

#### Monitoring to Improve GI systems Governance FAO 2nd Conference - Worldwide Perspectives on Geographical Indications Rome, February 18, 2025

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## **Governance is the topic of our times**

#### Is very relevant at different levels

- National Politics and Governments
- Public agencies
- Data
- Internet
- Company /enterprise level (ESG, etc)
- Regional / Local / community level
- Producer / Trade associations
- Cooperation agencies and beneficiaries



#### **"Traditional" GI context**

**Additional learnings for GIs** 

## "Traditional GI context": The literature shows that Good Governance is a condition for success in any GI project ....

Google Académico governance and Geographical Indications Artículos

335,000 outcomes

- Gls are a collective endeavour to safeguard / • promote a collective asset: a GI product reputation
- "Collective" implies stakeholder dialogue, collective decisions and leadership/ management
- The credibility of a GI system depends on •
  - Controls and enforcement
  - Value Chain Representativity
  - Legitimate Decision making

Google Académico	governance and Geographical Indications
Artículos	Aproximadumente 335.000 resultados (0,15 s)
Cualquier momento	Governance decisions in the supply chain and quality performance: The
Desde 2025	synergistic effect of geographical indications and ownership structure
Desde 2024	S López-Bayón M González-Díaz - International Journal of, 2018 - Elsevier
Desde 2021	, it barely considers the role played by SC governance in managing and promoting quality
ntervalo específico	SC governance decisions in agri-food chains: (i) the adoption of a geographical indication (GI)
inter (and a show entropy -)	☆ Guardar 59 Citar Citado por 42 Artículos relacionados Las 4 versiones
Ordenat por relevancia	
Ordenar por fecha	Are French geographical indications losing their soul? Analyzing recent
	developments in the governance of the link to the origin in France
Cualquier Idioma	D Marie-Vivien, L Bérard, JP Boutonnet World Development, 2017 - Elsevier
Buscar solo páginas en	the history of the governance of appellation of origin and geographical indications in France
español	INAO, whereby we highlight the complexities of the governance of GIs, which is both public-
	☆ Guardar 99 Citar Citado por 66 Artículos relacionados Las 10 versiones
Cualquier tipo	
Artículos de revisión	Protected geographical indications: Institutional roles in food systems
	governance and rural development
incluir patentes	R Conneely, M Mahon - Geoforum, 2015 - Elsevier
✓ incluir citas	This paper examines the importance of national-level institutional arrangements for promoting
	the EU's Protected Geographic Indication scheme (PGI) Taking the example of Ireland,
🖾 Crear alerta	☆ Guardar 99 Citar Citado por 70 Artículos relacionados Las 5 versiones
	Social learning in food quality governance-evidences from geographical
	indications amendments
	H.Edelmann, XF.Quiñones-Ruiz, M.Penker International Journal of, 2020 - JSTOR
	Food producers can define collective quality standards and legally protect the origin,
	characteristics, traditions and the reputation of a place-based product through geographical
	The multifaceted role of the state in the protection of generational indications
	The multifaceted role of the state in the protection of geographical indications A worldwide review
	D Maria-Vivien, E Biénabe - World development, 2017 - Elsevier
	In this section we use an original multilevel governance framework to examine, from an
	empirical perspective, the subtle and multifaceted roles of the state in actually developing GIs
	☆ Guardar 50 Citar Citado por 110 Artículos relacionados Las 9 versiones
	Invitable into the black least of an limit of the limit of the basis of the limit of
	Insights into the black box of collective efforts for the registration of
	Geographical Indications

## .... however, the understanding of what is Good GI Governance varies in the specialized literature

Bienabe, E., Kirsten, J., & Bramley, C. (2013). Collective action dynamics and product reputation. In E. Bienabe, J. Kirsten, & C. Bramley (Eds.), Developing geographical indications in the south. The Southern African experience (pp. 51–72). Netherlands: Springer

Bienabe, E. and Marie-Vivien, D. "Institutionalizing Geographical Indications in Southern Countries: Lessons Learned from Basmati and Rooibos". World Development Vol. 98, pp. 58–67, 2017

Cornforth, Chris. 2003. The Governance of Public and Non-Profit Organizations. London: Routledge.

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Edelmann, H., Quiñones-Ruiz, X. Penker, M., Scaramuzzi, S., Broscha, K., Jeanneaux, P., Belletti, G., and Marescotti, A. (2020). Social Learning in Food Quality Governance – Evidences from Geographical Indications Amendments.

EUIPO-Afripi – Manual for Geographical indications in Africa

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Kizos, T., Koshaka, R., Penker, M., Piatti, C., Reinhard Vogl, C., and Uchiyama, Y. "The governance of geographical indications Experiences of practical implementation of selected case studies in Austria, Italy, Greece and Japan"

Ménard C (2000) Enforcement procedures and governance structures: what relationship?

Niederle, P.C., Masgarenhas, G.C.C., Wilkinson, J., 2017. Governança e institucionalização das indicações geográficas no Brasil.

Ostrom, E. (1990). Governing the commons: The evolution of institutions for collective action

Poteete, A., Janssen, M., Ostrom, E. 2010 Working Together: Collective Action, the Commons, and Multiple Methods in Practice. Princeton University Press

Quinones-Ruiz, XF; Penker, M; Belletti, G; Marescotti, A; Scaramuzzi, S. "Why early collective action pays off: evidence from setting Protected Geographical Indications." RENEW AGR FOOD SYST. 2017; 32(2): 179-192

Quiñones-Ruiz, X., Nigmann, T., Schreiber, C. and Neilson, J. "**Collective Action Milieus and Governance Structures of Protected Geographical Indications** for Coffee in Colombia, Thailand and Indonesia" (2020). International Journal of the Commons 14(1), pp. 329–343. DOI: <u>https://doi.org/10.5334/ijc.1007</u>

Quiñones-Ruiz, X. F., Penker, M., Belletti, G., Marescotti, A., Scaramuzzi, S., Barzini, E., Pircher, M., Leitgeb, F., & Samper-Gartner, L. F. (2016). Insights into the black box of collective efforts for the registration of geographical indications. Land Use Policy, 57, 103–116. DOI: https://doi.org/10.1016/j.landusepol.2016.05.021

Reviron, S., Chappuis, J.M., 2011. Geographical indications: collective organization and management. In: Barham, E., Sylvander, B. (Eds.), Labels of Origin for Food: Local Development, Global Recognition. Cabi, Wallingford, pp. 45–62.

Sidali, K.L., Scaramuzzi, S., 2014. Group heterogeneity and cooperation in the governance of geographical indications: the case of Parmigiano Reggiano mountain product. Int. Agricult. Policy 1, 21–32.

Skilton, P.L., Wu, Z., 2013. Governance regimes for protected geographic indicators: impacts on food marketing systems? J. Macromarket. 33 (2), 144–159.

van Puyvelde. S., Cornforth, C., Dansac, C., GUO, C., Hough, A., Horton Smith, D., "Governance, boards, and the internal structure of Associations". In Smith D.H., Stebbins R.A. and Grotz J. (2016) The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations, Ch. 35.

## So, what is Governance?

"Governance may be defined as the system by which organisations are directed, controlled and held accountable"

Comforth (2003), cited by van Puyvelde et al. (2016).

#### And What is good Governance from in a GI context?

"...a GI organisation governance deals with complex systems covering mechanisms, processes, relationships and institutions through which individuals and groups articulate their interests, exercise their rights and obligations, and mediate their differences"



Vandecandelaere et al., 2009, Linking People, Places and Products, p. 187.

# Are these definitions clear enough to measure and monitor Governance?

## The views from the Cooperation / Certification world...

#### Institutional Capacity Index – (Maturity to assume given responsibilities)

Índice Capital Social - Valoración del Estado Organizacional

#### Pilares de la Asociatividad

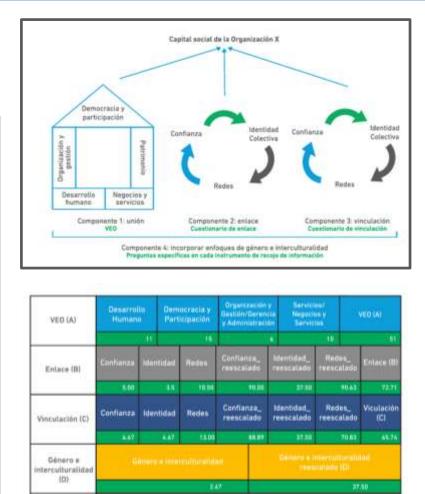
#### **Certification Agencies**



INTRODUCTION	а	INTEGRITY	1
Purpose and Objectives	3	Principle 6. We are honest, trushworthy and	-
Compliance with the Code	3	transparent about how we work	. 1
Annual Reporting	4	6.1 Annual Peparting	1
Code Review and Oversight	- 4	6.2 Communication / Public Information Disclosure	1
Fairtrade's Vision, Masion & Values	5	6.3 Working with the Media	1
Definition of Fair Trade	5	6.4 Data Governance	1
Values and Principles underplaning		6.5 Conflict of Interest	Ť
the Fairbrade Organizational Code	6	Principle 7. We govern our attains in a responsible.	-
ACCOUNTABILITY	7	democratic and transparent way 7.1 Global governance and sementhic	1
ACCOUNTABLETT	_	7.2 Member Governance and ownership	1
Principle 1. We manage resources		7.3 Legal Compliance	1
responsibly and efficially	.0	7.4 Decain/ Making Roles and Responsibilities	-
1.1 Financial Management and Reporting	.0	7.5 Membership	-
1.2 Maintaining Responsible Lavels of Reserves	0	Principle 8. We practice what we preach	
1.3 Fraud and Corrupt Practices		in reliation to fair and sustainable trade	21
1.4 Value for Money		8.1 Procurement Policy	11
1.5 Ethical investment and fundraising		8.2 Ethical And Fairtrade Sourcing	2
1.6 Tradiemark Protection	0	8.3 Living Weiges	- 24
Principle 2. We strive to be affective		8.4 Environmental Management and impact	21
and deliver positive impact	10		
2.1 Global Binstegy	10	PARTNERSHIP	2
2.2 Key Performance Indicators 2.3 Impact reporting and MEL	10	Principle 9. We collaborate and coordinate	-
Principle 3. We take responsibility for our actions		our efforts as one global organization	2
3.1 Complaints and allegations	11	9.1 Strategic Planning Processes	2
3.2 Whitehowing	11	9.2 Membership roles and responsibilities	12
3.3 Risk Management	11	9.3 Territorial Rights and Interests	2
Sector a construction of the construction of t	1771	9.4 Resourcing the Global Bystem	2
RESPECT	12	Principle 10. We build partnerships and	-01
Principle 4. We respect, protect and champion		collaborate for greater global impact	.2
human rights, and fight for those disadvartaged		10.1 Fermers' and Workers' Organizations	2
in international trade	13	10.2 Movement for fair and austainable trade	2
4.1 Human Rights	13	10.3 Stakeholder engagement end participation	2
4.2 Protection of Children and Vulnerable	~	10.4 Fairtrade Eupply Chain Partners	2
Adults from violence and abuse	19	10.5 Corporate Partnershipe	2
4.3 Gender Equality and Women'		10.8 Policy, Advocary and Global Campaigning	2
Economic Empowerment	13	10.7 Professional retworks and forume	3
4.4 Workers' Flights	13		
Principle 5. We respect, value and nurture		APPENDICES	2
those who work for us.	14	Appendix 1: Glassary of Terms	24
5.1 Code of Conduct	14	Appendix 2: Background to Values and Principles	3
5.2 Child Protection	14		
5.3 Sexual Exploitation and Abuse	74		
5.4 Harassment and Anti-Bullying Policy	14		
5.5 Human Resources	75	B	
5.6 Work force Security	15		
5.7 Diversity and Equal Opportunities	15		
5.8. Workers' Representation	- 16		

23

ICS



(A+B+C+D)/4

### SSGI: a redefined GI Governance, includes 5 themes and 13 topics to consider

These and Approximation of the Statement National

#### Developing a roadmap towards increased sustainability in geographical indication systems

oricin

Practical guidelines for producer organizations to identify priorities, assess performance and improve the sustainability of their geographical indication systems

Theme	SSGI topic number	Topic	Topic definition/description	Examples of key guiding questions
	16	Holistic audits	Internal monitoring and review	Do the GI producers/organization implement regular audits, performed by capable individuals or third parties?
Accountability	17	Structure and leadership	Ability of the GI organization's senior managers and governance bodies to avoid conflicts of interest, operate according to the organization's mission and/or code of conduct and provide internal stakeholders with evaluations of their performance.	Do the GI board's composition rules ensure that new and diverse members have access to top decision-making bodies? Are there programmes in place to ensure that decision-makers enhance their capacities to perform according to their responsibilities? Do the GI producers/ organization implement regular audits, performed by capable individuals or third parties?
Act	18	Transparency	Effective access of stakeholders to procedures, policies, decisions and decision- making processes, as well as information on financial performance. Ability to contest the GI organization's decisions following impartial internal processes.	Does the GI organization keep formal minutes of meetings? Does the GI organization have anticorruption policies/ policies to manage conflicts of interest? Do the GI organization's reports provide relevant and transparent information to stakeholders, including regular activity reports and reports on the use of financial resources? Are product specification controls reliable and in conformity with agreed procedures?
	19	Due diligence	Decision-makers consider the potential external impacts of their decisions.	Are decision-making bodies of GI producers/organization aware of the possible risks and consequences of the decisions they make?
Ethics	20	Mission statement and purpose	Stakeholders have a clear understanding of the long-term role of the GI system in the collective product strategy and of its expected benefits.	Do GI producers/organization have a clear mission and strategy? Is there an understanding among internal and external stakeholders of the actions and strategies being implemented by the GI organization?
ent	21	Full-cost accounting	The measurement of and reporting on business performance takes into account the direct and indirect impacts on the economy, society and environment.	Do GI producers/association measure the non-monetary impacts of GI production? Do GI producers/association take into account the GI system's sustainability impacts when measuring its overall performance?
Holistic management	22	Sustainability management plan	A sustainability management plan (with a long-term strategic and holistic sustainability view, consistent with the mission and purpose of the organization) has been endorsed by the GI organization's internal stakeholders and decision-makers. The plan includes considerations regarding the possible negative social and environmental impacts of the GI system and mitigation strategies.	Do GI producers/organization have long-term objectives? Are these objectives regularly reviewed? Is there an implementation plan to reach these objectives? Is this plan regularly reviewed? Is there a system in place to monitor the accomplishment of objectives?

Theme	SSGI topic number	Topic	Topic definition/description	Examples of key guiding questions
	23	Conflict resolution	Resolution of conflicts with stakeholders through collaborative dialogue based on established procedures, respect, mutual understanding and equal power.	Are there established procedures for internal stakeholders to voice their concerns? Does the GI organization know the complaints that its stakeholders have? Are the GI organization complaint procedures followed and verified?
Participation	24	Legitimacy	A GI organization's reputation and ability to influence, based on its ability to represent the interests of GI producers and ensure compliance with internal decision-making rules. It also rests on active communication and understanding of the GI organization's activities by internal and external stakeholders.	Is the GI organization generally viewed as representative of the interests of its members? Does the GI organization know the degree of compliance with its own decision- making rules? Are the GI organization's decisions generally accepted by its stakeholders?
	25	Stakeholder di alogue	Engagement in and communication of decision-making processes and their implementation to all GI stakeholders.	Do GI producers/association make a regular and structured effort to identify stakeholders, their interests and priorities? Do GI producers/association reach out to key stakeholders to communicate their collective strategies and priorities? Does the GI organization regularly reach out to internal stakeholders to understand their concerns and explain its plans and decisions? Do internal stakeholders have the opportunity to participate in the GI organization's decision- making bodies?
	26	Civic responsibility	Compliance with all applicable laws. Involvement in the improvement of regulatory frameworks that may affect the GI system.	Are GI producers/organization aware and knowledgeable of local, national and international laws, regulations and standards that apply to the GI production and commercialization processes? Does the GI organization have the ability to defend its members' interests before relevant authorities? Are there strategies to enhance compliance with applicable regulations?
Rule of law	27	GI product compliance and infringement prevention	Actions undertaken by GI stakeholders to remedy, restore and/or prevent any infringements of applicable regulations, including the GI product specifications. Also, the procedures to deal with possible GI infringements by external stakeholders and other actors.	Does the GI organization have a system to detect GI product infringements within and outside the territory? Is this system being monitored and implemented? Is the system to ensure compliance with GI specifications by GI producers/in the territory perceived as fair and objective? Are there strategies in place to help GI producers implement corrective actions to ensure compliance with specifications?
	28	Resource appropriation	Respect for collective goods and services; facilitate GI producers' access and legal rights to resources such as land and water.	Does the GI organization have knowledge of incidents regarding the illegal appropriation of resources that affect GI stakeholders? Do producers have ownership titles of the land they use? Are there policies for using common resources such as water? Are they being implemented?

PART1:TH	emes					PWIT2: INDICATORSOLI	RCE, FORMULA AND CHARACTERIZATION											The Glorgenization/producer has 1			T
THEME	TOPIC	Indicator name	Formula	Indicator source code	indicator source	Requirements	Damples or significance	Qualitative/quant itative	Management or external indicator	Source of Informati on	Objective/subje ctive indicator	Process/imp act indicator	Keyindicator			Full-cost		<ul> <li>correctly/denilled/the direct costs of production of the G system/production unit; 2=have identified/both direct and indirect</li> </ul>			
		Holistic audits	Percentage of SSG topics being regularly reviewed for possible prioritization	22	SAFA	Identify the SWA dimensions (social, economic, environmental, governance) that have been integrated into the Giproduction process	Implies that a bind independent and impartial party has verified the data and their sources and 'or made the calculations for reports	Qualitative	Management	Esternal	Objective	Process				accounting	Full-cost accounting	costs; 3 in addition, have made an effort to identify additional unaccounted costs (social, health- related environmental and other)	22	SAFA	
		Internal audit capacity	The organization has at least one capable internal auditor to review the information required to monitor sustainability topics (yea/no)	22	Consulting team, based on SAFA		Implies that the reportingentity has a person responsible for writy ing processes and/or claims	Qualitative	Management	internal	Objective	Process			Holistic	Full-cost	identification of	Teased, environments andoney and looked for ways to reduce them The Glorgerization is sware of costs incurred and/or benefits obtained by economic actors in the	Consulting	Consulting team	я
	Holistic	internal audit procedure	The organization has established procedures to audit its processes (yes/no) The reparamining has established a	22	Consulting team, based on SAFA		Implexitivat the reporting entity has an established process to verify information and/or claims	Qualitative	Managament	Internal	Objective	Process			Management	accounting	exemplifies Government the	tertitory due to the existence of the Gitystem The Gitorgenization/production/unit has a system to ensure that	tsan		-
	audits	Internal audit frequency	In organization has employed as frequency to audit its processes and this frequency is respected (yea/no). The audit frequency is disclosed	22	Consulting team, based on SAFA		Implies that the reportingentity regularly reviews/audits the information it provides	Qualitative	Management	internal	Objective	Process				Sustainabilit y	organization Sustainability	governance policies and rules are complied with The Gi organization iproducer has a sustainability management plan covering the four sustainability	4	ETHOS	
		Monitoring discipline	It is clear who is responsible for collecting the information needed to assess the sustainability performance of the Q	Consulting team, based on reviewers'	Consulting team, based on reviewers' input	Persons within the G production unit and/or G organization have been given the responsibility to review and monitor progress against key indicators	Measures the degree of commitment to the strategy of the business/organization	Qualitative	Management	internal	Objective	Process	x			management plan	Sutterationy managementplan	dimensional automation of the second of the	22 Consulting	SAFA	54
Accountability	Giboard atlandare	organization/production-unit (yea/no) a)number of board/meetings during the reporting period; b) at several several several for all treast	input 5	UNITAD-ERO		Evaluates board members' commitment to the organization and their responsibilities within that	Occuritation	Measurert	Internal	Olische	Dream					Conflict resolution	Is sutainabilityobjecties Number of reached disputes number of outstanding disputes	18241D 222	Sala.	i id	
			meetings during the reporting period Number and percentage of board				organization Implies that younger generations are involved in		-								Saleholder grievancesidue process	Number of grievances formally dealt with following an established due processory area	22	SAFA	
		Giboard age representation	members in different age groups (e.g. under 30 years of age, between 30 and 50, over 50) Number of board members who	5	UNCTAD-FAD		decision-making and are given responsibilities, thus ensuring that freshviews are heard and guarteeing long-term commitment Implies that there are require elections of new board	Questitative	Management	internal	Objective	Process	x			Conflict resolution	Grievance procedures	swared the existence of a grievance process as ameans to read w possible conflicts among Q producers or between Q	Consulting team, based on reviewers' input	Consulting team, based as reviewers' isput	a pr
		Giboant member rotation	left the board over a certain period/average number of board members over that period	Consulting beam	Consulting team		members, thus ensuring that head-views are heard, reducingpossible corruption risks and guaranteeing an orderly information flow	Quantitative	Management	internal	Objective	Process	x				Sakahcidar grievances	producers and the organization Number of givennoss brought forward by stakeholders	Consulting team, based are reviewers' input	Consulting team, based as reviewers' input	e a
		G audit committee member atlendance	a) number of aust committee meetinguluring the reporting period b) attendance rate for all audit committee meetings	5	UNCTAD-FAD		Bustrates how seriously the auditing process is taken by board members and or audit committee members	Quantitative	Managament	Internal	Objective	Process					Depthol decision process	Gistakeholders understand the overall Giproduct strategy and the reasons behind the decisions made by the Gi organization to default and records the Gi patients	Consulting Islam	Consulting team	0
		Women as decision- makers	a) proportion of women in management positions b) proportion of female board members	5	UNCTAD-FAD		Measures the degree to which the organization considers women's roles and views	Quantitative	Management and external	Internal	Objective	Process	×				Diversity of views for decision-making	The Grogenization's decisions take into account the views of different groups of G producers (in terms of size, ethnicity, activity, etc.)	Consulting Islam	Consulting team	0
		Supplier review system	The GI production unit has implemented instruments to guarantee that the behaviour of partners and supplerails infine with the principles of estended responsibility	4	ETHOS	Mechanisms established by the production unit to guarantee that the behaviour of partners is in line with the principles of extended responsibility	Implies that there are rules for board members and managers that make themesponsible for mismanagement and/or comption practices	Qualitative	Meagument	Internal	Subjective	Process	x				Capacitation of leaders	Number of hours of training of the G organization's leaders and for board members on different aspects of the Glaptiers, its context, value chain and resultations	Consulting team	Consulting team	10
		Literacyof managers	Proportion of managers who can reacland write proficiently	Consulting beam	Consulting team		Provides abaseline for the development of training for managers in literacy/keyweas	Qualitative	Management	internal	Objective	Process						Decisions made by managers, the board and other instances are			Г
		Managament resieve system	The Giproduction unit'organization has implemented instrumentation guarantee that the behaviour of managers is in line with the principles of extended	Consulting team, based on reviewers' input	Consulting team, based on reviewers' input	Assesses of extended product responsibility principles and of regulations	G organization managers and/or G producers are aware that they are given a significant exponsibility- financial and/or physical-for the treatment or descensi of non-consume resolucits before society	Qualitative	Management	internal	Subjective	Process					Decision legitimacy Dector legitimacy	clearlydocumentedfollowing established procedures and due processaccordingto by-laws, and applicable rules and regulations Glopoducersparticipatingin decision-makingware elected	Consulting team	Consulting team	1
			responsibility			(a) Istal number and nature of confirmed incidents of competitors (b) intel number of confirmed											Compliance with the Giorganization's	followingknown and accepted protocols and traditions The Grogenization's decision makingbodies follow agreed tules	train Consulting	Consulting team	ŀ
		Confirmed incidents of comption, and actionataken	Total number and nature of confirmed incidents of comption, and actions taken, over the past		50Gs	incidents where employees were disciplined dismissed for comptions (c) total number of confirmed incidents where contracts with business partners were terminated not renewed	Implies that the reportingentity acknowledges misbehaviour and takes corrective actions	Quantitative and qualitative	Management and external	Internal	Objective	Impact	×				decision-making naise and by laws Governance	andby-base when making decisions Share of G producers present or represented during annual meetings where members of the	team Consulting	Consulting team	1
Accountability			file years Financial information is presented			due to violations related to comption; (d) legal cases regarding comption brought against the organization or its employees during the reporting period, and the outcomes of such cases	Implies that clear, every understandable financial										legtimacy Participation in the development of	bandor other governance bades are elected Representatives of the G organization participate in the elaboration and inclementation of	team	E7405	p
		Investor relations and financial reports	regularly to G stakeholders for discussion and approval The Glorgenization has a	4	Consulting team, based on ETHOS	Reports on financial decisions and policies are submitted regularly to stakeholders	internation is presented regularly by managers to deactors and stakeholders for their approval	Qualitative	Management	Internal	Objective	Process	x			Legitimacy	publicipalicies Horizontal	public policies that may affect the Gisptern Share of producers represented by	-	Consulting team. based	╞
		Tanaparency	transparencypolicy, with objectives and tools that prevent acts of comption	22	SAFA and ETHOS	The association has defined a methodology to measure transparency and developed objectives and tools that present acts of comption	Implies that a transparencypolicy/s inplace, which all stakeholders understand and follow	Qualitative	Management and external	Internal	Objective	Process	x				representation of Gil producens Vertical	the G organization who operate at the same stage of the value chain Share of producers represented by	26	consulting team, based on FAD-UNIFI Consulting team, based	
		Amount of fines paid/payable due to comuption-related settlements	Total amount of comption-related fines imposed by regulators and courts paidown a certain period	s	UNCTAD-FAD		Indicates the degree of winerability to misbehaviour; allows for corrective measures to be taken immediately	Quantitative	Managament	Internal	Objective	Impact	×				Number of Gi producers	the Gi organization who operate at different stages of the value chain Number of meetings held with Gi producer representatives formal and informal/during the reporting	26 Consulting Dram	on FAD-UNIFI Consulting team	ħ
		Averagenumber of hours of training on anti-conspilon issues, peryear and per employee	Total number of hours of training or anti-corruption issues, divided by the number of employees during the reporting period	5	UNCTAD-FAD		Implies that an anti-comption policy is being implemented, and that comption practices are seen by all as unacceptable	Quantitative	Management	Internal	Objective	Process	x				Giorganization trust	period Level of incluement and dalogue with other G producers; same of belond instructive crawlation	12	Consulting team, based on FAD (34489)	a vili
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#### **Monitoring Governance**

- 89 indicators to choose from for selected Governance priorities
- Indicators are process / impact and have different degrees of complexity for different types of organisations

PART1: THEMES

PARTI: INEIVIES				FALLS.INL													E, FORMU	LAAND	CHANA	CIENZAII																		
THEME			TOPIC		Indicator name		Indicator name		Indicator name		F	ormula			Indicator ource cod	e Indicator s	ource		I	Requiren	nents			Exam	nples or	significan	ce	C	ualitative/qu itative		Managem xternal in	dicator	vrmati í	tive/subje indicator	act indi	icator		ndicator
					percentage of goal received training or location; (e) numb who have receiv	genization?(d) cumber and errance body members that have n anti-comption, broken downby per and percentage of employees exchaning on anti-comption, employee category and location	n 97					Participation		Giorganization reputation	Level of trust amongleternal and external staleholders (hyport asportseld)(that the G organization exponentstite collaction/interests of G producers/yea/no) 1 = stilleholders (have heard about the Gibs of non-	Consulting team, based d as reviewent' input	skaholder surveys and for other mechanisms to capture staleholden' perceptions of the G organization	If the Glorgenization is perceived as an prioritizes the long-term interested Gip will be seen as a relevant actor to parts consult regarding product and territory	usicers, it with and Qualitative	Maragament	internalie sternal Subjective	Process x		responsibi y	Part Corgoniza Regulation insentory Regulation and production and	Reystern, and this 22 available to all G2 ducens forn has available evelopmental in the evelopmental in th	SASA ting Consulting team	Codes Codes The Glorgenization actively engages with key Industry associations, government agencies a other regulations to key track of current or hu	nd producers on the regulations that a industry, new regulations are actively or	ation for Gi plyto the	Management Management and external	Dterral Objective	Pocess	*				
	0	Operations assessed for risks related to corruption	(a) total number and percentage of operations assessed for risks related to comption (b) significant risks related to comption identified through arisk assessment	2 GRI	been assessed for significant risks d	noentage of operations that have or risks related to conception; (b) if corruption, identified in the risk assessment	Implies that an anti-comption policy is to implemented, that management process adapted and comption risks reduce	Quantitative and	d Management and external	Internal/e Obje	ctive Process			Glundentanding	whether theymedit; 2= stake/bidensinour whether Gits and what it aimstro protect, but are not area whether they resold; 2= stake/bidensinour whether Gits and collectively identify themeed for conscious through the G	Insuco	Sarwyintohe perceptions of well-informed tableholders; 1 - the lowest rating signalling precerious conditions; 3 - the middle rating grailing some progress; 5 - the high set rating signalling that the condition has been met	Evaluation the degree to which stake understand what a G is, and why it is ne apply for the protection of their pro	cessary to Qualitative	Maragament	Internal Subjective	Розна х			Employee training on human rights policies	ommunicaled to G shoklers r of hours devoted to human rights rocedure; (b) team, bas employees trained neiew nan rights input		regulations	to stakeholders		Management	Internal Objective	Росня					
			additional support	sulting Consulting	eam Producer survey Technical specifi	n, diagrama, infographica, etc. icationa approved by authorized bodies	Bustrates the effort to communicate and a product specifications in a transportert way all interested G producers Gloontrol bodies applystandards and pro- cetification processes in a neutral way.	y open to Qualitative	exerta		active Process				nations 1 - establishes are unfamiliar with the sub-tradition process and donot recognize the body or cognization that sub-todays or generation that sub-todays the use of the sector sub-todays the sector sub-today to the sub-todays										Remedy, restoration and prevention remeded to	(procedures reaches of the law, lemational human arycodes that have stistactority impensated, and	Consulting team, base on reviewers' input	d Identifybreaches of the lawing dations (code	understanding of the national internati regulations that apply to the G proc possible shortcomings	rain/exand ci, and of Qualitative	Management and la external	itternal <sup>i</sup> le xternal	Impact	*				
	-	specifications	2 confident that the G specifications are objectively enforced to the control body follows standerd procedures that are applied to all activities, and these prodecures are neiveed and audited from time	eam Consulting	earn	to to e documented the processes they use	territoria congressione in a matteria way, e favouritiem. The Gir organization does not fa particular producers     processes are described with technical con in a matteria way, accordingto third partym	mourany qualitative	Managament	Xerres .	ctive Impact x	×		Understandingol' the code of product and	Incorporate intercopy variant doctors and carvidentify scene of the seal, and carvidentify scene of the steps required for obtaining authorization. A small group of potential producers or artisans have obtained authorization; 3 mainterforders scenarios the hords	Insuco	Sarwyinto the perceptions of well-informed table biddens, 1-a the lowest raining signalling precarious conditions; 2-a the middle rating granling some program; 5-a the high west rating, signalling that the condition has been met	Ealutes the knowledge that stakehold the process for authorizing the use of the measures the share of producers that ar to use the label	Sibbl, and Overlander	Maragament	Internal Subjective	Ptoms x			Glenforcement actionatokenand their auccessmale Home market or within Gil Tentio	neasures in place duct infringements pryclinitringement steam pryclinitringement team team team team team team team tea	ting Consulting team, base on reviewers' input	The Glorgenization develops a system to reco- information on hitringements, to ensure that a identified inforgements are dealt with. This syst must identify steps and report on actionations, type of infringement		eskresses Quartitative	Management and esternal	Internal Objective	Impact	x				
		Compensation for boardmembers	The compensation (includingbase salary and variable compensation) paid to board members (executive and non-secutive) is reported (sealing)	s unctab	340		Board member compensations, if allowed, duties and responsibilities, and are know stakeholders		Managament	Internal Obje	ctive Process				Insurancial recognizes the body that authorizes indiregalates the use of the seal, and can identify the maps requirector obtaining sufferciation. Alarge number of potential producers or anisans have obtained authorization										product infinite tentiony: 1 = n taken to deally infringements Git compliance within are taken to	2+some actions dealwith/local GI Consult	ting Consulting team, base	Document the internal process for detectings handling intringements, and identify the perso	nd Provides incentives for producers in the	tentorywho actatenderd Qualitative	Managements	Internal Objective	Pocesa					
		Integration of sustainability information into reporting	The G2 production unit'organization integrates sustainability information into its reporting (pea/no)	1 SDG	sustainable practi informa Build a risk mate	tion unit/organization adopted ices and integrated sustainability ation into their reports? risfor GLactivities, considering	Implies that sustainability progress report presented to stakeholders with the same fre as financial reports Ansessment has been made of the types	auditative Qualitative	Management and external		ctive Process				Ioos numeer of formal meeting: between managers and Ghoad members or representativespor year, with agendes and minutes legt to document decision-making Toolinumber of formal informal meetings help with Globodices.	Consulting team	mal meetings must have an agends and minutes (with an attendance list) must be kept	Managers fulfill their duty to report, be rea accountable to G staleholde		Managament	Internal Objective	Process x	Rule of law	Gi produc	product infle regularly dea product infle with, and consequence	ements; 3 = local Gi team gement cases are twith; 4 = local Gi gements are dealt anctional legal san known within	n on reviewers' input	reponable	to become part of the syste									
		Materialized risks	Rak management matrix Materialized'identified risks in own operations and/or the supply chain	22 SkFA 22 Consulting tex on SkF	n, based social, economic	uat be carried out by supply chain risfor GI activities, considering c and environmental impacts; a	faced in order to design correspondingmess policies A regular assessment is mode of both polen and risks that have effectively-materialize improve/medifine.policies and initiatives, if	ntal risks and, to Quantitative	-		ctive Process ctive Impact	x		Gimember meetings held	meenginaoum uproxices peryea, www.margers.and board members provide reports, current informationand explain discision:mass, allowingfor interaction Communicion meterial and/or	Consulting team M	stings must be open to all GL producers who wish to attend; an attendance list is kept	Managers fulfill their duty to report, be rea accountable to G staleholde		Maragament	Internal Objective	Process x		compliand and infringeme preventio	Glenforcement actionatakan, and their successurate Poreign Markets.or outstick(2 Territory initia	mbary duct infringements inforcement actions category of Gil team (gement)	ting Consulting team, base on reviewers' input	The Clorgerization develops a system to reco information on infragrements, to ensure that a distribution of the system of the system of the system must identify signs and report on socions taken, type of infragrement	all Demonstrates the effectivenes of anti- tem programmes, identifying strenghts, we	ineseand Quantitative	Management and external	Internal Objective	Impact	x				
	Due	Negative environmental and social impacts in the supplychain, and actions taken Newsupplems who	identified as causingsignificant current/potential negative environmental impacts	2 Consulting two on GP	assessed for env suppliers who hav negative environm and potential nega	ironmental impacts. Number of a significant actual and potential metal impacts. Significant actual dise environmental impacts in the supplychain	Implies that the organization monitors the p registive environmental impacts of supp	possible Qualitative	Management and external	internal Obje	ctive Impact		Stakeholder dialogue	Information material to Girmembers	initiatives undertakento explain progress and decisions modely the Gorgenization, including messurement of databution and effectivenessitowach the audience of G producers	Consulting team M	etings must be open to all G producers who wish to attend	Managers Millitheir duty to report, be rea accountable to Gistaleholder		Maragament	Internal Objective	Process x			anefficient sy product inting territory 1 - or tekento-de Product inting	station put in place tern to deal with Gi ements outside the cactions are being i with outside Gi ements; 2 = some Consult	tine Consulting team, base	Decument the internal process for detectinge		influein								
	1	have been screened usingervirormental and/or social criteria Due dilgence	were screened using environmental and or social criteria The Gorgenization producer has a due diligence policy in place; this Cor	2 Consulting tea on GP	300 serie Raka are identifie highest potenti	teria mayinclude the topics in the in (environmental topics) ad in a risk matric; those with the al impact and or probability of	Implies that the organization has procedures new suppliers that take into account susts other is Shown the degree of commitment of G pro- units and/or the G organization for following	oduction	Management and external		ctive Process	x		Representation	Remotelectadotticalatand     managers wherefactive profile of     Gproducersin terms of ethnicity,     ginder, geographical origin, stan et     perstion, activity or other relevant     characteristics     Nurriter of tableholder views	Consulting team		Prove that all interests are adequately r	rokom	Auguster and Auguster Process Auguster				Oustains	Managument	Internal Objective	Poces	x										
Bhics		practices	or is publicly available Internal Glatakeholders who know the mission/purpose of the Gl		Number and sha	resolocied to establish risk mitiget constrategies according to direct procedures reof members who are familiar	difference of the complete on the possible impact decisions and mitigation strategies Gi producers are consinced that their con- nervous archire collectionsminime on he	Cualitative a	-		ctive Process		-	Effective participation	Incorporated indecisions and 22 actions Thaindicator measures engagement harriers would he atmissige to place no overcome 22	SAFA	at the decisions that have been influenced by stakeholder feedback entityberriens to engagement for all stakeholder coupt, and define strategies to overcome these mines, together with the stakeholders. Barriers include barriers to employment i.e. physical	views; they are subject to debate, in all collective gasts implies that an analysis is made of how engagement and promote dialogue statishiciders	oimprove	Management and external Management	itema Cipicive				Paduction of abuses and initiations Number of Number of its Number of it	e vider murket abuses/unfair ractices/dentified 26 8ydocumented hingingproducts mithe market as a 36	Consulting team, base on reviewers' input Consulting team, base	d d	The producer 'Glorgenization formal abuses and imitations so that correctly be undertaken The producer 'Glorgenization success distributors to withdraw infinging pro	actions can Quantitative Ayrequests clairon the Quantitative	Management B Management B	itienalie sterral itienalie Objectie	Impact	x				
Linds			system/organization, as a share of the total number of members The Q system has an explicit mission/higher purcose/wa/ro)	22 Consulting tea on SAG	n, based exists and what its	e mission of Glayetem lyestablished why the Glayetem a purpose is. This is presented to characterized of the Glayerater		n oriand/or			active Process	x		Giproducer engegement	them This indicator measures engagement harrisector Gi producers versus the actions taken 22	Consulting team, based a	conditions or personal situations that make it difficult to find or keep aj ob and hyber fers to engigement for G producers, define strategies to overcome these barriers, to after with producers	Engegement barriens (ogistical, culturs identified softwart at nategies can be de improve producent engegement in	signed to contention	Managament	Internalie Subjective	Process x	-		Giproduct quality Number of co	(egal or otherwise) 25 organization mplaintaneceived the G product 26	Consulting team, base on reviewent' input	d	marketplace, based on the Gi produc status and competition regula Quality complaints received from to consumers may reflect ballings in measures	ons yers and		sternal Internal Objective	Process					
		landards of conduct	The Clorgenization/producer has a written standard of conduct that is adequately communicated to	4 ETHO	The Glorgenizatio		business strategy The G organization or production unit clear what is espected from all internal and est stakeholders, and communicates the val upholds.	riyatates sternal slues it Qualitative	Management and external	Internal Obje	ctive Process	x		Sokeholder engagement	tooxercamerhem Number of ergaged attikkholders/local-number of identified attikkholders	Sala II	elevite det lication of stalebolders. Engaged leibolders are stalebolders who are included in the organization's dialogue and management machineters	organization Implest that the organization is capable out to stakeholders to diagnose issues a cooperation	dreaching	Management and external	Internal Subjective	Process x			concession, as a concess share of arable land Implementati	on/landuated 21 on (landuated 21	Consulting team, base on reviewent' input	by legal exidence Records related to access to land and water	riad Understand the nature of producers' and identify how these rights can be	anforced Quantitative	Management I	Internal Objective	Impact					
	Mission statement and purpose	Diternal mission	Internal and oxernal staksholders The Glorganization's mission is actively communicated tokay audiences. Number of Con communication initiatives, number team,	sulting	activelycommunic	n and its members have a plan to sate the mission/purpose of the GI ation to internal and external GI	Achievingthe Glayatemislong-term obje depends on the support of all stakehold	ders.						Gi producer forums	Number of sessions held with Gil Consulting producers to am		morphaness organizers of meetings must produce minutes or nt summaries, with all at of those present. If it is a more statutory gethering, minutes must be signed according to the applicable rules.	Implies an effort to reach out and listen to concerns	producent Quantitative	Maragament	itemal Objective	Process x		Resource	Number of inc reportingentity	the Governance of 22 anune idents in which the or its suppliers did	Consulting team, base on reviewers' input		and identify how these rights can be	plastoland, Qualitative inforced	Managament and external	Internal Subjective	Process					
	and purpose	Diternal mission awareness	of stakeholders reached (sea percentage of the target audience) and degree of effectiveness of communication Employees or producers can seek	based on Consulting tea lewers' on reviewer nput	ingut stakaholders. Gist alternative.me awareness.andur	takeholder groups surveys and/or shods to assess the degree of sderatandingof purpose/mission	Understanding/the mission and purpose of organization encourages stateholders to su actions, establish alliances and cooperate	upport its qualitative	d Managament	Eternal Ete	enal Process	x		Time dedicated to the Georgenization by members Aliances and cooperation initiaties	Number of virtual or in-parson formaliand informal meetings 28 attended bymembers Number of alliances and/or isitiatives:being developed, signed or under implementation to informater int simbility	os INAO	eeptrack of the number of formal and informal meetings held ormation on initiatives by and contacts with (non- premmental organizations and other possible referse is necoded as a management indicator	Revieweach member's attendance in Graune that initiatives undertaken with all Gipriorities and are effectively imple	es address Ourstitutes	Maragament Maragament	isternal Objective			appropriat n	Tanune right violations texuse regula assessment	atorysystems, an input	ting sed on Consulting team, base ens' on reviewers' input a		Shows the degree of commitmen organization to uphold regulations re tenure rights		Management	demalije demal	Pocesa					
		Bhics consultation	integrity, and report concerns team,		n, based internal channels of input stakeholders to s	unit/G organization has created of communication that encourage share concerns about unethical viour (anonymously)	a Brows the degree of commitment to ethical p	xinciples Qualitative	Mengement	Internal Subj	active Process				performance of Gleystem Doesthe Gloganization have a strateg to engine with local team, based or	Consulting team, based as	The Glorgerization/smanagershave-mapped denose/influential actors/shore-mapped denose/influential actors/shore-mapped/skey to the access of the Glorgetian and may support the Gl orgerization's activities	The success of the Ginystein releases the key actors and on their understanding system's long-term objectives of enhand product's reputation and stimulation development	ing/he/2 Qualitative	Management	internalie Subjective	Process x				i g basedon an alxementa) can be tonthis indicator												

#### **GI Associations**

- New GIs
- For Established Consejos reguladores, Associations interprofessionnelles, Consorzi, etc.

#### **Other Collective Endeavours in a given territory**

- Coops
- Trade associations, etc.











## Thank You

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