



ETI conference  
12-13 May 2005

# History of stakeholder participation

- WIETA arose out of an ETI pilot in the wine industry
- Initially, limited local stakeholder participation
- Early in process, UK ETI pilot group forged links with key SA stakeholders, and urged them to participate in the pilot
- SA wine industry stakeholder forum established (involving producers involved in pilot, trade unions organising workers, NGO's working within agricultural sector, government)
- Local stakeholder role initially consultative, local stakeholders did not control pilot
- Body selected local co-ordinator, who reported to the ETI and to local forum

# Why were stakeholders prepared to engage with the ETI?

- From a producer perspective,
  - ETI code very similar to local legislation, so not perceived as a threat
  - Industry image in media poor, process could provide opportunity for producers to demonstrate that they were not “bad apples.”
  - The retailers requested their participation
- From an NGO perspective
  - Although good laws, numerous transgressions in the agricultural sector as implementation in rural areas very weak
  - Work of pilot complemented work of NGO's in assisting with the implementation of the law

# Stakeholder engagement

- From a union perspective
  - Provided unions with a voice in a sector that is traditionally extremely difficult to organise (less than 5% of employees in agriculture unionised)
- From a government perspective
  - Capacity to implement laws limited
  - Initiative likely to ensure greater compliance with legislation
  - Potential for Dept of Labour to learn from our monitoring methodologies and vice versa

- Fact that network was loose / informal to start with was a good thing. Provided opportunity for SA stakeholders to:
  - learn about and participate in social auditing,
  - influence the pilot with their knowledge of local conditions,
  - develop an understanding of and trust in the process,
  - engage with one another at this level

# At the conclusion of the pilot

- Local stakeholders participating in the forum faced with the question about whether or not to roll out the pilot, and if so, how
- Stakeholders of the view that this would be of benefit to the industry
- Representatives elected onto a working group that agreed to come up with a plan about how to do this
- WIETA established as a result, and launched in November 2002

# What is WIETA?

- Not for profit, voluntary association
- Multi-stakeholder body
- Focus is on the SA wine industry

# WIETA's aims and objectives

- To promote ethical trade in the wine industry through:
  - The formulation and adoption of a code of good practice
  - Encouraging producers and growers to adopt and adhere to the code
  - Creating awareness of the code within the industry
  - Conducting social audits to monitor compliance with the code

# Management Structure

Members elect representatives on EXCO

3 X  
UNIONS

2 X  
NGOs

3 X  
PRODUCERS

1 X  
GOVERNMENT

CEO

# Nature of multistakeholder participation

- Board member participation is unpaid /voluntary
- Multistakeholder board meet on a monthly basis to oversee work of WIETA
- Multistakeholder task teams set up to focus on specific areas of focus
  - Human resources /recruitment
  - Auditing
  - Materials development

## Key steps in obtaining multi-stakeholder buy in...

- Targeted key industry/stakeholder bodies to start with (e.g. Wines of South Africa, COSATU, NGO's)
- Conducted a WIETA "road show" in wine growing areas, involving all stakeholder groups
- Numerous meetings with key UK retailers selling SA wines, to educate them about WIETA and to encourage them to get their wine suppliers to join
- Ensured that we were able to offer an affordable service (membership fees, audit costs)

# How have we fared to date?

|                                   |           |
|-----------------------------------|-----------|
| Cellars, co-ops, estates          | 53        |
| Exporters and agents              | 7         |
| Non governmental organisations    | 4         |
| Trade unions                      | 8         |
| Retailers (UK)                    | 2         |
| Government departments (RSA)      | 2         |
| Labour brokers                    | 2         |
| Industry bodies                   | 1         |
| Services affiliated to the sector | 1         |
| <b>Total</b>                      | <b>79</b> |

# Disadvantages of multi-stakeholder process

- Extensive consultation required before decisions taken
- Conflict and criticism inherent in process as stakeholders have different world views and interests
- Decision making often time consuming
- If parties unevenly matched, likely to derail process

# Things that have helped us...

- A more recent political history of working together to achieve common objectives, and a labour dispensation that encourages collective bargaining on matters of mutual interest
- The fact that there is a common interest in the objectives of the organisation (although the parties may differ on how these are achieved)
- Strategic planning involving all stakeholders in developing a common vision and strategic objectives for WIETA
- Evenly matched stakeholders, many of whom have a pragmatic approach to our work
- Committed stakeholders that have been prepared to remain involved, despite disagreements
- Patient, diplomatic and committed staff members

# Advantages of multistakeholder participation

- Considered approach to our work that takes cognisance of the needs and interests of all stakeholders
- A comprehensive and robust audit methodology
- Holistic approach to our work
  - Training
  - Materials development
  - Research
- More widespread impact (temporary workers, suppliers to members)
- Improved communication network with stakeholders
- Involvement in industry initiatives to promote socio-economic transformation and black economic empowerment

# Key challenge

- Key stakeholder group that is not effectively represented in WIETA – the retailer
- Yet, retailer interest in auditing activities is vital in ensuring compliance!
- How do we ensure effective communication and co-operation on issues of mutual interest /concern?

# General lessons in stakeholder participation

- Lay the groundwork – identify potential stakeholders who are willing to engage with the process
- The co-ordination of multi-stakeholder input is vital – assists if this is done by someone / a body (preferably local) that has good facilitation skills and that all parties trust / select
- A budget for co-ordination, consultation and capacity building
- Building trust and developing multistakeholder relationships requires
  - Openness and transparency,
  - Willingness to share important information that will assist the parties to provide constructive input into the process
  - Willingness to listen and to learn, and the courage to try new ways of doing things,
  - Developing local capacity around social auditing
- Participation sustainable as long as the parties believe the process meets their needs / the needs of their constituency, and no individual stakeholder group dominates or controls the process.