

# Systemic change in the non-profit sector

## *A market scan*

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# 1 Introduction

## 1.1 Background of this study

There are many externalities in the global trade system, due to persistent shortcomings in governance (at global, national, regional levels, and sector level) especially regarding working conditions, wages, and the environment. These shortcomings allow the market to uphold and compete on these externalities and unsustainable parameters such as low prices, price volatility, environmental degradation, unsustainable working practices, and the informal economy. As these sustainability challenges have multiple causes and multiple actors involved, they can be considered complex and therefore require more structural and systemic solutions that ultimately change the root causes and drivers of these issues. The question is which organizations are ready, fit for purpose, and are already embarking on such systems change strategies.

The Dutch Ministry of Foreign Affairs commissioned NewForesight to perform a market scan on organizations active in the field of sustainable production and trade. The study should reveal organizations' expertise or competences relating specifically to sustainable production and trade, as well as essential organizational competencies like innovativeness and contribution to sector transformation.

This market scan builds on a study conducted by NewForesight in 2015 (*'Mapping Dutch and other organizations, and a strategy for making value chains sustainable'*). This study back then identified organizations that are active in sustainable production and trade and work, to a certain extent, on sector transformation. In 2015 the study concluded that only a few organizations take a more holistic approach to tackle challenges in international sectors, most of them were still taking a more limited, project approach. This 2020 study aims to provide more insight into the way organizations have evolved and now work on a more sector transformation level.

This report is the result of a study performed by Newforesight in the period of May to August 2020. The objectives of the study were twofold:

- To take stock of 35 organizations that are active in the field of sustainable production and trade and understand where they are present and on what topics they work.
- To understand the systems change strategies of the most important organizations in the field of sustainable production & trade and their characteristics.

Chapter 3 describes the analytical methodology in more detail.

The outcomes of this comparative study can be used by the Ministry to further shape the strategy beyond 2020 (and with that its own role) from a more systemic perspective (Phase 2).

## 2 Realizing systemic change in sectors

Addressing sustainability issues in agro-commodity sectors is challenging. Despite decades of public and private aid and support, the results are limited at best. In order to deal with the more complex sustainability challenges, it is crucial that more systemic, transformative strategies are implemented that change the root causes and drivers of the issues.

As a basis for the analysis for this study to show insight in the way organizations work on sector transformation on this holistic approach, we have used a generic sustainable sector transformation model. This analytical framework is based on NewForesight theoretic models<sup>i</sup>, earlier work we have done on these matters<sup>ii</sup> and discussion with, and input from the Ministry of Foreign affairs. Figure 1 shows the building blocks that can create systemic change in sector transformation. We briefly explain the different dimensions of these framework model.

### I. Organization's systemic vision and strategy

To create systemic changes, organizations need to be equipped with a vision that is based on a root cause analysis of persistent economic, environmental, and social sustainability issues. This vision needs to be translated to an action-oriented strategy that addresses the main issues, sets the right priorities, and promotes close collaboration by the key stakeholders of the sector.

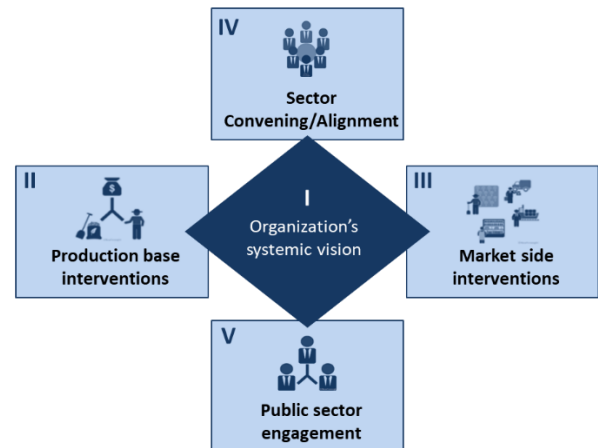


Figure 1 Building blocks for sector transformation

Indicators of how an organization can show that it has and realizes systemic change are as follows:

1. The organization provides an analysis of the root causes (system barriers) for the issues that they try to solve.
2. The organization has a Theory of Change on how to solve these barriers.
3. The organization formulates an exit strategy.
4. The organization formulates the possibility of scaling their projects.
5. The organization formulates how they use evaluations/lessons learned in their current work.
6. The organization formulates a roadmap to develop a long-term strategy.
7. The organization formulates key enabling conditions for achieving their goals.

### II. Production base interventions

A production base organized around service delivery, including through service provider networks, out-grower schemes, supply chain networks, cooperatives, or sector-wide organization, is of key importance. The organization of the production base can also be a condition for the market to reward good performance and exclude worst practices.

Indicators of how an organization can show its contribution to the production base are as follows:

1. The organization works on (facilitating/improving) service delivery to the production base.
2. The organization works on (facilitating/improving) access to finance for the production base.
3. The organization works on (facilitating/improving) access to knowledge.
4. The organization works on (facilitating/improving) access to inputs.
5. The organization works on professionalizing the production base.

6. The organization provides a clear vision for the production base that does not require its own involvement anymore.
7. The organization works on organizing the production base for the product market.

### **III. Market side interventions**

To what extent is it possible to convince competing market actors to commit to sustainability goals and change their procurement practices in such a way that they reward improvement and exclude worst practices. This requires buyers to change their buying practices and provide additional services such as capacity building, inputs, and finance.

Indicators of how an organization can show its contribution to transformation on the market side are as follows:

1. The organization rewards the good behavior of the market.
2. The organization supports first movers.
3. The organization creates first movers.
4. The organization creates campaigns to move laggards.
5. The organization creates/increases demand to reward frontrunners.

### **IV. Sector convening/alignment**

The sector needs to develop and unite under an aligned vision of what a sustainably developed sector ultimately looks like and that considers different realities of different producer segments at the same time.

Indicators of how an organization can show its contribution to the sector convening/alignment are as follows:

1. The organization shows an understanding of the needs of its stakeholders
2. The organization formulates a sector-wide strategy and links its own role to the sector agenda?
3. The organization works on connecting different stakeholder groups with multiple actors to create a shared vision.
4. The organization provides or trains secretariats for sector organizations.
5. The organization seeks active collaboration with the private sector.
6. The organization seeks active collaboration with other NGO's.

### **V. Public sector engagement**

Public sector engagement is crucial for systems change and includes collaborating and getting buy-ins from the actors in the public sector to enforce social and environmental regulation and compliance, provide investments, govern the market to ensure effective quality differentiation and price transmissions, reduce price volatility, and/or improve sector organization, and have supporting policies.

Indicators of how an organization can show its engagement with the public sector are as follows:

1. The organization works with local (national) governments.
2. The organization works with local (regional) governments.
3. The organization works on lobbying local and international governments.
4. The organization works on strengthening local institutions.
5. The organization works cross-sectoral by landscape /jurisdictional approaches.

### 3 The analytical methodology of this market scan

To reach the objectives of this study in the short project cycle we followed a three-step approach.

1. Step 1: Desk research to gather publicly available data from approximately 35 organizations. This desk research provides insight into where these organizations have an impact (topics, geography, sectors), how they aim to create an impact on the systemic level, and how the organizations work on the production level, the public sector level, and the market level. This resulted in a dynamic excel sheet overview and scoring mechanism for each organization.
2. Step 2: Based on the insights gathered from the desk research and on relevant Ministry priority sectors and topics, 10 organizations were selected to analyze further via interviews. In the interviews phase, we validated the information that we gathered in the first phase and assembled more detailed and practical information through interviews with shortlisted organizations' representatives. This resulted in 10 factsheets containing relevant information on the shortlisted organizations.
3. Step 3: We interviewed three industry experts who helped us to interpret and complement the interview results and insights. The final deliverable of the total market scan is this report.

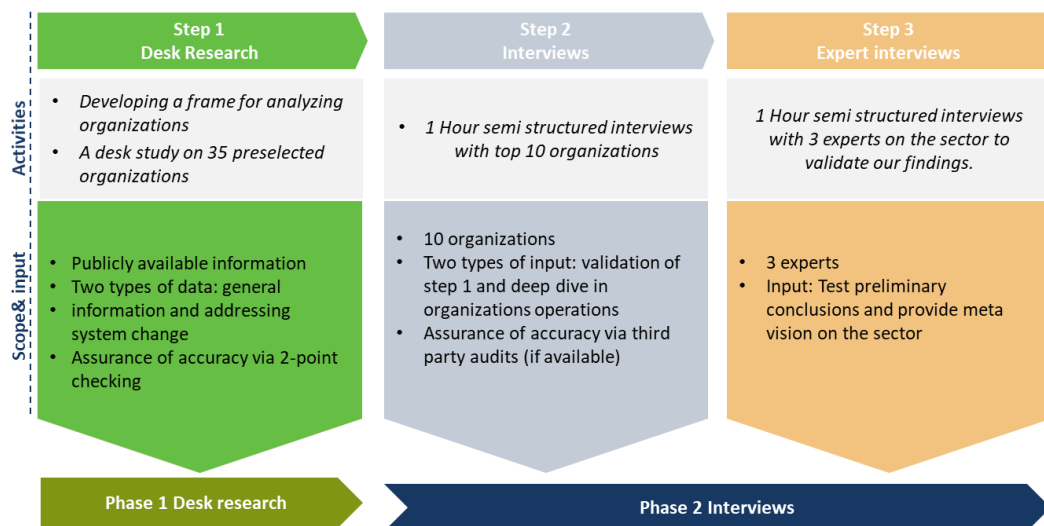


Figure 2 The three phases of our analytical methodology of this study

#### 3.1 Phase 1 Desk research: methodology and limitations

The scope of the first phase entails 35 organizations that adhere to the following criteria:

- Are non-profit
- Work on either or both SDG 8 or SDG 12
- Work on one or more of the following topics:
  - Child Labor
  - Living wage & living income
  - Working conditions (including safety)
  - Exploitation and human rights violations by the company
  - Gender
  - Addressing governance gaps on the topics above
  - Addressing the negative impact of trade and production on the environment and natural resources, or increasing positive impact through a landscape approach

Table 1 shows the data we collected on each of the 35 organizations using publicly available and accessible data like websites and annual reports. The collected information was processed in a dynamic market scan tool that enables the Ministry to easily compare the data of the different organizations.

Table 1 Detail of data collected in the scan

Organization information	Focus areas	Geographic reach
Name: Website: Land of origin: Number of employees: Date established: Type of organization <ul style="list-style-type: none"> <li>Civil Society Organization (CSO)</li> <li>Foundation/ fund</li> <li>Knowledge institution</li> <li>Multi-stakeholder/ platform</li> </ul> Mission: Core business:	Sectors active: <ul style="list-style-type: none"> <li>Agriculture, highlight on Cocoa and Palm Oil</li> <li>Manufacturing, highlight on Textiles</li> <li>Mining</li> <li>Other</li> </ul> Topics addressed: <ul style="list-style-type: none"> <li>Child labor</li> <li>Living wage &amp; living income</li> <li>Working conditions (including safety)</li> <li>Exploitation and human rights violations by companies</li> <li>Gender</li> <li>Addressing governance gaps</li> <li>Addressing the negative impact of trade and production on the environment and natural resources (doing this through a landscape approach)</li> </ul> Approach: <ul style="list-style-type: none"> <li>Landscape Approach</li> </ul>	Regions Active: <ul style="list-style-type: none"> <li>Africa</li> <li>Asia</li> <li>Australia &amp; New Zealand</li> <li>Europe</li> <li>Latin America</li> <li>Middle East</li> <li>North America</li> <li>Oceania</li> </ul> List of countries active:  List of countries with branch offices:

As part of a light assessment on how these organizations contribute to sector transformation, we looked at organizations’ information related to the building blocks that enable the creation of systemic changes in the sectors (see chapter 2).

We ‘scored’ the indicators of the four building blocks with a yes, no, or not relevant. The tool rates 1 for every yes and 0 for every no (for simplicity reasons we did therefore not use a weighted core). The answers to all questions are aggregated per cluster to describe the strategy and organization of the non-profit regarding sector transformation.

For the indicators for the systemic vision, (when we found evidence to answer Yes to a question) we added an extra dimension by indicating the extent to which an organization developed the topic. For example, for the first question: “Does the organization provide an analysis of the root causes (system barriers) for the issues that they try to solve?” We have added two levels, where 1. “Root causes are mentioned” shows that the organization developed some thinking on root causes, and 2. “A causal relationship of the challenges/issues and the root-causes are clearly explained, including the influencing factors” indicates that the organization takes its thinking on the root causes a step further. This is done for every question on systems thinking (for the specific questions and sub questions on systemic vision, see [Annex 2](#)).

We gathered information on the organizations in two ways. First, the search started from the organization’s website and to publicly available materials linked to the website. Second, we combined the organization and the targeted topics on a search engine (Google) and explored publicly available materials associated with the topic.

There are several important limitations to this study, which are:

- We only used public information available on the internet, this data does not capture all relevant information about the organizations. We assume that the organizations are publishing and updating their online information frequently, but still acknowledge that the information is limited and may be outdated.
- Sometimes the information on websites and other materials can be interpreted in different ways. The market scan is based on our interpretation of information. If relevant, we provide more explanation (in an extra tab) and record the exact information in the market scan to give background information to the data.
- The time to explore the information is limited. To ensure the same level of thoroughness we spent more or less the same time duration on every organization.

### 3.2 Phase 2 Interviews: methodology and limitations

For the second phase, we shortlisted 10 organizations by using the following filters on the desk research results.

**Filter 1:** The organization works on at least one of the priority topics set by the Ministry. The priority topics are as follows:

- Landscape Approach
- Child Labor
- Living Income & Living Wage

**AND**

**Filter 2:** The organization works on at least one of the priority sectors and subsectors. The priority sectors and subsectors are:

- Multi-commodity agriculture, Palm Oil, Cocoa
- Mining
- Manufacturing: textiles

**AND**

**Filter 3:** The organization scores at least more than 3.50 in the total sector transformation assessment

**AND**

**Filter 4:** The organization scores at least 4 in the total aggregate of systemic vision subcategories

Figure 3 Criteria used to select 10 organizations

The criteria resulted in a shortlist of 14 organizations. Two organizations (International Labor Organization and International Fund for Agricultural Development) are organizations that operate under the United Nations flag. These organizations have a different type of engagement with the Ministry of Foreign Affairs. Therefore, they are dismissed from the shortlist. From the remaining 12 organizations, 10 organizations are selected that together reflect the diversity of priority areas set by the Ministry of Foreign Affairs. The 10 shortlisted organizations are:



Figure 4 The Shortlisted organizations for interviews in phase 2 of the study

We conducted interviews with the representatives of the 10 shortlisted organizations. The objective of the interviews was to validate and/or gain deeper findings of the information gathered in the first phase. This step is particularly crucial to gain more insight in:

- Roles that organizations play and collaborations in the non-profit sector
- Trends in interventions and approaches
- Measuring impact, learning, and innovation

Given the objective of the interviews and the topics needed to be discussed in the interviews, we defined the criteria for the ideal representatives of the organizations. Ideally, the representative:

- Is involved in the process of developing the strategy and translating the strategy into programs and projects. Strategy development includes defining strategic partnerships and collaborations.
- Is involved in the process of monitoring and evaluating projects/programs

We were able to schedule interviews with representatives that complied with our criteria. The organizations' representatives that we interviewed are listed in Table 2 below.

*Table 2 List of interview participants*

Organization	Name and function
Conservation International	John Buchanan (VP Sustainable Production), Herbert Lust (VP Global Public Partnerships and VP Managing Director of Conservation International Europe)
Earthworm Foundation	Marianne Martinet (Director of Programs)
Fair Wear Foundation	Alexander Kohnstamm (Executive Director)
IDH the Sustainable Trade Initiative	Iris van der Velden (Global Director Learning & Innovation)
Oxfam Novib	Ton Meijers (Director of Programs), Marita Hutjes (Campaign Manager)
Rainforest Alliance / UTZ	Alex Morgan (Chief Markets Officer)
Roundtable on Sustainable Palm Oil (RSPO)	Inke van der sluijs (Head of European Operations)
Solidaridad	Ronald Visser (Head of Donor Relations)
TechnoServe	Katarina Kahlmann (Chief Program Officer)
World Cocoa Foundation	Rick Scobey (President and Strategic Development Lead)

Every interview was scheduled for 60 minutes and was conducted by video conference. They were semi-structured interviews with pre-defined topics and prepared questions. Every interview started with a short overview of the organizations based on our findings in the first phase. The interview questions can be found in the [Annex 3](#).

To capture the objectives above in the interviews and to make it easier for the interviewees to provide the information, we divided the questions into 4 themes:

- 1) Strategy and operations
- 2) Challenges and opportunities
- 3) Positioning/perception from external stakeholders
- 4) Successful interventions and impact

There are a few limitations in the second phase of this study, which are:

- The scope of this project (including budget and time) limited the time we could spend per organization, both on reviewing documents as analyzing the interview data.
- The interview was limited to 60 minutes while covering 4 broad topics. There was a risk that not all relevant topics are discussed in the interview. We addressed this by following an interview framework with specific questions, in order to get as much as possible similar inputs per organization.
- The results of the interviews captured the perception of the organization and not the external stakeholders' perception. We addressed this by cross-checking input by third-party audits (this triangulation is also limited due to the scope of this project. We asked the respondents to provide us with any third-party reports on impact if available. Not all organization were able to send us any).

The third step consisted of interviews with industry experts to help us interpret the input from the interviews. According to the 4 topics, we tested some of our preliminary conclusions and asked the experts to share their observations. These industry experts are:

1. Cora van Oosten, Senior advisor Natural Resources Management at Wageningen University
2. Ted van der Put, Independent Sustainability Consultant
3. Verina Ingram, Assistant professor FNP & Senior researcher at Wageningen University

## 4 The results of the analysis of Phase 1 - Desk research

### 4.1 Introduction to this chapter

In the first phase, we conducted desk research on the publicly available materials of 35 organizations. This chapter describes the results of the first phase and provides insight into:

- Activities of the organizations and their impact, in terms of geography, topics/themes, and sectors
- Contributions of the organizations to creating systemic changes in the sectors

The results in this chapter represent aggregated data for the 35 organizations. The detailed information regarding individual organizations can be found in [Annex 1](#).

### 4.2 Result 1: Topics/themes, Geography, Sectors, and Landscape Approach

This section discusses findings regarding the portfolio of the organizations.

#### Topics

*Most organizations try to tackle all issues rather than focus on one as their expertise.* From 35 organizations, only one organization works on one single topic (Fairfood: living wage/ living income). 17 organizations work on a combination of two to five topics, and 17 organizations work on the combination of six or more topics. There is overlap, many organizations work on similar topics. Table 3 on the following page shows the topics addressed by every organization. Table 3 on the next page shows all the organizations and the topics they work on. Although we acknowledge that Landscape approach is not a topic, we used the same table to show insight in the organizations that work on Landscape approach as well.

Table 3 Sustainability topics addressed by 35 organizations

	Child Labor	Living wage & living income	Working conditions	Exploitation & human rights	Gender	Addressing governance gaps	Landscape approach
Agriterra	●	●	●				●
Better Cotton Initiative	●	●	●	●	●	●	●
Both ENDS	●			●	●	●	
CARE	●			●	●	●	
Clean Clothes Campaign	●	●	●	●	●	●	
CNV International	●		●	●	●	●	●
Conservation International	●			●	●	●	●
CUTS International	●	●	●	●	●	●	
Earthworm Foundation				●		●	●
Fair Labor Association	●	●	●		●	●	
Fair Trade	●	●	●	●	●	●	
Fair Wear Foundation	●	●	●	●	●	●	
Fairfood		●					
Forest Peoples Programme				●	●	●	
Gain	●				●		●
HIVOS	●	●	●	●	●	●	
ICCO		●	●	●			●
IFAD	●	●	●	●	●	●	●
International Labour Organization	●	●	●	●	●	●	●
IUCN National Committee of the Netherlands	●			●	●	●	●
KIT Royal Tropical Institute	●			●	●	●	
Mondiaal FNV	●	●	●	●	●	●	
MVO Nederland			●				
OneAcre fund	●	●					●
Oxfam Novib		●	●	●	●	●	●
RSPO	●	●	●	●	●	●	●
SNV				●	●	●	●
Solidaridad	●	●	●	●	●	●	●
IDH	●	●	●	●	●	●	●
TechnoServe	●	●	●	●	●	●	●
Tropenbos International				●	●	●	●
UTZ/Rainforest Alliance	●	●	●	●	●	●	●
Wetlands International				●	●		●
World Cocoa Foundation	●	●	●	●	●	●	●
World Wide Fund for Nature				●	●	●	●

## Regions

*Almost all organizations have a very broad geographical scope and work in Asia (32 organizations), Africa (32 organizations), and Latin America (30 organizations).* This is because most of the production bases are located in those three regions. Another production base region is Middle East. However, there are still fewer organizations present in the Middle East (13 organizations). Some organizations also work with the front-runners on the market side of the value chain, which are mostly located in Europe (15 organizations) and North America (14 organizations). Only a few organizations work in Australia & New Zealand (six organizations) and Oceania (eight organizations). It was not in the scope of this study to analyze the coverage on the country level.

## Sectors

*Most of the organizations are working on multi-sectors and multi-commodities.* About three-third (22) organizations work in the cocoa sector and 22 organizations work in the palm oil sector. Only two organizations have a single sector-focus (RSPO for Palm Oil and WCF for Cocoa). Eleven organizations are working in the textile/garment sector. Only a few organizations clearly articulate which part of the value chain they are supporting (e.g. Better Cotton Initiative – agriculture, Fair Wear Foundation – manufacturing). Both organizations have overlapping activities in the cotton sector, namely network and platform function, and work on implementation level. For a detailed overview of the sectors where the organizations work in, see [Annex 1](#).

## Landscape Approach<sup>iii</sup>

More than than 60% of the organizations (22 out of 35) work or contribute to the implementation of Landscape Approach initiatives. Not all 22 organizations use the term Landscape Approach initiatives, they describe that they use approaches similar to the Landscape Approach concept. Like mentioned in the paragraph on topics, we acknowledge that the landscape approach is a means rather than a topic, we show the organizations that work on landscape approach in table 3 Sustainability topics covered by the organizations (page 13).

### 4.3 Result 2: Contribution to systemic changes in the sectors

As described in Chapter 2, sustainable sector transformation requires the following building blocks:

1. Organizations' systemic visions
2. Interventions on the production
3. Interventions on the market sides
4. Alignment of actors in the sector
5. Collaboration with the public sectors

This section discusses how the 35 organizations are contributing to creating systemic change in the sectors. We start with the way organizations formulate their systemic vision. Table 4 shows the maturity of how organizations are working on developing, articulating, and realizing their systemic vision. A dot indicates that the organization describes the indicator of systemic vision (in reports etc.), green means that the organization does it well and/or completely (category 2), and orange means that the organization shows the indicator but only partially or only mentions the elements of the indicators without providing a clear explanation (category 1). See page 8 for an explanation of the questions and the sub-questions, See [Annex 2](#) for the actual (sub) questions.

<i>On its website/ documents the organization provides:</i>	<i>Root causes for the issues that they try to solve</i>	<i>Theory of Change on how to solve these barriers</i>	<i>An exit strategy</i>	<i>Possibility of scaling of projects</i>	<i>Evaluations/ lessons learned as input for new project</i>	<i>Roadmap and long term strategy</i>	<i>Key enabling conditions to achieve goals</i>
Agriterra	●	●		●	●	●	
Better Cotton In.	●	●					
Both ENDS	●	●			●	●	●
CARE		●					
Clean Clothes Camp.							
CNV International					●		
Conservation International	●		●			●	
CUTS International					●	●	
Earthworm Foundation	●	●	●	●	●	●	●
Fair Labor Association		●					
Fair Trade	●	●		●	●	●	
Fair Wear Foundation	●	●	●		●	●	●
Fairfood	●		●				
Forest Peoples Programme		●					
Gain	●			●	●	●	●
HIVOS	●	●		●			●
ICCO		●					
IFAD	●	●	●		●	●	●
ILO	●	●	●	●	●	●	●
IUCN		●		●		●	
KIT	●						
Mondiaal FNV	●	●		●	●	●	●
MVO Nederland		●					
OneAcre fund		●					
Oxfam Novib	●	●			●	●	●
RSPO	●	●		●	●		●
SNV	●		●				
Solidaridad	●	●				●	●
IDH	●	●	●	●	●	●	●
TechnoServe	●	●	●	●		●	●
Tropenbos International	●	●					●
UTZ/Rainforest Alliance	●	●	●	●	●	●	●
Wetlands Int.	●	●		●	●	●	●
WCF	●	●			●	●	●
WWF		●					

Table 4 How organizations articulate and develop their systemic vision

In the analysis, we see that most of the organizations have developed and articulated their vision, strategy, the theory of change, and have a roadmap to realize their vision. Only 10 organizations are presenting exit strategies and 13 present plans to scale their interventions. Not all organizations are providing an analysis of the root-causes of the issues and they also are not addressing and formulating the key enabling conditions that need to be present for achieving their goals.

We have mapped the strategies of the organizations against the following four building blocks of the market transformation model:

1. Convening, sector alignment (Activities to bring all actors in a sector together to work towards a common vision and aligned activities on sector level)
2. Production base (Production (often smallholder farmer or manufacturing) level)
3. Public sector (Part of the economy that focuses on public services and enterprises)
4. Market (All privately owned, for-profit businesses in the economy)

Figure 5 below shows an overview of the activities of the 35 organizations in these four building blocks. The chart shows the scoring of the organizations per building block: 0 means that an organization is not describing any activities in that building block and 1.00 means that an organization has broad developed activities in that block. The analysis is done based on the elements that we mention in [Chapter 2](#)

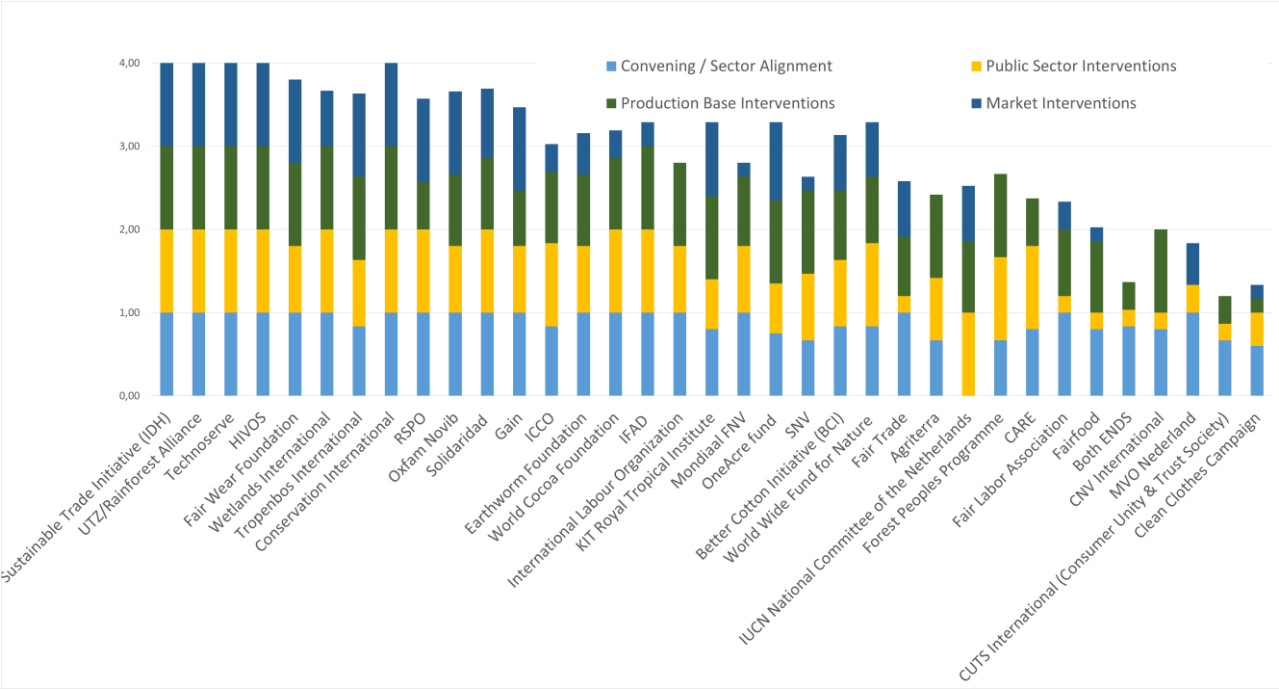


Figure 5 Overview of activities organizations undertake

Figure 6 shows the balance between activities in the production base and on the marketside. The figure shows that most of the interventions of the 35 organizations take place in the production base. Although approximately 75% of the organizations work on both the production and market side, 18 organizations have more interventions on the production side whilst only four organizations (11%) focuss more on the market side. There are only 13 (37%) organizations that balance their activities on both sides.

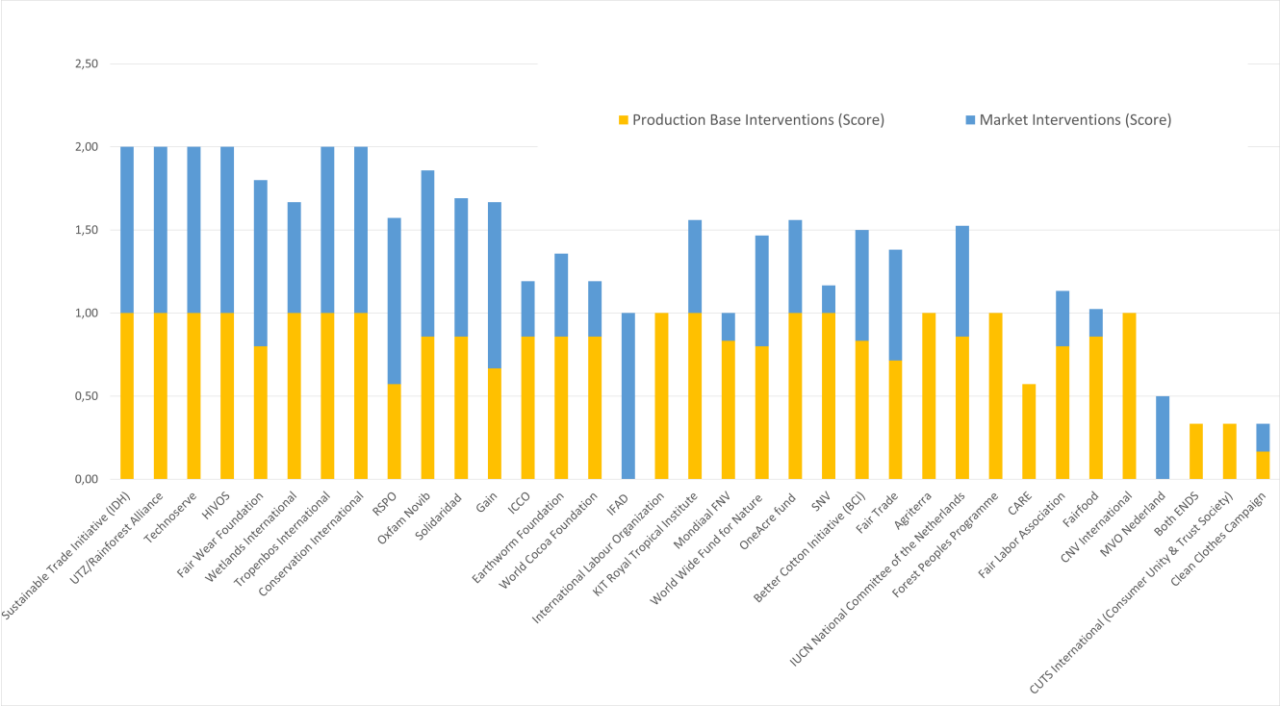


Figure 6 Overview of organizations focus on production and market activities

## 5 The results of the analysis of Phase 2- The interviews

### 5.1 Introduction to this chapter

In the second phase, we conducted interviews with the representatives of 10 shortlisted organizations. The purpose of the interviews is to validate and gain deeper insights into the findings from the first phase. This chapter describes the results of the second phase and provides insights into:

- Roles that organizations play and collaborations in the non-profit sector
- Trends in interventions and approaches
- Measuring impact, learning, and innovation

We present the patterns and tendencies that came out of the interviews. Where relevant, we describe examples of organizations that stand out from others. The detailed information regarding each organization can be found in the factsheets we developed and in [Annex 1](#). We use the terms organization, interviewee, and respondent interchangeably.

### 5.2 Result 1: Organizations’ roles and collaborations in the non-profit sector

This section discusses findings regarding roles organizations define for themselves and how organizations go about working with other organizations to work on systemic change.

#### Roles of organizations

*There is a lot of overlap in the roles that the organizations play.* All 10 organizations have a clear view of what role(s) they provide to the sectors. Ranging from providing advocacy to raise awareness on certain sustainability topics, convening the actors in the sectors, to creating direct links between sustainable supply and demand. Most organizations develop their strategy very broadly and define multiple roles for themselves where they see themselves implementing all of it. Only a few organizations articulate a specific role and/or expertise and connect this to specific sectors or topics (such as RSPO, Fair Wear Foundation, and World Cocoa Foundation).

Table 6 below shows the multiple roles that organizations play, ranging from advocacy and campaigning to convening.

	Advocacy & Campaigning	Lobbying	Service provision (Implementation)	Learning & innovation	Investing	Convening
Conservation International	●	●	●	●		●
Earthworm Foundation			●	●		
Fair Wear foundation		●				●
IDH			●	●	●	●
Oxfam Novib	●	●	●			
RSPO		●		●		
Solidaridad	●	●	●	●	●	●
TechnoServe		●	●	●		
UTZ/Rainforest Alliance	●		●			
World Cocoa Foundation		●		●		●

Table 5 The different roles that organizations play

As the table shows, many organizations are taking up multiple roles at the same time. Rather than specializing, organizations have more generic skills and are trying to create an omni presence.

### **Collaborations in the non-profit sector**

*Organizations indicate that collaboration between non-profit organizations is important.*

In the interviews we distinguish two types of collaborations among non-profit organizations:

- Non-profit organizations mostly work together on a project basis. Collaborations between global and local non-profit organizations are also increasing and deemed as more effective to create sustainable systemic changes in the regions.
- In some cases, such as in multi-stakeholder/platform organizations, non-profit organizations have more structured and long-term partnerships with other non-profit organizations. For example, Conservation International, Solidaridad, and UTZ/Rainforest Alliance are members of RSPO.

These results imply that collaborations in the non-profit sector often are ad-hoc and short term, rather than long term (based on a common vision and strategy).

## **5.3 Result 2: Trends in interventions and approaches**

This section discusses findings regarding the way the organizations work with the production base, the public sector, and the market.

### **Trends in interventions and approaches in the production base**

*Most of the interventions still take place at the production base.* There seems to be an increasing focus on the professionalization of farmers. The scope of the professionalization of farmers has broadened from only implementing 'Good Agricultural Practices' to creating access to financing mechanisms and increasing savviness on the market (the examples of organizations that do this include Solidaridad and IDH/Sustainable Trade Initiative).

All organizations indicate that financial institutions often are very risk-averse and reluctant to invest in the production base, so it is still very difficult to move large financial streams (like investments or loans) towards farmers. Some organizations begin to include and implement financial activities like loans to smallholders as part of their services to the production base. This can be developing an own investment fund including pipeline (IDH) or developing innovative means of finance. For instance, Solidaridad is developing a crowd-funding platform to help channel financial streams to smallholder farmers. Driver for this development is the reluctance among large financial institutions finance production base. Other organizations (e.g Fair Wear Foundation and Earthworm Foundation) support the movement by providing mechanisms or tools to reduce the risk of investing in the production base.

Furthermore, most of the organizations clearly emphasize the importance of an exit strategy. During the interviews, we found that organizations try to build an exit strategy in many ways, such as increasing the collaborations with local actors and increasing the connectivity between the supply in the production base to the market demand.

### **Trends in interventions and approaches in the market side**

*All organizations consider the market as the main driver for sustainable change.* There is a wide recognition that projects should be market-driven, or answer to market demand for sustainable produce. In many sectors, the private sector awaits legislative action before taking steps.

In their approach, some organizations, such as IDH, Earthworm Foundation, RSPO, TechnoServe, Fair Wear Foundation, and UTZ/Rainforest Alliance, demand concrete market buy-in, commitment, and actions for their

projects/programs/interventions. Organizations tell that private parties tend to focus on projects/topics that are easy to market to a large audience. There is a tendency to step away from projects that take too long, are not interesting in the perspective of consumers, or are too complex (living income e.g.)

## **Trends in interventions and approaches in the public sector**

### *The public sector in production countries*

*There is a shift in the approach to the local governments.* Moving away from seeing the local government as simply an administrative partner that should enable (and not hinder) projects, towards a more active partner who must be willing to collaborate and contribute to the interventions. Collaborations and contributions from the local governments can be realized in various forms such as a memorandum of understanding (MoU), enabling changes in policy or legal framework, providing more transparency in the governance framework, or financial investments. Some examples of organizations that changed their ways of engaging with local governments are RSPO, World Cocoa Foundation, and IDH/Sustainable Trade Initiative. Many organizations explain that building up stable relationships with local governments and institutions is still very difficult due to unstable political and economic climate that's often reality in production countries. Organizations also indicate that local governments often have other priorities than engaging with non-profit organizations to work on sustainable change on sector level.

Furthermore, the discussion of applying blended finance has gained a lot of attention. There is a need to closely connect public investment and private investments. For example, the World Cocoa Foundation is working on connecting the investment from European chocolate companies with development aid and local investments in Ghana and Cote d'Ivoire

### *The public sector in donor countries*

*The governments in donor countries shape the non-profit sector and its potential leverage to a large extent.*

Organizations mention two important trends in the public sector in donor countries.

1. Some organizations indicate that governments increasingly should provide other roles beyond financing. For example, in providing non-financial support, such as sector convening activities, lobbying, or active communication to the public. Organizations explain the governments in donor countries should use their expertise and status to motivate national governments to join sector transformation processes since this is something that cannot be done by private parties or NGOs.
2. The ways donor governments operate regarding providing funds and measuring outputs create perverse incentives that hinder organizations to work on a more systemic level because:
  - i. The focus is on projects and short-term results rather than on system change. The implication of this is that many organizations still are short-term and project-oriented, instead of long-term and outcomes-oriented.
  - ii. Organizations are encouraged to compete (on tenders) rather than collaborate in working on their interventions. Many organizations in the sector try to develop as generalists (so alignment with donor topics, sectors, geographies is assured) to improve their competitive position rather than specialize and collaborate.

## **Trends in interventions and approaches on a landscape level**

*Organizations are increasingly interested to work on a landscape level or applying the Landscape Approach.*

According to the interviewees, there are two ways of considering a Landscape Approach:

1. Involving stakeholders who operate within the geographical/administrative border
2. Involving all stakeholders who have interests in the regions, including the ones that are located outside the regions.

There seems to be a tendency for organizations to use administrative borders, while many issues cannot be addressed only by stakeholders within the limits of these borders.

Eight out of 10 organizations are actively implementing or contributing to various Landscape Approach initiatives. We distinguished three different ways of how organizations can work on Landscape Approaches:

1. Contributing to Landscape Approach initiatives. The contributions can be in a form of knowledge, expertise, or funding. For example, TechnoServe indicated to provide knowledge to multiple initiatives on the landscape level.
2. Implementing/driving Landscape Approach Initiatives. In this role, the organization is the key driver of the Landscape Approach. Some examples of this include:
  - Conservation International - Landscape projects in Indonesia and Peru
  - RSPO - Jurisdictional Approach to Certification
  - IDH/Sustainable Trade Initiative - PPI approach
  - UTZ/Rainforest Alliance - LandScale
3. Providing enabling elements (like toolkits, frameworks etc.) to support sectors in applying Landscape Approach initiatives. Examples of this are:
  - Conservation International - developing guidance on Landscape Approach implementation and measurement framework
  - Earthworm Foundation - developing innovative tools to verify the impact of Landscape Approach initiatives



Figure 7 Organizations' activities on landscape level<sup>1</sup>

<sup>1</sup> Based on the input from the interviews and data that we have found online during our desk research. It can be that organizations do more, or other activities on landscape level.

## 5.4 Result 3: Measuring, learning, and innovating

This section discusses the way organizations go about measuring impact and increasing impact through learning and innovation.

### Measuring the impact

*Organizations find it difficult to measure the impact on the system level.* The interviews showed that organizations put an increasing amount of resources (people and finance) to further develop the way they measure and communicate the impact on a more systemic level, but that it still is difficult to make an impact on systems-level tangible and concrete. Organizations indicate that donors still are mainly interested in the (short-term) impact on the project level. The interviews showed us that:

- An increasing number of organizations (like Solidaridad, IDH/Sustainable Trade Initiative, and UTZ/Rainforest Alliance) is connecting impact on project level to the overall strategy of the organization and the potential contribution of their projects/programs to change on sector level
- Many organizations still focus on measuring the impact on a project level and formulate concrete impact areas on project level (number of farmers reached, increase in income, number of women reached). Organizations explain that a tangible long-term impact on the production level is still difficult to scale up.

### Learning and improving

*All organizations emphasize the importance of learning as an organization and learning as a sector.* As part of their long-term strategy and operations, organizations highlight the importance of learning to ensure alignment with the sectors' dynamics. The organizations discussed two different levels of learning:

1. Changing the approach based upon learning within current or new projects. An example of this is the way TechnoServe uses its impact studies to decide upon further steps in following projects
2. Changing the organization/adding activity. This is exemplified by the Earthworm Foundation. The Earthworm Foundation changed its strategy to align with the progress of the sectors they are working on and changed its name to reflect the new strategy it adopts.

### Innovations

*All organizations indicate that they try to be innovative in their approaches and/or products.* Some organizations (like Solidaridad) have an organizational innovation fund, to kick start new ideas, other organizations (like TechnoServe) work together with external (often private) parties to create innovations. Motives for innovation are most often related to creating products to improve interventions on production level (payment, traceability, etc.). Other motives for innovation (especially when organizations discuss innovative approaches like a Landscape Approach) are related to increasing efficiency and impact.

## 5.5 Observations on organizations' distinctiveness

In this paragraph we would like to share a non exhaustive list of observations that we have made. The observations can help to see if the 10 organizations are fit for purpose. In general we can say that many organization develop as generalist. We will elaborate on this in the conclusion. Some activities/elements of organizations that stand out:

- From the shortlisted organizations, Rainforest Alliance, IDH and EartWorm Foundation describe all the elements of a systemic vision that were studied in the deskresearch. Other organizations only partially mention elements of this vision.
- Most organizations develop a very broad portfolio in terms of roles and topics. Only 3 organizations define a very specific role and sector for themselves (World Cocoa Foundation, RSPO, Fair Wear Foundation). Oxfam Novib also defines a very clear advocacy role for itself, but combines this role with an implementation role (this combination causes difficulties (as described in their factsheet)).
- Some organizations focus more on the market side. IDH stands out because 50% market buy in is a condition sine qua non for all their interventions.
- Some organizations do not focus on the public sector at all (like EarthWorm Foundation).
- Some organizations only impact the production base indirectly via interventions on corporate level (like FairWear Foundation and TechnoServe).
- When it comes to innovations, TechnoServe explicitly mentions partnerships with private sector to work on (technical) innovations.
- IDH and Solidaridad do attempts to measure impact on systemic level, other organizations still focus on measuring impact on outcome (production) level.

## 6 Conclusions

This chapter discusses the key conclusions that can be drawn from the 2 phases of the study. We distinguish conclusions on the level of individual organizations and conclusions on the level of the non-profit sector<sup>2</sup> Were relevant, we have added input from the interviews with the experts.

### 6.1 Conclusions on an organizational level

We can draw some conclusions on the way organizations go about formulating and operationalizing strategies for system change. We see that organizations are taking steps to work more systemically, but that there still is a long way to go.

#### 1. Many organizations are inclined to work more systemically

Most organizations use a systemic way of thinking to define their strategy and activities. The organizations implement a holistic way of thinking in their theory of change (or similar models that guide their activities). Most organizations develop strategies to work on interventions on the building blocks of sector transformation (production side, market side, public sector, and sector alignment) and emphasize the interconnectivity between them. But many long listed organizations do not develop their strategy sufficient to contribute to systemic change (scaling and exit strategies are for example often lacking).

#### 2. In practice, many organizations are still project- and production side-oriented

When it comes down to actual operations, many organizations tend to adhere to the preferences of donors and still work on a model of project financing, rather than developing a portfolio that consistently contributes to a long-term vision of sector transformation. Most of the interventions for example, still take place on the production side.

#### Expert input

We have asked the three experts what tendencies they see in the way organizations develop strategies to contribute to sector change and how these strategies result in projects and interventions. The experts confirm that working on a more systemic level is gaining more and more interest among non-profit organizations, but in practice most of them are still working on a model of project financing that results in a project (short term) orientated approach. The experts indicate that a cause is that organizations often still are donor driven, and donors tend to provide project financing and focus on short term (direct) results. This mindset does not stimulate more systemic interventions. There is a fear that the focus on systemic thinking (and corresponding methodologies like landscape approaches for example) are being perceived as a trend rather than a complete transformation in the way the international development sector is operating.

#### 3. Many organizations are generalists who try to work on a multitude of sectors, topics, and countries.

Most organizations have a very broad portfolio that enables them to align with different donor preferences and priorities but prevents them from developing expertise in sectors, regions, or on topics. We see much overlap in the roles, therefore, we can assume that there is a competition between these organizations (especially because they often also work on the same topics/themes/regions and sectors). We can also assume that based on their generalist, omni roles they assume and the competition between them, the level of collaboration, and the effectiveness (and efficiency) of their work might be reduced. Effective system change often requires more a

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<sup>2</sup> The part of the non-profit sector that is within the scope of this study. It is plausible that in other non-profit sectors similar tendencies can take place.

team of specialists working together each in their own role rather than one organization taking on all the roles themselves.

#### 4. Measuring and communicating organizations' impact on the sectors is a challenge.

Most organizations still measure and communicate the outputs and not the outcomes. This is due to the limitations of existing tools and approaches and the way other organizations (e.g donors or private sectors) monitor the progress/performance. We see that some organizations are learning and developing ways to measure systemic impact on sector level (for example in terms of contribution to sector level).

##### Expert input

According to the experts, donors tend to provide funds on a project basis and evaluate the organizations' performance using the outputs of their projects. Therefore, most non-profit organizations are more output-driven than outcomes-driven. Measuring impact based on the outputs of the projects is not optimal because it is no indicator of contribution to sector transformation.

## 6.2 Conclusions on the sectoral level

Besides insights in the way organizations work, this study provides us also some insights into synergies in the non-profit sector. We see a fragmented sector, where organizations are trying to grow by doing more and compete, rather than join forces and specialize.

### The efforts spent by non-profit organizations are often fragmented

Organizations occasionally work together on a project basis, but more often work individually (and compete). Donors seem to fuel this system by enhancing competition among non-profits through the way they write tenders for (short term) projects and individual organizations. Often, projects are focused on a few key issues and measured by their short-term outputs.

##### Expert input

The experts confirm that the interventions by organizations are still fragmented. Existing cooperation and funding structures (for example relationships between donors/government and non-profit organizations) hinder approaches on a more systemic level. Many non-profit organizations are still very donor driven.

The experts describe that often there are misalignments between the strategy developed in the headquarters (often located in western/developed countries) and the implementation in production regions/countries. Misalignments happen because most of the organizations are still implementing a top-down approach when it comes to developing and translating their strategy into actions. Often, the strategy is developed using a western/developed context and approach that does not apply to local contexts. Experts suggest that organizations combine both top-down and bottom-up approaches to define KPI's and measure impact.

### There are many overlaps in the activities of the organizations, in terms of topics, sectors, countries, and roles.

Most of the organizations have a very broad portfolio. Many of them work on the same topics, sectors, countries, and roles instead of forming a team of different specialists, where each organization is an expert on specific topics and sectors and each organization takes in a specific role. The result is that there is not enough specific innovation, knowledge, and specialization in the sector.

**Expert insights**

The experts indicate that system change requires different specialist organizations to work together, each organization with its own role, rather than a few organizations that tend to do it all in as many countries as possible. This will ensure a solid portfolio of organizations that can collaborate in synergy in transforming the

**Local governments are missing in attempts to sector transformation.**

This is a strong hindering factor in creating systemic changes in all sectors. Due to unstable political conditions, it is often difficult to develop long term relationships with governments. Besides that, local governments often have a different vision on (sustainable) market development. Organizations explain the governments in donor countries should use their expertise and status to motivate national governments to join sector transformation processes since this is something that cannot be done by private parties or NGOs.

**Expert input**

According to the experts, local governments are often seen as bottlenecks. Properly engaging with local governments and securing their commitment and buy-in requires time and resources. Often, organizations do not have the resources, the leverage, or the mandate to engage with governments on a senior enough level. Furthermore, since projects are often implemented on a short-term basis, engagements with local governments are not prioritized by many organizations.

**End remark**

The results from this study draw an image of a fragmented non-profit sector consisting of generalist organizations that compete rather than collaborate. To realize systemic ambitions and work on more structural and systemic solutions that ultimately change the root causes and drivers of issues, the sector should overcome this fragmentation.

## 7 Annexes

### 7.1 Annex 1. Detailed data on 35 organizations

Name	Activities	Topics	Sector	Subsector (descriptive)	Textiles	Cocoa	Palm oil	Region
<b>Agriterra</b>	Strategy& advice, implementation, network & platform function	Exploitation and human rights violations by the company, Gender, Addressing the negative impact of trade and production on the environment and natural resources (doing this through a landscape approach)	Commercial crops	Very broad	No	Yes	No	Africa, Latin America, Asia
<b>Better Cotton Initiative (BCI)</b>	Network and platform function, Implementation, Strategy, and advice,	Child labor, Living wage and living income, Working conditions (including safety), Exploitation and human rights violations by the company, Exploitation and human rights violations by the company, Gender, Addressing governance gaps on the topics above	Textiles industry, agriculture	Cotton, Textiles	Yes	No	No	North America, Latin America, Africa, Asia, Middle East
<b>Both ENDS</b>	Network and platform function, Financing, Research and analysis, Strategy and advice	Exploitation and human rights violations by the company, Gender, Addressing the negative impact of trade and production on the environment and natural resources (doing this through a landscape approach)	Multiple	Very broad	No	Yes	Yes	Africa, Asia, Latin America
<b>CARE</b>	Network and platform function, Implementation, Strategy, and advice,	Gender, Exploitation and human rights violation, Gender, Child Labour, Addressing governance gaps on topics above	Emergency response, food security, water and sanitation, economic development, climate change, agriculture, education, and health		No	No	No	North America, Latin America, Africa, Asia

<b>Clean Clothes Campaign</b>	Network and platform function, Strategy and advice, Implementation	Child labor, Living wage and living income, Working conditions (including safety), Exploitation and human rights violations by company, Exploitation and human rights violations by the company, Gender, Addressing governance gaps on the topics above	Textiles	Textiles	Yes	No	No	Latin America, Africa, Asia, Europe,
<b>CNV International</b>	Network and platform function, Implementation, Strategy, and advice,	Living wage and living income, Working conditions (including safety), Exploitation and human rights violations by the company, Child labor, Addressing negative impact of trade and production on the environment and natural resources (doing this through a landscape approach)	Textiles, Agriculture, Mining	Sugarcane, Textiles, mining, Palm Oil	Yes	No	Yes	Latin America, Africa, Asia
<b>Conservation International</b>	Research and analysis, Strategy and advice, Implementation,	Gender, Exploitation and human rights violations by the company, Addressing the negative impact of trade and production on the environment and natural resources (doing this through a landscape approach),	Multiple	Biodiversity, Climate change, Food, Agriculture and Fisheries, Forests, Freshwater, Global stability, Ocean, Communities, Wildlife trade and trafficking, cocoa, palm oil	No	Yes	Yes	Africa, Latin America, North America, Oceania, Europe,
<b>CUTS International (Consumer Unity &amp; Trust Society)</b>	Research and analysis, Strategy and advice, Implementation, Network and platform function	Exploitation and human rights violations by company, Working conditions (including safety), Addressing governance gaps on the topics above	Diverse	Textiles, Public health	Yes	No	No	Asia, Africa, Europe

<b>Earthworm Foundation</b>	Strategy and advice, Implementation	Exploitation and human rights violations by the company, Addressing negative impact of trade and production on environment and natural resources (doing this with a landscape approach), Exploitation and human rights violations by companies, Addressing governance gaps, Working Conditions (including safety)	Commercial crops, Manufacturing industry, Others	Palm oil, Pulp and paper, Wood, Charcoal, Stone, Cocoa, Coffee, Coconut, Non-timber forest products, Rubber, Sugar, Sunflower oil, Soy	No	Yes	Yes	Asia
<b>Fair Labor Association</b>	Network and platform function, Strategy and advice, Implementation	Child labour, Working conditions (including safety, Gender, Addressing governance gaps on the topics above	Diverse	palm oil, cotton, textiles supply chain, rubber, discrimination, corporate responsibility, human rights, freedom of association, working conditions	Yes	No	Yes	Latin America, North America, Europe, Asia
<b>Fair Trade</b>	Implementation, Network and platform function, Strategy and advice	Child Labour, Working conditions, Exploitation and human rights violations by company, Gender, Addressing governance gaps on the topics above, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Textiles, Agriculture,	palm oil, nuts, bananas, cocoa, carbon credits, coffee, composite products, horticulture, fruits and juices, gold and precious metals, herbs and spices, honey, quinoa, rice, sugar, sports balls, tea, textiles, vegetables, wine and wine grapes	Yes	Yes	Yes	North America, Latin America, Africa, Asia, Middle East
<b>Fair Wear Foundation</b>	Network and platform function, Research and analysis, Implementation	Exploitation and human rights violation, Gender, Child Labour, Living wage and Living income	Textiles industry	Freedom of association, human rights, Textiles	Yes	No	No	Asia, Europe
<b>Fairfood</b>	Implementation, Strategy and advice	Living wage and living income	Agriculture	Coffee, Coconut, Shrimp, Tomato, Pineapple, Sugarcane, Vanilla	No	No	No	Africa, Latin America
<b>Forest Peoples Programme</b>	Implementation	Exploitation and human rights violation	Others	Deforestation, land rights, human rights	No	No	No	Asia, North America, Europe, Latin America, Africa

<b>Gain</b>	Strategy& advice, implementation, research & analysis, network& platform function	Child labor, gender, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Commercial crops	Nutrition	No	No	No	Africa, Latin America, Asia
<b>HIVOS</b>	Implementation	Exploitation and human rights violations by company, Gender, Child labour, Living wage and living income	Diverse	Sexual rights and diversity, Freedom and accountability, Sustainable food, Renewable energy	No	No	No	Africa, Latin America, Asia, Middle East, Europe
<b>ICCO</b>	Strategy and advice, Network and platform function, Financing	Living wage and living income, Working conditions (including safety), Exploitation and human rights violations by company, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Agriculture	Palm oil, small holder farmers, youth employment, gender, diversity, human rights, entrepreneurship	No	No	Yes	Africa, Asia, Middle East, Latin America
<b>IFAD</b>			Commercial crops	Coffee, Cocoa, Palm Oil	No	Yes	Yes	Africa, Asia, Latin America, Middle East,
<b>International Labour Organization</b>	Implementation, Strategy and advice, Network and platform function	Exploitation and human rights violation, Gender, Child Labour, Living wage and Living income, Addressing governance gaps on the topics above, Addressing negative impact of trade and production on environment and natural resources (doing this with landscape approach)	Multiple	Very broad	No	Yes	Yes	North America, Latin America, Africa, Asia, Europe, Australia & New Zealand, Oceania
<b>IUCN National Committee of the Netherlands</b>	Strategy and advice, Implementation, Research and analysis,	Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach), Exploitation and human rights violations by company, Gender, Child labour, Addressing governance gaps on the topics above	Nature conservation, Climate, Water, Food, Environmental justice, Green economy	palm oil, cocoa	No	Yes	Yes	North America, Latin America, Africa, Asia

<b>KIT Tropical Institute</b>	<b>Royal</b> Strategy and advice, Research and analysis, Network and platform function	Living wage and living income, Gender, Addressing governance gaps on the topics above, Addressing negative impact of trade and production	Commercial crops, Others	Coffee, Cotton, Cocoa,	No	Yes	No	Asia, Latin America, Africa, Middle East
<b>Mondiaal FNV</b>	Network and platform function, Finance	Child labour, Working conditions (including safety), Exploitation and human rights violations by company, Gender Addressing governance gaps on the topics above	Diverse	Plastic, Coffee, textiles, palm oil, cocoa, fruit, vegetables, horticulture, construction,	Yes	Yes	Yes	Africa, Asia, Latin America, the Middle East and Central and Eastern Europe
<b>MVO Nederland</b>	Implementation, Network and platform function	Working conditions (including safety), Exploitation and human rights violations by company	Agriculture, Tourism, Textiles, Building	Concrete, Coffee, Foodwaste, textiles, Waste, soy, cocoa, palm oil, coconut oil, pesticides and residues,	Yes	Yes	Yes	Africa, Asia, Australia & New Zealand, Europe, North America, Latin America, Middle East, Oceania
<b>OneAcre fund</b>	Implementation, financing	Child labor, living wage & living income, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Commercial crops	Palm Oil, Cocoa	No	Yes	Yes	Africa
<b>Oxfam Novib</b>	Research and analysis	Living wage and living income	Others	Palm oil, cocoa, multiple sectors	No	Yes	Yes	Africa, Middle East, Asia, Europe
<b>RSPO</b>	Network and platform function	Exploitation and human rights violation, Gender, Child Labour, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Commercial crops	Palm Oil	No	No	Yes	Africa, Asia, Latin America, Oceania

<b>SNV</b>	Network and platform function, Finance, Implementation, Strategy and advice	Gender, Exploitation and human rights violations by company, Addressing governance gaps on the topics above	Agriculture, Energy, WASH	dairy, horticulture, livestock, cassava, cocoa, coffee and palm oil,	No	Yes	Yes	Africa, Asia, Latin America,
<b>Solidaridad</b>	Strategy and advice, Implementation	Exploitation and human rights violation, Gender, Child Labour, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Commercial crops, gold, textiles	Cotton, Tea, Sugar Cane, Fruits and Vegetables, Soy, Cocoa, Palm Oil, Aquaculture, Coffee, Livestock, Textiles	Yes	Yes	Yes	Africa, Asia, Australia & New Zealand, Europe, North America, Latin America, Middle East, Oceania
<b>Sustainable Trade Initiative (IDH)</b>	Strategy and advice, Financing, Implementation, Network and platform function	Exploitation and human rights violation, Gender, Child Labour, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Textiles, Aquaculture, Coffee, Cocoa, Cotton, Fresh and Ingredients, Palm oil, Pulp and paper, Soy, Tea, Tropical timber, Cassava	Textiles, Aquaculture, Coffee, Cocoa, Cotton, Fresh and Ingredients, Palm oil, Pulp and paper, Soy, Tea, Tropical timber, Cassava	Yes	Yes	Yes	Africa, Asia, Australia & New Zealand, Europe, North America, Latin America, Middle East, Oceania
<b>TechnoServe</b>	Strategy and advice, Implementation, Financing, Network and platform function	Exploitation and human rights violations by companies, Gender, Addressing negative impact of trade and production on environment and natural resources (doing this with landscape approach)	Commercial crops	Coffee, Cashew, Micro-retail, Food processing, palm oil, cocoa	No	Yes	Yes	Africa, Latin America, Asia
<b>Tropenbos International</b>	Financing, Strategy and advice	Exploitation and human rights violations by company, Gender, Addressing governance gaps on the topics above, Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Forestry, Diverse	palm oil, deforestation, cocoa,	No	Yes	Yes	Latin America, Asia, Africa

<b>UTZ/Rainforest Alliance</b>	Network and platform function, Implementation, Research and analysis, Strategy and Advice	Exploitation and human rights violation, Gender, Child Labour, Living wage and Living income, Addressing governance gaps on the topics above, Addressing negative impact of trade and production on environment and natural resources (doing this with landscape approach)	Agriculture, Tourism, Processing manufacturing	Banana, Citrus, Cocoa, Coffee, Grapes, Hazelnut, Tea, Other, palm oil	No	Yes	Yes	Africa, Asia, Australia & New Zealand, Europe, North America, Latin America, Middle East, Oceania
<b>Wetlands International</b>	Research and analysis, Strategy and advice	Addressing negative impact of trade and production on the environment and natural resources (doing this through a landscape approach)	Water	Deltas, Deserts, Coasts, Water stores, Rivers, Lakes, Estuary, Peatland	No	No	No	North America, Latin America, Africa, Asia
<b>World Cocoa Foundation</b>	Research and analysis, Implementation, Strategy and advice, Network and platform function, Financing	Exploitation and human rights violation, Gender, Child Labour, Living wage and Living income, Addressing governance gaps on the topics above, Addressing negative impact of trade and production on environment and natural resources (doing this with landscape approach)	Agriculture	Cocoa production, Cocoa manufacturing (ie brands)	No	Yes	No	Latin America, Africa, Asia
<b>World Wide Fund for Nature</b>	Network and platform function, Research and analysis	Addressing negative impact of trade and production on environment and natural resources (doing this through a landscape approach)	Diverse: Commercial crops, Mining, Others	Timber & paper, Palm oil, Cotton, Biofuels, Aquaculture, White fish, Tuna, Sugarcane, Soy, Beef, cocoa	No	Yes	Yes	Africa, Asia, Europe, Australia & New Zealand, Latin America, Middle East, North America, Oceania

## 7.2 Annex 2. Market Scan Questions and subquestions for systemic vision

Indicator	Sub questions
Does the organization provide an analysis of the root causes (system barriers) for the issues that they try to solve?	Yes – 25 organizations
	1. Elements of root causes are mentioned – 12 organizations
	2. A causal relationship of the challenges/issues and the root-causes are clearly explained, including the influencing factors – 13 organizations
Has the organization a ToC on how to solve these systemic barriers?	Yes – 26 organizations
	1. Elements of the theory of change are mentioned and articulated – 9 organizations
	2. Theory of change includes a causal relationship of how and why the project, program, or policy will reach the objectives – 17 organizations
Has the organization formulated an exit strategy for when the program or intervention has ended?	Yes – 12 organizations
	1. Duration and end-date of programs and projects are mentioned – 3 organizations
	2. Exit strategy includes potential project/program owner and business model (operational and financial continuation) – 9 organizations
Has the organization formulated the possibility and way to scale their impact beyond the scope of their projects?	Yes – 17 organizations
	1. Projects and programs can be implemented in several regions and/or for several sectors – 10 organizations
	2. Design of the projects is focused on an increase in scale – 7 organizations
Does the organization formulate how they use evaluations/lessons learned in their current work?	Yes – 23 organizations
	1. Evaluation and Learning are documented and articulated – 14 organizations
	2. Actions points are formulated from the evaluation and learning and implemented – 9 organizations
Does the organization formulate a long-term strategy?	Yes – 21 organizations
	1. There is a mention about long-term strategy of in publicly available documents/materials – 12 organizations
	2. A long-term strategy is explained, elements of a roadmap: planning and reporting, SMART objectives, PDCA cycle, operational planning – 9 organizations
Does the organization formulate key enabling conditions that must be present for achieving its goals?	Yes – 19 organizations
	1. Limitations or enabling conditions for achieving the goals are mentioned – 10 organizations
	2. Enabling conditions and how the organization addresses these conditions are explained – organizations – 9 organizations

### 7.3 Annex 3. List of Interview Questions

Based on the outcome of the first phase and on the organization, questions were selected to ask.

#### **Strategy and operations**

*How does an organization develop a strategy and how does the organization translate this strategy into activities?*

- What is your vision on systems change? Does your portfolio show a systemic character?
- Does the organization have a business case formulated for its interventions?
- What is your strategy working on system-level impact?
- How do you adapt your organization/implementation (evaluation/consultation)?
- Do you work directly with the production base/market/public sector? What is your strategy and why?

#### **Successful interventions and impact**

*What is the actual impact of the activities of the organization, and what is a success for the organization?*

- What makes an intervention transformative and what not?
- How do you know you are successful?
- Does your organization have a clear learning agenda and can you demonstrate a learning curve in the development of instruments, including scalable instruments?
- Do you consider your organization innovative? Why?

#### **Challenges and opportunities**

*What are the main barriers and opportunities that the organization has identified for itself?*

- What are preconditions for success for your organization?
- What are the barriers that your organization faces? How can the government/public sector help you to overcome barriers?
- How do you adapt your organization/implementation (evaluation/consultation)?
- What role does your organization play in the international field? What role do other organizations (need to) play?

#### **Positioning/perception from external stakeholders (during interviews evidence to support answers will be asked on this matter)**

*How does the organization interact with its environment?*

- What role does your organization play in the international field?
- What are important partners and stakeholders in your work?
- What do you expect from other actors?
- Do other organizations want to work with you, why? Is the organization appreciated in the countries it works, is there evidence?
- What is your focus on alliances? Pre-collaborative?

## 7.4 Annex 4. Glossary

**Landscape Approach:** The Landscape Approach is about balancing competing land-use demands in a way that is best for human well-being and the environment. It means creating solutions that consider food and livelihoods, finance, rights, restoration, and progress towards climate and development goals (Global Landscapes Forum).

**Systemic thinking/ system approach:** The core approach of systemic development is a process for thinking holistically while addressing complex issues and progressing towards a mutual goal with high participation rates (Cruz, Ivonne, Andri Stahel, and Manfred Max-Neef. "Towards a Systemic Development Approach: Building on the Human-Scale Development Paradigm." *Ecological Economics* 68.7 (2009): 2021-030. Elsevier)

**Return on Investment (RoI):** Return on investment is a ratio between net profit and cost of investment.

## 7.5 Annex 5. Endnotes

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<sup>i</sup> For more information see: Changing the Food Game, Market Transformation Strategies for Sustainable Agriculture, L. Simons, 2015)

<sup>ii</sup> Building a roadmap to sustainability in agro-commodity production, study by Aidenvironment, IIED and NewForesight (Commissioned by International Finance Corporation (IFC), 2014

<sup>iii</sup> We define the Landscape Approach as mentioned in the glossary: The Landscape Approach is about balancing competing land-use demands in a way that is best for human well-being and the environment. It means creating solutions that consider food and livelihoods, finance, rights, restoration, and progress towards climate and development goals (Global Landscapes Forum). Although it became clear in interviews that some organizations use broader definitions of this approach and refer all activities to tackle issues at the scale of a landscape and drive the transition of entire regions to sustainable production.