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Table 5.1 - The role of producers in Fairtrade International’s organizational governance structure, 1988-2014 (Source: Author’s archival research)

Governance change and year	Relationships between governance bodies	Producer inclusion in governance bodies	Producers included in governance, compared to population		
			Organization	Product	Region
<b>Label creation</b> (1988-1995)	The board was the highest governance body, though many decisions were made informally	<b>Max Havelaar Netherlands board:</b> producers held 3 of 13 seats.	Small producers- <i>MHN did not work with hired labor</i>	Coffee - <i>MHN also worked with honey and cocoa</i>	4 Latin America and 2 Africa – <i>no products from Asia</i>
		<b>Producers’ assemblies:</b> only producer representatives voted.	Small producers - <i>all coffee from small producers</i>	Coffee - <i>exclusively discussed coffee</i>	Latin America and Africa - <i>all coffee producing regions</i>
<b>Label proliferation</b> (1992-1997)	Each initiative’s board had full authority over its activities; decisions from producer assemblies ratified by each board.	<b>Boards of other labeling initiatives:</b> of 16 initiatives only TransFair Germany, with one producer representative.	Small producers- <i>TFG initiated hired labor in 1994</i>	Coffee – <i>five other products labeled: tea, cocoa, sugar, honey, bananas</i>	Latin America - <i>products also sourced from Asia and Africa</i>
		<b>Producers’ assemblies:</b> only producer representatives voted.	Small producers - <i>all coffee from small producers</i>	Coffee - <i>exclusively discussed coffee</i>	Latin America and Africa - <i>all coffee producing regions</i>
<b>Label unification</b> (1997-2005)	The Meeting of Members is the highest governance body, appointing the board and approving board decisions.	<b>Meeting of Members:</b> only national labeling initiatives.	None	None	None
		<b>FLO Board:</b> 0 of 5 seats in 1997; 4 of 12 seats on an extended board in 2002 (initiatives have six).	3 small producers, 1 hired labor- <i>contract labor standards still developing</i>	2 coffee, 1 tea, 1 fruit – <i>more than a dozen products exist</i>	2 Latin America, 1 Asia, 1 Africa
<b>Producers as members</b> (2005-2011)	The Meeting of Members becomes the General Assembly. The General Assembly appoints the board.	<b>General Assembly:</b> 3 producer networks and 20 national labeling initiatives, each with one vote.	Asian and African networks represented all; Latin American only small producers, excluding hired/contract labor	Wide variety of products represented but network leaders from historically important products	Not all producers included in a network (e.g., Palestinians)
		<b>FLO Board:</b> 4 of 13 seats for producer networks (initiatives have 5). Each network sends one, plus one additional.			1 from each region; additional rep always from Latin America
<b>Producers as equal owners</b> (2011-2014)	The General Assembly appoints the board.	<b>General Assembly:</b> 3 producer networks share 50% of the votes.	Each network represents all types of certified producers of all products in its region: Latin America/Caribbean; Asia/Pacific; and Africa/Middle East		
		<b>FLO Board:</b> 4 of 11 seats for producer networks (initiatives have 4). Each network sends one, plus one additional.	Each network represents all organizational types	Each network represents producers of all products	1 from each region; plus one (currently from Africa)