.
- FFNGOs and supermarkets are useful partners for research cooperation
- FFNGOs and supermarkets are 'strategic partners' on food sustainability.
- FFNGOs and supermarkets as community/network collaborators for consumer awareness.

First, supermarkets are key stakeholders on 'issues collaboration' for sectoral engagements. This study shows that retailers are seen by FFNGOs as one of the key stakeholders to work with in fixing supply chain issues. The Guild of Food Writers commented: *'I feel if all work together then things can change i.e. the retailers, government, the industry rather than them using excuses to weaken arguments'*. Retailers are not just key stakeholders but also occupy a position of influence which can be useful for sectoral engagements. The influence of retailers is derived from them forming the intersection between production and consumption as well as supply and demand. A shift has been noticed by the International Institute for Environments and Development within last 10 years where retailers have changed from being seen as the beast to be tamed to stakeholders who have the potential as allies to create an inclusive approach to sustainability.

Second, supermarkets are useful partners for research cooperation on FSC issues. The assumption of FFNGOs is that supermarkets play a crucial role in providing real statistics based on their sales figure on trends and patterns of consumption that enables FFNGOs to work on, make predictions and understand the scale of the issues: *'So we also look at market data and trends of sales of eggs in the market to see what the trends are'* [Compassion in World farming]. FFNGOs in turn are rewarding supermarkets such as seen in the case of Sainsbury being given awards for good practice, such as good egg award by Compassion in World Farming.

FFNGOs have different feelings about the level of engagement of retailers on issues of sustainability. FFNGOS will selectively create strategic partnerships with retailers only when they feel it will help them to achieve their goals (strategic partners). For instance, some FFNGOs suggest that retailers are committed and are keen to work with them and other supply chain stakeholders to achieve sustainability: *'the industry and retailers and everyone seem to understand that generally sustainability needs to be achieved'* [Food Matters]. However, some FFNGOs believe that retailers really don't care about the issues of sustainability unless they have to do something: *'In my experience the supermarkets and large producers and importers will only respond to issues of sustainability when they have no choice and they will always try to avoid it on the basis of cost'* [The Guild of Food Writers]. BigBarn views the supermarkets as taking advantage of the confusion around the notion of sustainability especially when they make claims to customers that they are the cheapest just for reasons of boosting their sales. FFNGOs show a lot of concerns about the power dominance of supermarkets in the supply chain. For example, Farm Crisis Network says *'The power is in the hands of a very small number of private companies – you know globally the poultry market is in the hands of three organisations and the food market globally is in the hands of four organisations'*.

To justify the indifference sometimes shown on the part of supermarkets, The Guild of Food Writers cited the example of interventions relating to responsible use of supermarket plastic bags as being a success with supermarkets but attribute that success to public pressure. The Guild of Food Writers commented: *'there has been some success like with plastic bags in supermarkets but it seems to be much of public pressure before these things happen'.* Other examples of responsible actions of supermarkets were given in areas of sustainable fishing and in educating consumers to change perceptions and also be more responsible.

Fourth, FFNGOs work as community / network collaborators with supermarkets to increase consumer awareness of sustainability issues. For instance, some retailers provide money to FFNGOs to fund community projects. Foods Up Front were given £18K to promote their work of educating consumers to grow gardens. Supermarkets will also promote logos such as Freedom Food by buying and stocking products and also educating consumers about what these logos mean. FFNGOs recognize that retailers have a crucial role to play in helping consumers (communities) to have a better understanding of where their food comes from*: 'With the help of our retailers yes, obviously you can now find freedom food in all the major retailers and many of them do a very good job in promoting*

freedom food aims through advertisements and packaging and point of sales material' [Freedom Food].

In addition to the previous four themes that have been discussed the analysis of the CSR reports (section 4.4) of the UK supermarkets revealed some interesting aspects about the view of retailers towards FFNGOs. From the analysis of CSR reports of food retailers, there is acknowledgement of their limitations in finding sustainable solutions on their own and they seek useful partners. They require technical support of FFNGOs as part of the solution. Sainsbury for example commented: *'As a leading supermarket retailer, we face a wide range of issues that are relevant to our business. Many of these are complex, interrelated and increasingly global in nature. We recognise the role we have to play in tackling these issues but understand that we cannot always do so on our own. Our approach is therefore to work in partnership with key stakeholders, including Government, NGOs, academics, as well as customers and colleagues, towards finding solutions.'* Tesco also commented that views of FFNGOs are sought after in the retailers ethical strategy: *'To get specific feedback on our CR strategy, performance and reporting, we held two externally facilitated focus groups of opinion formers in areas related to our business, including suppliers, NGOs, government, journalists, socially responsible investors and academics. They felt our reporting should present other people's views on key issues as well as Tesco's, for balance.'*

Svendsen & Laberge (2005) mentioned that retailers notion of networking is to organize themselves into a web or network of individuals, groups and organizations that are bound by commitment to tackle complex and shared cross-boundary issues. Identification and engagement of stakeholder's between retailers and FFNGOs are very important processes as they enable companies to become aware of specific issues and how to address them (ISO, 2010; Svendsen & Laberge, 2005). Boatright, (2006) noted that proper management of stakeholder relations of the kind between retailers and FFNGOs can lead to cooperation and balancing of interests of each of the stakeholders involved. Cooperation (where organisations are willing to change their own behaviour or the views of other stakeholders instead of putting pressure on their stakeholders to meet their demands) has been identified by Co & Barro (2008) as one of the two stakeholder management strategies existing along the supply chain.

Due to the vital contributions that they bring FFNGOs such as WWF and PAN are members of stakeholder committees of M&S and Board of Unilever respectively. Multi-

stakeholder collaborations of this kind allow food companies to work together with FFNGOs and other stakeholders and are considered important for raising the baseline standards and building trusts (Smith, 2008). Supply chain multi-stakeholder cooperation has the potential of encouraging dialogue to achieve better actions in driving improvements and innovativeness for companies (Smith, 2008; Co & Barro 2008; Holmes & Moir, 2007). Commitment and trust engendered in the process of collaboration and engagement can produce positive outcomes such as efficiency, productivity and effectiveness (Co & Barro, 2008).

However, the relationship between FFNGOs and retail companies has not always produced positive outcomes as they can be adversarial. There is a range of relationships between FFNGO stakeholders and companies from strongly antagonistic to strangely collaborative types (Bendell, 2000). The barrier for FFNGOs and companies stakeholder engagement lies on the complexity and challenges posed by different values, background, concerns and cultures of different parties to achieve a compromise (Holmes & Moir, 2007).

6.3.7 NGOs as stakeholder

FFNGOs and other NGOs act as community and network collaborators with each other. They can view themselves as allies working together and collaborating to achieve the same broad ideals. This identifies them as stakeholders with each other working within the supply chain. Three examples are: First, WWF who commented: *'We work collaboratively with other civil society organisations and NGOs and share the same kind of agenda using resources and skills to work in specific areas like food, transport and housing.*' Second, Federation of City Farms and Community Gardens who commented: *'We also nurtured and helped to set up a number of organisations something like the community composting network for instance where there was a specialist need'*. Third, BananaLink who also commented: *'Yes we work with a wide range of partners. This is one thing that makes us very unusual, we work with a large number of trade unions, NGOs in both producers and consuming countries.'*

6.4 Scope of the FSC, power and sustainability

The first part of this chapter has described how, through their engagement strategies, FFNGOs are integrating diverse stakeholders in tackling a range of FSC issues (details are shown in appendix 8). The range of issues that FFNGOs represent shows that their engagement strategies have introduced social and environmental dimensions to the scope

of the FSC. The engagement strategies with stakeholders described in this chapter can be interpreted in relation to theories describing the operation of NGOs, notably *democratic theory and interactive governance theory* (section 3.3). Democratic theory (Cohen and Arato, 1994) identified the potentials that FFNGOs have in creating spaces of social interaction distinct from the state and market. It also shows how democracy can be expanded while addressing social issues and injustices. The research for this PhD shows that by seeking to create mediation space through their engagement strategies FFNGOs are influencing the state and the market and broadening democratic associations by opening up pubic debate on issues of the UK food supply chain.

Under *interactive governance theory* (Kooiman, 2003) FFNGOs emerge as facilitators of social interactions amongst disparate actors to achieve political modernisation. Interactive governance (in this case the engagement strategies of FFNGOs) is used in creating solutions for societal problems (supply chain issues) and also creating opportunities (perhaps balancing of power) as a result of interactions that occur between the FFNGOs, the state and the market. This theory suggests that the responsibility for governing modern society is a shared one between the state, market and FFNGOs. Given the background of these theories FFNGOs are widening the scope of supply chain issues to delimit spaces of food sustainability that go beyond a purely economic dimension. The implication is that new priorities have been introduced into an economy centric FSC that has created a broader narrative with social and environmental elements. FFNGOs have used their engagement strategies to expand the issues of concern in the FSC and developed a broader understanding of the range of issues that need to be considered when thinking about the scope of the UK food industry (Figure 6.2). This broadening of scope of the FSC is consistent with Ilbery and Bowler (1998) description of post-productivism whereby agriculture is integrated within 'broader rural economic and environmental objectives'. This shift in development narrative is brought about by the negotiating power of FFNGOs. However, it has also introduced tensions in the FSC in terms of the power relationships and negotiations between key stakeholders.

The FSC is characterised by imbalances in power between the different stakeholders. The supply chain is hugely retailer led and characterised by contested power relations and immense corporate control (Lang, 2010; Marsden, 2010). Parfitt et al. (2010) confirmed that over 7000 suppliers are under the market power of a small number of large food retailers in the UK. Sage, (2003) attributed loss of independence, uniformity, placelessness and tastelessness of food to the dominance and single economic pursuit of large

corporations. Marsden (2010) blamed the decline in productive capacity of UK farm businesses and disadvantages to farmers on lopsided distribution of equity caused by retailers and caterers negotiating power making farmers price 'takers' instead of price 'givers'. Farmers have appeared the worst hit by imbalances in buyer power across the FSC. Changes in power relations and forces of globalisation have exposed some farmers to sudden bankruptcy and they have been forced to exit farming or to find alternative employment (Oosterveer and Sonnenfeld, 2012). DFID (2004) commented that ASDA and Morrison are squeezing the supply chain to pass on lower consumer prices in order to dominate the market.

There is recognition that consumers stand to gain in terms of value, choice, convenience and innovation from the concentration of power in the large retailers. However, there are aspects of consumers' short and long-term interests that may be damaged by the nature of this relationship (The Competition Commission, 2008). Creating a situation where there is a more balanced relationship of power may strengthen the position of farmers (worst positioned in the power relations) by supporting them to capture market share (Marsden, 2010). The concerns of FFNGOs [Sustain, BananaLink, Compassion in World Farming, Slow Food UK and International Institute for Environment and Development] about the dominant power of the food service sector, retailers and manufacturers within the supply chain were very apparent in this research. For instance, Compassion in World Farming stated that supermarkets are responsible for about 80% of total groceries market share; and they were concerned about this level of dominance from the retail sector.

The research for this PhD reveals that FFNGOs are negotiating and contesting power by advocating alternative food networks, small farm sizes and equitable spread of proceeds from farming. From the perspective of FFNGOs like Health and Local Food for Families and The Guild of Food Writers the scope of the supply chain needs to widen to also include educating children, cooking at school, owning allotments, learning to shop for food and also helping parents to have the skills to feed their children properly. On that basis some FFNGOs like International Institute for Environment and Development and Slow Food assert that food related social and environmental issues need to be understood within a broader narrative that draws in the activities of stakeholders from across the supply chain. This pursuit of a broader narrative by FFNGOs implies a reversal of the trends practised by retail dominance namely 'intensification, concentration and specialization' and has produced power tension across the FSC. FFNGOs are tackling the issue of concentration as a key element within the dominant economic model while promoting a

shift towards an overlapping of economic, social and environmental dimensions as shown in Figure 6.2.

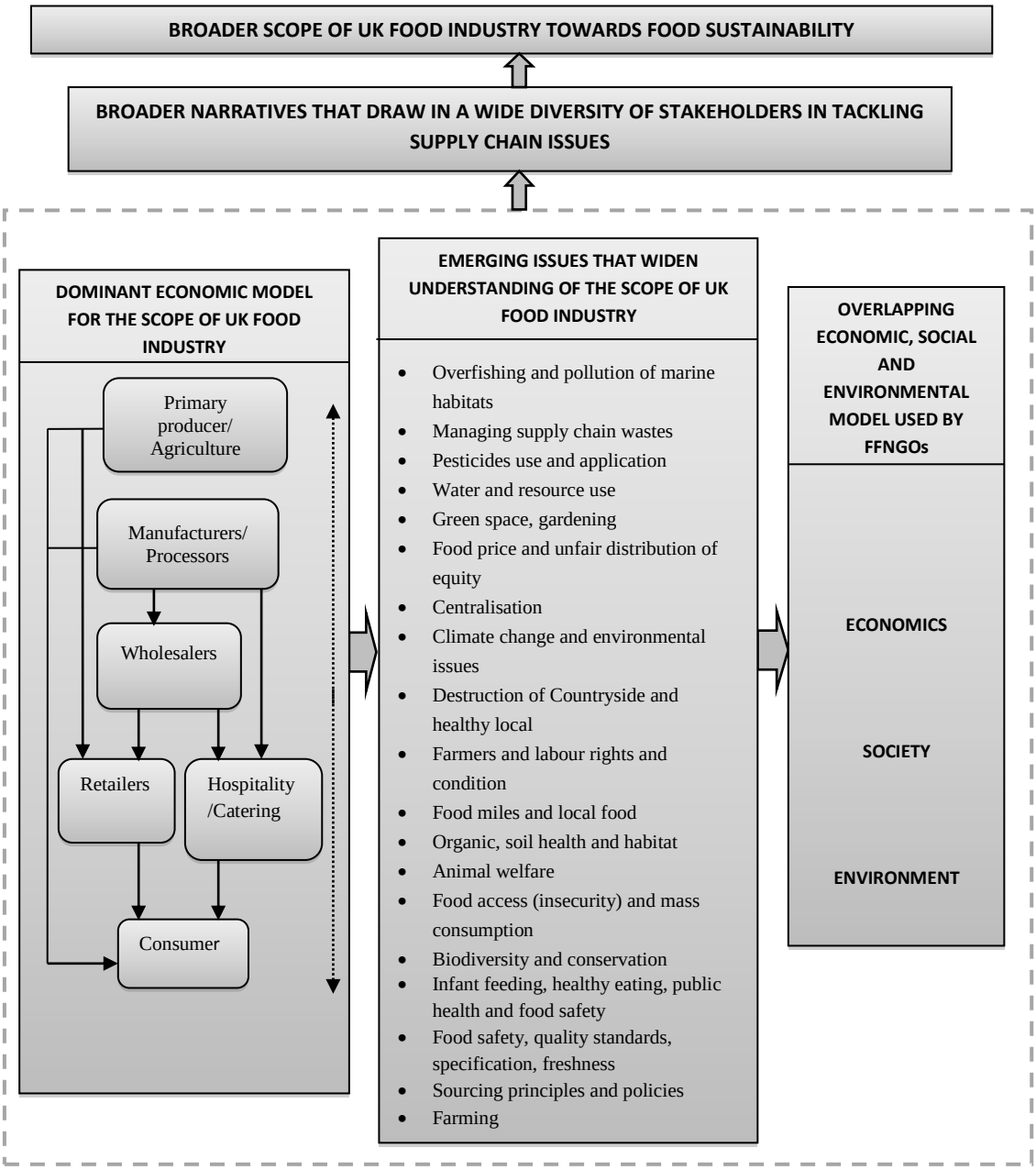


Figure 6.2 The scope of UK food industry towards food sustainability

The role of FFNGOs in broadening the scope of the food sector beyond the economic, pulls together 'issues' as well as different 'stakeholders' around each of those issues. FFNGOs are leveraging power using collaboration and interactive governance processes mentioned above. For instance, FFNGOs involved in urban growing [Food Up Front, Federation of City Farms and Community Gardens, Food Matters and The Allotments Regeneration Initiative] are facilitating and promoting activities that are not driven by a monetary incentive, such as allotments, gardens and food in living spaces. The interpretation of the food supply chain that emerges from many of the FFNGOs

participating in this study goes beyond commercial space to include food from outdoor spaces in living areas and allotments. FFNGOs are using their knowledge and expertise as power to draw in these alternative issues.

FFNGOs generally believe that food industry activities require joined up thinking and an agenda spanning approach as it links with policy areas such as health and social justice. These policy areas include: physical activity, wellbeing, social inclusion, equalities, regeneration and sustainable development and they all exist outside the traditional economic model. FFNGOs like Banana Link and Pesticide Action Network are concerned about the injustices around labour conditions and social issues like chemical poisoning of workers and the dominance of power by big brands dictating terms of relations. FFNGOs are broadening the scope of issues in the FSC to draw in a range of issues of an environmental, economic and social nature (figure 6.2).

These activities of FFNGOs can be contrasted with a changing politics of food in the UK led by food business dominance and weakening of the state at the time when the need for intervention is increasing. Oosterveer and Sonnenfeld (2012) recommended a shift in approaches towards more collaborative engagements between retailers and FFNGOs (Oosterveer and Sonnenfeld, 2012). Use of stakeholders instead of regulations is proposed to shift the balance of power from top-down to a more collaborative approach, where each of the actors (the state, market and FFNGOs) work together in interactive governance to provide interventions as an effective approach towards sustainability (Lang, 2010; Marsden (2010); Oosterveer and Sonnenfeld, 2012).

Through their successful use of engagement strategies with other stakeholders FFNGOs are shifting the balance of power in their own and other stakeholders favour. By engaging and collaborating especially with retailers and creating new ethical spaces like converting from battery cage eggs to barn eggs or organic lines FFNGOs are leveraging power with retailers.

The knowledge needed by corporations to gain competitive imagination, innovative ideas and manage disruptive change exist outside a company's boundary and managing stakeholder relations help companies drive these ideas into the central focus of corporations (Hart and Sharman, 2004; Holmes and Moir, 2007). In other words, corporate leaders are increasingly turning to FFNGOs for assistance to implement their private policy CSR commitments (Porter and Kramer, 2006). As quoted in section 6.2.7 Sainsbury

admitted that they are confronting complex supply chain issues that are bigger than they are able to solve alone and they believe that solutions lie with other interest groups, crucially FFNGOs.

FFNGOs use of their engagement strategies such as 'strategic partners', 'research cooperation' and 'demonstrators' means that they are able to bring their field based technical knowledge on issues to the table in helping retailers find solutions. In this case 'knowledge is power' for the FFNGOs to contest or negotiate with retailers. With their power, FFNGOs like Sustain, World Wildlife Fund and Compassion in World Farming are specializing in influencing production systems to reform: Sustain commented: *'the aim of bringing all these quite diverse organisations together is to try to promote sustainable development through the food and farming system'*. FFNGOs have been successful in leveraging power with retailers not just for themselves but also for other supply chain actors especially the farmers and consumers: 'NGO power [is] the ability of local NGOs to set their own priorities, define their own agendas and exert their influence on the international development community, even in the face of opposition from government, donors, international NGOs and other development actors (Michael, 2005)'.

6.5 Conclusion

This chapter has examined the broad range of FSC stakeholders that FFNGOs negotiate with and explored how the activities of FFNGOs broaden the scope of the FSC to include social, economic and environmental dimensions. Key stakeholders have been identified as supermarkets, farmers/producers, food companies, government, the media, consumers and FFNGOs themselves (section 6.3). The cross cutting FSC issues identified and the typology of engagement strategies presented in chapter 5 have been used to help understand the various ways FFNGOs engage with diverse stakeholders in practice. FFNGOs are exerting their power to shape the spaces of food sustainability in the UK and are broadening out the narratives that describe the FSC to draw in a wide diversity of stakeholders in tackling supply chain issues. The next chapter first explores the development of a model that suggests a successful move towards a sustainable UK food system.

CHAPTER 7: THE MODEL FOR UNDERSTANDING FFNGOS IN THE FSC

7.1 Introduction

The main focus of this chapter is to describe a model that that helps to explain the complex relationships that characterize the food supply chain and identifies five key components that can help to deliver a more sustainable FSC in the UK. First, the which has been developed by the research for this thesis explains successful FFNGOs interventions in the food sector.The chapter proceeds to explain how these components come together to explain the intervention approaches of UK FFNGOs. The transformations proposed by FFNGOs entail negotiation of complex, heterogeneous elements of the FSC while recognising that interventions cannot be restricted to an economic dimension alone.

7.2 The model

This research has demonstrated the complexity of the food sector and the importance of integrating a range of perspectives to move towards a more sustainable FSC. It is upon this background that a model has been developed that explains successful FFNGOs interventions in the food sector. Figure 7.1 depicts a model that describes the key features of FFNGOs interventions in the FSC. The model is divided into three separate parts. The first part shows the different perspectives that reflect the diversity of stakeholders in the FSC. These perspectives have been discussed in section 6.3 and include farmers and producers; consumers; government; food companies; the media; supermarkets; and other NGOs (figure 6.1). The second part shows the key components that need to come together to achieve a sustainable UK FSC. These include meaning, scope, opportunities/barrier, drivers and best approach. A discussion of the second part forms the substance of this chapter (section 7.3). The assumption of this model is that if the first two parts are brought together to interact effectively they can result in creating the third one, namely an inclusive sustainable UK FSC. The resulting FSC is inclusive in the sense that it integrates together all the diversity and competing elements in parts 1 and 2 to achieve sustainability in practice. The third part is discussed in more detail in section 7.4.

There are emerging discourses around sustainable food (section 2.2) that already suggest concepts such as food system keepers, ecological modernization, civic agriculture, sustainable diets, carbon foot print, climate change, food miles, organic food, ecological footprint, clean technologies, fair trade and the triple bottom line should be integrated

(Kong et al. 2002; Wilkins, 2005; SDC, 2011). Watts, Ilbery and Maye (2005) described an inclusive form of agriculture in terms of a more segmented, alternative, post productivist, relocalised vision that has shifted from a productivist model. A post-productivist approach is where agriculture is integrated within 'broader rural economic and environmental objectives' (Ilbery and Bowler, 1998). Ilbery and Maye (2007) contrasted this inclusive agriculture with the conventional productivist mode of food production that is dominant, delocalized, and homogenous and causes more environmental damage. This mainstream food industry is also called 'treadmill agriculture' due to its emphasis on standardization and single emphasis on economic efficiency (Sage, 2003). Tansey (2003) noted that this economic efficiency, with disregard to social and environmental impacts, has strongly influenced the current state of the FSC resulting in an overfed industrialised world.

In the model being presented here it is this third part that embodies FFNGOs' mission to create a supply chain where power is balanced and the scope is widened to integrate social, economic and environmental imperatives. To achieve sustainability for the FSC, FFNGOs envision companies achieving commercial success in a manner that promotes ethical values and respect for people, communities and the natural environment (Porter and Kramer, 2006; Crane and Matten, 2010). FFNGOs' goals and strategies are aimed at mobilising and engaging with all the competing features of the supply chain to achieve sustainability. The 'scope' of sustainability goes to the heart of the complexity of the supply chain and trying to deliver food sustainability means creating actions cutting across many different dimensions. With this in mind the 1st part of the model was created to describe the different components that integrate different perspectives across the FSC.

The model recognises that the engagement strategies of FFNGOs are able to create forums for education and progressive dialogue among disparate actors (stakeholders) and bring all segments of the supply chain together to integrate different perspectives (chapter 6). Their grassroots presence, field based experience and technical knowledge of the issues implies that their knowledge is translated into power in pushing reforms. Kourula and Halme, (2008) claimed that engagements strategies by NGOs are yet to be well understood. This research has provided a deeper insight into how FFNGOs are strategically engaging their stakeholders through the use of their mission, goals, strategies and approaches in order to

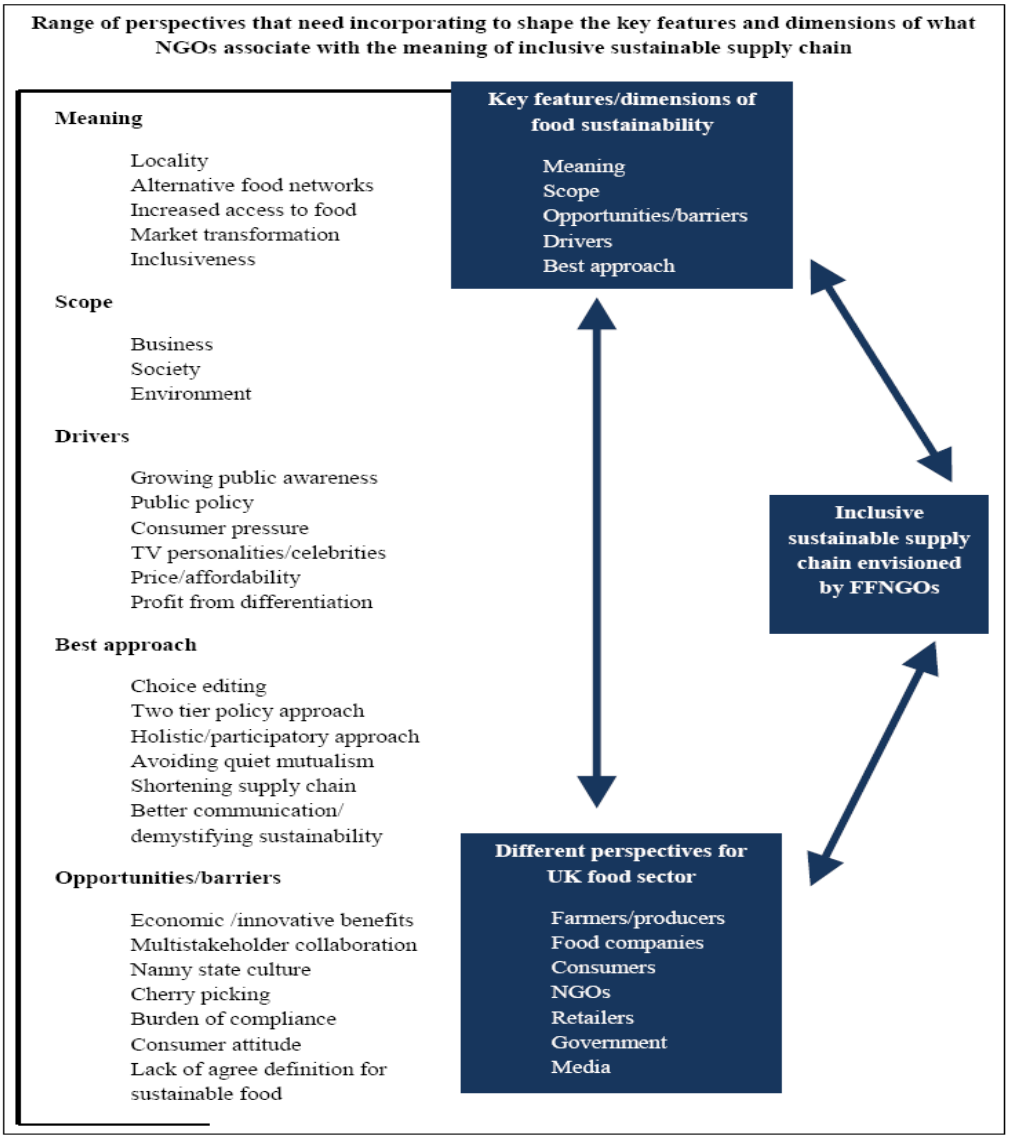


Figure 7.1: FFNGOs model for a sustainable UK food chain

transform the UK food supply chain. Seven outcomes of engagement have been identified in this research including change of mindset, change of attitude, empowerment, new policy, inclusivity, innovation, and capacity building (fig. 5.1) and eleven different engagement strategies were identified (section 6.4). The results of this research are consistent with those of Holmes and Mior (2007) who also identified these engagement strategies. According to Holmes and Mior, these engagement strategies provide the basis for collaboration among different actors in their effort to achieve reforms. The following section (7.3) explores the different components of food sustainability (part 1) that FFNGOs are using to deliver a sustainable FSC based on the results from this research. This is followed by reflections on how FFNGOs create an inclusive sustainable supply chain (section 7.4).

7.3 Components of food sustainability

Five key elements that form the components of food sustainability depicted in figure 7.1 have been identified in this research namely: meaning, scope, opportunity/barriers, drivers and best approach. These elements form the first part of the model for a sustainable UK food chain (figure 7.1) and are individually explained below, starting with the opportunities and barriers.

7.3.1 Opportunities / Barriers for a sustainable FSC

Six themes emerged from this research that describes opportunities for a sustainable FSC. This can be contrasted against ten as key barriers faced by FFNGOs when trying to intervene in the UK food industry. FFNGOs on one hand are using their engagement strategies, goals and approaches to tap into these opportunities while on the other hand also using them to remove barriers in order to achieve reforms. The opportunities are first presented in this section, and then followed by the barriers.

The first opportunity identified is growing public interest. FFNGOs understand that sustainability is in the public eye and they are witnessing a growing interest from both the public and food businesses. An increasing government response to sustainability issues (Section 2.5.1) is also seen by FFNGOs as an opportunity. The government response included reorganisation of MAFF and formation of DEFRA in 2001 in order to put food policy in place to guide the operations of the FSC (Improve, 2011). It also included post foot and mouth disease measures and the formation of Policy Commission both in 2001 (Policy Commission, 2002; SDC, 2011) leading to a strategic direction for food and agricultural policy in the years that followed. A key recommendation was to integrate sustainable development in UK agriculture by adopting new and better farming practices, equitable and fair supply chain relationships and a re-orientation of policy that gave protection to the environment and countryside (DEFRA, 2002). A second key recommendation was that of The Department of Health (2005) publishing an action plan entitled ‘Choosing a better diet’ showing a growing concern about public health as affected by food consumption. This plan showed government commitment in areas of reducing salt, fat, sugar and calories putting food sustainability at the centre of government. FFNGOs saw all these responses and interest from the public sector as an opportunity to move the FSC towards sustainability.

Interestingly there was also a growing public awareness of the issues and the corresponding growth in recognizing consumer power to bring about change. The Soil Association commented on the prospects of growing this collective interests: *'the opportunity to grow that is absolutely huge and we need to gauge that against the general level of interest there is in the issues we are working for, such as improving animal welfare or better environment or climate change and carbon and all those things. There are a lot of enthusiasm and interest in those subjects'.* FFNGOs are positive about the opportunities to mainstream sustainable food and increasing inclusiveness with growing public interest and enthusiasm about the issues.

The second opportunity involves choice editing. This idea involves restricting the availability of unsustainable products to consumers. For instance, Food Matters, International Institute for Environment and Development and Sustain are proposing taking unsustainable mainstream products off the shelves of supermarket and suggest this should be adopted by the government, manufacturers and retailers. This is seen as a great opportunity to mainstream alternative products choices by removing unsustainable products. The International Institute for Environment and Development commented: *'I think that's a huge problem for sustainability is that rather than editing out the bad stuff it just presents it as a choice. Some of the biggest challenges on our hand is to get pass sustainability as niche or choice to a mainstream agenda where bad stuff is taken out of the market rather than good stuff coming in as niche choices'*. A dedicated shift to alternatives is strongly advocated by FFNGOs.

The third opportunity is around defining food sustainability. Opportunities are seen to exist in demystifying technical terms and jargon so that many more people can understand what sustainability really means. FFNGOs feel that realistic achievements could be made for instance by showing local examples of what sustainability means to people. The Guild of Food Writers commented: *'I think a lot of people are vaguely aware of the word sustainability without really knowing what it means but when you reframe the discussion in some way, sustainability might mean you cannot have strawberry in December, you can only have them when they are in season may be however you wish to reframe the argument of what it might mean or may be next year you only eat meat twice a week instead of every night. When you put it in that kind of language rather than when you use big words'*. By breaking down the jargon and showing local examples and impacts FFNGOs believe that sustainability can become real experiences to more people.

A fourth opportunity is associated with concrete actions. Moving CSR beyond mere intentions can provide an opportunity to mainstream sustainability according to many FFNGO respondents. Such opportunities are created when intentions are rooted on concrete actions for the farmers and all the other stakeholders. One of the examples given was actions that can impact on the lives of tropical fruit plantation workers and small farmers if businesses are helped to develop all-inclusive policies in their CSR endeavours. According to FFNGOs [some of them include BananaLink, Community Food Enterprise, Edible Gardens in School, Food Crisis Network and Health & Local Food for Families] concrete actions include improving the lives of people and providing other opportunities through education programmes, play schemes, healthy living initiatives, work and skills training, social enterprises, volunteer opportunities, environmental schemes and horticultural therapy groups, facilities for people with disabilities. Further concrete actions that were identified include provision of a forum for sustainable thinkers to share knowledge and resources with others, carbon cutting and further reduction in waste of packaging with businesses.

The fifth opportunity that was identified was multi-stakeholder collaboration. Most FFNGOs view campaigning and constructive dialogue as providing opportunities to achieving multi-stakeholder collaboration and increasing the inclusiveness in sustainability pursuits. Much of the activities and strategies of FFNGOs are geared towards developing networks of stakeholders and partnerships (fig. 5.4). Their engagement strategies are directed towards collaboration with the public institutions, businesses and key supply chain actors and crucially the consumers. In other words, to achieve market transformation of the supply chain FFNGOs are using engagements, empowerment, networks and partnerships as their approaches, all have a bearing in developing multi-stakeholder collaboration.

An underlying assumption of FFNGOs is that for the food chain to be sustainable it has to integrate diverse viewpoints on how food and agriculture should be approached. As explained in section 3.5, stakeholder theory is the most popular and influential theory in business / society relations and also a central theme of sustainability (Boatright, 2006; Yakovleva et al., 2012; Andriof et al., 2002:9; Co & Barro, 2008; Reed et al., 2009). The idea of stakeholders is a strategic tool for engagement within and across sectors (Yakovleva et al., 2012; Andriof et al., 2002:9; Co & Barro, 2008; Reed et al., 2009). Stakeholder engagement also strategically fulfils a balance of two competing imperatives, helping businesses to maximize profit and also to successfully manage relationships for long term interests (Freeman and Phillips, 2002; Andriof, 2002; Yakovleva et al., 2012;

Pajunen et al., 2005; Boatright, 2006). The concept of stakeholders has become a shared foundation with which FFNGOs and companies are able to collaborate (Boatright, 2006; Pajunen et al., 2005). Corporate leaders increasingly turning to FFNGOs for solutions show that multi-stakeholder approaches have the potential of encouraging dialogue for better actions and driving improvements across the supply chain (Smith, 2008; Porter and Kramer, 2006).

The final opportunity revolves around economics. Many FFNGOs recognize, just as some businesses do, that food sustainability opens up opportunities to increase the economic bottom-line, create brand visibility and product differentiation for the business sector. It is also seen as an opportunity to create competition and innovation to broaden the inclusiveness of the sector. Two of the three goals of FFNGOs as described in section 5.4 are linked to the introduction of alternative products that promote sustainability and also mobilising consumers to change their consumption behaviour to promote sustainable products. These two goals of FFNGOs are directly market linked with potential to create economic opportunities within the food sector.

This economic opportunity driven by FFNGOs for the sector seems to be what Porter and Kramer (2006) refer to as overlapping interests or 'points of intersection' between companies and society (section 3.6.4). These point of intersection occur in Porter and Kramer's (2006) concept of 'shared value' as a means of improving the way in which companies and society think about each other in order to advance economic and social progress. Porter and Kramer (2006) conclude leaders of NGOs and companies can engage on the points of intersection to gain leverage and avoid friction in their efforts to engage with each other. The engagement strategies of FFNGOs seem to be investing in this opportunity in collaborating with the business sector to push reforms. Having considered the six opportunities associated with FFNGOs engagement with the FSC the following paragraphs explores the ten barriers faced by them.

The first barrier identified by some FFNGOs is that the food supply chain is very complex and there is no clear understanding of food sustainability as there are different perceptions about the meaning. For instance the World Wildlife Fund stated: *'The food system is a very complex system so there is not a clear understanding of that system and the trade-offs. So it involves food production, processing, trade, health and a whole plethora of issues. There is a lack of unified definition of what sustainable food is*'. Section 2.3 explained the complex nature of the UK FSC in terms of its economic sophistication, standardization and

specialisation (Yakovleva, 2007; DEFRA, 2006a); power (HM Government, 2010); environmental concerns (Oosterveer and Sonnenfeld, 2012; Flynn and Bailey, 2014) scale and sizes of companies (Marsden and Morley, 2014); complex web of composite interacting parts (Foresight, 2011; Tansey, 2003); global nature (Foresight, 2011; Oosterveer and Sonnenfeld, 2012); and a significant contributor to the UK employment and economy (Improve, 2011). The complex nature and diverse perspectives imply that to really achieve sustainability, there is need for further untangling of the complexity to gain clarity for mass mobilisation on issues and for effective policy action.

The second barrier identified is that of consumer attitudes. Some FFNGOs are concerned about consumers' behaviour and their low acceptance of alternative products which they view as a major barrier. Consensus Action on Salt and Health commented that people do not want to change their habit: '*there is a consumer barrier – obviously there is acceptance issue. It boils down to taste which is one of the fundamental senses. So there is a lack of consumer acceptance and people don't want to reduce the amount of salt they eat'*. World Society for the Protection of Animals links some of these consumer attitudes to change with narrow view of economics: *'too narrow view of economics. If you constantly try to cut cost, the pressure on how you keep animals continue to be high whereas you can see it as an opportunity if you take a broader view of how people regard food as something that is important and interesting and good to eat and particularly animal products is something special'*. Actions around consumer attitudes especially are woven into the missions, strategic priorities, goals and approaches of FFNGOs (Fig. 5.4 and section 5.5). This demonstrates the priority for FFNGOs to work in removing this barrier relating to consumer attitude.

The third barrier was associated with economic risks of converting to alternative products. FFNGOs believe that manufacturers are reluctant to convert to alternative systems due to economic risk and the perception that consumers may not buy in. An example was seen in the case of manufacturers resisting to reengineer their products to low salt alternatives. Allied to this risk perception was a lack of incentives to manufacturers when they are willing to convert from the conventional to alternative systems. A specialist FFNGO in this area commented: *The manufacturers also could be very reluctant to act because if you look at it they are producing one product and if they reformulate the product and the consumer rejects it then they are seriously risking their entire business efforts because if there is no money and no benefits and there is no financial incentives for them to reduce the amount of salt, so it's a lot risky for them to do it'* [Consensus Action on Salt and Health].

Additionally, FFNGOs claim that the perceived high cost of adoption and low margin for businesses is a barrier. These FFNGOs also admit that the challenge of finding a reliable market for niche products is a barrier.

The fourth barrier involved issues of price and affordability. Some FFNGOs claim that consumer attitudes based on price is a major barrier: *'Unless you are talking about delivering food for the same amount of money that is being spent at the moment then people cannot engage because they cannot afford it as they are on benefit or whatever. It's simply not an issue that they can relate at all if it has implication that it's going to cost them more to live'* [Federation of City Farms and Community Gardens]. If consumers are driven solely by price associated with cheap food, the general assumption by FFNGOs is that the risks to the environment and the society are high: '*the biggest barrier we encounter is money, affordability'* [Food Matters]. The difficulty observed is that ethical products are viewed as elitist and premium and within this belief system producing sustainable alternatives can be a real challenge. Changing public perception seems a problem and getting the right message across is a huge challenge for FFNGOs trying to establish a more inclusive and sustainable supply chain. FFNGOs such as Soil Association, International Institute for Environment and Development, Slow Foods and World Society for the protection of Animals do mention that they are aspiring to let people know that niche is not always premium and elitist.

Fifth, a lack of funding, lack of resources and the short term nature of funding was identified as a barrier. FFNGOs pointed to a lack of resources like time, money and people to work on projects: *'there are many diverse organisations we like to talk to but we don't have the time to do so. So normal resources, time, money and people to be able to do these things. We can do these things one off but sustaining them is actually quite difficult'* [British Society of Animal Science]. FFNGOs also find that it takes a lot of time to look for money and they are concerned about lack of funding for research into alternatives. These barriers have real implications on inclusiveness.

The sixth barrier concerned policy orientation. FFNGOs [some examples include Community Food Enterprise, Food Matters, Sustain, Vegan Society, Royal Association of British Dairy Farmers, BananaLink, Health & Local Food for Families, International Institute for Environment and Development and Vegan Society] point to a failure by policy makers to see food as a means to achieve social and environmental policy objectives: *'Another barrier is that policy makers and decision makers don't acknowledge the*

importance of food as a means to achieving policy objectives whether that is in reducing carbon emissions or obesity targets or a range of social objectives that local authority have to achieve. They are missing the opportunity presented by food' [Food Matters]. The seventh barrier was identified with the idea of the nanny state culture and the negative associations with lecturing people about what they should eat. Health and Local Food for Families claim that people do not like to be lectured at: *'Another barrier is the perceived nanny state type of approach and people don't want to be lectured at'*.

The eighth barrier is cherry picking. FFNGOs recognize that companies pick and choose their CSR in areas that achieve brand differentiation and visibility instead of really tackling the most pressing social and environmental issues. Using CSR only for public relations motives is considered a major barrier by some FFNGOs. For instance, the International Institute for Environment and Development suggest that there is lack of commitment to CSR by companies, instead they believe that companies use mere lip service around sustainability: *'it's just the huge chasm between the CSR and the drive for quick sort of public relations wing with CSR report on the website vs. the hardcore, mainstream commercial hub is a gulf and I think very few NGOs have been successful in getting pass our CSR front door glitter of an organisation getting into mainstream except where that has a very close alignment with commercial interest'*. From the perspective of FFNGOs the huge economic vested interest of big brands and their lobbying power with government stands in the way of sustainability.

The ninth barrier involves understanding issues of distance between producers and consumers**.** A lack of understanding between consumers and the producers has been identified by FFNGOs as a major barrier. Consumers and producers are known to speak through intermediaries. For instance the Ipswich Food Coop stated: *'There is real lack of understanding between producers and consumers and they talk through the intermediaries. So it's difficult to see what the interest of the other really is'.* Related to this barrier is the dominance of the supermarkets and the way they create a barrier to effective communication between the producers and the consumers. By extension some FFNGOs believe that consumers have become complacent due to this supply chain situation: *'The barriers are the share marketing power of the supermarket and the complacency of most consumers in that there is far too much advertising on television telling people how great supermarkets are and what great deals they offer'* [BigBarn]. The power of supermarkets to be able to reach out to a broad audience and define the narrative around which they purchase their food is clearly of concern to some FFNGOs.

The final barrier is the burden of compliance. Some FFNGOs believe that increasing EU driven requirements is placing a huge administrative burden on UK farmers making it hard for them to innovate, *'there is not only retailers but increasing amount of bureaucracy which is largely EU driven, making farmers sit in front of the computer filling forms rather than trying to be as technically efficient as they possibly can'* [The Royal Association of British Dairy Farmers]. Another barrier is the different laws operating in different parts of the UK: *'the fact that we have 4 parts of the UK which means that we have 4 different government policies and that causes a lot of problems and you have a delicate situation where Wales, Scotland and Northern Ireland are actually supporting and promoting their dairy sector. In England it's simply not the case and I think that's an overall problem.'* [The Royal Association of British Dairy Farmers]. The assumption of these FFNGOs is that if public policy creates more problems than it seeks to resolve or worse still fails to effectively level the playing field it can fail in achieving inclusiveness of the food supply chain.

Having looked at the opportunities and barriers around promoting inclusiveness and sustainability of the supply chain, the following section provides a discussion about the key drivers for successfully adopting sustainability initiatives by FFNGOs. Exploring the issues that drive FFNGOs towards prioritising their engagement strategies is key part of understanding the move to a more sustainable FSC. Knowing about the drivers for successful adoption of sustainability initiatives can help equip FFNGOs in preparing their engagement strategies.

7.3.2 Key drivers for successful adoption of sustainable food initiatives

The second component of the model for a sustainable UK supply chain is the drivers of change which promote successful adoption of sustainable food initiatives. The drivers were derived from an analysis of the interview and website data (section 4.4). The six drivers that emerged are public awareness, public policy, consumer pressure, TV personalities and celebrities, price / affordability, and profit from differentiation. These are explained below.

The first driver is the issue of growing public awareness. FFNGOs such as the Guild of Food Writers, Federation of City Farms and Community Gardens and the Allotments and Regeneration Initiatives recognized that there is an active public agenda and media participation in debates relating to food. They believe that these are influential drivers

which have drawn in public interest and awareness on issues of food sustainability. FFNGOs claim that public interest is growing with corresponding increase in celebrity participation in discourses around sustainability. The Allotments and Regeneration Initiative commented: *'One other driver is the general interest of the public in food provenance where their food is coming from and we are interested in their food sources hence the huge interest in allotments. Jamie Oliver has also contributed to that interest'*. Hence this driver of growing public interest is related to the second driver which is the action of TV celebrities.

TV personalities and celebrities are among the important drivers for adoption of sustainability lifestyle from the perspective of FFNGOs. BananaLink, Pesticide Action Network, Guild of Food writers, Federation of City Farms and Community Gardens and Allotments and Regeneration Initiative are some of the FFNGOs suggesting that the media and celebrity like Jamie Oliver have been recognized as playing a vital role in delivering key messages using the media platform. These FFNGOs believe that celebrity passion in food has increased the interest of young people in the way they approach food. BananaLink commented:*'the media can play a role in creating that awareness and it's the duty of organisations like ours to get issues into the media to kick-start interest in getting consumers exposed to information through any media'.* Pesticide Action Network also commented on the positive influence towards change: *'The whole media approach in the UK is different from rest of Europe, it's got everyone including the young ones really thinking about this climate change stuffs. There is a very positive scope to change'.* The Federation of City Farms and Community Gardens commented: *'Long term, short term, personalities have a great impact. People like Jamie Oliver with his school nutrition programme have short term impact.'*

The third driver is public policy setting the targets and creating pressure for change in the FSC. Some FFNGOs, examples include Guild of Food Writers, Good Gardeners Association, Food Matters, Farming & Countryside Education, Pesticide Action Network, Dairy Council and the Allotments and Regeneration Initiative, claim that drivers can also come from the government setting the targets and consumers putting pressure on the large brands and food sector businesses. The Dairy Council commented: *We have the government who sets the agenda in terms of environmental sustainability. Very strong message in terms of climate change act and then various environment legislation over the last ten years. So there is certainly a driver from the government'.* These FFNGOs believe that the government is not doing as much as they should be doing in this area. Their

assumption is based on their assertion that the market is taking the lead and the government has lost total control of the market. Whereas the government, they believe, could set the agenda to put pressure on the market and consumers to adopt sustainable practices in production and consumption. The Pesticide Action Network commented: '*Government does some good but often contradicts in other areas like not doing enough to regulate the corporate sector. On the other hand we notice some good stuff being done by private companies on pesticides and not government. If we wait for government we wait forever*'. Government policy as a key driver in reforming the UK FSC explains the UK strategy for 2030 (section 2.6). Marsden (2010) recommended a cross-government approach beyond DEFRA and a balance between a national and global food security agenda as a new policy approach for the UK Government. FFNGOs have seen the potential for Government to be at frontline of pushing reforms.

Fourth is the issue of consumer power. From the perspective of FFNGOs consumer demand or pressure can place tremendous influence on retailers and big brands. Every FFNGO within the sample frame believed that consumers have great power to demand change. Their power they believe includes use of boycotting and protests as effective political statements on products on the shelves of supermarkets. Most FFNGOs believe that empowering consumers through education and awareness creation will make companies change practice. The Dairy Council commented: '*So there is certainly a driver from the government, driver from consumers as well. We have a very well informed consumer base and consumers are aware of the issues and who are committed to and they share in the committees to vocalise if they want change and retail base are responding to that'.* The potentials of tapping into consumer power to reform the FSC was explored in section 2.5.3. Although consumers' confidence on food quality and safety have been lost due to productivist approaches (Bredahl et al. 2001) the influence consumers can have through using their choices to alter patterns of food production and supply is recognised (Foresight, 2011, Improve, 2011). FFNGOs are leading in introducing innovative ways and instruments to engage consumers towards reforms (Oosterveer and Sonnenfeld 2012). FFNGOs are campaigning to empower consumers' towards shaping the sustainability agenda in areas of purchasing choices (Sustain, 2002). Assurance schemes are one means to restore consumer confidence (SDC, 2005; Bredahl et. al.2001) and providing consumers with information through labels is another way to promote sustainability practices (Miele and Evans, 2010).

The fifth driver is the price and affordability of products. Many FFNGOs, including Edible Gardens in School, Federation of City Farms and Community Gardens, Slow Food UK, Rare Breed Survival Trust, The Sheep Trust and the Royal Association of British Dairy Farmers, state that price appears to be the biggest driver if sustainability is mainstreamed into the mass market. The Federation of City Farms and Community Gardens commented: *'You have to focus much more on getting a better healthier diet for the same amount of money. Unless you are talking about delivering food for the same amount of money that is being spent at the moment then people cannot engage because they cannot afford it as they are on benefit or whatever. It's simply not an issue that they can relate to at all if it has the implication that it's going to cost them more to live'.* The assumption of FFNGOs is that without sustainable alternatives being within the reach of consumers, it is hard to foresee mass access to these products. They claim that consumers have conflicting priorities including the need to feed their families with a very limited budget and they get tempted by the price of food commodities to go for cheap food. The example of the high price of organic food is used by FFNGOs to show the barrier that price can place on the mass adoption of sustainable products. Their assumption is that sustainable food could be moved out of a niche market into the mainstream if it was costed accordingly.

The sixth driver is profit from differentiation. Compassion in World Farming claim that increased profits due to sales of ethical products, reputation and brand differentiation are key drivers for businesses to adopt sustainable practices and inclusiveness. *'We are talking about business here and the key drivers are always going to be profit, sales and it's going to be reputation and brand differentiation; so it's very commercialised. Businesses are driven by what they see as the direction of travel by media, government and consumer which is towards a more sustainable food agenda and that's why they do it.'* FFNGOs generally believe that sustainable products exist in a niche market and work for consumers at the high end of the market with much disposable income. Sustain and International Institute for Environment and Development believe that a dedicated shift or choice editing to alternative products will mainstream sustainable products.

Section 3.4.2 explored the economic benefits that corporations gain in tapping into the initiatives of FFNGOs. Although marked by different agendas, corporations and FFNGOs are useful partners in developing innovative solutions in supply chain governance (Oosterveer & Spaargaren, 2011). The engagement of corporation's with FFNGOs means they can access distinct marketplace information, tap into public credibility of FFNGOs with consumers, and understand shifts in public tastes and expectations (Holmes and Moir,

2007). The vested interest of corporations in working with FFNGOs is to promote their firms corporate social responsibility (CSR) agenda and differentiation. Success in private policy development and market advantage has led many corporate leaders to increasingly seek assistance of FFNGOs to steer their core business operations and strategy (Porter and Kramer, 2006). The relationship management strategies of FFNGOs with companies has driven and fostered mutual benefits and innovation for corporations (Peterson & Jestin, 2007; Holmes and Moir, 2007).

The above six key drivers for promoting sustainability initiatives are at the heart of FFNGOs strategic priorities for engagements with FSC stakeholders and forms one of the key dimensions in the model (figure 7.1). As these drivers fall within the domains of business, consumers and government it further demonstrates that FFNGOs need multi-stakeholder frameworks in delivering sustainability for the UK FSC. Successful engagement of FSC stakeholders would also imply a common ground and collective understanding of the meaning of food sustainability. The following section explores the meaning of food sustainability which is the third component of the model for a sustainable UK FSC (section 7.2).

7.3.3 Meaning of food sustainability

Food sustainability is not a fad as some may hold (Kloppenburg et al., 2000) but a necessity that requires fundamental changes or organized reforms that integrate different perspectives and promote actions that cut across different dimensions of sustainability as shown in the model above (Figure 7.1). The meaning of sustainability therefore becomes one of the key components for FFNGOs to achieve a successful FSC reform. In other words the complex nature of the food supply chain means that the food sector cannot be thought of as one sector and to tackle that complexity FFNGOs have a role to play in demanding inclusiveness as a key requirement to achieving sustainability. Results from this research suggest FFNGOs are shaping the meaning of sustainability and allowing that meaning to evolve as the perspectives of different stakeholders are included and the different dimensions of sustainability (environmental, social and economic) are considered. Introducing a range of initiatives such as urban growing network, allotments and food access at food deserts are ways that FFNGOs can draw out and integrate different perspectives at grassroots and local community levels in order to form linkages and networks for collective action.

An important result of this research showed that for food to be sustainable it essentially needs to integrate and connect all the stakeholders (from farmers to retailers and consumers) and their concerns in order to build public trust through engagement at local community level while targeting the enhancement of the environment and society. By engaging in this way FFNGOs are broadening the scope of actions that need to be tackled with regard to forming a sustainable FSC (figure 6.2 and appendix 8) especially with regards to the nineteen issue areas that overlap the environment, economy and society. Cross cutting actions for environment, society and economy are at the heart of the complexity of the supply chain and from FFNGOs perspective seem to form the fundamental basis for defining the meaning and scope of food sustainability. The following paragraphs describe the ways that FFNGOs are helping to shape the meaning of an emerging sustainable FSC in the UK.

To begin with many FFNGOs (some examples are - Produced in Kent, Royal Association of British Dairy Farmers, The Sheep Trust, Country markets, Food Upfront, Good gardeners association, BigBarn, British Sheep Dairying Association, Community Food and Health Scotland, Whitbred shorthorn Association, WWOOF, Sustain, Slow Food, Ipswich Food Coop and Health and Local Food for Families) initiatives are targeting sustainability at a local level. Some of these actions include promoting short distant food, farmers markets, locally grown food and prudent use of finite resources. These are considered local actions for sustainable food advocated and are promoted by FFNGOs through their different initiatives. By deploying their approaches on partnership (section 5.5.4), networks (section 5.5.3), empowerment (section 5.5.2); and their engagement strategies (section 5.5.1) FFNGOs are able to mobilize a wide diversity of stakeholders to participate and gain strong buy in especially from the disadvantaged and low income groups at local levels. These combined actions are being used to help promote the idea of localization and are thus also helping to shape the meaning of sustainability of FSC.

Many of the FFNGOs are strongly advocating that local food be moved beyond a niche product. Their assertion is that locality is linked to cutting cost of food and making food cheaper for consumers and also about cutting out the middleman and fairly compensating producers and distributors. FFNGOs use locality as a platform for establishing inclusivity and for rallying local actions towards mainstreaming local food. This intention is reflected in the conclusions made by Charles (2012) that in the UK local food is a concept that has been advocated for the future of food and agriculture not as a niche but as a mainstream

issue. By localising food, FFNGOs are broadening the interaction in food spaces through the development of alternative food networks.

In this research alternative food networks emerged as a key characteristic of sustainable food. Alternative food networks and urban growing networks are important opportunities for FFNGOs to provide skills in growing food and also open up new modes of growing food and sources of food for local communities. A perspective articulated by some FFNGOs is that sustainable food opens up new opportunities for people to be interested in food and grow their own food within their local space.

According to Oosterveer and Spaargaren, (2011) alternative food networks represent a strategy for greening the food supply chain and have a major characteristic of encouraging short local supply chains. Similarly, Adams & Shriver (2010) noted that the alternative agro-food (AAF) movement is a diverse coalition of specialist factions that address critical issues such as food security, human rights, environmental concerns, and sustainable agriculture. Empirical evidence from this research shows that FFNGOs insist that the supply chains need to be shortened in order to create a resilient food system that supports small producers and encourages community involvement. FFNGOs emphasised their desires to see small to midscale production systems being supported and made viable as alternative systems. Some FFNGOs also believe that creating viable community food enterprises increases inclusiveness as it allows food to be accessed in food deserts and by people left behind by conventional commercial food systems.

Alternative food networks represent distinct food spaces or networks and reflect a search for solutions and the desire for a change over issues caused by conventional forms of food production (Follett, 2009). The perspectives of FFNGOs are in line with those of Follett (2009) regarding the merits of alternative food networks over the conventional. Follett (2009) noted that the efficacy and merit of conventional food networks have been questioned due to concerns and risks around nutrition and safety from industrialised systems. According to Follett (2009), agro food systems operate through food networks which consist of farmers, producers and consumers trading food for revenue. Three fundamental inherent attributes have been consigned to alternative food networks by Follett (2009): firstly, wealth (value) redistribution back to farmers by selling directly to consumers; secondly, they use transparency of their practice to instill trust and regard with consumers; and thirdly, by using alternative methods of production and marketing channels

they have introduced space for new forms of political association and market governance (Follett, 2009).

Follett's (2009) work can be used to understand FFNGOs efforts to promote AFN in that they are facilitating spread of equity, transparency and market transformation through new governance arrangements. FFNGOs with objectives to promote alternative food networks believe that by promoting the spread of equity, transparency and market transformations they can strengthen the competitiveness of local producers as well as integrate their narrative in the broader aspiration of food for sustainability. All these actions ultimately serve to shape the meaning of sustainability with regards to the FSC in the UK.

The third way that the meaning of sustainability is impacted is through actions that deliver increased access to food. This research shows that sustainable food systems need to be seen as supporting the disadvantaged and low income groups to access healthy foods thereby creating a link between sustainable food and public health. For FFNGOs access to food by all consumers appears to be a template for achieving an inclusive supply chain. It was observed that FFNGOs are actively involved in many different initiatives to engage the entire community and provide access to healthy food by all especially low income groups. This is particularly seen in areas of urban growing networks, composting, allotments initiatives and school initiatives for children. Health and Local Food for Families, for example, operates family initiatives to help mothers learn useful skills that promote healthy eating.

The meaning of sustainability in the FSC is also shaped by issues surrounding market transformations. Sustainability needs to be part of a long term agenda that aligns public policy, private actions and consumer behaviour. In this way FFNGOs can develop market transformations that are rooted in their perspective of seeking a joint mandate of integrating business and public action rather than looking at business as the problem and public sector as the solution. IIED commented *'it is important that a group like IIED has sustainable markets and a business agenda to see how much and to what extent we could align private and business actions around what is being a public policy agenda.'*

Lastly, the issue of inclusiveness is also an important factor that shapes the meaning of sustainability in the FSC. Sustainable initiatives should be facilitated in a manner that integrates different narratives and viewpoints as well as cross cutting actions to achieve sustainability. By so doing FFNGOs can seek 'joined up thinking' and 'agenda spanning'

perspectives to sustainable food in order to include the broadest possible dimensions from stakeholders.

In conclusion, the way FFNGOs shape the meaning of sustainability is a key component of understanding the transition to a sustainable FSC in the UK. The previous paragraphs described five key elements of this including locality, alternative food networks, increasing access to food, market transformations and finally issues of inclusiveness. However, another key component needed to understand a sustainable FSC revolves around the issue of the scope of sustainable food. This is discussed in the following section.

7.3.4 Scope of food sustainability

This research shows that FFNGOs are shifting from the traditional economic view towards broader narratives of social and environmental considerations in order to achieve a sustainable food chain. These issues are discussed in more depth in section 6.4. The conclusions about the way FFNGOs broaden the scope of the FSC in this research are in line with Ilbery's (1998) postulation that modern agriculture has shifted from a productivist phase into a post productivist transition whereby more than economic imperatives are pursued. Ilbery (1998) contrasted a productivist paradigm whereby intensification, concentration and specialization were geared towards increased output to a post-productivist understanding where environmental, social and economic parameters are integrated. FFNGOs have used their intervention efforts to widen the understanding of the scope of the UK food industry beyond the traditional economic model to include other perspectives. Ilbery's (1998) ideas can be used to explain some of the trends seen in this research. For instance, there is evidence that FFNGOs understand the importance of cross-cutting actions that involve consumers, retailers and manufacturers, industry, community and individual actions that go into promoting any or all pillars of sustainability be it opening a new local shop for food or working with local farmers. They believe that it integrates people's action and community of efforts. Having considered the scope of a sustainable FSC, the final component that contributes to our understanding of sustainability and UK food is to consider activities that FFNGOs report as best approaches to achieving a sustainable food sector.

7.3.5 Best approaches

The following section presents a range of activities considered as best approaches by FFNGOs in order to promote a more sustainable supply chain. There are eight best approaches identified as they are drawn from responses to the following interview question that directly asked about the subject, 'What do you recommend as the best approach for sustainable food chain?'

The first best practice approach was identified as choice editing (discussed in section 7.3.1). Choice editing has been strongly advocated by some FFNGOs including IIED and Sustain as a best approach for companies to adopt. They believe this approach would mainstream sustainable products and practices. Second, broadening sustainability beyond economics to include environmental and social dimensions of sustainability (discussed in section 6.4). Broadening sustainability seems all embracing towards inclusiveness. A third best approach discovered in this research is that FFNGOs would prefer a two tier policy approach - a self-regulatory approach from businesses supported by legislative tools from government - to promote sustainable practices that are inclusive. Both voluntary and mandatory policy tools can complement each other. The assumption on the one hand is that if public policies are mandatory then they have the potential to level the playing field and create enabling and innovative environment as well as providing resources to drive business success. On the other hand, frontline businesses can use voluntary policy to raise the bar and establish best practice for public policy to follow. A conclusion from this research is that applying voluntary and mandatory policies provides a number of opportunities for FFNGOs to work with businesses and communities to create inclusiveness.

The fourth best practice approach identified is the development of holistic and participatory approaches to create a sustainable FSC. FFNGOs recommended taking a whole supply chain approach as best practice to improve the overall sustainability of the supply chain. This approach encouraged adopting a community approach. Allied to this is a recommendation that the relationship between farmers and the government will need to be fixed in going forward to achieve sustainability. This approach also seems to have an inherent characteristic of flexibility and adapting interventions which FFNGOs are pushing to suit individuals' circumstances at local level, local communities, local individuals and local organizations.

Fifth was the idea of a multifaceted approach, keeping engagements on sustainable food within a social context. FFNGOs are already using social marketing (e.g. facebook) to make good food really attractive to people especially children. It means that FFNGOs can develop new ways to engage with diverse audiences. The sixth best approach identified was that of avoiding quiet mutualism. There is evidence that some FFNGOs are concerned about the risk of being locked into quiet mutualism (where each one relies on the other to maintain a status quo) or what is called a cosy co-development status quo with businesses**.** In other words, businesses and FFNGOs may be using each other for narrow interests instead of seeking out more inclusive ways to broaden inclusions.

A seventh best practice that was identified was around issues associated with demystifying jargon and improving communication across the supply chain. One of the goals and aspirations of many FFNGOs is to bring the entire supply chain into effective communication. Fixing relations at business to business (B2B) level and improving communication across the supply chain is considered a best approach. The Guild of Food Writers believes that breaking down communication barrier can achieve much. In line with this, educating the general public to understand what sustainable food means seems a major goal for most FFNGOs. These FFNGOs are targeting the creation of better informed active consumers who understand their role and power to bring about change in the supply chain. These FFNGOs understand the importance of reframing arguments and taking the jargon out to reframe issues of sustainability to the public.

Finally, it was observed in this research that FFNGOs are overwhelmingly supporting short supply chains within AFN where there is less wastage and direct contact between producers and consumers. They are targeting changing of people's attitude to create and support a mass market for sustainable produce as a means of mainstreaming alternatives and increasing inclusiveness. These FFNGOs are articulating local food, local people and local shops.

7.4 Reflections on an inclusive sustainable supply chain

This chapter has presented the main conceptual model of the thesis revolving around five key components that describe how FFNGOs engage with the FSC to deliver a more sustainable future. This section now turns to the third part of the model, an inclusive sustainable supply chain and with reference to the literature discusses some of the key insights of the research carried out for this thesis.

This research shows that FFNGOs are building relational governance by using cross sector partnerships and multi-stakeholder initiatives to engage with businesses and the public sector to put in place new forms of voluntary regulation. Relational governance is a term used to describe when FFNGOs come together with public and private sectors stakeholders to formulate regulations for businesses (Kourula and Halme, 2008). There is evidence that FFNGOs are using relations management to build a more inclusive supply chain by engaging their various stakeholders in a governance process on issues of supply chain management. In this way FFNGOs are facilitating forums, creating ethical standards and initiatives to bring actors together to forge a common course. On this basis FFNGOs can use their active participation during the interactions with the stakeholders to leverage their interests and assert their power on business actors to reform supply chain processes. The food supply chain is inundated with actors and interest / issues groups (stakeholders) with complex interconnections whose stakes are often conflicting and with increasing demands on each other (Europa, 2009; Yakovleva et al., 2012). This research has provided insight in understanding and untangling some of these complexities.

There is also evidence that engaging with FFNGO as their stakeholders enable companies to attune their values, clarify their social responsibility, develop new knowledge, create innovative solutions and develop social capital while enhancing their capacity to access new opportunities and create social value (Svendsen & Laberge, 2005). According to Boutilier, (2009) this unique relationship of FFNGOs with companies allows them to create stakeholder networks that serve as a map that sign posts and enables companies to navigate their way through risks and the messy world of stakeholders and become aware of barriers and opportunities. In their central role of stakeholder engagement FFNGOs create values within business-society relationships as they sign post managers to the externalities (social, economic and environmental) of their business venture.

According to Roberts, Josling & Orden (1999), an externality refers to negative consequences of the workings of a person or business on other individuals or firms. The notion of externalities is controversial as companies believe that they have done enough to fix social issues through tax, adherence to regulations and penalties and some are maybe defiant about creating social cost such as pollution or waste (Porter & Kramer, 2011). Neoclassical thinking restricts companies' investments in social improvements as their belief has a constraining effect on their profitability maximization (Porter & Kramer, 2011). These assumptions may have explained why companies externalize environmental

and social agendas in their strategies. FFNGOs are recognized in this research as managing stakeholder relationships to create a more inclusive business - society relations agenda. Bendell (2000) noted that NGO stakeholders bring new ideas and critical thinking to collaboration which make it possible to provide intellectual capital alongside social and reputational capital in partnering with companies. Reinforcing Bendell's assumption Svendsen & Laberge (2005) suggest that the process of engagement can provide partners a new learning experience. From this research, it becomes clear that tackling economic externalities of food and agriculture falls within the scope of food sustainability. FFNGOs are seen to be expanding the scope of sustainability of the FSC while creating a more inclusive supply chain that puts pressure on companies through business society relations in order for them to internalize their risks rather than externalize them. By so doing, FFNGOs are contributing to using food as the basis for tackling some of the social, economic and environmental issues of our communities (section 7.2). It is clear from this research that the work of FFNGOs in creating a more inclusive supply chain between business and society is not always easy or straight forward.

Although Svendsen & Laberge (2005) maintain that engaging with NGO stakeholders enable companies to attune their values, clarify their social responsibility, develop new knowledge, create innovative solutions and social capital, while enhancing their capacity to access new opportunities and create social value, these relationships have not always been plain sailing or successful. Bendell (2000) maintained that relationships between NGO stakeholders and companies range from strongly antagonistic to strangely collaborative types. According to Roddick (2000) each of the two could form the basis for stakeholder collaboration in order to generate sophisticated market-based strategies that serve collective goals (Bendell, 2000).

In creating a more inclusive supply chain, businesses are collaborating with FFNGOs and appear to be co-generating values. Porter and Kramer (2006) noted that corporate leaders are increasingly turning to NGOs for assistance in implementing private policies also known as CSR. According to Co & Barro (2008) and Holmes & Moir, (2007) these kinds of collaboration and engagement with supply chain stakeholders have been linked to improved performance and innovativeness for companies. There is a belief that commitment and trust produced in the process of collaboration and engagement can produce positive outcomes such as efficiency, productivity and effectiveness (Co & Barro, 2008). Hart and Sharman (2004) noted that the knowledge needed by corporations to gain competitive imagination and manage disruptive change lies at the periphery of the business

that is dominated by the fringe stakeholders (figure 3.2). Companies are taking advantage of the innovative ideas that exist outside a company's boundary and managing stakeholder relations to maximize stakeholders' efforts in driving these ideas into the central focus of corporations (Holmes and Moir, 2007). The increasing role of FFNGOs in influencing companies' policies and practices has been acknowledged (Roddick, 2000). NGOs in general are viewed as agents of change who bring solutions to some of the most difficult issues that companies are facing. Given that businesses are now regarded as most socio-political force in modern times, inclusive partnership become a new model as companies are brought into collaboration with FFNGOs.

In chapters 5 and 6 it was shown that FFNGOs are driven by the need to work in partnership with their stakeholder groups as this approach helps them to create a balance in achieving economic, environmental and social goals. Some FFNGO [examples include sustain, IIED and Compassion in World Farming] also mentioned they are now seeing businesses as useful allies and they have moved away from using confrontational approaches. Terms such as 'holistic' or 'joined up' were used by FFNGOs to describe a condition where all the key participants of the supply chain come together to create a solution to supply chain issues. This is consistent with the situation that this third part of the model is describing, namely a more inclusive sustainable supply chain.

The findings of this research fit well within the assumptions of principles of *shared value* (simultaneous creation of economic and societal values and establishment of a link between economic and society progress) proposed by Porter and Kramer (2011) as FFNGOs are now collaborating with business communities as their key stakeholder in creating intersecting values for the supply chain. The findings can also be understood in relation to the principle of *stakeholder theory* (business-society relations) and the idea of *clearing house* (opportunity and instruments where disparate interests are balanced) proposed by Ed Freeman (1984). Opportunities, such as certification schemes, serve as *clearing house* where disparate groups (e.g. FFNGOs and supermarkets) are able to leverage their interests. Although challenging society and business can only function well when disparate interests are balanced. Hence *clearing house* provides a useful perspective (Metro Group, 2008; Dubuisson-Quellier & Lamine, 2008; Yakovleva, 2009) in understanding how a more inclusive supply chain might be created. FFNGOs are bringing businesses and society together to recognize that each entity requires the other to function effectively in the process of value creation. Additionally, by playing this facilitation role of bringing the entire supply chain together to communicate with each other, FFNGOs are

using the stakeholder concepts (section 3.5) effectively to drive their strategies. Stakeholder concepts have been advocated as effective strategic tools to use as the basis for engagements that call for transparency and accountability (Freeman's, 1984; Yakovleva et al., 2012; Andriof et al. 2002:9; Co & Barro, 2008; Reed et al., 2009). Stakeholder theories are recognized as the most popular and influential theories in business - society relations and form the central theme of sustainability (Boatright, 2006; Yakovleva et al., 2012; Andriof et al. 2002:9; Co & Barro, 2008; Reed et al., 2009). With their facilitation role, FFNGOs are key stakeholders in creating a more inclusive UK food supply chain to achieve sustainability.

The key message presented above has implications for the theories of NGOs notably *democratic theory and interactive governance theory*. Democratic theory (Cohen and Arato, 1994) identified the potential that FFNGOs may have in creating a space of social interaction distinct from the state and market and expanding democracy so that it is capable of addressing social issues and injustices. Evidence from this research shows that FFNGOs are introducing governance processes through their engagements with stakeholders using tools like the assurance schemes. Some examples of such schemes include Freedom Food, Marine Stewardship Council, LEAF standard, and organic food standard. Educating consumers to recognise sensibilities carried by ethical food labels is linked to efforts to establish democratic inclusive spaces for interaction. By seeking to create mediation space FFNGOs are influencing the state and the market and negotiating power in tackling issues of the UK food supply chain. FFNGOs are creating a more inclusive mediation space with businesses that will in the future create an enabling environment for the Government to act.

Under *interactive governance theory* (Kooiman, 2003) this research has identified FFNGOs as facilitators of social interactions amongst disparate actors to achieve political modernisation. Through this modernisation they are able to create solutions for societal problems – in this case the supply chain issues - and also creating opportunities as a result of interactions that occur between the FFNGOs, the state and the market. This research has discovered that the contribution of FFNGOs in tackling issues of an economic, social and environmental nature brings upon them the responsibility for governing modern society which is now shared between the state, market and NGOs in general. Upon this background FFNGOs are playing mediating role by creating new inclusive spaces for interaction - delimiting spaces of food sustainability.

7.5 Conclusion

The discussion throughout this research shows that multi-stakeholder collaborations that allow food companies to work together with farmers, academics, innovators, governments and FFNGOs, are also important for raising the baseline standards, driving improvements and building trust (Smith, 2008). A key message from this research is that FFNGOs have brought together the diversity of stakeholders (part 1) with the five components of sustainability (part 2) to create a more inclusive sustainable UK FSC (part 3). The relationship between these three different parts is illustrated in figure 7.1. FFNGOs are using their mission, goals, strategies, and approaches to engage with issues and stakeholders to achieve sustainability. This implies having a vision for food that integrates the perspectives of the key stakeholders and also gains a full understanding of sustainability across social, economic and environmental dimensions. This chapter has articulated five key components for delivering a sustainable FSC (part 1) through understanding opportunities and barriers, drivers, scope of the FSC and delivering best approaches. All these features have been bought together in a model (figure 7.1) that helps to explain how FFNGOs are transforming FSC towards a more sustainable future. Collective action and mutual agreement embodied in multi-stakeholder approaches are fundamental to explaining the basis for FFNGOs success in engagement process and in integrating social and environmental dimensions (Freeman's, 1984; Yakovleva et al., 2012; Andriof et al., 2002; Co & Barro, 2008; Reed et al., 2009). The following chapter concludes this thesis by outlining the key lessons that have been learnt from the research and showing how the aims and objectives have been fulfilled.

CHAPTER 8: CRITICAL REFLECTIONS AND CONCLUSIONS

8.1 Introduction

This final chapter of this thesis brings together the main findings of the research to provide some conclusions about the role of UK FFNGOs in the emergence of sustainable food supply chain and make recommendations for future research and development. The chapter begins with a review of the aims and objectives of the research and is then followed by the key conclusions and personal reflections.

8.2 Key research objectives

The main aim of this thesis was 'to critically assess the activities of FFNGOs working within the UK food industry and to explain their role in the emergence of a sustainable food supply chain'. To achieve this aim a series of five research objectives were formulated (section 1.4). Table 8.1 summarises how each of these objectives has been considered at various points throughout this thesis.

Table 8.1: Summary of thesis Structure

Research objectives		Chapters and sections that address research objectives	Framework
Objective 1	To explain the nature of the food industry in the UK and create a framework to describe what is meant by FFNGOs	1: Introduction	Conceptual and contextual framework; Philosophical framework
		2: Sustainable development and UK food	
		3: Understanding non-government organisations and stakeholder theory (ST)	
		4: Methods	
Objective 2	To explore and critically assess the range of activities that FFNGOs use to intervene in the food industry identifying specific opportunities and barriers that they face.	5: Aims and approaches of FFNGOs	Empirical, Analytical, Results and Conclusions
Objective 3	To critically understand the views of FFNGOs on the food sector activities.	6: FFNGOs and a multi-stakeholder FSC	
Objective 4	To explore FFNGOs perception of consumers' attitudes to sustainable food.	6: FFNGOs and a multi-stakeholder FSC	
Objective 5	To create a model explaining successful FFNGO intervention in the food sector and determine the key drivers of change which promote adoption of sustainable food initiatives.	7: Understanding FFNGOs in the FSC	

The following section describes how each objective has been realised and draws out some key conclusions.

Objective 1: To explain the nature of the food industry in the UK and create a framework to describe what is meant by FFNGOs

The basis for understanding the food industry and the operations of NGOs was established by reviewing the literature and considering the UK economic model of the FSC (Chapters 2 and 3). The idea of sustainability and food has been framed in numerous conceptual ways including alternative food networks and regional food economies among others. These different ideas are rooted in the transformation of a productivist food producing system to a post-productivist regime promoting various forms of localization and ways to maximize benefits for farmers and food producers. In practice moving from a productivist to a post-productivist system requires a restructuring of the food supply chain. This restructuring needs an understanding of the operation of the FSC and the various roles of different stakeholders within it to achieve real change. To begin to frame this understanding chapter 3 presented a discussion of key theories that describe the operation of NGOs. However, the focus of this research is on FFNGOs rather than NGOs in general. To facilitate this focus a decision tree approach was used to construct a way of selecting NGOs that could be classified as FFNGOs for the purposes of this study (chapter 4).

Objective 2: To explore and critically assess the range of activities that FFNGOs use to intervene in the food industry identifying specific opportunities and barriers that they face.

Chapter 5 addresses this objective of the research by exploring the different strategies deployed by FFNGOs to promote a sustainable UK FSC. This research shows that FFNGOs have three overarching strategies which were labeled as pressure, collaboration and mixed approaches (table 5.2).

The first category explained the activities of FFNGOs that put pressure in areas of policy reforms. The second category gave prominence to a collaborative approach between FFNGOs and businesses to transform the market towards more sustainable operations. The third category described FFNGOs that took on a mixed strategy focusing their campaign efforts on all key participants especially the consumers (i.e. not just focusing on business

and government). The range of strategies identified indicates the broad scope of activities that FFNGOs are engaged with including influencing public policy, collaboration with businesses and engaging with consumers.

These three key strategies were used to try and achieve the overarching goals of FFNGOs which were identified as:

1. To encourage production systems and supply chain processes that are sustainable and sensitive to resource use, animal welfare, workers welfare and reduced impacts on the environment.
2. To facilitate the availability of more sustainable and competitive products and alternatives that contributes to the creation of an economically vibrant UK supply chain.
3. To improve consumer awareness to influence their choices and shape their habits in order to promote sustainable consumption of products that promote public health, reduce resource use and impact to the environment

These three goals are interlinked in the sense that moving towards a post-productivist paradigm would need an increase of consumer awareness and the promotion of alternative sustainable products within the supply chain. Ilbery and Maye (2009) already acknowledge the tone that seeks to change the current mode of industrial food production to a much more segmented market and increasing prominence for alternative systems and products for the market. According to Ilbery and Maye (2009) this shift is based on the consumers' desire for sustainability credentials for systems and products. Strategies for sustainable development crucially require promotion of sustainable consumption. Agenda 21 of the 1992 Rio Earth Summit clearly defined sustainable consumption and the significant role of consumers (Samuel, 2011). Agenda 21 also emphasized the need for promotion of sustainable products and called for education and awareness of the consequences of consumption. By so doing consumers are viewed as most important actors in sustainable development as they consider impacts of their consumption decision. The goals of FFNGOs go right into the heart of the strategies for sustainable development. In other words, by pursuing their individual and collective goals FFNGOs are contributing to the achievements of the broader agenda for sustainable development.

Objective 2 also required the identification of specific opportunities and barriers that FFNGOs face. Six opportunities emerged from this research and ten barriers faced by

FFNGOs when trying to intervene in the UK food industry. FFNGOs on one hand are using their engagement strategies to connect with these opportunities while on the other hand also using them to remove the barriers in order to achieve reforms. The six opportunities are as follows (section 7.3.1):

- growing public interest
- choice editing
- defining food sustainability
- concrete actions
- multi-stakeholder collaboration
- economic opportunity

The ten barriers are as follows:

- complex nature of FSC and lack of clear understanding of food sustainability
- consumer attitudes
- economic risks of converting to alternatives
- price and affordability
- lack of funding, resources and short termism
- policy orientation.
- idea of the nanny state culture and the negative associations with lecturing people about what they should eat.
- cherry picking.
- distance between producers and consumers**.**
- burden of compliance.

Bailey (2007) noted that NGOs face many barriers in their endeavour to promote sustainable practices such as short attention spans from supporting funders and governments and the lack of funding and structural support to develop long term solutions to achieve their stated aims and objectives. However, NGOs also have opportunities to assist corporations to effectively craft and integrate corporate social responsibility (CSR) into their strategies. Corporate leaders have increasingly turned to NGOs for advice (Porter and Kramer, 2006).

Objective 3: To critically understand the views of FFNGOs on food sector activities.

This objective is addressed primarily in chapter 6. An important area for this research was to critically understand the views of FFNGOs on the attitudes and perceptions of food

sector stakeholders. FFNGOs are using their engagement strategies in managing relations with food sector companies as important stakeholders. The views of FFNGOs on food sector activities were described under four themes:

- food companies are important allies on 'issues collaboration'.
- companies are 'strategic partners' with FFNGOs' on innovative solutions
- FFNGOs caution over company funding on 'common projects management'
- Companies see business opportunities from 'research cooperation' with FFNGOs

Companies are viewed by FFNGOs as important allies to collaborate with in the pursuit of sustainability. One example was on voluntary reduction of salt for processed foods. As strategic partners, FFNGOs view companies as seeking innovative solutions to increase their competitiveness and FFNGOs are providing independent information that support new policies or reforms for companies. Styles et al. (2012) reported that food sector companies are now willing to accept responsibility for the environmental impacts of products that originate from their supply chains. This shows the willingness of some companies to collaborate on FFNGOs initiatives. Despite some positive outcomes with collaboration FFNGOs did also view some companies as cherry picking on smaller issues and avoiding complex issues in order to protect their bottom line.

Another theme to emerge was that funding emanating from FFNGOs collaboration with companies is seen to create opportunities for shared knowledge and collective experience with increased possibilities for innovative solutions. FFNGOs claim that some companies recognise sustainability as a business opportunity allowing companies to engage in research cooperation with them.

Theories of stakeholder management and relations are also crucial in understanding FFNGOs strategies in engaging food sector companies. The research was seeking to critically understand how stakeholder theory could be used to understand FFNGOs engagement and management of a diverse array of supply chain stakeholders. Key theoretical insights included principles of *shared value* (simultaneous creation of economic and societal values) proposed by Porter and Kramer (2011); and *stakeholder theory* (business-society relations) and the notion of *clearing house* (opportunity and instrument where disparate interests are balanced) proposed by Ed Freeman (1984). The stakeholder concept has been advocated as an effective strategic tool for managing relations to achieve

organizational results (Freeman's, 1984; Yakovleva et al., 2012; Andriof et al., 2002:9; Co & Barro, 2008; Reed et al., 2009). Chapter 5 reported findings describing stakeholder engagement strategies used by FFNGOs and chapter 6 shows how these were deployed in practice.

Objective 4: To explore FFNGOs perception of consumers' attitude to sustainable food.

This research objective for the thesis was to explore the FFNGOs perception of the importance of consumer attitude. It was very apparent in their goals that FFNGOs recognized the vital role of consumers as stakeholders in transitioning the food supply chain towards sustainability (section 6.3.2). This observation concurs with other research regarding the role of consumers especially in supporting public policy and also reducing food waste (SDC, 2011; HM, 2010). In this research there were at least three specific applications of intervention strategies of FFNGOs especially in areas of acting as educators of consumers, building capacity to access healthy food and issues collaboration in area of public health.

Oosterveer and Spaargaren (2011) noted that there is consumers' unease about the impact of the food supply chain and this unease is complex, increasing and evolving. Part of the complexity according to Jones et al. (2009) is that there is no single way of understanding sustainable consumption and there is an inherent difficulty in constructing a definition for it (Jones et al., 2009). FFNGOs believe that retailers and big brands exploit consumers' ignorance of what sustainability really is. Deploying their engagement strategies, FFNGOs are creating awareness through education to heighten consumers' understanding of sustainability. FFNGOs understand the importance of educating consumers as the most important stakeholders of the food supply chain mainly due to their positioning as end users of products and subjects of externalities of the sector. FFNGOs have an important role in mobilizing the public and agencies to achieve reforms.

Objective 5: To create a model explaining successful FFNGO intervention in the food sector and determine the key drivers of change which promote adoption of sustainable food initiatives.

This research has produced a model for successful intervention by FFNGOs as presented in figure 7.1 and discussed in chapter 7. The model emphasises that transformation entails negotiation of complex, heterogeneous elements of the food supply chain while

recognising that intervention cannot be restricted to an economic dimension alone. The model evolves from and brings together evidence from different segments of what FFNGOs are envisioning for the UK FSC sustainability. The model is divided into three separate but interlinked domains. Part 1 referred to the range of stakeholders that comprise the FSC. Part 2 comprises five key components of FFNGO activity that come together in helping to deliver a more sustainable FSC. Parts 1 and 2 are then drawn together in the third part as FFNGOs effectively try and create a more inclusive and sustainable FSC. Understanding the interrelationships between these different parts helps to map out the ways that FFNGOs are attempting to create a more sustainable FSC in the UK.

8.3 Some reflections

This research began with a dominant economic centric model of UK FSC adapted from DEFRA. This is deliberate retail led, productivist and monoculture type model that purposely focused on self-sufficiency. Empirical evidence has shown that to achieve sustainability the UK FSC has to move away from purely economic focus to integrate ecological and social dimensions. This research has developed a new model that explains intervention by FFNGOs as they attempt to develop a more sustainable FSC.

This research has identified five components that contribute to FFNGOs ongoing operations to achieve a more sustainable FSC. This component revolve around understanding the meaning of sustainable food, the scope of sustainable food, opportunities and barriers in the delivery of a sustainable FSC, key drivers and finally an identification of best approaches. FFNGOs believe that in order to shape the FSC, all the stakeholders (farmers or producers; consumers; government; food companies; the media; supermarkets; and other NGOs) must be properly engaged and their perspectives integrated to incorporate the triple bottom line of sustainable development (i.e. social, economic and environmental dimensions).

Determining the drivers of change was an important element of the research for this thesis. This research identified seven key drivers of change: growing public awareness; public policy; consumer pressure; TV personalities and celebrities; price/affordability; and profit from differentiation. Each driver is crucial in moving sustainability forward. Drivers for promoting sustainability initiatives are at the heart of FFNGOs strategic priorities for engagements with FSC stakeholders. As these drivers fall within the range of business, consumers and government it further demonstrates that FFNGOs need multi-stakeholder frameworks in delivering sustainability for the UK FSC.

The model realistically demonstrates that neither the FFNGOs nor the state alone could successfully transform the sector but a joined up approach provides a better prospect for all the actors. Food production and consumption in the UK is a complex process that straddles many different sectors, perceptions and dimensions of food sustainability. In other words, food cuts across much different ecology which have to be taken into consideration in any intervention towards sustainability. The 'scope' of sustainability has been shown as being at the heart of the complexity of the supply chain and trying to deliver food sustainability means creating actions cutting across many different dimensions. This model helps in understanding, appreciating and articulating the role of FFNGOs in the development of a sustainable UK FSC.

8.4 Five main conclusions

The overall aim of this thesis was to critically assess the activities of FFNGOs working within the UK food industry and to explain their role in the emergence of sustainable food supply chain. Having reviewed the research objectives, the following five broad final conclusions can be drawn:

1. FFNGOs exist and play an important role within the UK food industry

The research for this thesis has identified and categorized a group of NGOs centrally working within the UK food industry who are rightly given the name FFNGOs. These FFNGOs have and are guided by their mission, goals, strategies and approach which are deployed in their effort to move the UK food industry towards sustainability. FFNGOs expand their networks and are typified by a general pattern of engaging other FSC actors in order to achieve their goals in supply chain sustainability.

2. The importance of collective participation and mutual agreement of stakeholders towards FSC reforms

The research for this thesis has also observed that embodied within the motives of FFNGOs mission, goals, strategies and approaches are systematic principles of collective participation and mutual agreement. The systematic approach of FFNGOs is fundamentally rooted in their belief that to achieve sustainability the vision for food needs to integrate perspectives of all the key stakeholders. The approaches of FFNGOs can be understood through the principles of *shared value* (simultaneous creation of economic and societal

values) proposed by Porter and Kramer (2011); *stakeholder theory* (business-society relations) and the notion of *clearing house* (opportunities where disparate interests are balanced) proposed by Ed Freeman (1984).

Collective action and mutual agreement embodied in multi-stakeholder approaches may explain the basis for FFNGOs success in engagement processes and in the formulation of their mission, goals and approaches (Freeman's, 1984; Yakovleva et al., 2012; Andriof et al. 2002:9; Co & Barro, 2008; Reed et al., 2009). Although challenging to balance diverse interests the empirical evidence from this research shows that society and business can only function well when disparate interests are balanced (Metro Group, 2008; Dubuisson-Quellier & Lamine, 2008; Yakovleva, 2009) as depicted in the idea of a *clearing house*. This research has drawn extensively from stakeholder theory to explore how this hypothetical *clearing house* is understood in the context of a raft of FFNGOs initiatives as part of the FSC. FFNGOs broker conflicting interests, balance power, and use various engagement strategies as a basis for integrating all stakeholders' in the development of a sustainable FSC.

3. Sustainability requires a comprehensive system approach

Findings in chapters 5 and 6 show different sustainability scenarios and initiatives currently used by the FFNGOs to integrate public policy makers, industry actors and consumers in the process of transformation. Empirical evidence from this research shows that FFNGOs are driven by their missions, goals and strategies which are designed to integrate broader views and perspectives across a range of economic, social and environmental dimensions to achieve systematic change. This change is encapsulated within alternative modes of production and consumption (for instance farm shops, farmers selling at farmers markets, box delivery schemes, community-supported agriculture and urban community gardens (Holloway et al., 2007; Charles, 2012; Marsden, 2000; Murdoch, 2006; Follett, 2009)) and short supply chains that need to be mainstreamed beyond their niche role and integrated in a systematic approach for future food and agriculture (Charles, 2012). The above conclusion on comprehensive system approach fits in well with the recent UK guidance for sustainability (Foresight, 2011; SDC, 2011; HM, 2010) which suggest a comprehensive system approach and better integration of food policy across Government as the basis for the UK food supply chain to progress toward sustainability.

4. The food sector needs to be understood as not one sector

The model for successful FFNGOs intervention produced in this research emphasises that transformation entails negotiation of complex, heterogeneous elements of the food supply chain while recognising that intervention cannot be restricted to an economic dimension alone. The thinking behind the model demonstrates the understanding that the food sector is not one sector but a complex heterogeneous web with multi-dimensional challenges (SDC, 2010) that are often poorly understood with no common solution on how achieving food sustainability should be approached. FFNGOs confirm that even with best intentions no single sector or organisation alone can provide a complete sustainable solution. In the course of this research FFNGOs have expressed their views and perceptions on how sustainability should be defined and approached in terms of locality, access, inclusiveness, transformation and alternative network characteristics. To really transform the FSC there is a need to understand the operation of the FSC and the various roles of different stakeholders within it. The complexity of food supply implies that the analogy of a chain is somewhat outdated and a more realistic descriptor is that of a web of relations between different actors. The results of this thesis point to FFNGOs as key stakeholders who are involved in spaces of interaction with the state and the market in leveraging power within the food supply chain from farm to fork and in mobilising public good-will through engagement with all sector participants.

5. Scope of sustainability is beyond economics consideration alone

FFNGOs are at the forefront of expanding the scope of the UK FSC beyond economics alone. FFNGOs have widened the 'scope' of sustainability which goes to the heart of the complexity of the supply chain and trying to deliver food sustainability means creating actions cutting across different dimensions of sustainability. To really move towards food sustainability we cannot keep on thinking only about food and economics. A broader sustainability paradigm must be embraced that widens the scope of understanding regarding the food supply chain.

The conclusions of this research are limited to FFNGOs. Given that emphasis is on the importance of a multi-stakeholder approach for food sustainability it is recommended that the perspectives of other supply chain stakeholders regarding their role and understanding of sustainability needs to be critically examined just as this research has done for FFNGOs. Without a broader understanding of the actions that drive a wide range of stakeholders it is

difficult to envisage success in delimiting spaces for multi-stakeholder interactions that are needed to lead a transition to a more sustainable FSC in the UK.

8.5 Personal reflections

This section explains in brief the learning that has taken place in writing this thesis as well as critical reflection of lessons learnt.

Viewed from a personal perspective, the UK food policy landscape has shifted significantly from that which protects self-sufficiency to that which grapples with how to integrate global issues such as resource constraints, food security and public health into a sustainable FSC. Food is an issue that is viewed within the consciousness of many FFNGOs as a way to reconcile sustainability challenges. This increasing consciousness is a real challenge for many institutions involved with a traditional productivist approach to food provision. Marsden (2010) commented that achieving this new policy for food is a cross-government domain and bigger than DEFRA and must integrate other departments involved in health, sustainability and international development. Hence tackling food sustainability issues is far beyond the state capability and increasingly lies within the global space where multinational corporations and powerful FFNGOs have their networks and dominant presence. New policies on how food is governed will require evolution of new governance that shares power and responsibility between the state, market and FFNGOs.

For now, FFNGOs, the public and private sector actors are all new to the challenge of integrating, harmonising and gaining consensus on how to effectively tackle these global sustainability challenges. Even with their good and sometimes ambitious missions, many of the FFNGOs involved in this research were ill equipped and organised to achieve food sustainability. Their expression of good intentions through their mission statements is not enough. They lack the funds, expertise and representation on some of the issues that they wish should remain central within their focus. They probably would work more effectively in partnership with other highly resourced FFNGOs currently administering huge budgets.

In contrast, some of the most highly resourced FFNGOs that participated in this research seem to have drifted too much to the centre of the issues that they once had critical eyes on. Viewed from the perspective of stakeholder theory and looking at the empirical evidence in this research these FFNGOs have drifted from their previous fringe stakeholder

position (peripheral) to a core position (central) in their dealings with corporations. Their current position makes them lose the critical challenge they once had. They now seem to celebrate the publicity and high visibility afforded them by partnerships with corporate and public bodies rather than concrete achievement of innovative solutions on sustainable issues. This latter group of FFNGOs have created the space of quiet mutualism that allow FFNGOs and market sector partners to use each other in creating the illusion of success in achieving solutions that they claim is contributing to food sustainability. It is still very unclear how to distinctly differentiate the roles and responsibility of the FFNGOs, the public and market sectors in transitioning to a sustainable UK FSC.

The market sector is at the moment driving the illusion of food sustainability. The expression of 'cherry picking' clearly describes what food retailers and food sector companies are willing to do. The majority of food companies and retailers will only pursue their notion of food sustainability as long as it enables them to increase their visibility and differentiate their brand. In other words, food sustainability must still strategically lead them to their sole aim of remaining in business, which is the maximisation of profit for investors. This prospect presents a sustainability dilemma and raises a question about the claims of some food companies about their delivery of triple bottom-line accountability. Viewed from their CSR reports, food companies have managed to proficiently select aspects of what they ought to be doing to showcase what they believe they have achieved in the name of sustainability. Having said that a few food companies like Unilever and supermarket brands have clearly demonstrated boldness in taking on some of their biggest social and environmental challenges under the umbrella of food sustainability and they ought to be commended as leaders in the field.

The UK food supply is retail led. My final submission is that if organised the private sector (food companies and retailers) holds the greatest prospects and power to move the UK food sector towards sustainability. To believe that consumers will shop the food sector to sustainability appears illusive. Instead there is greater evidence that to be effective, sustainability must have economics as a key driver. The market needs organisation and a level playing field that only the public sector can provide. Unless the public sector provides this, the market will always be cherry picking in the sustainability landscape. The prime essence of corporations still remains to maximise profit and the game will always be messy with the balance of power unfairly in their hands. This now leads to the crucial subject of power relations.

The UK food industry is lope-sided in its capture and distribution of economic rewards which are in favour of the retailers who are in a position to shape the FSC and manipulate consumer perceptions. The position of the farming sector is very weak, reducing the farmer to the position of 'price taker' rather than that of a 'price giver' (Marsden, 2010). Market competitiveness is controlled outside the farmer's influence. The UK farmers position within a competitive market sector needs addressing in areas of fair income and market power. By extension, viewed from the market and productive competitiveness of the food sector, FFNGOs are weaker partners when it comes to negotiating on sustainability and power sharing in comparison to the food companies and retailers. However, FFNGOs have been very successful in using their field based technical knowledge of key issues to leverage their negotiated power with the market and the public sector in a manner that could be described as 'knowledge is power'. This makes it compelling for retailers to seek FFNGOs participation in some areas of policy development.

My final conclusions are that none of the three sectors (FFNGOs, the public and market sectors) alone can successfully establish and drive the mechanism of action that can transform the UK food chain towards sustainability. The UK food supply chain being influenced by forces of globalisation has shifted to being part of a complex global network where power relations and food provisioning are negotiated amongst actors. To be effective the FFNGOs, the state and the market by necessity have to first of all be able to harmonise their intervention efforts at the national level to then position themselves as part of transnational complex webs of power sharing and negotiated decision making processes that promote interests for the UK supply chain that is sustainable and inclusive.

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APPENDICES

Appendix 1: Directory of categorized 210 NGOs and their sector specific activities

Directory of UK NGOs and their classification into categories					
			Category		
No.	Organization	Specific sector of food chain activities	Central	Semi-central	Peripheral
1	Forum for the future	Farming, consumption, manufacturing		√	
2	London Sustainability Exchange	Caterers and consumers		√	
3	East Anglia Food Link	Farming, processing and consumption	√		
4	Sustain	Farming and consumption	√		
5	LEAD International	Farming, processing, distribution		√	
6	WWF-UK, World Wildlife Fund	Farming	√		
7	Oxfam	Consumption			√
8	Green Alliance	Consumption		√	
9	Friends of the earth	Consumption		√	
10	Global Action Plan	Farming		√	
11	Fareshare	Consumer			√
12	Waterwise	Across the food chain		√	
13	Soil Association	Farming, manufacturing, distribution, consumption	√		
14	Sacrewell Farm	Farming, public education, consumers		√	
15	LEAF (Linking environment and Farming)	Farming, processing and consuming, policies	√		
16	The carbon trust	Across the chain		√	
17	The Whitebred Shorthorn Association	Farming and agriculture	√		
18	The Sheep Trust	Farming and agriculture	√		
19	Rare Breeds Survival Trust	Farming and agriculture	√		
20	The British Pigs Association	Farming	√		
21	Fairtrade Foundation	Agriculture, retailing, catering, wholesale and consumption		√	
22	National Sheep Association	Farming and agriculture	√		
23	East of England Agriculture Society	Farming and food	√		
24	Envirowise Programme	Farming, processing, distributing, retailing		√	
25	The Eden Project (Eden Trust)	Farming, gardening and consumers		√	
26	Whirlow Hall Farm Trust	Farming, Consumer		√	
27	Shared Interest Society Limited	Farming and food processing		√	
28	Energy Saving Trust	Farming, processing and consumption		√	
29	Capacity Global	Farmers and consumers		√	
30	Dorset Food Links	Farmers and consumers		√	

31	Muslim Aid Founded in November	Consumers			√
32	The woodland trust founded in	Farmers and consumers		√	
33	Food Up Front	Farmers and consumers	√		
34	Action For Sustainable Living	Consumers		√	
35	Dorset Food and health trust	Consumers		√	
36	Somerset Community Food	Consumers and farmers	√		
37	Friends of St Nicholas Fields	Consumers and public		√	
38	Alternative Technology Centre	Consumers		√	
39	Garden Organic	Farming and consumers	√		
40	Low Impact Living Initiative	Farmers and community of consumers		√	
41	West Dorset food & land trust	Consumers and farmers	√		
42	The Trussell Trust,	Consumers			√
43	The Sustainable Trust	Agriculture, Consumers		√	
44	Food Ethics Council	Farmers, processors, consumers	√		
45	Health & Local Food for Families	Consumers	√		
46	RSPCA	Agriculture, processing and consumption		√	
47	Freedom Food	Farming, retail and consumption	√		
48	Fair Trade Foundation	Agriculture, retail and consumption		√	
49	People & Planet Limited	Farmers and consumers		√	
50	People & the Planet (Planet 21)	Farmers and consumers		√	
51	Shared Interest Society Limited	Farming and processing and import and export		√	
52	Banana Link	Farmers and consumers fairtrade	√		
53	Christian Aid	Farmers and consumers			√
54	Traidcraft Exchange	Farmers and consumers			√
55	World Development Movement	Consumers, farmers			√
56	The UK Food Group	Farming, consumption	√		
57	The Royal Society for the Protection of Birds (RSPB) 1889	Farming		√	
58	Overseas Development Institute (ODI)	Farming, consumers and processors		√	
59	Greenpeace	Farming and consumer information		√	
60	Women's Environmental Network (WEN)	Farming and consumption		√	
61	Agency for Cooperation and Research in Development (ACORD) London	Farmers and consumers			√
62	ActionAid	Farmers, policies, consumers			√
63	Agricultural Christian Fellowship (ACF)	Farmers	√		
64	Baby Milk Action	Production, processing, consumption	√		
65	Catholic Fund for Overseas Development (CAFOD)	Farming			√
66	Compassion in World Farming	Farmers, policies, manufacture, consumer education	√		
67	Concern Worldwide UK	Farmers and consumers			√

68	Consumers International (CI)	Consumption			√
69	Find Your Feet	Farming		√	
70	Garden Africa	Gardening, consumer education		√	
71	The International Society for Ecology & Culture (ISEC)	Farming; consumers	√		
72	The Gaia Foundation	Farming, consumers information		√	
73	FAI	Farming and consumers	√		
74	Pesticide Action Network	Farming, manufacture, policies, consumers	√		
75	Practical Action	Farmers, processors		√	
76	Progressio	Gardening			√
77	Slow Food UK	Farming, processing, consumption	√		
78	War on Want	Farming and faretrade export			√
79	FARM	Farming and consuming	√		
80	Farming and WildLife advisory Group (FWAG)	Farming	√		
81	National Farmers Union (NFU)	Farming, retail, food service and manufacturing		√	
82	Women's Food and Farming Union (WFU)	Farming and consumers	√		
83	Living Countryside	Farming and consumers, countryside	√		
84	Federation of City Farms and Community Gardens (FCFCG)	Farming, communities, consumers	√		
85	British Crop Production Council (BCPC)	Crop production	√		
86	Safe And Local Supply Approval (SALSA)	Farmers, manufacturing, foodservice, catering, retail	√		
87	Organic Inform	Farming, retail	√		
88	Organic Research Centre, ELM FARM	Organic farming	√		
89	Windmill Hill City Farm Ltd	Farming, consumption		√	
90	The countryside Restoration Trust	Farming		√	
91	National Animal Welfare Trust (NAWT)	Farming		√	
92	ROYAL AGRICULTURAL SOCIETY OF ENGLAND	Agriculture	√		
93	The International Vegetarian Union	Consumers	√		
94	The Biodynamic Agricultural Association	Agriculture	√		
95	THE VEGETARIAN SOCIETY	Consumer	√		
96	The Magdalene Project	Farming, Consumer		√	
97	BILL QUAY COMMUNITY FARM ASSOCIATION	Farming and Consumer		√	
98	Primrose Earth Awareness Trust	Farming and consumer		√	
99	IGD	Farming, retail, manufacture and consumption	√		
100	WWOOF (World Wide Opportunities on Organic Farms)	Farming, consumers	√		
101	World Cancer Research Fund	Consumer education			√

102	Wild life and Countryside Link	Farmers		√	
103	Wholesome Food Association	Farmers, processors, retailers and consumers	√		
104	Which? (formerly Consumers' Association)	Consumers			√
105	Local Food Links	Consumers	√		
106	Vegetarian Charity	Consumers and farmers		√	
107	The Vegan Society	Consumers and farmers	√		
108	VEGA Research VEGA(Vegetarian Economy and Green Agriculture)	Farmers, consumers	√		
109	UK Public Heath Association (UKPHA)	Consumer		√	
110	Organic Trade Board	Farmers, consumers		√	
111	Organix Foundation	Consumers	√		
112	The National Trust	Growers, consumers		√	
113	Land Heritage	Farmers	√		
114	Business Information Point (BIP)	Farmers			√
115	IIED (International Institute for Environment and Development)	Farmers	√		
116	Health Education Trust	Child Consumers	√		
117	Haemolytic Uraemic Syndrome Help (HUSH)	Consumers	√		
118	The Guild of Food Writers	Consumers, manufacturers, farmers, retailers	√		
119	Good Gardeners Association	Consumers and farmers	√		
120	GMB (Britain's General Union)	Consumers and processors and farmers			√
121	Food Matters	Consumers and farmers and processors	√		
122	The Food Commission	Consumers and farming	√		
123	Farmers' Link	Farmers	√		
124	FARMA (National Farmers' Retail and Markets Association)	Farmers	√		
125	Family Farmers' Association	Farmers	√		
126	f3 the local food consultants	Farmers and processors	√		
127	Consensus Action on Salt and Health (CASH)	Consumers and processors	√		
128	Consumer Focus (formerly the National Consumer Council)	Consumers			√
129	CPRE (Campaign to Protect Rural England)	Consumers education as well as support for farmers		√	
130	Caroline Walker Trust	Information to the public and food chain actors	√		
131	Commonwork Land Trust	Farmers and consumers		√	
132	Community Nutrition Group (CNG)	Consumers	√		
133	Community Composting Network	Waste reduction through composting - consumers	√		
134	Thrive	Farming and consumption	√		
135	The Agroforestry Research Trust	Farming	√		
136	The Allotments Regeneration Initiative	Farming	√		

137	Centre for Alternative Technology	Farming		√	
138	The Shark Trust	Fisheries	√		
139	BigBarn	Farmers, importers, consumers and retailers	√		
140	Grown Up Green (PROJECTS IN PARTNERSHIP)	Farmers, consumers, retailers and processors		√	
141	Business in the Community	Whole chain			√
142	Natural England (Govt advisers)	Farmers		√	
143	The Plunkett Foundation	Farmers and consumers		√	
144	The worshipful company of butchers	Meat sector	√		
145	ARC-Addington Fund	Farming			√
146	RABI (The Royal Agricultural Benevolent Institution)	Farming	√		
147	Farm Crisis Network	Farming	√		
148	Farming Help	Farming	√		
149	Countryside Alliance	Farming		√	
150	Countryland & Business Association	Farming for people of disability		√	
151	Salmon & Trout Association	Fisheries	√		
152	Social Enterprise coalition	Across food sector		√	
153	World Society for the protection of animals	Farming, processing and consumption	√		
154	International Fund for Animal Welfare (IFAW)	Farming and processing and import and export		√	
155	Pond Conservation	Farming		√	
156	Animal Aid	Farming	√		
157	Vegan organic network	Farming	√		
158	Dairy Farmers of Britain	Farming	√		
159	Royal Society of Wildlife Trusts (RSWT)	Farming		√	
160	International Society for Ecology and Culture	Farming and consumption		√	
161	Freshwater Action Network	Consumers		√	
162	The Environmental Investigation Agency	Consumers		√	
163	Humane Slaughter Association	Farmers and consumers	√		
164	Ipswich Food coop	Farmers and retailers and consumers	√		
165	The Permaculture Association	Farmer	√		
166	The Heather Trust	Farmer		√	
167	British Sheep Dairying Association	Farmers	√		
168	Produced in Kent	Farmers and consumers	√		
169	Action with communities in rural England	Consumers		√	
170	Advisory Committee on Protection of the Sea	Fisheries and consumers		√	
171	Milk Development Council	Farmers and consumers	√		
172	Meat Training Council	Farmers and consumers	√		
173	British Grassland Society	Farmers	√		
174	British Society of animal science	Farmer	√		

175	The Royal Association of British Dairy Farmers (RABDF)	Farmer	√		
176	Greenwich Co-operative Development Agency (GCDA)	Farmers and consumers		√	
177	True Food Community Co-operative Ltd	Farmers, retailers and consumers	√		
178	Arthur Rank Centre	Farmers		√	
179	Association for organics recycling	Manufacturers, farming		√	
180	RHS Gardening for all	Farming, Consumers		√	
181	National Institute of Agricultural Botany	Agriculture	√		
182	Mushroom Bureau	Agriculture	√		
183	Business in the Community	Across the chain		√	
184	Horticultural Development Company (HDC)	Agriculture	√		
185	HGCA	Growers, processors and consumers.	√		
186	Farms for Schools	Farming and consuming	√		
187	Self Help Africa	Farmer and consumer		√	
188	The dairy council	Industry and consumers	√		
189	Farming and countryside education (BEST)	Farmers, parents, children, media and government	√		
190	Flour and Grain Education Programme	Consumers and trade	√		
191	Chelsea Physic Garden	Consumers and farmers		√	
192	Plants for a future	Consumers and farmers		√	
193	Trees for Health	Consumers and farmers		√	
194	Oakenwoods Society	Farming and consumers		√	
195	Treesponsibility	Farming		√	
196	Tree council	Farming		√	
197	Edible Gardens In School	Consumers	√		
198	Sustainability first	Farming, manufacturing and consumption		√	
199	Bath Place Community Venture	Farming consumption		√	
200	Ethical Consumer Research Association Ltd (ECRA)	Consumers		√	
201	Green Dragon Woods	Farmers and Consumers		√	
202	Making Local Food Work	Farmers, Manufacturers, Retailers and Consumers	√		
203	Country Markets	Farmers and producers and consumers	√		
204	Community Food Enterprise	Farmers, producers and consumers	√		
205	Newham Food Access Partnership	Farmers, producers and consumers	√		
206	The Food Poverty Network	Farmers, producers and consumers	√		
207	Community Action for Food and the Environment	Catering, consumers	√		
208	East London Food Access (ELFA)	Farmers, producers and consumers	√		
209	Community Food and Health (Scotland)	Farmers and consumers	√		
210	Edinburgh Community Food Initiative (ECFI)	Farmers, producers and consumers	√		

Appendix 2: List of interviewed participants

List of interviewed participants

1. **The Allotments Regeneration Initiative**
   Telephone interview 14/04/10
   North East Office; Suite 8a Segedunum Business Centre; Station Road; Wallsend; Tyne and Wear; NE28 6HQ; Tel / Fax 0191 2628276; ari@farmgarden.org.uk; www.farmgarden.org.uk/ari
   Description: National

2. **Baby Milk Action**
   Face to face interview 13/07/09
   34 Trumpington Street, Cambridge CB2 1QY; 44 (0)1223 464420; www.babymilkaction.org
   Description: International

3. **Banana Link**
   Telephone interview 08/09/10
   info@bananalink.org.uk; Suite 201 Sackville Place, 44-48 Magdalen Street, Norwich; Norfolk; NR3 1JU; www.bananalink.org.uk, 44 1603 765670
   Description: International

4. **BigBarn CIC**
   Telephone interview 13/08/10
   01480 890 970, College Farm, Great Barford, Bedfordshire, MK44 3JJ, www.bigbarn.co.uk
   Description: National

5. **The Biodynamic Agricultural Association**
   Telephone interview 12/08/10
   Painswick Inn Project, Gloucester Street, Stroud, Glos, GL5 1QG, 0131 478 1201, www.biodynamic.org.uk
   Description: National

6. **British Sheep Dairying Association**
   Telephone Interview 08/04/10
   High Weald Dairy, Tremains Farm, Horsted Keynes, West Sussex, RH17 7EA, sales@highwealddairy.co.uk, Tel: 01825 791 636, Fax:01825 791 641, www.highwealddairy.co.uk
   Description : National

7. **British Society of Animal Science**
   Telephone interview 19/08/10
   01848331437, The British Society of Animal Science, PO Box 3, Penicuik, Midlothian EH26 0RZ, Scotland, www.bsas.org.uk
   Description: International

8. **Community Food and Health (Scotland)**
   Telephone interview 20/08/10
   Royal Exchange House; 100 Queen Street, Glasgow G1 3DN; 0141 226 5261; www.communityfoodandhealth.org.uk
   Description: National

9. **Community Food Enterprise**
   Telephone Interview 20/08/10
   Community Food Enterprise Limited
   Unit 4a, Thameside Industrial Estate, Factory Road; London E16 2HB,
   T: 020 7511 9014, F: 020 7511 9015, www.c-f-e.org.uk
   Description: National

10. **Compassion in World Farming**
    Telephone interview 07/09/2010
    Compassion in World Farming, 01483 521 957, www.ciwf.org.uk, River Court, Godalming, GU7 1EZ
    Description: International

11. Consensus Action on Salt and Health (CASH)
Telephone Interview 08/03/10
Wolfson Institute of Preventive Medicine, Queen Mary, University of London, EC1M 6BQ, 020 7882 6018, www.actiononsalt.org.uk, www.worldactiononsalt.com,
Description: National

12. Country Markets
Telephone Interview 01/03/10, Country Markets Ltd, Dunston House, Dunston Road, Sheepbridge, Chesterfield, Derbyshire, S41 9QD, info@country-markets.co.uk, www.countrymarkets.co.uk
01246 261508
Description: National

13. The Dairy Council
Telephone Interview 26/08/2010, Tel: 020 7467 2604; The Dairy Council; 93 Baker Street; London; W1U 6QQ; www.milk.co.uk
Description: National

14. Edible Gardens In School
Telephone interview 23/08/10
The Granary, Langford Barton, Ugborough, Devon PL21 0PG, www.ediblegardens.org.uk, 01364 73058
Description: Regional, Devon

15. Farm Crisis Network
Telephone Interview 13/08/10, Farm Crisis Network, Manor Farm, West Haddon, Northamptonshire, NN6 7AQ, www.farmcrisisnetwork.org.uk, 01788 510866
Description: National

16. Farming and Countryside Education
Telephone interview 16/08/10
FACE, Arthur Rank Centre, Stoneleigh Park, Warwickshire; CV8 2LG, 024 7685 3089, www.face-online.org.uk
Description: National

17. Federation of City Farms and Community Gardens (FCFCG)
Telephone interview 12/04/10; Federation of City Farms & Community Gardens (FCFCG), c/o 32 Mendip Drive, Frome, Somerset BA11 2HT, Tel/Fax: 01373 302204, For the main FCFCG office: The GreenHouse, Hereford Street, Bedminster, Bristol BS3 4NA; Tel: 0117 923 1800 Fax: 0117 923 1900, admin@farmgarden.org.uk, www.farmgarden.org.
Description: National

18. Food Matters
Telephone interview 18/08/10
35 Rugby Road, Brighton BN1 6GB, www.foodmattters.org, 01273431707
Description: National

19. Food Up Front
Face to face interview 15/07/09
Food Up Front, Unit 1a, 212 St Ann's Hill,
Wandsworth, London SW18 2RU, www.foodupfront.org
Description: Regional

20. Freedom Food
Telephone Interview 22/02/10; Freedom Food, Wilberforce Way, Southwater, Horsham, West Sussex
RH13 9RS, 0300 123 0270, www.freedomfood.co.uk
Description: National

21. Good Gardeners Association
Telephone interview 25/08/10
01453 520 322, 4 Lisle Place, Gloucestershire, GL2 7AZ, www.goodgardeners.org.uk
Description: National

22. The Guild of Food Writers
Telephone interview 19/08/10
255 Kent House Road, Beckenham, Kent, BR3 1JQ, www.gfw.co.uk
Description: International

23. Haemolytic Uraemic Syndrome Help (HUSH)
Telephone interview 12/08/10
HUSH, P.O.Box 159, Hayes, UB4 8XE, 01261842314, hush@ecoli-uk.com, www.ecoli-uk.com
Description: National

24. Health & Local Food for Families
Telephone interview 09/08/10
01297 631782, halffcharity@aol.com, HALFF, Brookvale Cottage, Whitford, Axminster, Devon, EX13 7PH, www.halff.org.uk
Description: Regional

25. IIED (International Institute for Environment and Development)
Telephone interview 02/09/2010
IIED, 3 Endsleigh St, London WC1H 0DD, Tel. 020 7388 2117, Tel. direct 020 7872 7213, Fax +44 (0)20 7388 2826, www.iied.org, skype: bvorley Description: International

26. Ipswich Food coop
Telephone interview 15/04/10
Ipswich Ripple CIC, 119 Jovian Way, Ipswich, IP1 5AW, 01473 684449, www.ipswichfoodcoop.co.uk,
Description: Regional

27. LEAF (Linking environment and Farming)
Telephone interview 08/03/09
02476413911; The National Agricultural Centre, Stoneleigh Park; Warwickshire; CV8 2LG; www.leafuk.org
Description: International

28. Organic Research Centre, ELM FARM
Telephone interview 15/04/10, The Organic Research Centre, Elm Farm, 01488 657 600 (direct), The Organic Research Centre, Elm Farm
Hamstead Marshall, Newbury, Berkshire RG20 0HR, T: +44(0)1488 658298 F: +44(0)1488 658503, www.organicresearchcentre.com
Description: National

29. Pesticide Action Network
Face to face interview 13/07/10, PAN UK, Development House, 56-64 Leonard Street, London EC2A 4LT, 44 (0)207 065 0916, Fax 44 (0)207 065 0907, www.pan-uk.org
Description: International

30. Produced in Kent
Telephone interview 26/02/10
Produced in Kent Limited, Bourne Grange Stables, Tonbridge Road, Hadlow
Tonbridge, Kent, TN11 0AU, DDI: 01732 853171,Tel: 01732 853170, Fax: 01732 852521, www.producedinkent.co.uk
Description: Regional

31. Rare Breeds Survival Trust
Telephone interview 01/07/10
Phone: 01377 251776, Rare Breeds Survival Trust (RBST), Stoneleigh Park, Nr Kenilworth, Warwickshire, CV8 2LG, www.rbst.org.uk
Description: National

32. The Royal Association of British Dairy Farmers (RABDF)
Telephone interview 28/8/10 01568 760632
Dairy House, Unit 31, Stoneleigh Deer Park, Stareton, Kenilworth, Warwickshire, CV8 2LY, www.rabdf.co.uk, office@rabdf.co.uk
Description: National

33. THE SHEEP TRUST
Telephone interview 07/07/10 019467 29346, The Sheep Trust, The Sheep Trust, Biology - Area 8, University of York, PO Box 373, YO10 5YW, www.thesheeptrust.org,
Description: National

34. Slow Food UK
Telephone interview 31/08/2010
01886 812 808, Slow Food UK, 6 Neal's Yard, Covent Garden, London, WC2H 9DP, T +44 (0) 20 7099 1132, www.slowfood.org.uk
Description: International

35. Soil Association
Telephone interview 30/03/10, 0117 9710203;
Soil Association, South Plaza, Marlborough Street, Bristol BS1 3NX, T: 0117 314 5000, F: 0117 314 5001, www.soilassociation.org
Description: National

36. Sustain
Face to face interview 21/07/09
Sustain, 94 White Lion Street, London N1 9PF, sustain@sustainweb.org, www.sustainweb.org, 020 7837 1228
Description: National

37. VEGA Research, VEGA (Vegetarian Economy and Green Agriculture)
Face to face interview 14/07/09
info@vegaresearch.org, 14 Woodland Rise, Greenford, Middlesex, UB6 0RD, www.vegaresearch.org; 020 8902 0073
Description: National

38. The Vegan Society
Telephone interview 27/08/10
Donald Watson House, 21 Hylton Street,
Hockley, Birmingham. B18 6HJ, www.vegansociety.com
Description: National

39. World Society for the Protection of Animals
Telephone interview 13/04/10, World Society for the Protection of Animals, 5th floor, 222 Gray's Inn Road, London WC1X 8HB, UK, Direct +44 (0) 20 7239 0561, switchboard 7239 0500
www.wspa.org.uk,
Description: International

40. The Whitebred Shorthorn Association
Telephone interview 19/07/10
The Whitebred Shorthorn Association Ltd, secretary@whitebredshorthorn.com
www.whitebredshorthorn.com, Secretary's Office, High Green Hill, Kirkcambeck
Brampton, Cumbria, CA8 2BL, 44(0)16977 48228
Description: National

41. WORLD WIDE OPPORTUNITIES ON ORGANIC FARMS (WWOOF)
Telephone interview 11/03/10
WWOOF UK, 01453 752577, PO Box 2154, Winslow
Buckingham, MK18 3WS, www.wwoof.org.uk
Description: International

42. World Wildlife Fund (WWF-UK)
Face to face interview 15/07/09, 01886 884832, WWF, Panda House, Weyside Park, Godalming, Surrey GU7 1XR, www.wwf.org.uk
Description: International

Appendix 3: PARTICIPANT CONSENT FORM

the UNIVERSITY of GREENWICH

Title of Research: Sustainability, NGOs and The UK Food Industry		
Investigator's name:	**Effiong Essien**	
To be completed by the participant/patient/volunteer/informant/interviewee/ parent/guardian (delete as necessary)		
1.	Have you read the information sheet about this study?	YES/NO
2.	Have you had an opportunity to ask questions and discuss this study?	YES/NO
3.	Have you received satisfactory answers to all your questions?	YES/NO
4.	Have you received enough information about this study?	YES/NO
5.	Which researcher/investigator have you spoken to about this study?	……
6.	Do you understand that you are free to withdraw from this study:	……
	• at any time?	….
	• without giving a reason for withdrawing?	
7.	Do you agree to take part in this study?	YES/NO YES/NO YES/NO
Signed		Date
Name in block letters		
Signature of investigator		Date

The consent form **must** be signed by the actual investigator concerned with the project after having spoken to the participant to explain the project and after having answered his or her questions about the project.

This Project is Supervised by:	**And conducted by:**
Dr. Tim Acott, Principal Lecturer Medway School of Science University of Greenwich Medway Campus, Kent ME4 4TB Tel. +44 208 331 9751 E-mail: t.g.acott@greenwich.ac.uk	Effiong Essien, Researcher Medway School of Science University of Greenwich Medway Campus, Kent ME4 4TB Tel. +44 208 331 7570 E-mail: ee19@greenwich.ac.uk

Appendix 4: Participant Information Sheet

the UNIVERSITY of GREENWICH

Dear Participant

Project Title: **Sustainability, NGOs and the UK Food Industry**

You are invited to take part in this project which is part of a doctoral research programme.

The project aims to understand how NGO's work within the UK food industry to promote sustainable practice. This will involve identifying different intervention strategies used by NGOs and developing a model to explain best practice.

You have been invited because your organization is centrally involved in the delivery of sustainable principles within the food sector.

Your involvement in the project would entail participating in an interview for about 45 minutes on how your organization works with stakeholders in the food sector to deliver sustainable principles. If you choose to participate you will need to complete the attached participant consent form, which should be returned to the researcher.

Your participation is purely voluntary and you are free to withdraw from the study at any time if you so wish.

As with studies of this nature the results of the project may be published in academic media. You are assured that the confidentiality of information you provide is crucially important to us and will not be handled or stored in a manner identifiable to you.

We hope that you will help us by your participation.

If you require further information, please contact:

Effiong Essien, Researcher

Medway School of Science
University of Greenwich
Medway Campus, Kent ME4 4TB
Tel. +44 208 331 7570
E-mail: ee19@greenwich.ac.uk

Dr. Tim Acott, Research supervisor

Medway School of Science
University of Greenwich
Medway Campus, Kent ME4 4TB
Tel. +44 208 331 9751
E-mail: t.g.acott@greenwich.ac.uk

Appendix 5 : Questions used for face to face explorative interviews

Questions for face to face interviews

Organisation structure, history and resources

1. What are the aims and mission of your organisation?
2. What is your organisation trying to achieve?
3. When was it started and by who?
4. What is the history?
5. What is your role? and how is the organisation structured?
6. Why do you adopt this structure?
7. How many paid and voluntary staff do you have?
8. What are your organisation short term and long term goals?

Core Activities

1. How do you work within the UK food industry to promote sustainable practice?
2. What intervention strategies do you use to promote a more sustainable UK food industry?
3. Are you successful?
4. How do you measure your success?
5. What do you view as best practice in food sustainability?
6. What activities are you involved in developing sustainable food initiatives?
7. What are the opportunities and barriers faced by you when trying to intervene in the UK food industry? How have you handled them?

Wider Involvement

1. What is the scope of your work?
2. Have you participated in any food policy consultation?
3. Have you been invited by government or agency to participate in food initiatives?
4. Are you part of a larger organisation?
5. How important is partnership to you?
6. Are there things you learn from other organisations?
7. Have you supported other organisations? In what ways?

Perception

1. From your perspective how does the food sector perceive and respond to sustainable food initiatives?
2. From your perspective how do consumers perceive the idea of sustainable food?
3. What do you think are the key drivers for adoption of sustainable food initiatives?

Finances

1. How are you funded?
2. Who are your funders?
3. Are you able to give indication of scale of your turnover?
4. Do you make profit?
5. Do you have financial support from the government?

Conclusion

1. Are there other things you like to say which are not covered in the questions?
2. Are there any questions you would like to ask?

Appendix 6: Questions used for semi structured telephone interview

Questions for telephone interviews

Organisation structure, history and resources

1. What are the aims and mission of your organisation?
2. What is your organisation trying to achieve, short term and long term?
3. When was it started and by who?
4. What is your role? and how is the organisation structured?
5. Why do you adopt this structure?
6. How many paid and voluntary staff do you have?
7. What is the uniqueness of your organisation?

Core Activities

1. How do you work within the UK food industry to promote sustainable practice?
2. What intervention strategies do you use to promote a more sustainable UK food industry?
3. Can you cite one of the most successful initiatives you have embarked on?
4. How do you measure the success?
5. What do you recommend as the best approach for sustainable food chain?
6. What activities are you involved in developing sustainable food initiatives?
7. What are the opportunities and barriers faced by you when trying to intervene in the UK food industry? How have you handled them?

Wider Involvement

1. What is the scope of your work?
2. Have you participated in any food policy consultation?
3. Have you been invited by government or agency to participate in food initiatives?
4. Are you part of a larger organisation or network?
5. How important is partnership to you?
6. Are there things you learn from other organisations?
7. Have you supported other organisations? In what ways?
8. How do you engage with other sectors involved in broader sustainability?
9. What has changed in recent times in your approach to sustainable initiatives?

Perception

1. From your perspective how does the food sector perceive and respond to sustainable food initiatives?
2. From your perspective how do consumers perceive the idea of sustainable food?
3. Are you satisfied by how the government responds to food chain sustainability?
4. What do you think are the key drivers for adoption of sustainable food initiatives?

Organisational Sustainability

1. How are you funded?
2. How financially viable is your organisation?
3. Apart from finances, how sustainable is your organisation?
4. Are you able to give indication of scale of your turnover?
5. Do you have financial support from the government?
6. What challenges do you face in terms of your organizational viability?
7. Which of the challenges do you find most crucial?

Conclusion

1. Are there other things you like to say which are not covered in the questions?
2. Are there any questions you would like to ask?

Appendix 7: Breakdown of interview duration and word counts on transcription

Summary	Total number of organisations: 42 Total word count of interview transcriptions: 114,837 Average word count per interview transcription: 2,734 Total interview duration: 1524 minutes (25.4hrs) Average interview duration: 36.29 minutes		
S/N	Name of organisation	Transcript Word count	Interview duration (minutes)
1	The Allotments Regeneration Initiative	3101	36
2	Baby Milk Action	2676	45
3	Banana Link	2734	35
4	BigBarn CIC	1745	22
5	The Biodynamic Agricultural Association	2199	28
6	British Sheep Dairying Association	2098	25
7	British Society of Animal Science	2604	26
8	Community Food and Health (Scotland)	2217	27
9	Community Food Enterprise	2921	38
10	Compassion in World Farming	3226	42
11	Consensus Action on Salt and Health (CASH)	3532	45
12	Country Markets	2774	31
13	The Dairy Council	2309	24
14	Edible Gardens In School	3098	39
15	Farm Crisis Network	4010	42
16	Farming and Countryside Education	3337	40
17	Federation of City Farms and Community Gardens (FCFCG)	3604	51
18	Food Matters	2561	34
19	Food Up Front	2872	45
20	Freedom Food	1808	22
21	Good Gardeners Association	1320	22
22	The Guild of Food Writers	2545	40
23	Haemolytic Uraemic Syndrome Help (HUSH)	1675	27
24	Health & Local Food for Families	2323	27
25	IIED (International Institute for Environment and Development)	4260	52
26	Ipswich Food coop	1516	24
27	LEAF (Linking environment and Farming)	2272	36
28	Organic Research Centre, ELM FARM	1913	32
29	Pesticide Action Network	2705	45
30	Produced in Kent	2223	30
31	Rare Breeds Survival Trust	3495	38
32	The Royal Association of British Dairy Farmers (RABDF)	3580	35
33	The Sheep trust	3626	47
34	Slow Food UK	4431	44
35	Soil Association	3666	44
36	Sustain	3139	45
37	VEGA Research, VEGA (Vegetarian Economy and Green Agriculture)	783	45
38	The Vegan Society	3907	37
39	World Society for the Protection of Animals	3723	48
40	The Whitebred Shorthorn Association	1248	22
41	World Wide Opportunities on Organic Farms (WWOOF)	2956	42
42	World Wildlife Fund (WWF-UK	2105	45

Appendix 8: Key issues addressed by FFNGOs

FFNGOs	Key Issues
Health and Local Food for Families, World Wildlife Fund, Vegetarian Economy and Green Agriculture, The Shark Trust, Salmon and Trout Association	Overfishing and pollution of marine habitats
Country Markets, The Dairy Council, The Sheep Trust, The Vegan Society, Community Food Enterprise, Garden Organic, Farming and Wildlife Advisory Group, Organic research centre-Elm Farm, Farmers' Link, Community Composting Network, Edible Gardens in School	Managing supply chain wastes
Edible Gardens in School, Pesticied Action Network, Soil Association, BananaLink, UK Food Group, Organic Research Centre-Elm Farm, Organic Inform, The UK Food Group, Worldwide Opportunities on Organic Farms, Wholesome Food Association, Organix Foundation, Farmers' Link, Making Local Food Work	Pesticides use and application
Food Ethics Council, UK Food Group, FARM, Farming and Wildlife Advisory Group, World Wildlife Fund, Organic Inform, Soil Association, Milk Development Council, National Institute of Agricultural Botany	Water and resource use
The Allotments Regeneration Initiative, Edible Gardens in School, Federation of City Farms and Community Gardens, Food Matters, Food Up Front, The Guild of Food Writers, Linking Environment and Farming, organic Research Centre-Elm Farm, World Wildlife Fund, British Grassland Society, Somerset Community Food, Rare Breeds Survival Trust, British Grassland Society	Green space, gardening
Federation of City Farms and Community Gardens, Edible Gardens in School, Food Matters, Good Gardeners Association, The Guild of Food Writers, Slow Food UK, Community Food Enterprise, Newham Food Access Partnership, Community Food and Health (Scotland), The Biodynamic Agriclutural Association, BigBarn, The Food poverty Network, Community Action for Food and the Environment, Local Food Links, Family Farmers' Association, BigBarn, Ipswich Food Coop, True Food Community Cooporative	Food price and unfair distribution of equity
Compassion in World Farming, Farm Crisis Network, Slow Food UK, East Anglia Food Link, Food Ethics Council, BananaLink, UK Food Group, The International Society for Ecology and Culture, Local Food links, Farmers' Link, F3 The Local Food Consultants, BigBarn	Centralisation
The Dairy Council, Farm Crisis Network, Food Matters, Federation of City Farms and Community Gardens, Linking Environment and Farming, The Vegan Society, World Wildlife Fund, Worldwide Opportunities on Organic Farms, British Society of Animal Science, East Anglia Food Link, East of England Agriculture Society, Food Ethics Council, Sustain, The International Society for Ecology and Culture, Slow Food UK, Farming and Wildlife Advisory Group, Organic Inform, International Institute for Environment and Development, Farmers' Link	Climate change and environmental issues
Slow Food UK, Farming and countryside Education, Linking Environment and Farming, The Sheep Trust, East Anglia Food Link, East of England Agriculture Society, Farming and Wildlife Advisory Group, Living Countryside, Royal Agriculture Society of England, Land Heritage, Family Farmers' Association, Farm Crisis network, Farms for	Destruction of Countryside and healthy local

Schools, Making local Food Work	
The Dairy Council, Farm Crisis network, Haemolytic Uraemic Syndrome Help, International Institute for Environment and Development, Pesticide Action Network, BananaLink, Slow Food UK, Soil Association, Community Food Enterprise, Somerset Community Food, Sustain, The International Society for Ecology and Culture, FARM, Organic Research Centre-Elm Farm, Wholesome Food Association, Land Heritage, Farmers' Link, Linking Environment and Farming, The Royal Agricultural Benevolent Institute, Farming Help	Farmers and labour rights and condition
Food Matters, ompassion in World Farming, Produced in Kent, Country Markets, BigBarn, Slow Food UK, The Biodynamic Agricultural Association, Community Food Enterprise, East Anglia Food Link, Community Action for Food and Environment, East of England Agriculture Society, Food Up Front, Somerset Community Food, Health and Local Food for Families, Sustain, UK Food Group, The International Society for Ecology and Culture, Wholesome Food Association, National Farmers' Retail and Markets Association, F3 the Local Food Consultants	Food miles and local food
Good Gardeners Association, Federation of City Farms and Community Gardens, Food Up Front, Edible Gardens in School, Linking Environment and Farming, Organic Research Centre-Elm Farm, Slow Food UK, Rare Breeds Survival Trust, Soil Association, World Wide Opportunities on Organic Farms, The Biodynamic Agricultural Association, East Anglia Food Link, Garden Organic, Organic Inform, Wholesome Food Association	Organic, soil health and habitat
Compassion in World Farming, Farm Crisis Network, Freedom Food, Organic Research Centre-Elm Farms, Rare Breeds Survival Trust, The Royal Association of British Dairy Farmers, The Sheep Trust, Soil Association, Slow Food UK, Vegetarian Economy and Green Agriculture, The Vegan Society, The Whitbred Shorthorn Association, World Wildlife Fund, World Society for the Protection of Animals, British Society of Animal Science, Humane Slaughter Association, Vegan Organic Network, Animal Aid, International Institute for Environment and Development, The Vegetarian Society, FAI Farm, Sustain, Food Ethics Council	Animal welfare
Food Up Front, Food Matters, The Guild of Food Writers, Ipswich Food Coop, Slow Food UK, The Vegan Society, Community Food and Health (Scotland), Community Food Enterprise, The Food Poverty network, Community Action for Food and the Environement, East London Food Access, Community Food and Health (Scotland), Edinburgh Community Food Initiative	Food access (insecurity) and mass consumption
The Sheep Trust, Organic Research Centre-Elm Farm, BananaLink, Rare Breeds Survival Trust, The Sheep Trust, Slow Food UK, Soil Association, World Wide Opportunities on Organic Farms, World Wide Fund, Farming and Wildlife Advisory Group, Living Countryside, Land Heritage, The Whitbred Shorthorn Association, The Sheep Trust, Rare Breeds Survival Trust	Biodiversity and conservation
Newham Food Access Partnership, Community Action for Food and the Environement, Community Food and Health (Scotland), Somerset Community Food, Health and Local Food for Families, Baby Milk Action, Safe and Local Supply Approval, Haemolytic Uraemic	Infants feeding, healthy eating, public health and food safety

Syndrome Help, Consensus Action on Salt and Health, Caroline Walker Trust, Community Nutrition Group, Community Food Enterprise, British Sheep Dairying Association, Pesticide Action Network, The Guild of Food Writers, Edible Gardens in School, Country Markets, Farming and Countryside Education	
Freedom Food, Baby Milk Action, Safe and Local Supply Approval	Food safety, quality standards, specification, freshness
BananaLink, International Institute for Environment and Development, Freedom Food, Soil Association	Sourcing principles and policies
Federation of City Farms and Community Gardens, Sustain, Soil Association, The Guild of Food Writers, Farming Help, Farming and Countryside Education	Farming