

# Review of InternJonJo w JonoP

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of multi-stakeholder initiatives (MSIs) between industry, non-governmental organizations (NGOs) and international organizations (IOs).

A vast interdisciplinary literature examines and extolls the positive benefits of



first place. For instance, they charge corporate power and growth, reinforce a regulatory paradigm that privileges the interests of business and the wealthy, and stabil-

regime is facilitating corporate obfuscation of bad practices (LeBaron & Lister, 2015), fair trade certification is misleading consumers about the prevalence and nature of forced labour (LeBaron, 2020), and corporate worker feedback technolo-



Global supply chain solutions have emerged as part of broader trends and  
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profits, and corporate dominance ultimately driving these problems. As Bobby Banerjee (2008, p. 51) has argued, these solutions (and CSR more broadly) are 'intended to legitimize and consolidate the power of large corporations'.

Supply chain solutions emerge at company and industry levels and within multi-stakeholder forums; have wide coverage from upstream commodities (e.g.







3. Global supply chain solutions are expanding the role, scope, and power of pri-

and may not reflect companies' actual practices (Braam et al.,

For instance, some ethical certification programs like Fairtrade and Rainforest Alliance are designed to create loopholes around the most vulnerable workers in supply chains (e.g. hired day labour, or those who enter supply chains through informal labour subcontracting), rather than bring these to light (LeBaron, 2020).

Simply put, the interlocking problems are that: many global supply chain solutions are ineffective, even on their own terms; scholarship on supply chain solutions has often downplayed this ineffectiveness by focusing on procedural rather

both beyond the scope of 'solutions' themselves and of scholarship investigating their effectiveness.

### Hidden costs of global supply chain solutions

The hidden costs of global supply chain solutions encompass their unintended consequences, perverse effects, and unacknowledged impacts on workers, communities and the environment. As described in the Introduction, these form at micro, meso,

Table 2. Typology of hidden costs of global supply chain solutions.

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transnational solutions, and the role of stakeholder groups in delivering or undermining global supply chain solutions. In particular, the authors argue the import-



larger word.

Key search terms included:

TS ¼ (Supply Chain AND Corporate Social Responsibility OR CSR)

TS ¼ (Forest Stewardship Council OR FSC)

TS ¼ (Programme for the Endorsement of Forest Certification OR PEFC)

TS ¼ (Fairtrade)

TS ¼ (Rainforest Alliance)

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Disclosure statement

Barrientos, S. (2019).





