

Overview of Legitimacy Framework

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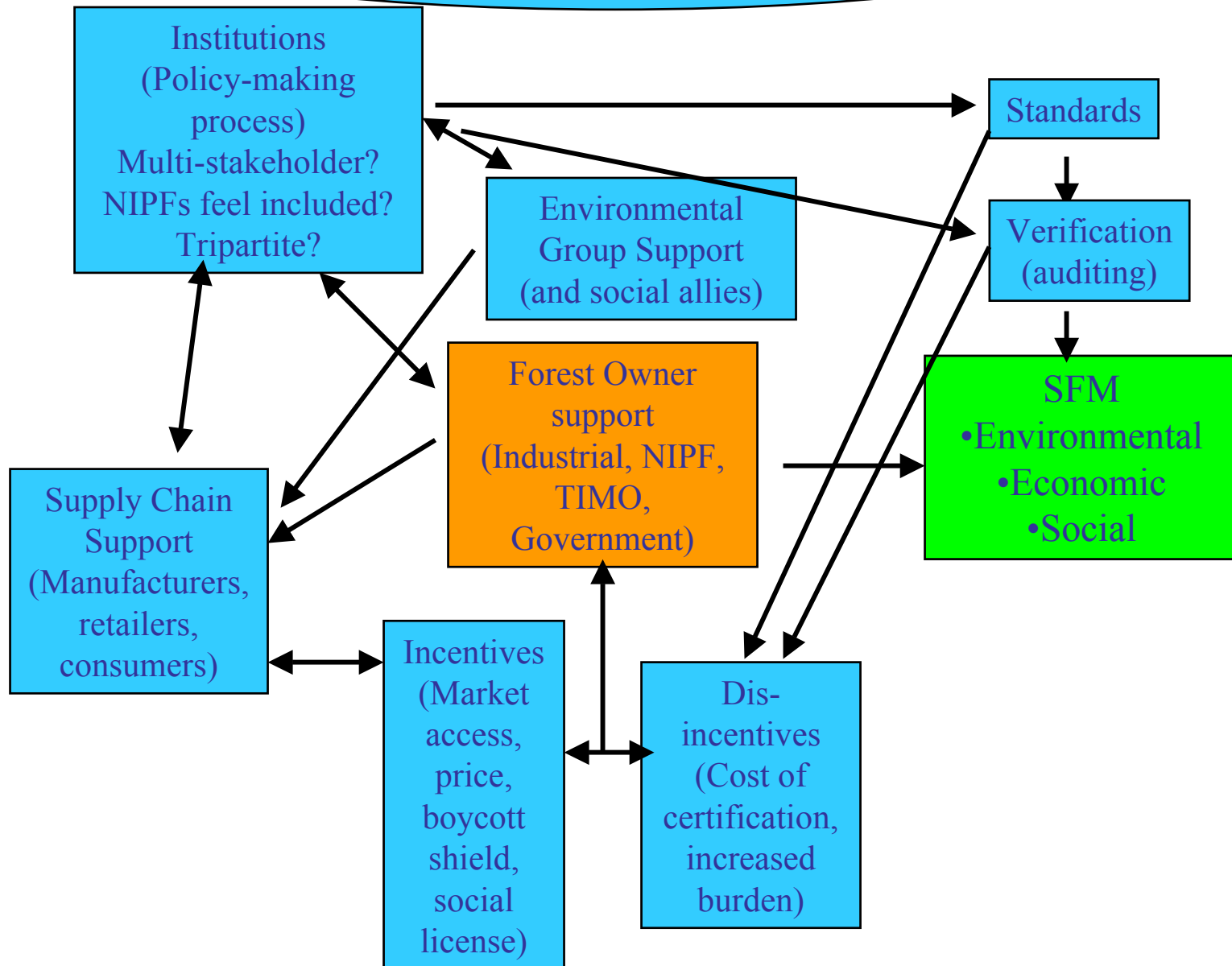
Legitimacy Concept Important for Three Reasons

- Forest certification innovative non-state market driven governing system
- Support being granted in a complex and changing environment

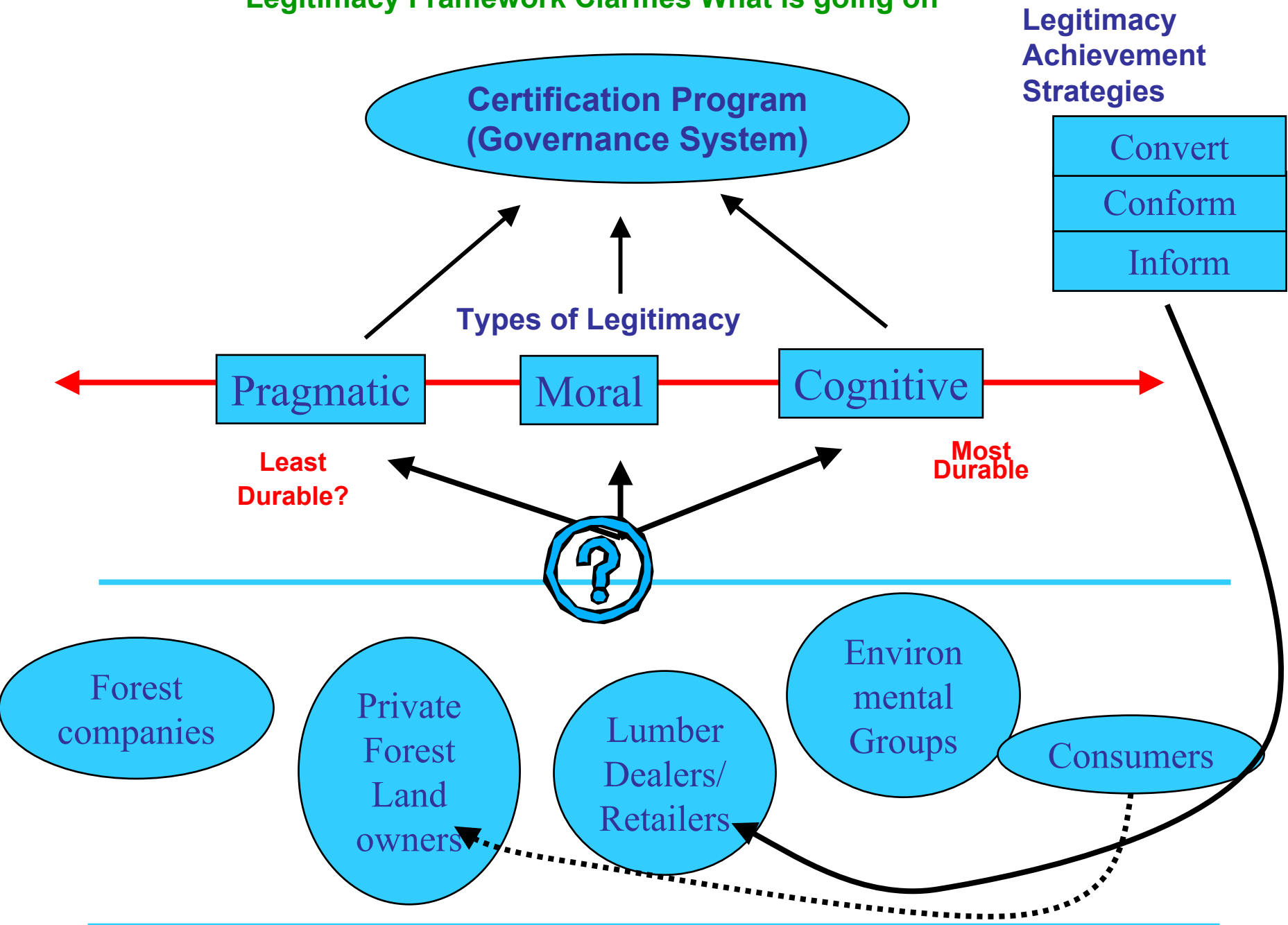
Forest Certification as Innovative Non-State Market Driven Governing System

Role of the state	In its pure form, compliance incentives do not come from governmental regulation
Role of the market	Firms along the supply chain must evaluate whether to support a certification program
Role of environmental, and social actors	Attempt to influence supply chain evaluations (boycotts, recognition) to support their preferred program
Enforcement	Compliance is verified

Support Being Granted in a Complex and Changing Environment



Legitimacy Framework Clarifies What is going on



What we found when applying legitimacy framework

- The *effect* of pragmatic, moral, and cognitive legitimacy granting depends on the *audience* granting it
- Turns out that a *prerequisite* for forest certification to work as a NSMD governance system is that firms along the supply chain must grant pragmatic legitimacy.
- Each certification program has a “core audience” of support that strategists must maintain.
 - FSC must maintain enough support from environmental groups, who tend to grant moral legitimacy
 - SFI, Tree Farm, PEFC must maintain support from its forest owner members.

What we found when applying legitimacy framework

- Non-industrial forest owners morally opposed to FSC style regulation.
- Cognitive legitimacy rare –but there are clues
- Standards development is important
 - Flexibility versus prescription
 - Fluctuating rules across countries
- But governance is as important – how forest owners, those along market supply chain involved in policy making.

What we found when applying legitimacy framework

- Initial patterns of legitimacy can be changed through strategic choices (changes in governance and rules)
- The need of all certification program to maintain support from “core audiences” places limitations on what strategists can do
- Lots of room right now for dialogue, but will require a plan in which learning takes place not just among strategists, but among core supporters.