

REPORT ON ASSESSMENT AND IMPLEMENTATION TOOLS

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1- Introduction –

Since 2017 the United Nations Food and Agriculture Organization (FAO) and the International Geographical Indications Network (oriGIn) have collaborated with the aim of supporting the launch and implementation of a Sustainability Strategy for Geographical Indications (SSGI). The need of this effort is supported from both demand and supply side reasons.

On the demand side, a SSGI is now becoming a market access and/or a requisite to attend the evolving needs of consumers and distributors. For example, in 2014, Nielsen published a report highlighting that 55% of consumers (from 60 countries) were willing to pay more for products and services provided by companies committed to positive social and environmental impact. In 2015, the study identified that almost three out of four respondents were willing to pay more for sustainable offers. The benefits of health and wellbeing and the use of fresh, natural or organic ingredients are among the 3 main drivers of this behavior, which align with the characteristics of the products of the GI related to food. The foregoing is directly related to the quality of the product, which is the fourth reason to promote sustainable practices within geographical indications. A high percentage of consumers associate ingestible green products with a higher quality than their conventional counterparts and are willing to pay more for these benefits. To meet these expectations, brands and retailers have adopted different sustainability policies and standards, and make different commitment which are published in their sustainability reports. Thus GIs, to access distribution channels are frequently confronted with the need to provide information on the sustainability of their product system to their clients.

From the supply side, a sustainability assessment is now an integral part of an evaluation of impact that a given productive system can have on a territory. As Geographical Indications (GIs) cannot delocalize and the quality and reputation of GI products often depends on the local culture and/or environmental conditions in a given territory, conserving those conditions are crucial for a GI system to perform and continue producing high quality products.

As part of the work performed by FAO and oriGIn a number of analysis were carried out on how different organizations and industries define their priorities in terms of sustainability and the impact that these priorities have on the actors of the value chain of different products. Likewise, different evaluation methodologies and instruments that could satisfy the reporting and knowledge needs of selected actors of the commercial food and distribution chain, relevant for a large proportion of the Geographical Indications or Denominations of Origin were reviewed. The points of view and contributions of different experts in sustainability from different countries were also obtained. The result of this exercise led to the adoption of the Sustainability Strategy for Geographical Indications (SSGI) during the oriGIn General Assembly held in October 2017 in Treviso, Italy.

The SSGI takes into account these trends and the need to involve sustainability within the GI philosophy. In addition, the importance of implementing or improving sustainable practices for GIs is justified by a number of factors. In the first place, the conservation of natural resources and the environment of the territory, which in many cases are the basis of the origin-quality relationship associated with the GI concept. It is clear that if GIs do not recognize their impact on the territory and do not work for the conservation of both natural resources but also their culture and environment, the quality-origin relationship implicit in a GI system will be endangered and the GI concept could be questioned. Second, sustainability is a necessary attribute that is progressively required as compliance to market and consumer requirements. Third, willingness to pay is higher in sustainable products among some consumers.

The objective of this FAO – oriGIn initiative is to support interested GIs to adopt sustainable practices along the value chain and include sustainability indicators in their management objectives to satisfy the demands for information and to guarantee the viability of producing high quality and differentiated products. The SSGI approved by oriGIn members also seeks to provide elements and support interested GIs to prioritize, evaluate and improve their performance in terms of sustainability through the implementation of strategies relevant to their local environment through instruments and tools that are easy to use and implement, that allows them to generate a constructive dialogue with local stakeholders, potential allies and clients to achieve their goals and objectives. In this way oriGIn supports the member associations to assess their status in terms of sustainability and helps to establish a roadmap that promotes continuous improvement. Through the implementation of different GI sustainability strategies, oriGIn would begin, over time, to capture and analyze information on the positive impact of GIs systems in various local environments.

Prior to the launch of the SSGI, FAO had worked on instruments and mechanisms to measure sustainability progress relevant to GIs. These include the Sustainability Assessment for Food and Agriculture Systems (SAFA), a tool published in 2013 to integrate the different priorities that the food industry can incorporate in a cohesive and coherent framework. This framework is structured around four pillars of sustainability to achieve sustainable food and nutrition security (Good Governance, Environmental Integrity, Economic Resilience and Social Welfare).

One of the objectives of the project financed by FAO was to develop guidelines and to help GIs prioritize their own sustainability topics. As part of the project a toolkit was developed to help prioritize sustainability material topics for individual GIs using the SAFA assessment framework methodology. oriGIn and FAO selected Café Marcala in Honduras chose to test the initial toolkit and the SAFA tool for GIs. This process took place between March and June 2018. Café Marcala was selected because of being a large and complex GI that focuses on an intermediate and final product (green and roasted coffee), which has a track record on implementing a number of sustainability initiatives arising from a number of cooperation agreements.

In parallel, it was decided that additional and complementary activities will take place in Marcala, focusing on testing SAFA´s application in a coffee small holder context and testing the GI retrospective evaluation impact guidelines. A summary of the timeline of all activities can be seen below.

Timeline Summary of Activities

	January	February	March	April	May	June	July	August	September	October	November
Sustainability Track	Background Research and Pilot Definition	Agenda Coordination	1st Mission To Marcala	Report on Sustainability Priorities	Toolkit and Guideline Development	2nd Mission To Marcala	Sustainability Prioritization Report	Update and Review Sustainability Prioritization Toolkit and Guidelines		Assessment Report, Pilot Report	Guidelines, Toolkit and Financial Report
SAFA Track			SAFA Small Holder´s App Test in Marcala		Safa Test Results Presented						
Impact Track		Terms of Reference for Impact Evaluation		Info Gathering for Impact Evaluation Test		FAO - Univ Firenze Impact Guideline Test	Impact Report	Report and Recommendations Submitted on Impact Guidelines			

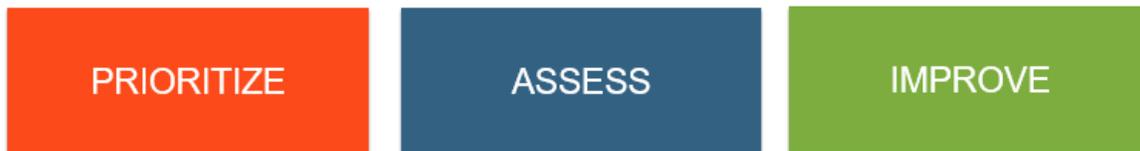
This report focusses on the results of implementing the guidelines and tools the Marcala pilot, the learnings acquired to improve the sustainability prioritization tool and the key insights resulting from using the SAFA framework in the process of selecting sustainability priorities for GIs. It also discusses opportunities for improvement, particularly in the use of indicators to assess GI sustainability performance, which for a GI are collective in nature.

The report first explains the context in which the pilot took place in the frame of the wider SSGI strategy and the overall sustainability roadmap for GIs. A brief description of the SAFA and the prioritization tools used in Marcala is followed by the lessons of applying it. Based on the discussions with Marcala stakeholders, a particular attention is given to certain governance topics that are common in most GI needs and expectations, which led to adaptations of the prioritization toolkit and a brief discussions of the need to adapt a number of SAFA governance indicators and certain economic, environmental and social indicators for given SAFA subthemes.

2- The Sustainability Roadmap for GIs

Different GIs in different continents and different sectors face a variety of sustainability challenges- The SSGIs recommended a three-stage approach.

- i. Support GIs stakeholders in the value chain in identifying their priorities and engage stakeholders to respond to sustainability challenges, in line with the local context and taking into account the heterogeneity among and within GIs;
- ii. Provide GIs with tools for assessment, preferably self-assessment, through relevant indicators; and
- iii. Help GIs develop target objectives to improve their response to sustainability challenges, as well as identify further sustainability priorities and work on them (continuous improvement) with the same succession prioritize-assess-improve in a step-by-step iteration.



Each stage includes a number of actions activities.

“Prioritize and Engage”

In this process tools and guidelines are to be made available to GI groups, and primarily for oriGIn members, to:

- Ensure an adequate consultation among the GI value chain actors to:
 - Assess needs with respect to sustainability.
 - Discuss and identify sustainability priorities.
 - Understand Market context and demand needs
 - Consider GI structure and internal motivation
- Select sustainability topics to work on, taking into account:
 - Product / sector
 - Defined contexts and requirements (water stress, poverty, conflict)
 - Stage of the value chain (producers, processors)

Assess

Once priorities are identified, interested GIs will need to assess their current situation with respect to those areas. Different assessment tools (including self-assessment) and guidelines will be provided in this respect. Some existing tools might need to be adapted for specific GIs needs.

Improve

Provide information and support to support continuous improvement and benchmarking. As facilitator, oriGIn should contemplate developing a networking platform that can provide:

- Capacity development
- Relevant benchmarking
- Aggregation of Information
- Updated materials
- Best Case studies
- Stakeholder engagement

3- Description of the SAFA Assessment Tool and the Sustainability Prioritization Toolkit for GIs

a. SAFA Assessment Tool

The overall goal of the SAFA tool is sustainable food and nutrition security. The tool incorporates 4 pillars, 21 themes and 58 sustainability subthemes and 116 indicators. The pillars, Themes and Subthemes are summarized in the table below.

SAFA Framework – Pillars, Themes and Subthemes

 GOOD GOVERNANCE				
CORPORATE ETHICS	Mission Statement		Due Diligence	
ACCOUNTABILITY	Holistic Audits	Responsibility		Transparency
PARTICIPATION	Stakeholder Dialogue	Grievance Procedures		Conflict Resolution
RULE OF LAW	Legitimacy	Remedy, Restoration & Prevention	Civic Responsibility	Resource Appropriation
HOLISTIC MANAGEMENT	Sustainability Management Plan		Full-Cost Accounting	

 ENVIRONMENTAL INTEGRITY				
ATMOSPHERE	Greenhouse Gases		Air Quality	
WATER	Water Withdrawal		Water Quality	
LAND	Soil Quality		Land Degradation	
BIODIVERSITY	Ecosystem Diversity	Species Diversity		Genetic Diversity
MATERIALS & ENERGY	Material Use	Energy Use	Waste Reduction & Disposal	
ANIMAL WELFARE	Animal Health		Freedom from Stress	

 ECONOMIC RESILIENCE				
INVESTMENT	Internal Investment	Community Investment	Long Ranging Investment	Profitability
VULNERABILITY	Stability of Production	Stability of Supply	Stability of Market	Liquidity Risk Management
PRODUCT QUALITY & INFORMATION	Food Safety		Food Quality	Product Information
LOCAL ECONOMY	Value Creation		Local Procurement	

 SOCIAL WELL-BEING				
DECENT LIVELIHOOD	Quality of Life	Capacity Development		Fair Access to Means of Production
FAIR TRADING PRACTICES	Responsible Buyers		Rights of Suppliers	
LABOUR RIGHTS	Employment Relations	Forced Labour	Child Labour	Freedom of Association & Right to Bargaining
EQUITY	Non Discrimination	Gender Equality		Support to Vulnerable People
HUMAN SAFETY & HEALTH	Workplace Safety and Health Provisions		Public Health	
CULTURAL DIVERSITY	Indigenous Knowledge		Food Sovereignty	

During 2017 a benchmark of different assessment systems made by oriGIn found that SAFA is a good framework to use for managing sustainability for GIs for the following reasons:

- Breadth of scope – SAFA covers a broad range of issues that can be contextualized to the realities of the GIs
- Value Chain – SAFA provides coverage primarily for the upstream components of the value chain which is relevant for GIs. It is designed for food and agricultural supply chains which constitute the majority of GIs, who produce food and agricultural products and sit upstream in the value chain.
- Credibility – SAFA is UN backed with multi-stakeholder support. It is science-based with well-developed tools.
- Flexible – SAFA can be very detailed but can also be applied flexibly by single producers or producer groups
- Diversity of Products – SAFA covers a diverse scope of agricultural products
- Support for regional development – through alignment with SDGs
- Support for market requirements – through alignment with ethical sourcing policies, disclosure standards and certification systems

Clearly the advantages of SAFA are significant not only in how it is designed but most importantly how it can be leveraged for a GI context. It was therefore decided to use SAFA as the basis for the pilot prioritization exercise. To this end, the topics to be prioritized were to be described in “SAFA language”, (i.e. by subthemes). Thus, DO Café Marcala stakeholders were therefore asked to prioritize, among SAFA’s 58 subthemes, which were the most important to them.

To adapt its implementation to different contexts and especially to smallholders, FAO created the SAFA Smallholder’s Application, which allows on farm use for evaluating sustainability performance under the SAFA framework. This application is particularly relevant for a self-assessment tool for GIs, as many agricultural GI products are produced by smallholders. The SAFA Smallholders App is a mobile application (version 2.0.0) for Android 4.0 and higher, created to address the specificities of smallholders, following the principles and framework of the SAFA Guidelines (version 3.0) for sustainability assessment. For the Smallholders App, the SAFA Themes and Default Indicators have been contextualized so that they better fit the needs of small-scale producers in agricultural settings, including both subsistence and commercial crop and livestock systems

b. Prioritization Toolkit.

A Prior to the second visit to Marcala a draft guideline and toolkit was developed¹, which was used as part for the prioritization efforts in the pilot. The tool used in Marcala had basically two main components:

¹ See Report No. 4 under this LoA

- ✓ A detailed stakeholder engagement methodology
- ✓ An excel spreadsheet tool for GI sustainability practitioner to provide scores to SAFA subthemes and help in the prioritization process.
- ✓ The toolkit also included a maturity assessment tool to help evaluate the work so far performed on prioritized areas.

In terms of the stakeholder engagement methodology, the principles applied were centered on a commitment to inclusivity, which ensures that all voices are heard throughout the process, stakeholders participate without any fear of speaking out, voiceless stakeholders are represented and the organization is accountable to its stakeholders. To this end two visits to Marcala were made, in the month of March and in June of 2018, a stakeholder map was drawn and several conversations took place with producers, overseas clients, local cooperatives and government institutions. This process is detailed in the Material Sustainability Issues for Marcala Report and the Marcala Sustainability Initiatives Prioritized with work plans for implementation Report².

Inclusivity for stakeholder engagement is achieved by identifying:

- What issues are important – to the organization and to stakeholders (materiality)
- Why they are important – what is their impact on stakeholders, what do stakeholders think of the organization regarding these issues (completeness) e.g. do stakeholders believe that an organization is addressing these issues, what is the organization’s level of progress on addressing the issue
- What is the response – by the organization to stakeholders (responsiveness) i.e. how will the organization respond to an issue e.g. through strategic changes, management (systems and processes), communication etc.

One of the principles for stakeholder engagement, particularly as it applies for GIs, is not only to help prioritize material sustainability topics through these process but also to help identify potential allies that have similar interests and can become supporters of different initiatives that GIs can lead or help launch. In this sense, the “Strategic Thinking”, as it relates to the stakeholder engagement process suggested by the AA1000³ process was followed. More details on this strategic approach are given in Report no. 9 – on the final sustainability prioritization toolkit for GIs built after the pilot experience.

With regard to the provisional toolkit used in Marcala, a prioritization scoring system was devised for all 58 SAFA subthemes to be filled up in interviews and/or group meetings with different stakeholders. The same scoring system was used with the DO Café Marcala board (Consejo Regulador). These system facilitated the discussions and helped prioritize the most important topics, as illustrated in the table below (illustrative).

² See Reports no. 1 and 6 under this LoA.

³ See AA1000 series by Accountability on Stakeholder Engagement-

Draft Toolkit for Prioritization Scoring

SUSTAINABILITY PILLAR	SAFA THEME	SAFA SUB THEME	STAKEHOLDER		
			¿Which Stakeholder groups consider or could consider this topic important?	¿How important is the topic or Subtheme to the GI stakeholder groups?	¿Why is this topic relevant?
Social Wellbeing	LABOUR RIGHTS	Freedom of Association and Right to Bargaining		1	
Social Wellbeing	LABOUR RIGHTS	Employment Relations		5	
Social Wellbeing	LABOUR RIGHTS	Forced Labour		3	
Social Wellbeing	LABOUR RIGHTS	Child Labour		2	
Social Wellbeing	CULTURAL DIVERSITY	Indigenous Knowledge		0	
Social Wellbeing	CULTURAL DIVERSITY	Food sovereignty		4	
Social Wellbeing	EQUITY	Support to Vulnerable People		2	
Social Wellbeing	EQUITY	Gender Equity		4	
Social Wellbeing	EQUITY	Non Discrimination		5	
Social Wellbeing	FAIR TRADING PRACTICES	Responsible Buyers		5	
Social Wellbeing	FAIR TRADING PRACTICES	Rights of Suppliers		3	
Social Wellbeing	HUMAN SAFETY & HEALTH	Workplace Safety and Health Provisions		2	
Social Wellbeing	HUMAN SAFETY & HEALTH	Public Health		5	
Social Wellbeing	DECENT LIVELIHOOD	Fair Access of Means of Production		4	
Social Wellbeing	DECENT LIVELIHOOD	Quality of Life		2	
Social Wellbeing	DECENT LIVELIHOOD	Capacity Development		1	
Governance	ETHICS	Due Diligence		3	
Governance	ETHICS	Mission Statement		5	
Governance	HOLISTIC MANAGEMENT	Full cost Accounting		4	
Governance	HOLISTIC MANAGEMENT	Sustainability Management Plan		3	
Governance	PARTICIPATION	Stakeholder Dialogue		4	
Governance	PARTICIPATION	Grievance Procedures		2	
Governance	PARTICIPATION	Conflict Resolution		5	
Governance	ACCOUNTABILITY	Holistic Audits		3	
Governance	ACCOUNTABILITY	Responsibility		2	
Governance	ACCOUNTABILITY	Transparency		4	
Governance	RULE OF LAW	Resource Appropriation		3	
Governance	RULE OF LAW	Legitimacy		2	
Governance	RULE OF LAW	Remedy, Restoration and Prevention		1	
Governance	RULE OF LAW	Civic Responsibility		3	
Environmental Integrity	WATER	Water Quality		4	
Environmental Integrity	WATER	Water Withdrawal		5	
Environmental Integrity	ATMOSPHERE	Air Quality		3	
Environmental Integrity	ATMOSPHERE	Greenhouse Gases		4	
Environmental Integrity	ANIMAL WELFARE	Freedom from Stress		3	
Environmental Integrity	ANIMAL WELFARE	Animal Health		2	
Environmental Integrity	BIODIVERSITY	Species Biodiversity		5	
Environmental Integrity	BIODIVERSITY	Ecosystem Diversity		4	
Environmental Integrity	BIODIVERSITY	Genetic Diversity		5	
Environmental Integrity	MATERIALS & ENERGY	Waste Reduction & Disposal		3	
Environmental Integrity	MATERIALS & ENERGY	Energy Use		2	
Environmental Integrity	MATERIALS & ENERGY	Material Use		0	
Environmental Integrity	LAND	Soil Quality		1	
Environmental Integrity	LAND	Land Degradation		5	
Economic Resilience	PRODUCT QUALITY AND INFORMATION	Food Quality		4	
Economic Resilience	PRODUCT QUALITY AND INFORMATION	Product Information		3	
Economic Resilience	PRODUCT QUALITY AND INFORMATION	Food Safety		4	
Economic Resilience	LOCAL ECONOMY	Local Procurement		5	
Economic Resilience	LOCAL ECONOMY	Value Creation		3	
Economic Resilience	INVESTMENT	Community Investment		5	
Economic Resilience	INVESTMENT	Internal Investment		4	
Economic Resilience	INVESTMENT	Profitability		5	
Economic Resilience	INVESTMENT	Long Ranging Investment		3	
Economic Resilience	VULNERABILITY	Stability of Supply		4	
Economic Resilience	VULNERABILITY	Stability of Production		5	
Economic Resilience	VULNERABILITY	Stability of Market		3	
Economic Resilience	VULNERABILITY	Risk Management		5	
Economic Resilience	VULNERABILITY	Liquidity		3	

The use of this tool aimed to not only prioritize but also to evaluate the level of maturity of the initiatives prioritized. Assessing the maturity level is useful in not only prioritizing an issue but also preparing an action plan to address the prioritized initiatives. Maturity levels can dictate whether an issue needs to be addressed in the near, medium or long-term. Maturity levels for the same issues may be different in different regions. Stakeholder expectations, external pressures, risks and opportunities are different for each maturity level. Generally, the more mature an issue, the more important that it should be addressed. The level of maturity also guides organizational response. Responses to issue maturity can expose an organization to risks or allow an organization to capitalize on opportunities.

Based on the priorities selected, the toolkit also provided a scoring spreadsheet on the level of maturity assigning scores to seven attributes for a given topic. These attributes were:

1. Has an analysis been made on risks and/or opportunities on this topic for the GI?
2. Are there initiatives dealing with this topic currently in place?
3. Is there a process or specific procedure that guides the actions that deal with this topic?
4. Is this process being correctly implemented, produces the expected results and is being regularly evaluated?
5. Is there a policy, code and/or statute that regulates the actions related to the work on this topic?
6. Are there indicators that help monitor the activities related to this topic?
7. Is this a topic were the GI should focus more technical and financial resources vs other areas of priority?

Therefore a scoring of management maturity levels for each material topic was facilitated and could be graphed for discussion.

Draft Toolkit for Maturity Assessment

SAFA THEME	SUB THEME	AVERAGE IMPORTANCE	1. Has an analysis been made on risks and/or opportunities on this topic for the GI?	2. Are there initiatives dealing with this topic currently in place?	3. Is there a process or specific procedure that guides the actions that deal with this topic?	4. Is this process being correctly implemented, produces the expected results and is being regularly evaluated?	5. Is there a policy, code and/or statute that regulates the actions related to the work on this topic?	6. Are there indicators that help monitor the activities related to this topic?	7. Is this a topic were the GI should focus more technical and financial resources vs other areas of priority?	MANAGEMENT LEVEL <small>Red, Yellow, Green</small>
RULE OF LAW	Legitimacy	9	No	No	No	No	Si	No	Si	2
LABOUR RIGHTS	Child Labour	8	No	Si	No	No	Si	No	Si	3
PARTICIPATION	Stakeholder Dialogue	8	No	Si	No	No	No	No	Si	2
ACCOUNTABILITY	Transparency	8	Si	Si	No	No	No	Si	Si	4
VULNERABILITY	Stability of Production	8	No	No	No	No	No	No	Si	1
VULNERABILITY	Stability of Market	8	No	No	No	No	No	No	Si	1
LOCAL ECONOMY	Value Creation	7	Si	Si	No	No	No	No	Si	3
HOLISTIC MANAGEMENT	Sustainable Management Plan	7	Si	Si	Si	No	Si	Si	Si	6
INVESTMENT	Profitability	7	No	No	No	No	Si	No	Si	2
MATERIALS & ENERGY	Waste Reduction & Disposal	7	No	No	No	No	No	No	Si	1
RULE OF LAW	Resource Appropriation	7	Si	No	Si	No	No	Si	Si	4
LAND	Land Degradation	7	Si	No	No	No	No	Si	Si	3
VULNERABILITY	Stability of Supply	7	No	Si	Si	No	Si	No	Si	4
VULNERABILITY	Liquidity	7	No	No	No	No	No	No	Si	1

This were the main two elements of the toolkit used in the second visit to Marcala. At the end of the visit a workshop was held with the Consejo Regulador of DO Café Marcala. In the following sections we describe the learnings and modifications suggested for both the toolkit and the SAFA framework.

4- Review of the Marcala Sustainability Prioritization Process – Lessons Learned

a. Small holders SAFA application

As part of the pilot, a SAFA small holders App test was performed by Mr. Rafael Araujo Bonatto in a number of Café Marcala DO coffee farms. Mr. Araujo B., applied the SAFA small holders APP in 10 farms during a 7 day period, in addition to providing training to local stakeholders. The test, which incorporated 100 questions per farm visited, were conducted swiftly by the SAFA specialist in order to obtain a sustainability assessment of 44 indicators that are part of the Small holders App.

The pilot report on the SAFA Smallholders App suggests that this is a practical tool to be used but needs some adjustments. The suggested adjustments focus on the need to incorporate the collective view of a GI into what was conceived to be primarily a farm assessment tool. To this end the possibility to aggregate data embedded in the SAFA tool is particularly useful, particularly for the social, environmental and economic pillars of sustainability.

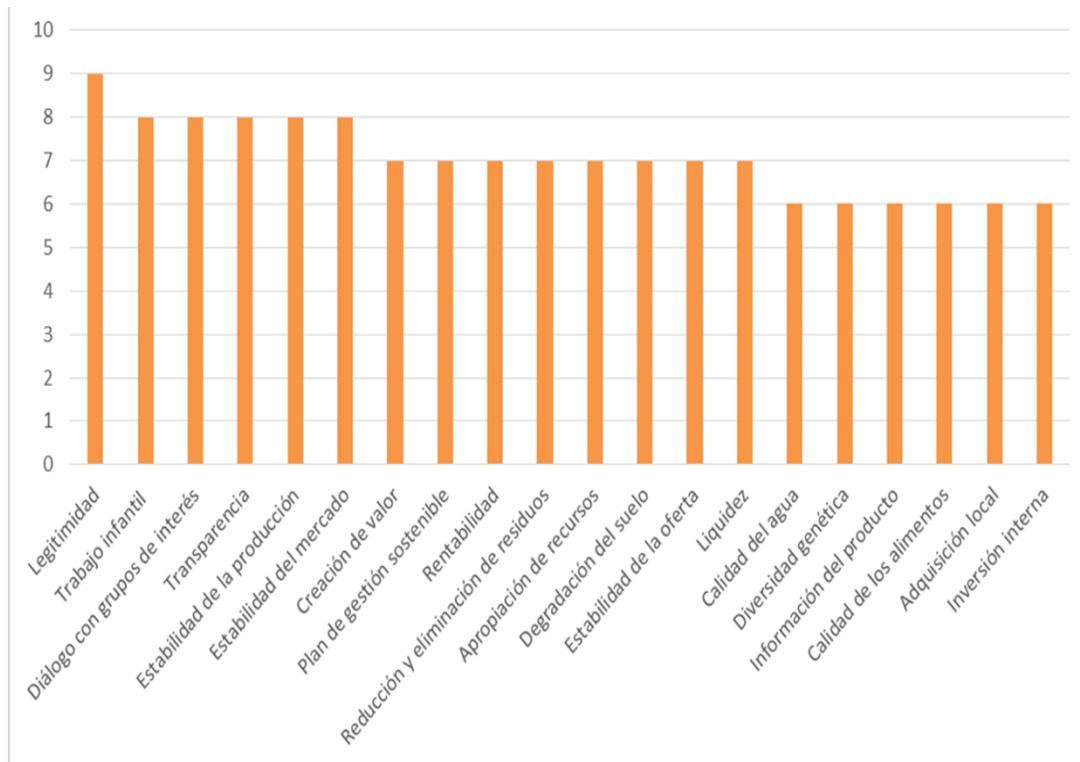
However, the governance pillars merit additional attention. Subthemes and indicators such as “Mission explicitness” can highlight the GI capacity to bring producers to have a shared vision for their territory or their GI product. Legitimacy and Transparency can bring the topic of the GI’s ability to legitimately represent and provide clearly enforced and consulted rules in a GI context. In this context the participation and ability to be part of the decision making process of a GI is also a key collective feature to be considered.

b. Prioritization and Engagement process

The prioritization process was made in two stages. The mission to Marcala in March concentrated on making an initial prioritization process by consulting with different stakeholders. This first mission was used to develop a stakeholder map, and an initial version of the toolkit to perform the second round of interviews that were held before and during the second and final stage of the prioritization process, which took place between 4 and 6th of June 2018. After interviewing stakeholders and producers, a Café de Marcala regulatory council was convened on June 6 to visualize the results of the different interviews on the top SAFA subthemes for their consideration.

The use of the toolkit resulted in a consistent exercise from the March visit in terms of sustainability priorities. However the toolkit use also resulted in a more comprehensive set of subthemes to discuss by the regulatory council. Based on the application of the toolkit, a total of 20 top scoring subthemes were selected for discussion.

Top 20 SAFA Sustainability Subthemes initially selected by Marcala Stakeholders



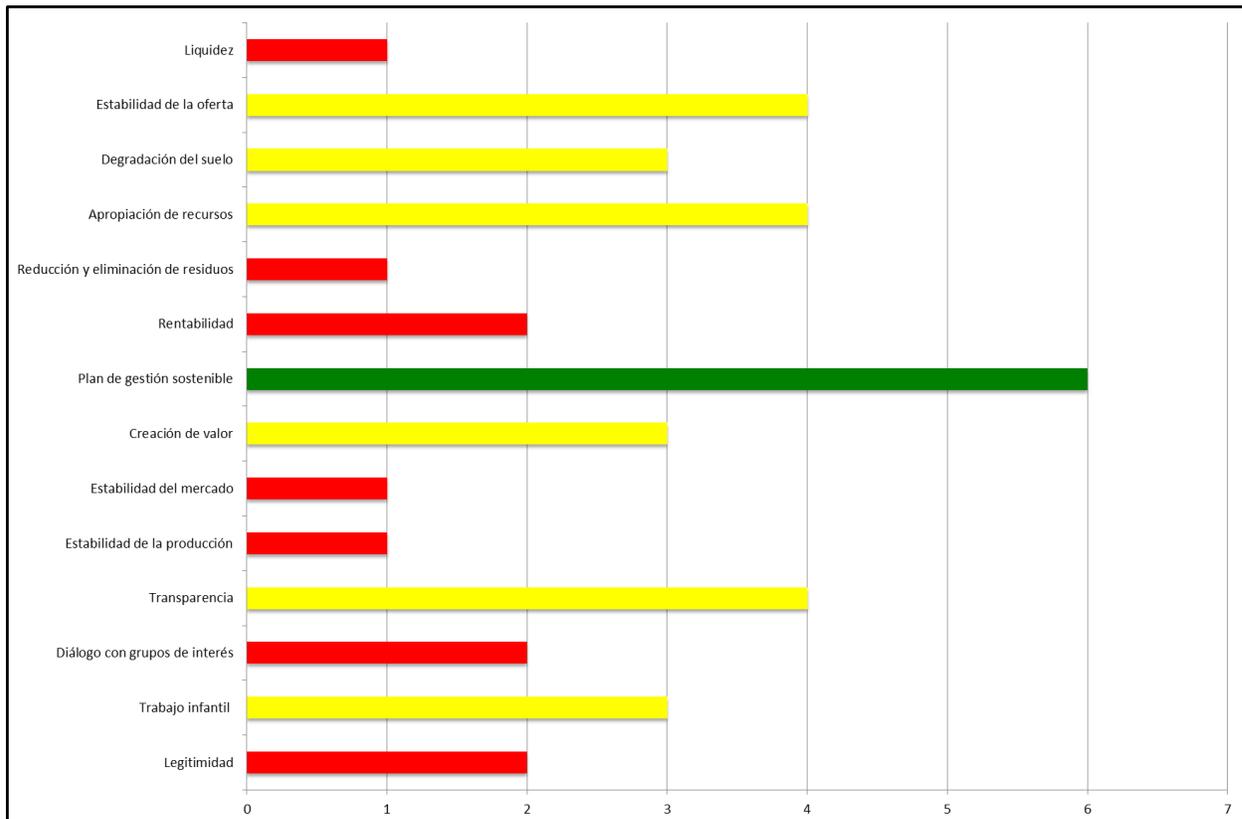
The experience of the discussions held on this topic suggests that in order to effectively apply SAFA it is needed to separate the collective view of certain topics, particularly relevant in a GI concept, from the perceived priorities held by GI regulatory council members of their own farm priorities. This is particularly relevant for the governance pillar, where most attendees were thinking on key governance features of the collective GIs rather than their own individual farms.

Another issue to consider when defining the governance subthemes are the key importance that governance has to not only legitimately represent producers but also to leverage resources and build alliances that are key for the GI system. Clearly GIs are in need of local government support as well as from regulators to be successful. In addition most GIs, as is the case of Marcala, lack the resources to develop far ranging programs with their own resources. However, GIs have the advantage of being non-commercial, mostly incorporated as a non-for profit-, and have the ability to create alliances if there are deemed legitimate representatives of a significant number of producers.

Based on this methodology that incorporated the stakeholder’s view the top priority issues were selected by Café Marcala’s Regulatory Council. Once the material issues were selected, the maturity test designed to acknowledge to what extent each material topic selected had been analyzed as such, and to what extent policies and actions had been implemented to confront it or mitigate it. As already explained, the maturity test asked 7 questions, requiring simple Yes/No answers:

This evaluation allowed the Regulatory council to visualize the topics that had already been acknowledged and in which there was already programs being implemented to face those material topics. Visualizing the scores and repeating the exercises prompted a lively discussion and a degree of self-criticism of possible programs and allies with whom additional programs could be developed.

The Maturity Test as applied in Marcala for 14 Subthemes



Note: Green is considered a mature issue that is being faced- Yellow suggests these issues have received some attention but require a more coherent strategy. Red suggests issues have not been dealt with on a consistent basis.

After the elements for the materiality matrix had been mapped, the discussion evolved into what are the capacities and capabilities of DO Café Marcala to confront them. This discussion led to reviewing the current management structure and its ability to confront the topics highlighted.

Sustainability Topics and Management – Marca Management and Challenges

	Gestión Institucional	Gestión de Alianzas y Proyectos	Mercadeo y Comunicaciones	Protección
Foco Estratégico	- Apropriación e involucramiento, - Legitimidad, - Gestión de Conocimiento - Ser actor respetado y consultado en el Territorio	- Articulador de Alianzas, - Co-ejecución de Proyectos - Construcción de Relaciones	- Ejecutar Narrativa y Promesa del Origen a todos los públicos - Agregador de Datos e Historias	- Control Efectivo e Imparcial del Origen con mecanismos de seguimiento claros y transparentes
Gobernanza	- Misión y Promesa de Origen, - Diálogo con grupos de Interes, - Transparencia, - Legitimidad, - Plan de Gestión sostenible	- Plan de Gestión Sostenible	- Misión - Narrativa (Desarrollo)	- Transparencia - Legitimidad, - Alianzas para detección de Infracciones
Económico	- Acceso a Información y Datos	- Rentabilidad, - Inversión Interna	- Misión - Narrativa (Desarrollo) - Estabilidad del Mercado, - Creación de Valor, - Material de apoyo a clientes, tostadores y exportadores	- Información y Conocimiento del Producto, - Efectividad en Manejo de Infracciones
Social	- Conocimiento Local, - Trabajo Infantil - Equidad de Género	- Desarrollo de Capacidades,	- Misión - Narrativa (Desarrollo)	- Verificación
Ambiental	- Temas de Territorio ej. Pacto por el Agua	- Calidad y Extracción de Agua, - Degradación del Suelo	- Misión - Narrativa (Desarrollo)	

Clearly this discussion is not part of the toolkit and the prioritization exercise, but resulted in a significant insight. As was discussed earlier, GIs in general do not count with significant resources or a large management structure that allows them to implement programs and initiatives to tackle the different material sustainability issues. They however count with the credibility and the ability to build collaboration schemes and alliances with different actors in or from outside the territory to tackle them.

It is therefore at this point that the issue of what type of role a GI should assume vis a vis the topics selected (in particular the social, economic and environmental topics), as the governance topics are for the GI to confront directly. The role of the GI can be of an executor (leader), articulator (help put together the alliance) or influencer (push for changes in regulation, suggest program/initiatives for 3rd parties to execute, drive focus on relevant topics). This insight resulted in the need to try to identify potential collaborators and allies as early as possible in the stakeholder engagement process for prioritization.

5- GI Organization Institutional Needs and Expectations – The Exercise at Marcala

The nearly 8,000 GIs around the world are entrusted with significant responsibilities: they embody the identity and culture of a given region and they are expected to leverage the reputation –and the pride- associated with the high quality products of this territory to improve the economic wellbeing of its inhabitants.

These are high expectations for GI organizations that often lack the infrastructure and resources to perform highly complex activities. As a result, GIs may start losing cohesion and support from stakeholders and producers themselves. These topics are clearly related to the Governance pillar and are deemed to be crucial for GIs to be able to level expectations with capabilities and leverage its resources and networks to optimize its impact.

The exercise at Marcala showed also these vulnerabilities. During the sustainability prioritization process it was clear that it was expected for a GI not only to efficiently protect the GI against unfair competition and infringers both locally and abroad, but also to help create demand and interest for a well-known local product that may not have the same awareness and reputation in foreign markets, and to become a respected actor in confronting social and environmental challenges and perform different activities. The Marcala exercise concluded that these high level of expectations will not be met without developing alliances and leveraging the ability to reach different actors that could help multiply the “Marcala message”.

Therefore it was deemed that Marcala –like most GIs around the world – needed a strong narrative that would ensure the cohesion among its stakeholders to maintain the support to what is, by definition, a long term process, while helping differentiate the product in the high quality spectrum among competing products.

a. Protection

Protecting against infringing products and up keeping the standards required to be able to use the GI name are the first and primary expectation of a GI. GIs are in essence an intellectual property tool and are expected therefore to have the ability to take out of the market infringing products to protect the collective rights of GI producers.

However, the legal context, the different capacities and the cost of enforcing GIs may limit their capacity to deliver on this basic promise. An active stakeholder involvement, particularly with Intellectual property and labeling authorities as well as with value chain members, clearly laying out the rules for GI use, becomes a key area of action to maintain the legitimacy and support of producers and other stakeholders. In the case of Marcala, although it was beyond the mission objectives, a set of rules were clearly laid out through a GI user manual that provided examples of acceptable and non-acceptable use of GIs in labeling and packaging. This manual was consulted with local IP authorities – a key stakeholder that needed to be involved, so that it could be shared with producers and clients.

b. Alliances and Credibility

The legitimacy and ability to reach commercial and non-commercial stakeholders is a key distinctive feature of a GI. However, to be able to efficiently leverage these networks, GIs must have a strong governance and legitimacy as true representatives of GI producers, interpreting their needs and decisions. Only then they will have the credibility to become needed partners that truly interpret producer community interests, and the linkage of those interests and priorities to key metrics and frameworks that other actors may use, such as the Sustainable Development goals (SDGs).

As mentioned before, GIs often lack the resources and infrastructure to satisfy the high expectations of its stakeholders. However, by developing a strong GI organization they have the capacity of becoming key actors of the territory and a needed partner to attain credibility and involvement of local producers in different programs. This role of a desired partner thanks to its credibility and ability to reach a variety of stakeholders can only be attained by adhering to high governance standards.

c. Promotion

The reputation of a GI product in the territory and locality where it is produced surpasses the awareness and knowledge of the same product in distant or foreign markets. It often happens that local GI producers assume that their product reputation is similar in all markets and that there is an unmet demand for their GI products abroad among consumers and even specialists.

Also, the different commercial actors leverage the quality of the GI product as a key selling tool, and substantiate their claims with different and often confusing arguments. The case of Marcala showed that there was no agreement not only on the quality features of the DO Café de Marcala, but on the role of the GI and its differentiation features. There was a lack of a “Manifest” of the purpose of the GI, and a clear narrative of why being an authorized user conveyed additional equity and credibility to the product and the commercial actor involved.

Therefore it was evident that there was a need for a manifest and additional tools for differentiation as a way for a GI to convey value to all value chain members, providing basic and common data and knowledge, that complementing with key GI features such as transparency and quality, can help substantiate higher prices and attract the interest of new buyers.

d. A Narrative

Another key conclusion drawn from the Marcala pilot was the need to develop a wide-ranging and inclusive GI narrative that will help maintain internal cohesion and possibility for communication and promotion, ensure stakeholder support and become a key aspect for promoting and differentiating GI products

This narrative could be assimilated in terms of SAFA subthemes as a GI vision that is relevant to a variety of publics. It should be closely associated with the vision of territory stakeholders for their own territory, must be humane and at the same time drawn from key challenges and resonate with local identity.

In the case of Marcala two alternative narratives were discussed: the first focused on the Lenca culture and heritage, that helped substantiate a proud heritage and a way of doing things; the second was drawn from the challenge of improve access to high quality education as a territorial goal to achieve higher productivity, product knowledge and content, while overcoming difficult challenges such as the prevalence of child labor. Marcala stakeholders will need additional support to find the right narrative and communications plan to support their endeavors, as this process was beyond the mission objectives.

e. The Governance Link

Protection, alliance building, promotion and narratives are collective tools. Through a SAFA approach, they are key collective governance features crucial for any GI. This is why after the Marcala experience it was deemed that SAFA governance subthemes should always be viewed as a collective endeavor for the GI involved and treated separately given their importance.

In addition, the governance subthemes involved are also very significant for a GI to attain its main objectives. In that sense it was deemed that as part of the prioritization exercise of a GI a number of key SAFA governance subthemes linked to these objectives should be considered default sub themes that should always be part of any GI prioritization exercise to be able to deliver on its basic expectations and promises.

6- SAFA subthemes, indicators and assessment.

As discussed on the previous sections, significant learnings came from the pilot exercise at Marcala. In this section they will be discussed for each pillar.

a. Governance

The governance pillar, when applied in a GI context, should be viewed as a collective feature. The following table lists the 5 SAFA Themes and 14 SAFA Subthemes in the governance pillar

SUSTAINABILITY PILLAR	SAFA THEME	SAFA SUB THEME
Governance	ETHICS	Due Diligence
Governance	ETHICS	Mission Statement
Governance	HOLISTIC MANAGEMENT	Full cost Accounting
Governance	HOLISTIC MANAGEMENT	Sustainability Management Plan
Governance	PARTICIPATION	Stakeholder Dialogue
Governance	PARTICIPATION	Grievance Procedures
Governance	PARTICIPATION	Conflict Resolution
Governance	ACCOUNTABILITY	Holistic Audits
Governance	ACCOUNTABILITY	Responsibility
Governance	ACCOUNTABILITY	Transparency
Governance	RULE OF LAW	Resource Apropiation
Governance	RULE OF LAW	Legitimacy
Governance	RULE OF LAW	Remedy, Restoration and Prevention
Governance	RULE OF LAW	Civic Responsibility

The discussion of the previous section suggested that there are key collective governance topics crucial for any GI in terms of alliance building, stakeholder engagement, narratives, legitimacy and transparency. As a result of this discussion and the experience in Marcala it was concluded that there should be a minimum number of SAFA collective subthemes to be considered *default governance priority subthemes* for any GI and be incorporated in the sustainability prioritization guide as such. This implies that all GIs require a need for a narrative, need to take appropriate steps to enhance their credibility, be considered transparent in exercising their quality control measures and have the ability to create and leverage alliances.

The following table lists the SAFA subthemes selected as default priorities. The table also shows their relation with the UN’s SDGs. These include the focus on alliances, credibility, transparency and narrative, and a fifth element dealing with an overall sustainability strategy, which is an obvious inclusion in the context of a sustainability prioritization exercise. It is important to note that all subthemes selected belong to a separate theme, and all 5 SAFA themes are represented in this selection. In addition, the selection consults the collective GI needs highlighted in the previous section of this report, and are being complemented with the sustainability management plan that should be part of any sustainability strategy for GIs.

SAFA Governance Subthemes considered to be default priorities for GIs and their relation to SDGs- Revised

DEFAULT GOVERNANCE SAFA SUB THEME	Default Indicators	SDG TARGETS	SDG -GI LINKED COLLECTIVE TARGETS
Mission Statement	Mission Explicitness	16. Peace, Justice and Solid Institutions 17. Partnerships for Sustainable Development	16.6 17.1 17.3 17.16
Transparency	Transparency	12. Ensure Sustainable Production and Consumption 16. Peace, Justice and Solid Institutions	12.4 12.7 12.8 16.6 16.7
Stakeholder Dialogue	Stakeholder	17. Partnerships for Sustainable Development	17.3
	Stakeholder Engagement	11. Inclusive, Resilient and Sustainable Human Settlements 16. Peace, Justice and Solid Institutions 17. Partnerships for Sustainable Development	11.3 16.3 17.3 17.9 17.17
	Engagement Barriers	10. Reduction of Inequalities	10.1 10.2
	Effective Participation	10. Reduction of Inequalities 17. Partnerships for Sustainable Development	10.1 10.2 17.3 17.9
Legitimacy	Legitimacy	8. Sustainable Economic Growth and Decent work 16. Peace, Justice and Solid Institutions	8.3 8.9 16.3 16.7
Sustainability Management Plan	Sustainability Management Plan	11. Inclusive, Resilient and Sustainable Human Settlements 12. Ensure Sustainable Production and Consumption 13. Combat Climate change 15. Sustainable Ecosystems and Protection of Biodiversity	11.4 12.2 12.5 13.1 13.2 13.3 15.1 15.3 15.4 15.5 15.6 15.9

The selection of the above default indicators does not necessarily mean that a given GI may add, in its governance prioritization process, additional governance subthemes in addition to the default governance subthemes. GIs, particularly those that have already implemented sustainability plans for some times, may elect to add more governance subthemes as part of their priorities.

It is worth reflecting that the relation between SAFA subthemes and SDG targets as published by FAO is based on individual producing units contributing to wider SDG objectives. This is why themes such as corporate ethics do not necessarily have a clear SDG target associated with them as can be observed in the following table. However, this does not imply that when viewing subthemes from a collective standpoint the relationships between SDG targets and GI sustainability subthemes becomes much stronger, as described in the previous table.

SAFA Governance Subthemes and their Relation to SDGs

SAFA THEMES / SUB-THEMES	SDG TARGET
GOOD GOVERNANCE	
Corporate Ethics ➤ Mission Statement ➤ Due Diligence	
Accountability ➤ Holistic Audits ➤ Responsibility ➤ Transparency	16.6 Accountable and transparent institutions
Participation ➤ Stakeholder Dialogue ➤ Grievance Procedures ➤ Conflict Resolution	16.7 Participatory decision-making
Rule of Law ➤ Legitimacy ➤ Remedy, Restoration and Prevention ➤ Civil Responsibility ➤ Resource Appropriation	16.3 Rule of law and justice
Holistic Management ➤ Sustainability Management Plan ➤ Full-Cost Accounting	12.6 Sustainability information in reporting

Source: FAO, SAFA for Sustainable Development

In this context, the next challenge for the default governance subthemes was to select the appropriate indicators for Marcala. As mentioned in the SAFA expert report and discussed earlier in this report, the SAFA default indicators did not necessarily fit the collective GI indicators. An exercise of defining appropriate indicators and metrics was therefore required, adapted to the local context. The following table summarizes the indicator definition for each default SAFA governance subtheme for the Marcala pilot.

Default Governance subthemes and indicators for Marcala

Subtemas Gobernanza SAFA para IGs	Nombre Indicador	Definición de Indicador Sugerido	Posibles Métricas de Indicador
Declaración de la misión	Misión o Narrativa Explícita	Una Narrativa Clara de Propósito de la DO Café Marcala como y su rol en el desarrollo y sostenibilidad de la región	Pueden los miembros de la DO entender y comunicar el rol de Café Marcala en el desarrollo regional
Plan de gestión sostenible	Plan de gestión sostenible	La DO Café Marcala ha escogido prioridades de sostenibilidad y esta estableciendo alianzas para afrontarlas	La estrategia de Sostenibilidad de la DO Marcala tiene indicadores de gestión y de impacto que se revisan regularmente
Diálogo con grupos de interés	Identificación Grupos de Interés	Identificación de Grupos de Interés y posibles Aliados para la Sostenibilidad	Mapa de Grupos de Interés visualizado y Actualizado Regularmente
	Involucramiento Grupos de Interés	Estrategia Clara de Involucramiento con cada uno	Prioridades del posible aliado identificadas Agendas comunes y Cooperación definidas
	Barreras de Involucramiento	Existen Procesos para escuchar y entender motivaciones de miembros de la DO Café Marcala	Información recibida y analizada para toma de decisiones
	Participación Efectiva Grupos de Interés	Miembros de DO Marcala entienden contexto de las decisiones y como se tomaron	Existen procedimientos de consulta para decisiones importantes con la base.
Transparencia	Transparencia	Se Reporta a la comunidad los Avances y Retos de la DO Marcala en materia de sostenibilidad regularmente	Los avances y retos de las principales prioridades son explicados en detalle a los grupos de interés
		Los procesos de Certificación de Producto son imparciales y tienen en cuenta las reglas y protocolos acordados	Reporte sobnbre actividades de Certificación y auditorias / acreditaciones del proceso-
Legitimidad	Legitimidad	la DO Café Marcala ha desarrollado un Código de Conducta o Manifiesto en los que se compromete a respetar la ley y a comportamientos éticos	El Manifiesto o Similar es publicado
		Las Decisiones que se toman consultan a los miembros y cumplen las instancias y reglas previamente acordadas	En las diferentes instancias los públicos interesados tienen la oportunidad de expresar sus opiniones sobre temas específicos

In a more general context, GIs may wish to work on some basic indicators for default governance subthemes and or additional subthemes that they may wish to prioritize. The following table summarizes possible collective indicators that can be used for a GI organization, including the 11 default subthemes for all SAFA governance subthemes. Of course additional adaptations for given contexts can be made depending on the situation.

SAFA Governance Subthemes and Possible Indicators

SAFA THEME	SAFA SUB THEME	Default Indicators	SAFA DESCRIPTION	SAFA SUGGESTED MEASUREMENT	GI adapted SAFA Suggested Approach	ADAPTED SUGGESTED MEASUREMENT	
Ethics	Mission Statement	Mission Explicitness	Formal Statement with Sustainability commitment	% of internal stakeholders that can explain mission, taking into account cultural and local context	Clear Narrative of Purpose and Objective of GI as a tool to achieve a wider territorial dream	Can internal stakeholders and external stakeholders understand role of GI in local development and sustainability Initiatives?	Default Topic for all GIs
Ethics	Mission Statement	Mission Driven	Mission Statement is Key to Decision Making	% of members of governance body and directors that agree	GI Narrative is used for decision making and communications to all stakeholders	Review Communication pieces, Survey of GI decision makers	
Ethics	Due Diligence	Due Diligence	Possible impacts on decisions as it relates to sustainability are considered	Review of Records and Interviews	Possible impacts on decisions as it relates to sustainability are considered	Review of Records and Interviews GI body	
Accountability	Holistic Audits	Holistic Audits	Governance, Economic, Social and Environmental Dimensions are regularly monitored	Sustainability performance is measured/ reported	The GI has developed a Sustainability Policy with Priorities and Indicators	Set of sustainability Indicators are regularly reported and they are consistent with priorities and GI narrative	
Accountability	Responsibility	Responsibility	Governance Body regularly reviews performance in all sustainability Dimensions	Review of Reports to governance body. In the absence of reports, governance body enquires	GI Governance Body regularly reviews performance in all sustainability Dimensions	Review of Reports to GI governance body. In the absence of reports, GI governance body enquires	
Accountability	Transparency	Transparency	Making information available according to transparency guidelines to interested stakeholders	Enterprise reports on sustainability information according to a clear criteria	Report on Progress and Challenges for GI	Priority Challenges are acknowledged and an strategy on how to confront them are explained	Default Topic for all GIs
					Decisions made within GI system on decision and product certifications take into account rules and impartial protocols	Priority Challenges are acknowledged and an strategy on how to confront them is explained	
Participation	Stakeholder Dialogue	Stakeholder Identification	Proactive stakeholder identification	Explicit and regularly updated stakeholder map	GI Stakeholder identification including possible industry and institutional allies	Explicit and regularly updated stakeholder map	Default Topic for all GIs
Participation	Stakeholder Dialogue	Stakeholder Engagement	Organisation effectively engages with stakeholders through different methods	Stakeholders mapped vs engaged	GIs have a clear stakeholder engagement to understand priorities, create alliances for sustainability and drive change	Priorities identified	Default Topic for all GIs
						Alliances and Common agendas agreed upon with stakeholders	
Participation	Stakeholder Dialogue	Engagement Barriers	A diagnosis of power or information barriers that deter engagement	Barriers identified and strategies to overcome them in place	GIs have a specific agenda to reach out to small members and labourers	Analysis of information received from less powerful GI members	Default Topic for all GIs
Participation	Stakeholder Dialogue	Effective Participation	Incorporating Stakeholder views in decision making processes	Decisions affected by Stakeholder feedback	GI internal stakeholders understand background of decisions and how they were made	Internal and stakeholder consultation for major decisions is implemented	Default Topic for all GIs
Participation	Grievance Procedures	Grievance Procedures	There are known processes for different stakeholders to voice their dissatisfaction	Processes listed and how well they are known by stakeholders	There are known processes for different stakeholders to voice their dissatisfaction	Processes listed and how well they are known by stakeholders	
Participation	Conflict Resolution	Conflict Resolution	Identifying and dealing with real or potential conflicts	Conflicts identified and dispute resolution processes implemented	Identifying and dealing with real or potential conflicts	Conflicts identified and dispute resolution processes implemented	

SAFA THEME	SAFA SUB THEME	Default Indicators	SAFA DESCRIPTION	SAFA SUGGESTED MEASUREMENT	GI adapted SAFA Suggested Approach	ADAPTED SUGGESTED MEASUREMENT	
Rule of Law	Legitimacy	Legitimacy	Adhering and complying with applicable regulations and establishing standards that may surpass what legislation requires	Legal and Compliance codes regularly informed to the Board	GI has a Code, Manifest or other Statement in which commits to ethical behaviour and legal compliance that includes	Manifest or Similar reflecting GI values and beliefs published	Default Topic for all Gis
					GI Decisions consult members and internal stakeholders following agreed-upon rules	GI decisions are made in conformity with governance protocols and bodies in which different stakeholders have the opportunity to voice their concerns	
Rule of Law	Remedy, Restoration and Prevention	Remedy, Restoration and Prevention	Breaking rules, Regulations or voluntary standards are followed by restoration and preventing measures	Breaches are reported to the Board and implementation plans executed	Breaking rules, Regulations or voluntary standards are followed by restoration and preventing measures	Breaches are reported to the GI Board and implementation plans executed	
Rule of Law	Civic Resp	Civic Respons	Enterprises recognize and help less powerful stakeholders to enhance their influence and participate in decision making	Seeking views of less powerful stakeholders before campaigning or lobbying for changes in applicable regulations	GIs recognize and help less powerful stakeholders to enhance their influence and participate in decision making	Seeking views of less powerful stakeholders before campaigning or lobbying for changes in applicable regulations	
Rule of Law	Resource Appropriation	Free, Prior and Informed Consent	Local Community is taken into account before decisions are made on land, water and other resources for which there might be conflict.	Consultation mechanisms are effectively used	Local Community is taken into account before decisions are made on land, water and other resources for which there might be conflict.	Consultation mechanisms are effectively used	
Rule of Law	Resource Appropriation	Tenure Rights	Governance of Tenure to access limited resources based on legal, tradition or other customs is enforced	Effective Governance of Tenure is discussed and enforced	Governance of Tenure to access limited resources based on legal, tradition or other customs is enforced	GI actively participates in effective Governance of Tenure definitions and enforcement	
Holistic Management	Sustainability Management Plan	Sustainability Management Plan	Sustainability Management Plan exists	There is a sustainability plan published	GI has drafted a Sustainability Strategy for GI with priorities, metrics and partners to implemented	SSGI has indicators and a form of impact measurement and is reviewed regularly.	Default Topic for all Gis
Holistic Management	Full-Cost Accounting	Full-Cost Accounting	Full Cost Accounting requires economic impact in social, environmental and economic dimensions if a given activity	Positive and/or Negative Impact of activities in all dimensions is regularly reviewed	Full Cost Accounting requires economic impact in social, environmental and economic dimensions if a given activity	Positive and/or Negative Impact of activities in all dimensions is regularly reviewed	

b. Economic

The process of prioritizing economic, social and environmental subthemes will vary according to the GI and its given context. Therefore the lessons attained in Marcala may not be completely relevant, in particular when defining the appropriate indicators to follow. A review of economic subtheme indicators for SAFA is illustrated in the following table:

SAFA Economic Subthemes & Default Indicators

SUSTAINABILITY PILLAR	SAFA THEME	SAFA SUB THEME	Default Indicators
Economic Resilience	INVESTMENT	Internal Investment	Internal Investment
		Community Investment	Community Investment
		Long Ranging Investment	Long Term Profitability
			Business Plan
		Profitability	Net Income
			Cost of Production
	Price Determination		
	VULNERABILITY	Stability of Production	Guarantee of Production Levels
			Product Diversification
		Stability of Supply	Procurement Channels
			Stability of Supplier Relationships
			Dependence on the Leading Supplier
		Stability of Market	Stability of Market
		Liquidity	Net Cash Flow
	Risk Management	Safety Nets	
	PRODUCT QUALITY AND INFORMATION	Product Safety	Risk Management
			Control Measures
			Hazardous Pesticides
		Product Quality	Food Contamination
			Product Quality
Product Information	Product Labeling		
	Traceability System		
LOCAL ECONOMY	Value Creation	Certified Production	
		Regional Workforce	
	Local Procurement	Fiscal Commitment	
		Local Procurement	

As can be seen from the above table, most of these indicators were conceived for assessing individual operations but may also be used for indicators of collective nature that individual GIs can define. Also, to become meaningful collective indicators, SAFA has the advantage of its ability to aggregate individual results. Each GI must therefore not only focus on the priorities but also, in the assessing stage of the SSGIs, define the most relevant indicator, which can be adapted from the SAFA framework or just taken from the SAFA smallholders App.

In the economic context, certain collective indicators must be drawn from SAFA to be applicable in a GI context. For example, particular emphasis must be given to the Product Quality and Information theme, which should be a collective in nature. Similarly, in terms of the local economy theme, a measure of local value generation and appropriation can become a significant set of indicators to make sure the GI is viable in the long term..

Another topic that must be considered is that GIs are key actors of a territory, and that SAFA GI subthemes can be and must be related to a territorial objective, so that a common framework for alliances can be built. In this context it is worthwhile reviewing the SDG targets that correspond to individual subthemes for each pillar. The following table illustrates SAFA economic subthemes and their associated SDG targets.

SAFA Economic Subthemes and their Relation to SDGs

SAFA THEMES / SUB-THEMES	SDG TARGET
ECONOMIC RESILIENCE	
Investment ➤ Internal investment ➤ Community investment ➤ Long-Ranging Investment ➤ Profitability	8.2 Increase economic productivity through diversification, technological upgrading and innovation 2.a Invest in rural and agricultural services 1.b Investment in poverty eradication
Vulnerability ➤ Stability of Production ➤ Stability of Supply ➤ Stability of Market ➤ Liquidity ➤ Risk Management	17.13 Macroeconomic stability 8.10 Banking, insurance, financial services
Product Quality and Information ➤ Food Safety ➤ Food Quality ➤ Product Information	3.9 Death/illness from hazardous chemicals 2.1 Safe, nutritious and sufficient food for all
Local Economy ➤ Value Creation ➤ Local Procurement	11.a Urban-rural links and regional development. 12.7 Sustainable public procurement

Source: FAO, SAFA for Sustainable Development

The above linkage would help GIs identify territorial and local-national authority priorities and avenues of collaboration.

c. Social

From a social pillar perspective, the SAFA indicators for each subtheme are summarized in the following table:

SAFA Social Well-being Subthemes and Default Indicators

SUSTAINABILITY PILLAR	SAFA THEME	SAFA SUB THEME	Default Indicators
Social Wellbeing	DECENT LIVELIHOOD	Quality of Life	Right to Quality of Life Wage level
		Capacity Development	Capacity Development
		Fair Access to Means of Production	Fair Access to Means of Production
	FAIR TRADING PRACTICES	Responsible Buyers	Fair Pricing and Transparent Contracts
		Rights of Suppliers	Rights of Suppliers
	LABOUR RIGHTS	Employment Relations	Employment Relations
		Forced Labour	Forced Labour
		Child Labour	Child Labour
		Freedom of Association and Right to Bargaining	Freedom of Association and Right to Bargaining
	EQUITY	Non Discrimination	Non Discrimination
		Gender Equality	Gender Equality
		Support to Vulnerable People	Support to Vulnerable People
	HUMAN HEALTH AND SECURITY	Workplace Safety and Health Provisions	Safety and Health Trainings
			Safety of Workplace, Operations and Facilities Health Coverage and Access to Medical Care
			Public Health
	CULTURAL DIVERSITY	Indigenous Knowledge	Indigenous Knowledge
		Food Sovereignty	Food Sovereignty

Once again, the SAFA framework does not necessarily consider collective indicators for social subthemes but rather responses from individual operators. However, the experience at Marcala illustrated that both in social and environmental aspects there are “spill over” effects that may affect the territory and the GI as a whole based on deficiencies of individual operators. For example, the child labor challenge may be adequately confronted by individual farmers, but the negative consequences in terms of reputation that finding children working on one farm in Marcala may affect the reputation of the whole origin itself, including compliant farmers. Similarly, those farmers not accepting child workers on their farms have more difficulties attracting workers during the harvesting season. Therefore GIs may, depending on the social priorities they choose, and may focus on selecting collective rather than aggregating individual indicators for certain SAFA subthemes.

Other indicators to consider revising with a collective view those related to fair trading practices, in particular with certain actions that can lead to reduce overall transaction costs related to price discovery or collective costs related to formality and infrastructure.

From a social perspective it is also recommended to review the different SDG targets that relate to each SAFA subtheme. The following table helps illustrate for individual GIs their possible contribution to SDG targets according to their social priorities defined in the SAFA subtheme framework.

SAFA Social Subthemes and their Relation to SDGs

SAFA THEMES / SUB-THEMES	SDG TARGET
SOCIAL WELL-BEING	
Decent Livelihood ➤ Quality of Life ➤ Capacity Development ➤ Fair Access to Means of Production	2.3 Incomes of small-scale producers 4.4 Skills for decent jobs 1.4 Equal rights to productive resources
Fair Trading Practices ➤ Responsible buyers ➤ Rights of Suppliers	2.c Limit extreme food price volatility 2.b Prevent agricultural trade distortions
Labour Rights ➤ Employment Relations ➤ Forced Labour ➤ Child Labour ➤ Freedom of Association & Bargaining	8.5 Decent work and equal pay 8.7. Forced labour and child labour
Equity ➤ Non-discrimination ➤ Gender Equality ➤ Support to Vulnerable People	16.b Non-discrimination 5.1 Gender equality 1.3 Support to poor and vulnerable people
Human Safety and Health ➤ Workplace Safety & Health Provisions ➤ Public Health	8.8. Safe and secure working environment 2.2. End all forms of malnutrition; 3.9 Health and illness from hazardous chemicals
Cultural Diversity ➤ Indigenous Knowledge ➤ Food Sovereignty	2.5 Equitable sharing of benefits from traditional knowledge of genetic resources

Source: FAO, SAFA for Sustainable Development

d. Environmental

The SAFA environmental pillar includes a large number of suggested indicators. They are illustrated in the following table:

SAFA Environmental Subthemes and Default Indicators

SUSTAINABILITY PILLAR	SAFA THEME	SAFA SUB THEME	Default Indicators
Environmental Integrity	ATMOSPHERE	Greenhouse Gases - GHG	GHG Reduction Target
			GHG Mitigation Practices
			GHG Balance
		Air Quality	Air Pollution Reduction Target
	Air Pollution Prevention Practices		
	Ambient Concentration of Air Pollutants		
	WATER	Water Withdrawal	Water Conservation Target
			Water Conservation Practices
			Ground and Source Water Withdrawals
		Water Quality	Clean Water Target
			Water Pollution Prevention Practices
			Concentration of Water Pollutants
	LAND	Soil Quality	Wastewater Quality
			Soil Improvement Practices
			Soil Physical Structure
			Soil Chemical Quality
		Land Degradation	Soil Biological Quality
			Soil Organic Matter
			Land Conservation and Rehabilitation Plan
			Land Conservation and Rehabilitation Practices
	BIODIVERSITY	Ecosystem Diversity	Net Loss/Gain of Productive Land
			Landscape/Marine Habitat Conservation Plan
			Ecosystem Enhancing Practices
			Structural Diversity of Ecosystems
		Species Diversity	Ecosystem Connectivity
			Land Use and Land Cover Change
			Species Conservation Target
			Species Conservation Practices
		Genetic Diversity	Diversity and Abundance of Key Species
			Diversity of Production
			Wild Genetic Diversity Enhancing Practices
			Agro-biodiversity in-situ Conservation
MATERIALS AND ENERGY	Material Use	Locally Adapted Varieties and Breeds	
		Genetic Diversity in Wild Species	
		Savings of Seeds and Breeds	
	Energy Use	Material Consumption Practices	
		Nutrient Balance	
		Renewable and Recycled Materials	
		Intensity of Material Use	
	Waste Reduction and Disposal	Renewable Energy Use Target	
		Energy Saving Practices	
		Energy Consumption	
Renewable Energy			
ANIMAL WELFARE	Animal Health	Waste Reduction Target	
		Waste Reduction Practices	
		Waste Disposal	
	Freedom from Stress	Food Loss and Waste Reduction	
		Animal Health Practices	
		Animal Health	
Freedom from Stress	Humane Animal Handling Practices		
	Appropriate Animal Husbandry		
	Freedom from Stress		

Although, many of this indicators can be assessed at individual operation level, clearly, as is the case with social indicators, there are spillover effects arising from deficiencies by certain individuals.

The case of Marcala is also very illustrative of this dilemma. One of the big challenges of the Marcala region is the pressure to produce high quality coffees in higher altitudes, which means that in some cases farmers grow coffee in protected areas that are key as water sources for a large number of coffee growers located at lower altitudes. Similarly, if contaminated water is liberated by some farmers into a common river valley or water basin, the collective of farmers will be affected even if the vast majority of coffee growers in the area adhere to good practices of water disposal.

These examples illustrate the need of both collective indicators of certain environmental subthemes, particularly in those related to water. The process of assessing the selected priorities for each GI will necessarily need to contend with these type of issues and the possible alliances needed to obtain both individual and collective indicators.

Like in the case of other sustainability pillars, it is worth reviewing how some of these alliances can be built or leveraged by territorial sustainable development goals. The following table summarizes the SAFA subtheme comparison with SDG targets in the environmental pillar:

SAFA Environmental Subthemes and their Relation to SDGs

SAFA THEMES / SUB-THEMES	SDG TARGET
ENVIRONMENTAL INTEGRITY	
Atmosphere ➤ Greenhouse gases ➤ Air quality	13.3 Climate change capacity
Water ➤ Water Withdrawal ➤ Water Quality	6.4 Water withdrawals 6.3 Water quality; 14.1 Marine pollution
Land ➤ Soil Quality ➤ Land Degradation	2.4 Agricultural practices that improve land 15.3 Desertification and land degradation
Biodiversity ➤ Ecosystem Diversity ➤ Species Diversity ➤ Genetic Diversity	6.6. Water ecosystems; 14.2 Marine ecosystems; 15.1 Terrestrial ecosystems 14.4 Fish stocks; 15.2 Forests; 15.5 Threatened species; 15.c Protected species 2.5 Genetic diversity of seeds and breeds
Materials and Energy ➤ Material Use ➤ Energy Use ➤ Waste Reduction and Disposal	8.4 Resource efficiency 7.2 Renewable energy; 7.3 Energy efficiency 12.3 Food loss and waste of supply chains
Animal Welfare	

Source: FAO, SAFA for Sustainable Development

7- Conclusions and Recommendations

The analysis of the tools based on the SAFA framework showed, as anticipated, that SAFA is a comprehensive framework that can be used as a basis for defining sustainability priorities or material topics under a SAFA subtheme framework. It works both at farm or individual operation level as well as, with some adaptation, at GI – collective level. Some useful insights were gained in the process of the Marcala pilot that should be incorporated in the Prioritization guide as well as in the assessment phase.

First, the process of prioritization requires a particular flow to adapt to GI collective requirements. In this sense, the governance pillar should be treated as primarily a collective GI challenge rather than the result of aggregate individual efforts. This because most GIs must have strong institutional backing and have the capacity and ability to represent the interests of a collective of producers. Strong institutions can bring them the legitimacy required to develop alliances with a variety of stakeholders, including national to local government, NGOs and aid agencies and commercial actors. This is an essential feature of a GI sustainability management plan, as most GIs suffer from lack of resources to be able to implement ambitious sustainability initiatives,

It is therefore recommended that all GIs consider at least 5 Governance topics in their prioritization phase as GI default Governance priorities (SAFA subthemes). The five suggested subthemes (themes) are Mission Statement (Ethics), Transparency (Accountability), Stakeholder Dialogue (Participation), Legitimacy (Rule of Law) and Sustainability Management Plan (Holistic Management). GIs may also wish to focus on additional governance subthemes, so long as these initial five priorities are included in their prioritization exercise.

Second, the interpretation of these subthemes from a collective perspective requires not only different indicators for progress assessment, but also a detailed action plan that will enhance the GI position to provide the basic needs and expectations that most stakeholders expect a GI to deliver. A GI Mission Statement, for example, would require the GI to develop its own narratives and a manifest that reinforces cohesion, differentiation and promotion. This is an obvious priority. The legitimacy is strongly associated with transparency and leads to an accepted GI system that helps product protection, producer representation and reinforces quality control. A strong system of stakeholder engagement is also essential to build alliances for sustainability, leveraging the GI ability to implement programs that it would not be able to carry out on its own.

At the same time, GIs should lead the execution of actions that reinforce their own governance and legitimacy. They should be leaders of their own governance in order to become relevant actors in the territory. The five default priorities address this need, which should not be delegated to third parties.

In terms of the economic, social and environmental pillars, the prioritization process can also work efficiently using the SAFA subtheme framework. However, some subtheme indicators may also require to be adapted for a collective context. The experience of Marcala showed the need to develop collective indicators (in addition to individual indicators) for topics associated with water (environmental pillar), product quality (economic pillar) and child labor (social pillar). Carrying out this exercise in other contexts and industries may require a degree of adaptation that will require a more detailed analysis of SAFA indicators during the next stage of the Sustainability roadmap for GIs (assessment).

The common language around SDGs will be crucial to use collective indicators in the territory and measure the contribution that the GI makes to the selected goals. This will favor the building of alliances with numerous actors interested in the territory, so that the GI can become a relevant partner to implement programs associated with economic, social or environmental priorities. In the process of building the alliances for the selected priorities the GI can assume the role of an executor (leader), articulator (help put together the alliance) or influencer (push for changes in regulation, suggest program/initiatives for 3rd parties to execute, drive focus on relevant topics).

Lastly, in the assessment phase it will also be extremely important to emphasize the need to make explicit the SAFA subtheme indicators with the different SDGs targets. As previously reported, the prioritization and assessment process built on the SAFA framework is consistent with SDG targets. All 17 Sustainable Development Goals (SDG) except one (SDG9 on Industry, Innovation and Infrastructure) have at least one SDG target that is reflected in SAFA. However, some SDGs are not as strongly linked to SAFA as others.