



**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

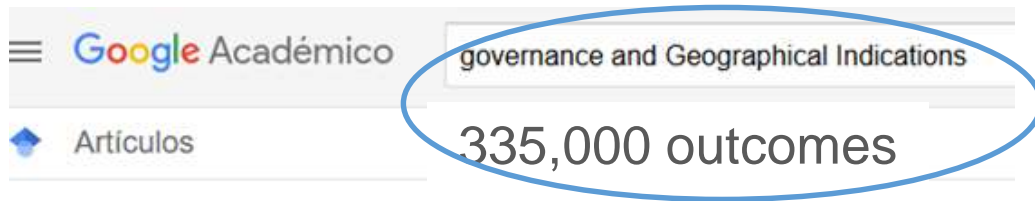
- National Politics and Governments
- Public agencies
- Data
- Internet
- Company /enterprise level (ESG, etc)
- Regional / Local / community level
- Producer / Trade associations
- Cooperation agencies and beneficiaries



**“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 ...

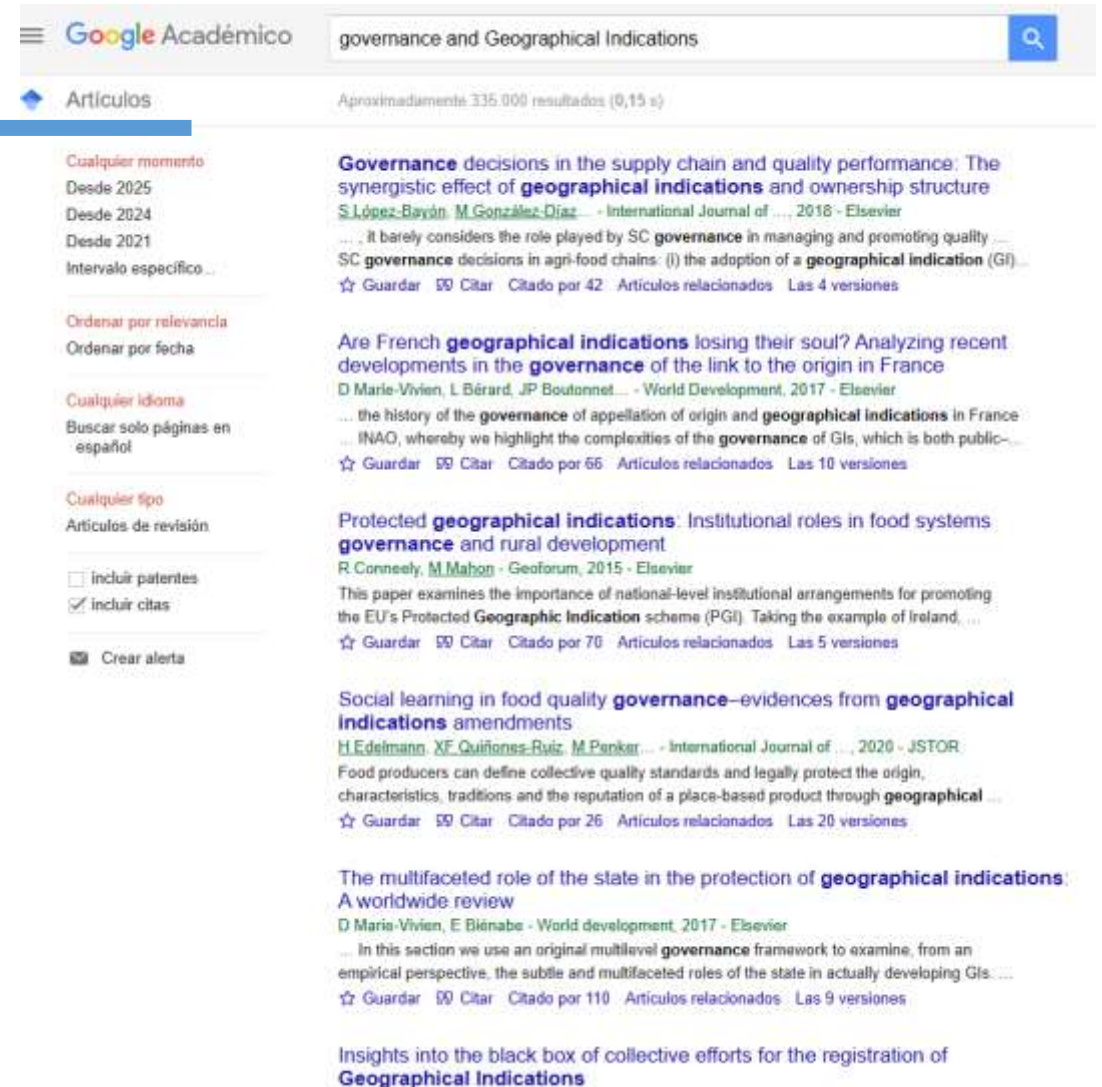


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governance and Geographical Indications

Artículos

335,000 outcomes



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Artículos

Aproximadamente 335.000 resultados (0,15 s)

Cualquier momento

Desde 2025

Desde 2024

Desde 2021

Intervalo específico...

Ordenar por relevancia

Ordenar por fecha

Cualquier idioma

Buscar solo páginas en español

Cualquier tipo

Artículos de revisión

Incluir patentes

Incluir citas

Crear alerta

**Governance** decisions in the supply chain and quality performance: The synergistic effect of **geographical indications** and ownership structure  
S.López-Bayón, M.González-Díaz... - International Journal of ... 2018 - Elsevier  
... it barely considers the role played by SC **governance** in managing and promoting quality ...  
SC **governance** decisions in agri-food chains: (I) the adoption of a **geographical indication** (GI) ...  
☆ Guardar Citar Citado por 42 Artículos relacionados Las 4 versiones

Are French **geographical indications** losing their soul? Analyzing recent developments in the **governance** of the link to the origin in France  
D Marie-Vivien, L Bérard, JP Boutonnet... - World Development, 2017 - Elsevier  
... the history of the **governance** of appellation of origin and **geographical indications** in France ...  
... INAO, whereby we highlight the complexities of the **governance** of GIs, which is both public-...  
☆ Guardar Citar Citado por 66 Artículos relacionados Las 10 versiones

Protected **geographical indications**: Institutional roles in food systems **governance** and rural development  
R Conneely, M Mahon... - Geoforum, 2015 - Elsevier  
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, ...  
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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** ...  
☆ Guardar Citar Citado por 26 Artículos relacionados Las 20 versiones

The multifaceted role of the state in the protection of **geographical indications**: A worldwide review  
D Marie-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 Citar Citado por 110 Artículos relacionados Las 9 versiones

Insights into the black box of collective efforts for the registration of **Geographical Indications**

- GIs 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

# .... 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.

Conneely, R., Mahon, M. “Protected geographical indications: Institutional roles in **food systems governance** and rural development” *Geoforum* 60 (2015) 14–21.

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

FAO-oriGIIn- Developing a roadmap towards increased sustainability in geographical indication systems.

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

Quiñones-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: <https://doi.org/10.5334/ijc.1007>

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?

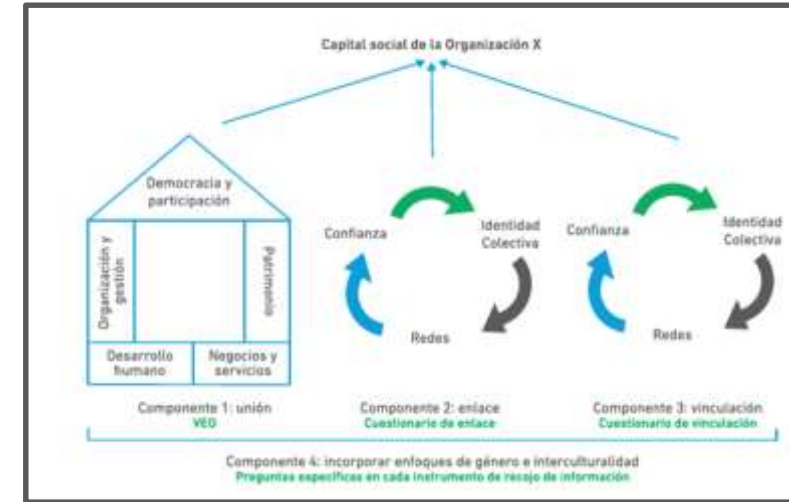
# The views from the Cooperation / Certification world...

Institutional Capacity Index – (Maturity to assume given responsibilities)

Índice Capital Social - Valoración del Estado Organizacional

Pilares de la Asociatividad

Certification Agencies



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| Code Review and Oversight   | 4         | 6.3 Working with the Media   | 17        |
| Fairtrade's Vision, Mission & Values  | 5         | 6.4 Data Governance  | 17        |
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| 1.3 Fraud and Corrupt Practices   | 8         | 7.5 Membership   | 19        |
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| 1.5 Ethical investment and fundraising  | 8         | 8.1 Procurement Policy   | 20        |
| 1.6 Trademark Protection  | 9         | 8.2 Ethical and Fairtrade Sourcing   | 20        |
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| VED (A)                        | Desarrollo Humano          | Democracia y Participación | Organización y Gestión/Gerencia y Administración | Servicios/ Negocios y Servicios           | VED (A)               |                   |                 |
|--------------------------------|----------------------------|----------------------------|--|---|-----------------------|-------------------|-----------------|
|                                | 1                          | 16                         | 6  | 10  | 33                    |                   |                 |
| Enlace (B)                     | Confianza                  | Identidad                  | Redes  | Confianza, reescalado                     | Identidad, reescalado | Redes, reescalado | Enlace (B)      |
|                                | 6.00                       | 3.5                        | 10.00  | 90.00                                     | 37.50                 | 90.63             | 72.71           |
| Vinculación (C)                | Confianza                  | Identidad                  | Redes  | Confianza, reescalado                     | Identidad, reescalado | Redes, reescalado | Vinculación (C) |
|                                | 6.67                       | 6.67                       | 13.00  | 98.89                                     | 37.50                 | 70.83             | 43.74           |
| Género e interculturalidad (D) | Género e interculturalidad |                            |  | Género e interculturalidad reescalado (D) |                       |                   |                 |
|                                | 6.67                       |                            |  | 37.50                                     |                       |                   |                 |
| ICS                            | ICS (A+B+C+D)/4            |                            |  |   |                       |                   |                 |
|                                | 34.74                      |                            |  |   |                       |                   |                 |



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



| Theme               | SSGI topic number | Topic                          | Topic definition/description  | Examples of key guiding questions  |
|---------------------|-------------------|--------------------------------|---|--|
| Accountability      | 16                | Holistic audits                | Internal monitoring and review  | Do the GI producers/organization implement regular audits, performed by capable individuals or third parties?  |
|                     | 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?   |
|                     | 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? |
| Ethics              | 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?   |
|                     | 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?   |
| Holistic management | 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?  |
|                     | 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   |
|---------------|-------------------|---|--|---|
| Participation | 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?  |
|               | 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 dialogue                              | 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? |
| Rule of law   | 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?   |
|               | 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?  |





# Who can use this?

## GI Associations

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



## Other Collective Endeavours in a given territory

- Coops
- Trade associations, etc.





Food and Agriculture Organization  
of the United Nations

ori**GI**n

# Thank You

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