

# INTRODUCTION

TRAINING ON ORIGIN-LINKED PRODUCTS  
TOOLS FOR A PARTICIPATORY APPROACH





# INTRODUCTION

## Training on Origin-Linked Products

### Tools for a Participatory Approach

This tool has been jointly elaborated by FAO and REDD  
“Sharing knowledge for ethical and tasty food”.

The sheets “content” are extracts from the guide  
“Linking People, Places and Products”.

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## Foreword

Our planet's wealth of cultures and environments has given it an exceptionally rich food heritage. Terroir products are at the heart of this heritage: the fruit of know-how and raw materials from the specific territory or zone where they are produced, they constitute both a heritage to be preserved and a special quality to be optimized on the market. This heritage is not only cultural – linked to the special know-how of generations of producers – but also natural, linked to the genetic biodiversity of local varieties and breeds that lend such local products their unique quality. It is also a heritage of landscapes shaped by traditional practices over long periods of time. On the markets, as far as they don't represent a trade barrier, these products, can provide producers with better profits in markets, inasmuch as consumers are becoming increasingly aware of origin-linked specific quality and looking for authentic flavours anchored in tradition. From the consumer's viewpoint, these products offer the possibility of preserving or even enriching dietary diversity, for they offer a more varied nutritional composition than industrial products, which tend toward standardization in globalized markets.

Such terroir products are thus at the heart of sustainable food systems, restoring a link between producers and consumers. The preservation and promotion of such origin-linked products entails first the identification of the local resources that give them their specific quality, followed by codification of this quality so that it can be preserved and reproduced over time, and lastly its differentiation on the market. For the consumer, this differentiation takes the form of labelling. The label must be associated with a specific name linked to origin, and may be protected through recognition of a geographical indication (GI).

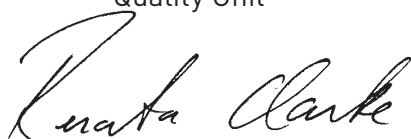
FAO has developed a set of tools and methodologies to support stakeholders in these steps. In particular, the guide "Linking People, Places and Products" provides practical guidelines for the steps to be taken from identification of potential for development through to marketing and the sustainable reproduction of resources, following the stages in an origin-linked quality virtuous circle. Although this guide has already supported many training sessions and courses in the field, we felt it would be useful to develop a special tool for trainers hoping to design training courses appropriate for each situation in the field of origin-linked quality.

Taking its lead from the key stages in the origin-linked quality virtuous circle, this training handbook offers a set of modules wealth of explanations, examples, and practical activities aiming at carrying participative trainings for sustainable GI process.

This handbook is the fruit of collaboration between FAO's Rural Infrastructure and Agro-Industries Division and the Food Safety and Codex Unit, which are pleased to disseminate this new tool. We are sure that it can help to boost stakeholders' capacities in a field that is particularly promising for rural development and the preservation of local resources.

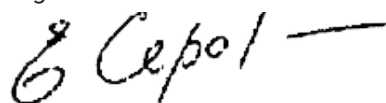
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# Acknowledgements

The present training tool aims at enhancing conception and implementation of training on origin-linked quality and geographical indications, on the basis of the guide “Linking People, Place and Products” developed by FAO and SinerGI network in 2010.

This training handbook has been produced in collaboration with REDD “Sharing knowledge for ethical and tasty food”, an association specializing in training for rural development and products of origin-linked quality. Internet site: <http://redd.pro>

Within FAO, the present training tool is a result of collaboration between the Food Safety and Codex Unit and the Rural Infrastructure and Agro-Industries Division, which support the development of specific quality procedures and value chains in order to contribute to sustainable development.

FAO thanks REDD for its contribution to this training tool, in particular Peter Damary, Dominique Barjolle, Corinne Couillerot, Astrid Gerz, Delphine Marie-Vivien, Anna Perret.

All colleagues from FAO who have contributed to its elaboration are also warmly thanked, in particular Emilie Vandecandelaere and Florence Tartanac. Are also thanked for their valued comments, Carlos da Silva, Eva Galvez Nogales, Larissa D’Aquilio.

FAO thanks the French Ministry of Agriculture, Food, Fisheries, Rural Affairs and Regional Planning for its contribution of funds to the special project on specific quality (2007–2013), which has allowed the development of knowledge and analysis on specific quality, thus making the publication of these training tools possible.



## FAO programme on origin-linked quality

Some agricultural and food products are distinguished from one another by certain characteristics, qualities or reputations resulting essentially from their origin (production and/or processing area). These origin-linked quality products can increase food security through their contribution to rural development and the preservation of food diversity, and also by offering consumers a wider choice. Indeed, thanks to the link between such products and their territory or zone of origin, they can help to preserve local resources, maintain traditions, strengthen the organization of local stakeholders and prevent delocalization and the rural exodus. Action to promote such products, particularly through their geographical indication, is relatively recent and is accompanied by requests for support and guidelines. In 2007 FAO therefore launched a programme on specific quality with a view to supporting the development of procedures for the recognition and promotion of origin-linked specific quality, both for institutions and for producers, suited to the specific economic, social and cultural context.

Web Site: [www.foodquality-origin.org](http://www.foodquality-origin.org)



## List of acronyms and abbreviations

<b>A4</b>	Standard paper size of 21 x 29.70 cm
<b>A5</b>	Standard paper size of 14.80 x 21 cm
<b>B2B</b>	Business to Business
<b>B2C</b>	Business to Consumer
<b>C</b>	Content sheets
<b>C°</b>	Degrees Centigrade
<b>CD</b>	Compact Disk
<b>CIRAD</b>	Centre de Coopération Internationale en Recherche Agronomique pour le Développement
<b>CNRS</b>	Centre National de la Recherche scientifique (France)
<b>CO2</b>	Carbon dioxide
<b>CoP</b>	Code of Practice
<b>CTA</b>	Technical Centre for Agricultural and Rural Cooperation
<b>E</b>	Exercise sheets
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>GAP</b>	Good Agricultural Practice
<b>GI</b>	Geographical Indication
<b>IFOAM</b>	International Federation of Organic Agriculture Movements
<b>INAO</b>	Institut National de l'Origine et de la Qualité (France)
<b>IPR</b>	Intellectual Property Rights
<b>ISO</b>	International Organization for Standardization
<b>ITC</b>	International Trade Centre
<b>NGO</b>	Non-Governmental Organization
<b>OriGIn</b>	Organization for an International Geographical Indications Network
<b>PDO</b>	Protected Designation of Origin
<b>PGI</b>	Protected Geographical Indication
<b>REDD</b>	Le Réseau Echanges – Développement Durable
<b>SINER-GI</b>	Strengthening INternational Research on Geographical Indications, an EU research project
<b>SME</b>	Small and Medium Enterprise
<b>T</b>	Trainer sheets
<b>TRIPS WTO</b>	Agreement on Trade Related Aspects of Intellectual Property Rights
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WIPO</b>	World Intellectual Property Organization
<b>WTO</b>	World Trade Organization



## Introduction

### Why is participatory training on origin-linked quality and geographical indications needed?

The promotion of links among local stakeholders, their territories or zones and their food products can be a tool for sustainable development in rural communities throughout the world. Terroir products have specific qualities linked to their production territory or zone and those involved, resulting from specific know-how and local natural resources.

The success of a process to optimize a product of origin-linked quality in economic, social and environmental terms, especially through its geographical indication (GI), is based on identification by stakeholders in the value chain of their shared interests and objectives, the local resources that contribute to the product's reputation and sustainable means for its exploitation.

GIs must be based on local stakeholders' know-how, so that of their very nature they require a bottom-up – and therefore participatory – approach. The stakeholders in the value chain must grasp what is at stake in organizing the chain and protecting the name of their product, so that they can undertake the process and carry it through. Without this assumption of responsibility, any such process is bound to fail and will contribute nothing to sustainable development of the region.

The stakeholders in the value chain must also work together to develop production rules (the code of practice or specifications), which are what distinguish GIs from any other quality label. Each code of practice is specific to the product(s) in question and must reflect the practices of the value chain stakeholders.

FAO, under its Quality & Origin Programme, and REDD have thus worked together to support a bottom-up approach, developing these tools for a participatory process of training on “the promotion of origin-linked quality and sustainable geographical indications”. It is vital that the local stakeholders involved or concerned by these actions be provided with the tools and methods to undertake participatory action to optimize products of origin-linked quality.

The guide “Linking People, Places and Products” provides a methodological approach centred on the origin-linked quality virtuous circle for the development of procedures to preserve and promote these products, providing concepts, recommendations, practical examples from all over the world, and self-evaluation exercises.

With a view to boosting the capacities of those involved in such procedures and increasing the number of experts in the world, whilst bearing in mind the recent nature of interest in this subject, FAO and REDD wished to offer a complete training tool.

## What does it entail?

This training tool is constructed around the virtuous circle presented in the guide “Linking People, Places and Products” (FAO, sinerGI 2010) and takes up each of its parts, the key points of which are summarized in the form of “content” sheets.

The trainer is guided in the elaboration of his programme and activities thanks to the booklet containing the “trainer” sheets. Various types of exercise are also proposed: role-playing, reflection on various issues, case studies and propositions to stimulate discussion. In this series of modules, participatory activities are designed so that participants can share with each other and with experts, carry out exercises on their own cases or invented cases close to the situation on the ground, and reflect on practical and theoretical factors and situations. The aim is to help them to grasp the theoretical concepts found in the “content” sheets. These exercises complement more theoretical material in order to help participants to take ideas fully on board.

Within each of the five parts that take up those of the guide (identification, qualification, remuneration, reproduction and public policies), “content” sheets (C) take up one or two chapters from the guide and are paralleled by the “trainer” sheets (T) and specific “exercise” sheets (E).

These tools are not ready-made recipes, but are intended to be adapted to each group of participants and each context, in the form of propositions to design made-to-measure training courses.

## How is the tool structured?

Each training module is based on the combination of trainer sheet(s) to the related “content” (C) and “exercise” (E) sheets.

The “trainer” sheets (marked with the letter T) are addressed exclusively to the trainer and explain how the training modules work, with suggestions for presentation of the content, especially participatory activities. They will facilitate the planning of training sessions. Each sheet for trainers contains:

- links with the related content and exercise sheets;
- the objectives of the session;
- the materials and time required for the module in question;
- a training methodology, divided into an “approach” part and a description of the participatory activity proposed;
- the essential points to be transmitted to the participants.

The “content” sheets (marked with the letter C) summarize all the chapters in the guide “Linking People, Places and Products” for the trainer and the participants. They represent the material the trainer will be able to provide to participants, either directly by distributing the sheets either using the content in other way, like vidoprojection for example. These content sheets are organized as follows:

- objectives;
- key concepts;
- process;
- summary.

The “exercise” sheets (marked with the letter E) contain all the materials the participants need to carry out the participatory activities, i.e. the questions they must answer or the scenarios and roles for role-playing. These materials, which may be adapted by the trainer (but always acknowledging the source), can be made available to participants according to needs.

The last part is devoted to all the other sources of useful information that can be brought into play in order to prepare a given module, or if the participants want to expand their knowledge.

With a view to facilitating use of these tools, the following are published:

- a printed version;
- an on-line version, at [www.foodquality-origin.org/training](http://www.foodquality-origin.org/training);
- a CD version.

## What is the trainer’s role?

In a participatory approach, the trainer’s role is in the first place that of establishing the best possible conditions, so that participants can really take new knowledge on board on the basis of their own lived experience and knowledge.

The trainer must first select the modules and participatory activities suited to the content to be transmitted to the participants and their context, and thus construct his or her “training plan”. It is vital to adapt the training so far as possible to the culture and context of the participants. Certain participatory activities proposed may not be suited to certain audiences, but there is nothing to prevent the trainer from drawing inspiration from them to create a more appropriate activity.

If the trainer has the possibility of taking examples known to the participants for the participatory activities, or even using them during the presentation of content, this will considerably enrich the participants’ experience, since it will make it easier for them to incorporate the new concepts into their daily work. Participants with positive prior experience are a precious source of information and should, if possible, therefore be used as resource people on subjects where they have special knowledge. The sharing of experience among participants is a particularly effective teaching method in a context of adult education.

The trainer may also identify outside experts in a specific field to present and illustrate one of the topics addressed, or a field trip may be organized if there are any practical examples of promotion processes in the vicinity, so that participants can meet with the local people involved.

The trainer must also make sure that the physical conditions for sessions are adequate. There is nothing more distracting for a student than physical discomfort. Such physical conditions range from the actual training premises to the availability of the necessary materials, regular breaks, the possibility of logging on to the Internet, and rules regarding the use of cell phones and wifi.

At the end of the course, it is important that the trainer ask the participants for their feedback: what they have learned, what they still need and any suggestions for improvements. It is helpful to draw up an evaluation questionnaire for participants to fill in for this purpose.

Lastly, the trainer represents a contact point and a resource person for the participants, and can monitor their activities afterwards, if need be. If he or she wishes, we can always be contacted for further information or support. We should also be grateful if anybody using this material would let us know about the time and context of its use. In addition, we would much appreciate any comments that can help us to improve it, and users can write to us at [fao-kit@redd.pro](mailto:fao-kit@redd.pro).

## What elements should be taken into account in preparing the course?

Any training has objectives, means and constraints in terms of time and material and human resources. It must take into account the participants' needs in terms of increased knowledge and know-how, and their contexts and capacities.

The type of audience, the moment and the scope of development of the GI system, and the context, are factors that will affect the content of your course. Special attention must therefore be paid to these elements presented below.

### **The various actors in the GI system**

Various types of actor have specific roles in a system to optimize products of origin-linked quality.

#### **National and local authorities in their role as legislator**

These may be authorities responsible for agriculture, artisanal (and industrial) production, public consumption and health, trade, intellectual or industrial property, etc. Their role is to put the legal and juridical framework in place and design development strategies.

#### **Institutions involved in applying laws**

These include the authorities responsible for enforcing food safety and public health standards and market regulations (labelling, consumer information, fair competition etc.), and also organizations involved in inspection and certification (both public and private).

#### **Support organizations**

These include decentralized state agencies such as those concerned with agricultural extension, research stations, support centres for small and medium-sized enterprises, universities, and also certain private-sector entities such as chambers of agriculture or commerce, NGOs and networks working for rural development, support to value chains, consumer associations and environmental protection and heritage protection associations.

This category of actor also includes trainers and facilitators keen to improve their expertise regarding geographical indications.

#### **Value-chain stakeholders (farmers, processors) and their organizations**

These people are obviously central to any effort to optimize products of origin-linked quality. It is basically they who will be behind any initiative.

### **The phases in development of GI systems**

It is important to consider the point the participants have reached in GI policy (at the national institutional level) or the GI process (at the local and value-chain level), so that their needs can be better targeted in terms of theoretical input and practice. Are they located:

- in a context where there is as yet no national legislation and no GI product is as yet protected in their country or region?
- at the very beginning of an promotion or protection process for one or several specific GI product(s)?

- in a context where the national juridical and institutional framework is in place and various value chains have already carried out such processes and can thus be used as examples?

### **Available time and resources**

The time available for the course is often a constraint, inasmuch as the participants are usually fully employed professionals, so that they cannot devote much time to training. It is therefore all the more important to maximize the learning experience in the available time, particularly by targeting the key points to be addressed.

The trainer cannot be an expert in all the spheres connected with GIs, and even if the “content” sheets and the exercises can be delivered without advanced expertise in the field, it may be very useful to call on experts both for presentations of the content and also for reflections on the feedback from participatory activities.

Case studies are other very useful resources to be incorporated into the training. The learning experience will be all the richer if the trainer can organize a field trip concerning the case in question, so that the participants can meet those involved face-to-face and see certain situations for themselves.

## **How should your course be constructed?**

The different elements below will help you in elaborating the training.

### **Identifying the participants’ needs and experience**

The first step in preparing the training session is to identify the participants’ needs on the basis of their role in the GI system, their knowledge and the current development of the system. A good knowledge of the participants also means identifying their background and experience, and sharing these with the others

### **Selecting modules on the basis of needs and allotted time**

The participants’ needs will enable you to identify the central topics to be addressed and the corresponding modules. Other modules judged useful can be combined with these central topics, depending on the time available.

Certain modules, such as module T1 “The origin-linked quality virtuous circle” and T2 “Identification”, are always essential topics in the participants’ course: T1 because it explains the key steps to be considered in a GI process and the rationale of the training course itself, and T2 because it provides the basis of what a product of origin-linked quality is. If the participants already have some knowledge of the subject, it can be addressed more rapidly, in the form of a revision or fuller explanation, making use of the corresponding “content” sheets.

### **Preparing practical activities**

Each module anticipates practical participatory activities regarding the issue addressed: questions, role-playing, case studies, the hat method etc. These activities are explained in the “trainer” sheets and are based on the material described in the “exercise” sheets. You will sometimes have to choose the type of exercise best suited to the participants’ level. You can always combine the activities proposed in these sheets with the questions listed at the end of the chapter of the “*Linking People, Places and Products*” guide relating to the subject of the module. These questions can also be a good way of assessing the participants’ grasp of the subject.

## **Preparing the participants**

Try to contact the participants prior to the course in order to suggest how they can prepare themselves regarding the topic to be addressed in the sessions. This preparation may be to read some chapters from the guide “Linking People, Places and Products”.

You may be able to organize the course in a number of sessions, some days or even weeks apart. This will enable the training to be more closely linked to the participants’ circumstances: between two training sessions, you can thus ask them to find certain information or analyse their situations in the light of the information received during the course.

## **Considering the possibility of having experts or witnesses take part**

You should also consider the possibility of having experts in the field take part, either in order to present the content or to provide their witness or perhaps to react to the participatory activities. Whatever the case, it is important to prepare the intervention with the expert, so as to make sure that he or she really covers the information necessary for the module in question. (Without such preparation, the expert could focus on topics already addressed or to be addressed in other modules: he or she obviously cannot know exactly how the course is constructed.) Some participants may be able to play this role of “expert” because of their experience.

## **Making use of concrete cases**

Lastly, a field trip is a definite advantage for the course – either at the start, to give an idea of what is to be studied, or at the end, so that the participants can explore their doubts with those directly involved – but it requires very careful preparation. A summary should be made, covering the situation of the value chain, the background, key figures (numbers of producers, production volumes etc.), together, if they exist, with the code of practice and other documents concerning protection of the GI. This summary should be shared with the participants in advance, so that during the trip they can focus on the main issues.

## **What materials will be required?**

Preparation of the training course also entails careful preparation of the materials required for each session. A list of the materials generally used is given below. This same point is also covered in the “trainer” (T) sheets for the specific materials required for the module in question.

- Computers and printers/photocopiers to prepare the written material;
- projector and screen (or white wall) to present the content (speakers should be planned if films are projected);
- some computers with Internet access so that participants can carry out research (unless they can bring their own computers to the course);
- A5 paper of various colours (and sizes) and large sheets (at least 1 metre x 2 metres) on which participants can stick their own papers during group work (the large sheets can be

replaced by sticky walls (see [www.facili.nl/products.html](http://www.facili.nl/products.html)), large plastic sheets on which participants can stick and move their papers) Blu-Tack or large Post-its can also be used;

- sticky paper, glue or two-sided adhesive tape;
- markers in various colours (enough for all the participants);
- a number of paperboards;
- materials to allow the participants to take notes;
- name badges;
- copies of the “content” (C) sheets for all the participants;
- copies of the “exercise” (E) sheets.

## To go further

### Other sources of information

Source	Links to the Modules (Source Chapter)									
	T1	T2	T3A	T3B	T4A	T4B	T5A	T5B	T6A	T6B
FAO 2009. Linking People, Places and Products. Second edition. Rome. Viale delle Terme di Caracalla, 00100 Rome, Italie: FAO.  www.foodquality-origin.org/guidance	X	X	X	X	X	X	X	X	X	X
FAO. 2012. Identification of Origin-Linked Products and their Potential for Development A methodology for participatory inventories  http://www.foodquality-origin.org/fileadmin/templates/olq/files/MethodologyEN.pdf		X								
FAO. 2009. Course on agribusiness management for producers' associations.  ftp://ftp.fao.org/docrep/fao/011/i0499e/i0499e00.pdf					X	X				
CTA and OriGIn. 2011. "Practical Manual on Geographical Indications for ACP countries". Geneva, 1 av. Varembe, 1202 Genève.  http://publications.cta.int/publications/publication/1667/trade/		X (1, 3.1)	X 3.3		X (3.2)	X (3.3)			X (2)	
WIPO. 2013. Geographical Indications; An Introduction.  www.wipo.int/export/sites/www/freepublications/en/geographical/952/wipo_pub_952.pdf		X	X	X					X	
Bérard, L. et Marchenay, P. 2007. From localized products to Geographical Indications. CNRS – Ressources des terroirs, Bourg-en-Bresse.  http://www.ethno-terroirs.cnrs.fr/IMG/pdf/Localized_Products_to_GI.pdf		X								
International Trade Center. 2009. Guide to Geographical Indications: Linking Products and their Origins. ITC, 54-56 rue de Montbrillant, 1202 Genève.  http://www.intracen.org/trade-support/geographic-indications/									X	X
ONUDI. 2010. Adding value to traditional products of regional origin: a guide to creating an origin consortium. ONUDI, Vienne.  http://www.unido.org/index.php?id=5940			X		X					
FAO case studies.  www.foodquality-origin.org/ressources/etudes-de-cas/en										

## Useful Internet sites

Dedicated web-site of the FAO [www.foodquality-origin.org](http://www.foodquality-origin.org)

REDD web-site, training and consultancy organization on Geographic Indications systems:  
[www.redd.pro](http://www.redd.pro)

Register of GI registered (or in process of registration) in the European Union, DOOR: <http://ec.europa.eu/agriculture/quality/door/list.html;jsessionid=yvypPh9LnYL4cmvhq68b7MrT2kpv7s3z0xqP25LY7lhTthFQpyh7!-1533155053>

INAO (French Institute on quality and origin) with information of Codes of Practice of GIs registered in France (in French): [www.inao.gouv.fr](http://www.inao.gouv.fr)

Web-site of the Swiss Ministry of Agriculture with information on registered GIs (in French or German):

<http://www.blw.admin.ch/themen/00013/00085/00094/index.html?lang=fr>

Web-site of the Indian registry of Geographical Indications

<http://ipindia.nic.in/girindia/>

Web-site of the Organization for an International Geographical Indications Network :  
[www.origin-gi.com](http://www.origin-gi.com)

Web-site of the EU research program on Geographical Indications SinerGI [www.origin-food.org](http://www.origin-food.org)

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# Glossary

## **Accreditation**

Independent third-party attestation by competent independent authorities that a certification body, a control body or a laboratory has provided formal demonstration of its competence to carry out specific conformity assessment tasks with a view to granting marks or certificates, or establishing relations, in a given field.

**Actor:** see “Stakeholder”.

**Alliance:** see “Partnership”.

## **Appellation of origin (AO)**

“The geographical name of a country, region or locality that serves to designate a product originating therein, the quality and characteristics of which are due exclusively or essentially to the geographical environment, including natural and human factors” (Lisbon System). Appellation of origin was one of the earliest forms of GI recognition and protection (Paris Convention, 1883). Although mentioned in earlier treaties, the 26 contracting parties to the Lisbon System in 1958 first formally recognized the term “appellation of origin” as a form of GI by using a single registration procedure, effective for all the signatories.

## **Certification**

A procedure by which a third party, the official certification body, provides written assurance that an organization system, a process, a person, a product or a service is in conformity with requirements specified in a standard or other frame of reference. In the case of GIs, the certifying body certifies that the GI product is in conformity with the relative code of practice. Certification may, if appropriate, be based on a range of activities: on-site inspection, auditing of quality assurance systems, examination of finished products etc.

## **Certification body**

A body responsible for providing certification, sometimes referred to as the “certifier”, which may be public or private and is normally accredited and/or approved by a recognized authority.

## **Certification mark**

Any word, name, symbol or device that signals certification of the characteristics of a product, which may include geographical origin. It conforms to specifications laid down by the owner and may apply to the place of origin and/or production methods. The mark requires some verification by a third party, which defines whether the attributes are present. Unlike trademarks, certification marks identify the nature and some type of quality of the goods and affirm that these goods have met certain standards. Certification marks also differ from trademarks in three ways: first, a certification mark is not used by its owner; second, any entity that meets the certifying standards set by the owner is entitled to use the certification mark; and, third, it applies only to the product or service for which it is registered.

## **Code of practice (CoP) (or book of requirements, product specification, disciplinary document)**

Document describing the specific attributes of the GI product in relation to its geographical origin through a description of the product and its manner of production, laying down requirements regarding not only modes of production but also those of processing, packaging, labelling etc., as applicable. Any party using the GI must meet the requirements laid down in the CoP, which is the outcome of a consensus among the stakeholders in the value chain concerned with the GI.

### **Collective/public good**

A good that can be used simultaneously by several actors without any diminution of its attributes. Its use by an additional actor does not reduce that of the others (the principle of non-competition) and no individual can be prevented from using this good (the principle of non-exclusion). As an intellectual property right, a geographical indication can be considered a collective or public good. However, misuse by individuals or groups of the reputation linked to a geographical name threatens the value of the collective resource.

### **Collective mark (United States)**

A mark used by the members of a cooperative, association or other group to identify their goods or services as having a connection to the collective mark and its standards. The collective mark may have a geographical identity and may advertise or promote goods produced by its members.

### **Collective (trade)mark (European Union)**

Trademarks used by the members of a group to distinguish their product from that of non-members. A group that has the benefit of a registered “protected designation of origin” (PDO) or “protected geographical indication” (PGI) may also apply for a collective trademark for the name or graphic representation of its GI product. The PDO/PGI designation provides a protected indication of quality and relationship of origin that is separate from other intellectual property rights. Certain aspects of a PDO/PGI can therefore subsequently be marketed under a collective trademark, conferring additional protection via intellectual property rights. Conversely, a product or graphic representation that has been registered as a collective trademark cannot subsequently be registered as a PDO or a PGI, inasmuch as a GI cannot in general override an existing trademark.

### **Collective marketing**

Occurring when individuals involved in commercial activities, for example small farmers, decide to form an organization to coordinate (and if necessary directly carry out) a number of marketing operations required to satisfy consumer demand. Local stakeholders can increase their income and efficiency by joining with other stakeholders to market their food products and benefit from collective action, for example to obtain a better bargaining position or a larger volume of sales. Collective marketing is commonly carried out by a collective organization (see definition of “Organization”).

### **Conformity assessment**

Demonstration, through a systematic examination carried out by one party on the request of another, that specified requirements relating to a product, process, system, person or body are fulfilled. Such demonstration is based on a critical study of documents and other types of inspection or analysis, allowing verification that the specified requirements are being met.

### **Control plan**

A specific, adaptable document that lays down how compliance with the various rules in the CoP is to be checked. It is a management tool identifying the control points constituting the critical stages in the production process and the means of verifying their conformity with CoP requirements.

### **Differentiation strategy**

Voluntary development of a product or service offering unique attributes that are valued by consumers, who perceive them to be better than or different from competing products. A differentiation strategy is based on market segmentation and may be supported by a voluntary approach in order to obtain a specific certification or label (for example in connection with organic farming or traditional products).

## **Enforcement**

The process by which a norm, or legislation in general, comes into legal force and effect. The rules collectively established for the GI product (the CoP) must be enforced against those misappropriating the GI. The producers of the GI can enforce these rules through a court or may themselves be given official standing by national authorities.

## **Free-rider**

A person or group that benefits from a good or service without paying for it. In the case of GI products, the geographical name of the GI product may be used by certain stakeholders hoping to gain a benefit (for example a higher price) without contributing to the reputation (see “Reputation”) of the product or to any collective effort.

## **Generic**

A term or sign is considered “generic” when it is so widely used that consumers see it as designating a class or category name for all goods or services of the same type, rather than as referring to a specific geographical origin.

## **Geographic(al) indication (GI)**

The WTO 1994 Trade-Related Aspects of Intellectual Property Rights (TRIPs) Agreement states: “Geographical indications [...] identify a good as originating in the territory of a Member, or a region or locality in that territory, where a given quality, reputation or other characteristic of the good is essentially attributable to its geographical origin” (art. 22.1). All WTO member countries have to establish basic provisions for the protection of GIs. The term “GI” can be used to distinguish the identification of a product’s origin and its link with particular characteristics and a reputation related to that origin. When GIs are legally registered they take such forms as AOs, PDOs and PGIs, depending on the categories defined in the various countries, and, as such, they become enforceable. The TRIPs Agreement does not provide any specific legal system of protection for GIs, leaving this task to member countries. If a member country has established a formal registration process to recognize GIs within its territory, then a product registered in this way can be referred to as a “protected GI”. However, a GI may exist without protection or without seeking protection, unless the name or product is considered generic. In certain situations, a collective mark or certification mark is the most effective legal protection for a GI.

## **Geographic(al) sign**

A graphic symbol indicating a GI.

## **GI group**

Group of stakeholders directly concerned with the product, acting as a representative group for all the stakeholders who pooled their efforts in order to elaborate the quality of the end product: producers, processors and agents linked with distribution and trade.

## **GI system**

A system including all stakeholders and activities that contribute to the production of the GI product. A GI system thus includes the GI producers and the other stakeholders involved directly or indirectly in the value chain, including but not limited to public authorities, NGOs, research institutions, extension services and other institutions directly linked to the GI product (for example tourism activities in the production area).

**Governance**

Concept referring to the 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.

**Guarantee system**

The mechanisms existing or implemented in order to ensure the existence of certain attributes and the compliance with certain specifications as mentioned in the CoP (assessable criteria and critical points, control plan: what is to be controlled, when and by whom, and the type of sanction), documentation (attestation) and information.

**Indication of source or provenance**

Any expression or sign used to indicate that a product or a service originates in a specific country, region or locality, without any other element of quality or reputation (Madrid Agreement, 1891, Art. 1.1; Paris Convention, 1883).

**Inspection**

A systematic examination to verify conformity with a specified standard, carried out by a public authority or a party invested with equivalent authority. "Inspection" also refers to verification carried out by stakeholders themselves: (1) self-inspection carried out by each stakeholder of his or her own practices (record-keeping); or (2) internal inspection carried out by the organization for each of its members.

**Intellectual property rights (IPRs)**

An umbrella legal term covering various legal entitlements attached to certain names, supports and inventions, written or recorded. The holders of these legal entitlements may exercise various exclusive rights in relation to the subject matter of the intellectual property. The adjective "intellectual" indicates that the term concerns creations of the mind, while the noun "property" indicates that the mind's production process is analogous to the construction of tangible objects. Intellectual property laws and their enforcement vary widely between one jurisdiction and another. There are intergovernmental efforts to harmonize them through international treaties, such as the 1994 WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPs), while other treaties may facilitate registration in more than one jurisdiction at a time. GIs are recognized as intellectual property rights in the same way as patents, trademarks or software.

**Interprofessional association/body**

An organization bringing together upstream and downstream partners from the same value chain with the purpose of regulating the market for the product, participating in the implementation of agricultural policy provisions, analysing the implications of various contractual arrangements, encouraging improvement in performance along the chain and defending its collective interests.

**Label**

Any tag, brand, mark, pictorial or other descriptive matter, written, printed, stencilled, marked, embossed or impressed on, or attached to, a container of food.

**Labelling**

Any written, printed or graphic matter that is present on the label, accompanies the food or is displayed near the food, for the purpose of promoting its sale or disposal.

## **Management**

The organization, coordination, control and monitoring of activities, resources and people in order to reach defined objectives. This is achieved by defining policies and programmes that allocate resources and responsibilities to processes and people. In GI organizations, each member generally has managerial functions to carry out. In a GI system, appropriate management is a fundamental factor for the success of the GI process.

## **Mark**

A term used interchangeably to indicate trademarks, collective marks and certification marks. Depending on the context, “mark” can refer to a regular trademark, a GI-related mark, a collective mark or a certification mark.

## **Market segmentation**

The process of dividing the market into a number of homogeneous groups of consumers in order to implement targeted marketing strategies and actions.

## **Marketing**

All the operations and tasks necessary to meet consumer demand. Marketing involves such operations as market research, handling, product quality and safety, packaging, branding, transport, and various decisions regarding sale itself (how, where and when). Differentiation labels, such as GI ones, can be an important part of marketing strategy. In GI organizations, marketing is carried out both by the organization itself (collective marketing) and by its individual members. It is therefore very important to decide how the collective marketing of the organization and the individual marketing operations of its members will be coordinated.

## **Marketing mix (operational marketing)**

Practical definition at a given moment of how the marketing plan is to be implemented within the framework of the “4 P’s” of product, price, place and promotion.

## **Marketing plan**

A document describing the actions to be undertaken to achieve the marketing objectives according to the marketing strategy adopted. The marketing strategy is therefore put into practice with definition of the marketing leverages of product, price, placement and promotion.

## **Niche market**

A market segment that addresses a need for a product or service not being met by mainstream suppliers. A niche market may be seen as a narrowly defined group of potential customers and usually develops when a potential demand for a product or service is not being met by any supply, or when a new demand arises as a result of changes in society, technology or the environment. Despite the fact that niche markets are of their nature very limited in volume as compared with the mainstream market (and hence do not have the benefit of an economy of scale), they may be very profitable, thanks to the advantages of specialization and of their focus on small and easily identified market segments.

## **Organization**

General term denoting a group of stakeholders (producers, but non-producers may also be included) organized to share functions and/or resources and to provide services for its members, such as training, credit and insurance. Organizations are fairly common in the agrifood sector, where they are composed of such stakeholders as farmers, who join together to benefit from the

group purchase of inputs, coordinate farming techniques, share know-how and in some cases market their produce. Organizations may take various forms, including partnerships, consortia and interprofessional associations (see related definitions).

### **Origin-linked product**

A product in which a specific quality is essentially attributable to its geographical origin, as a result of a combination of unique climatic conditions, soil characteristics, local plant varieties or breeds, local know-how, historical or cultural practices, and traditional knowledge concerning the production and processing of certain products. The interaction among these elements (which constitute what is known as the terroir) confers specific characteristics that allow the product to be differentiated from other products in the same category.

### **Partnership**

A cooperative agreement or alliance between independent economic units sharing certain objectives, combining their resources and expertise to reach these objectives in the interests of each participant. In the sphere of GIs, a strategic partnership can be established between producers and processors to coordinate production and marketing. A partnership entails collective bargaining and some form of collective organization.

### **Protected designation of origin (PDO) (European Union)**

According to EC Regulation 510/2006, “‘designation of origin’ means the name of a region, a specific place or, in exceptional cases, a country, used to describe an agricultural product or a foodstuff (a) originating in that region, specific place or country, (b) the quality or characteristics of which are essentially or exclusively due to a particular geographical environment with its inherent natural and human factors, and (c) the production, processing and preparation of which take place in the defined geographical area.” Note that the acronyms “DO(C)” [[controlled] denomination or designation of origin] and “AOC” (controlled appellation of origin) correspond to designations of origin that existed in individual countries (France, Italy and Spain) prior to the European Union’s Regulation 2081/92.

### **Protected geographical indication (PGI) (European Union)**

According to EC Regulation 510/2006, “‘geographical indication’ means the name of a region, a specific place or, in exceptional cases, a country, used to describe an agricultural product or a foodstuff (a) originating in that region, specific place or country, (b) which possesses a specific quality, reputation or other characteristics attributable to that geographical origin, and (c) the production and/or processing and/or preparation of which take place in the defined geographical area.”

### **Quality**

“The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs” (International ISO standard 8402).

### **Quality assurance**

A set of activities implemented in the context of a “quality system” with the aim of demonstrating effective management of quality, bearing in mind the critical points identified, in order to ensure that a good or service meets all quality requirements and to instil a certain level of confidence among both customers and managers.

### **Reputation**

Term referring to the recognition acquired by the GI product in the market and in society as the outcome of consumption history and traditions. In a general sense, “reputation” expresses what

is commonly believed or stated about the abilities and/or qualities of a person or thing. In terms of trade, reputation denotes the renown and/or recognizable character of an enterprise and/or a product produced by this enterprise. Economic theory stresses the role that reputation can play in solving certain problems arising from information asymmetry between producers and consumers in high-end markets. In the case of origin-linked products, reputation is a factor that can lead to a higher price based on the recognized excellence and tradition of the product. Such a reputation often requires the use of legal instruments to protect the product name.

### **Specific quality**

A set of characteristics associated with a good or service that is recognized as distinct from mainstream products, either in terms of composition, production methods or marketing of the product in question. These characteristics thus allow the product to be differentiated in the market on the basis of a voluntary approach and specification of the product on the part of economic actors and to the extent that the prerequisites regarding generic quality (or basic quality with regard to consumer protection and respect for the rules of the market) are assured.

**Specifications:** see “Code of practice”.

### **Stakeholder (or Actor)**

In the value-creation process for origin-linked products, any person, group or organization with a direct or indirect stake in the outcome of the process, inasmuch as they can affect or be affected by its results. Local producers and their associations, companies involved in the value chain (processors, distributors, suppliers etc.), consumers, the government and any institution playing a part in the GI system are all key stakeholders.

### **Standard**

A document established by consensus that provides, for common and repeated use, rules, guidelines or characteristics for activities or their results, guaranteeing an optimum degree of order in a given context. Standards are set up by various types of organization to facilitate coordination among stakeholders and reduce uncertainty concerning the quality of a good or service. WTO defines a standard as a document approved by a recognized body, which provides, for common and repeated use, rules, guidelines or characteristics for products or related processes and production methods, with which compliance is not mandatory. It may also include or deal exclusively with terminology, symbols, packaging, marking or labelling requirements as they apply to a product, a process or a production method. Standards drawn up by the international standardization community are based on consensus.

### **Strategic marketing**

Marketing that follows a strategy developed to reach consumers and hold its own against competitors. It entails a thorough analysis of consumers’ needs and their typology (“segmentation” of the market) so that the product can be addressed to the most “appropriate” consumers (the “target” market).

### ***Sui generis***

Latin legal term meaning “of its own kind” and used to describe something that is unique or different. In law, it is a term used to describe a legal situation so unique as to preclude any classification into existing categories and require the creation of specific texts.

## **Sustainability**

A term indicating an evolution that allows the preservation, maintenance and improvement of the quality of natural resources and the maintenance of environmental balance, with a view to managing them for the future. Sustainable development was defined in the Report of the Brundtland Commission (1987) as “a development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. For OECD (2001), sustainability is a resource-oriented, long-term, global concept. It is resource-oriented because we do not know what use future generations will make of the resources and in what economic activities they will engage. It is viewed as essentially goal-oriented, indicating that resources should be used in such a way that the entire capital (including its option value) is not reduced and an unbroken stream of benefits can be obtained.

## ***Terroir***

A delimited geographical space in which a human community has built up a collective intellectual or tacit production know-how in the course of history, based on a system of interactions between a physical and biological environment and a set of human factors, in which the sociotechnical trajectories brought into play reveal an originality, confer a typicality and engender a reputation for a product that originates in that *terroir*.

## **Traceability**

Defined by the International Organization for Standardization (ISO) as “the ability to trace the history, application or location of that which is under consideration”. In the case of GI products, a traceability system has varying degrees of complexity (depending on the decisions taken by stakeholders and/or the normative framework) and allows clear identification of the various points in the origin and movement of the product and its raw materials all the way along the value chain until it reaches customers and consumers, including all the enterprises that have been involved in the production, processing and distribution process etc., to make sure that the CoP has been correctly applied and to intervene in the case of non-respect.

## **Trademark**

In some countries, geographical indications can be protected as trademarks. Geographical terms or signs cannot be registered as trademarks if they are merely geographically descriptive or geographically misdescriptive. However, if a geographical sign is used in such a way as to identify the source of the goods or services, and if consumers have over time come to recognize it as identifying a particular company, manufacturer or group of producers, it no longer describes only the place of origin, but also the “source” of the uniqueness of the goods or services. At this point, the sign has thus acquired a “distinctive character” or “secondary meaning” and can therefore be trademarked.

## **TRIPs**

The Trade-Related Aspects of Intellectual Property Rights (TRIPs) Agreement overseen by the World Trade Organization (WTO). Under this agreement, the national intellectual property legislation of WTO members must establish the minimum level of protection for these rights as defined in the 73 articles of the agreement.

## **Typicity**

The typicality of an agricultural or food product is a characteristic belonging to a category of products that can be recognized by experts or connoisseurs on the basis of the specific attributes common

to such products. Typicity expresses the possibility of distinguishing an origin-linked product from other similar or comparable products, and thus underlies the identity of the product. It includes a degree of internal variability within the category, but such variations do not compromise its identity. These properties of the category are described by a set of characteristics (technical, social, cultural) identified and defined by a human reference group, based on know-how distributed among the various stakeholders in the value chain: producers of raw materials, processors, regulators and consumers.

### **Value chain**

A chain of activities through which a product (or a service) is produced and distributed to customers. A product goes through a series of processes and activities in the chain, at each stage gaining some value that is added to that from the previous steps.

### **Value creation process**

A term used in this guide to indicate activation of a “quality virtuous circle” based on recognition of the values of an origin-linked product through the identification and development of its specific attributes. Four main stages in this virtuous circle have been identified: identification of resources (raising local awareness); product qualification; product remuneration; and the reproduction and enhancement of local resources.

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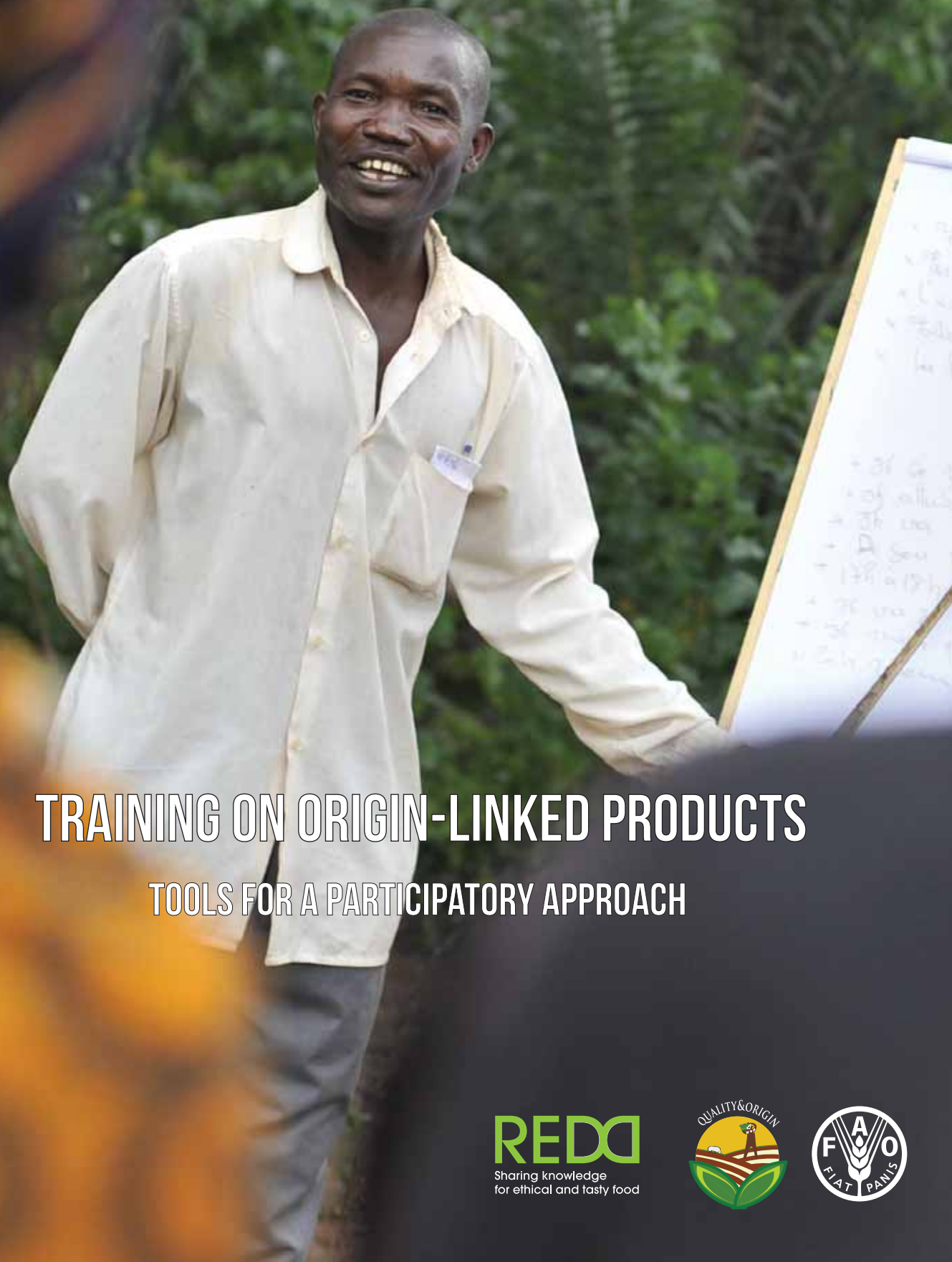
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# SHEETS TRAINER



TRAINING ON ORIGIN-LINKED PRODUCTS

TOOLS FOR A PARTICIPATORY APPROACH





# TRAINER SHEETS

## Training on Origin-Linked Products

### Tools for a Participatory Approach

This tool has been jointly elaborated by FAO and REDD  
“Sharing knowledge for ethical and tasty food”.

The sheets “content” are extracts from the guide  
“Linking People, Places and Products”.

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This training handbook has been produced in collaboration with REDD “Sharing knowledge for ethical and tasty food”, an association specializing in training for rural development and products of origin-linked quality. Internet site: <http://redd.pro>

Within FAO, the present training tool is a result of collaboration between the Food Safety and Codex Unit and the Rural Infrastructure and Agro-Industries Division, which support the development of specific quality procedures and value chains in order to contribute to sustainable development.

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### FAO programme on origin-linked quality

Some agricultural and food products are distinguished from one another by certain characteristics, qualities or reputations resulting essentially from their origin (production and/or processing area). These origin-linked quality products can increase food security through their contribution to rural development and the preservation of food diversity, and also by offering consumers a wider choice. Indeed, thanks to the link between such products and their territory or zone of origin, they can help to preserve local resources, maintain traditions, strengthen the organization of local stakeholders and prevent delocalization and the rural exodus. Action to promote such products, particularly through their geographical indication, is relatively recent and is accompanied by requests for support and guidelines. In 2007 FAO therefore launched a programme on specific quality with a view to supporting the development of procedures for the recognition and promotion of origin-linked specific quality, both for institutions and for producers, suited to the specific economic, social and cultural context.

Site Internet: [www.foodquality-origin.org](http://www.foodquality-origin.org)



## List of acronyms and abbreviations

<b>A4</b>	Standard paper size of 21 x 29.70 cm
<b>A5</b>	Standard paper size of 14.80 x 21 cm
<b>B2B</b>	Business to Business
<b>B2C</b>	Business to Consumer
<b>C</b>	Content sheets
<b>C°</b>	Degrees Centigrade
<b>CD</b>	Compact Disk
<b>CIRAD</b>	Centre de Coopération Internationale en Recherche Agronomique pour le Développement
<b>CNRS</b>	Centre National de la Recherche scientifique (France)
<b>CO2</b>	Carbon dioxide
<b>CoP</b>	Code of Practice
<b>CTA</b>	Technical Centre for Agricultural and Rural Cooperation
<b>E</b>	Exercise sheets
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>GAP</b>	Good Agricultural Practice
<b>GI</b>	Geographical Indication
<b>IFOAM</b>	International Federation of Organic Agriculture Movements
<b>INAO</b>	Institut National de l'Origine et de la Qualité (France)
<b>IPR</b>	Intellectual Property Rights
<b>ISO</b>	International Organization for Standardization
<b>ITC</b>	International Trade Centre
<b>NGO</b>	Non-Governmental Organization
<b>OriGIn</b>	Organization for an International Geographical Indications Network
<b>PDO</b>	Protected Designation of Origin
<b>PGI</b>	Protected Geographical Indication
<b>REDD</b>	Le Réseau Echanges – Développement Durable
<b>SINER-GI</b>	Strengthening INternational Research on Geographical Indications, an EU research project
<b>SME</b>	Small and Medium Enterprise
<b>T</b>	Trainer sheets
<b>TRIPS WTO</b>	Agreement on Trade Related Aspects of Intellectual Property Rights
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WIPO</b>	World Intellectual Property Organization
<b>WTO</b>	World Trade Organization

# Trainer sheets

Each training module is based on the combination of “trainer” sheet(s) to the related “content” (C) and “exercise” (E) sheets.

This booklet contains the “trainer” sheets which are addressed exclusively to the trainer. It explains how each training module work, with suggestions for presentation of the content, and the participatory activities. They will facilitate the planning of training sessions.

Each sheet for trainers contains:

- links with the related content and exercise sheets;
- the objectives of the session;
- the materials and time required for the module in question;
- a training methodology, divided into a “content” part and a description of the participatory activity proposed;
- the essential points to be transmitted to the participants.

Have a good training preparation!



## This module is based on

### Content

- C1. The origin-linked quality virtuous circle

### Objectives of the session

- to understand the rationale behind the steps in the quality virtuous circle;
- to understand the relationships among the various activities, stakeholders and objects of the system of products of origin-linked quality.

Time required

1h00

Materials required

- a computer
- a projector
- a screen

## Methodology

### Approach

This small introductory module is intended to present the way origin-linked products can be preserved and promoted, following the pathway of the origin-linked quality virtuous circle as exposed in the Guide “Linking People, Places and Products”.

The origin-linked quality virtuous circle can indeed be used as a methodology with the aim of supporting local stakeholders in their management of activities in the GI system and optimizing its potential for sustainable development.

This virtuous circle represents a cyclical process in which activities can be carried out at the same time. It is therefore important that participants understand this way of representing a situation and especially that they can locate the various moments in their course in the origin-linked quality virtuous circle.

A PowerPoint presentation will explain the virtuous circle, the four activities and the stakeholders, taking 30 to 45 minutes. Ideally, each activity will be illustrated by concrete cases, if possible selected from among those known to the participants.

This presentation should be followed by a discussion with participants.

Observation: no participatory activity is suggested for this module.

### Essential points to be highlighted

- Local stakeholders are at the centre of the virtuous circle and of any action to optimize products of origin-linked quality.
- The first stage, identification, is vital to assess the potentials and possibilities to go further with the preservation and promotion process.
- Activities presented in the remuneration and reproduction stages can be initiated and continued during other circle stages.
- Those responsible for public policies have roles to play at each stage in the circle.





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## This module is based on

### Content

- C2.1. Links between products, people and places
- C2.2. Collective process and terroir products in a sustainable perspective
- C2.3. Geographical indications, local regulations and protection (see also next sheet T2.B)
- C2.4. Sharing a common vision.

### Exercise:

- E2.A. Placing words connected with GIs

## Objectives of the session

- to identify the essential links among a GI product, its terroir and the stakeholders;
- to understand the collective character of a GI process;
- to understand the importance of local rules for protection of a name.

Time required

1h30

Materials required

- large sheets of paper
- sets of cards with names (a set for each group)
- adhesive tape or Blu-Tack
- markers

## Methodology

### Approach

For this module, we propose starting with the participatory activity, which will give a good indication of participants' knowledge at the outset.

Participants' feedback can then be filled out by presenting the content of sheets C2.1 to C2.4.

### Participatory activity

Method of placing cards and linking them on a logical diagram.

Divide participants into groups of five or six.

Each group receives a series of cards (A5) with printed words (see sheet E2.A. Placing words). The group then places the cards on a large paperboard or a sheet of brown wrapping paper ("kraft paper") in a logical manner. They can also use markers to group the cards, connecting them with arrows or other signs. The group has 60 minutes to agree on the diagram.

When the 60 minutes are up, each group has 10 minutes to present the results to the plenary session.

### Essential points to be highlighted

- Protection of a geographical indication gives an exclusive right to use the name to a collective of legitimate users.
- This protection is justified by the specific qualities of the product linked to its geographical origin (terroir, natural factors and/or know-how) and by the reputation of the product.
- The State establishes rules for obtaining a GI and verifies that these conditions are met.
- The product must be recognized and appreciated by purchasers (consumers).
- The legitimate users are the creators and heirs of the reputation of the product (through their know-how and their access to specific local resources).
- The users must agree on the definition of the product and its rules of production (code of practice) within a community or group.
- These rules must be verifiable and verified (inspections and certification).
- The protection allows the collective of users to invest in the reputation of the product (quality and quality assurance, communication/marketing).
- The market value of the product (based partly on its reputation) allows the sustainable use of local resources, labour and know-how to be optimized for the production of a product of specific quality.
- This can have positive fall-out for the region in the three dimensions of sustainability (economic, social and environmental).



## This module is based on

### Content

- C2.3. Geographical indications, local rules and protection

### Exercise:

- E2B: Comparison of GIs and other labels

## Objectives of the session

- to be able to situate GIs among other labels and voluntary standards;
- to understand that GIs are not a solution for all value chains, but that there are other possible ways of structuring and optimizing products.

Time required

1h30

Materials required

- a large sheet of paper or a blackboard
- A5 paper in a range of colours
- markers

## Methodology

### Approach

A 10-minute presentation of the content of sheet C2.3 (especially the box “GIs amongst norms and labels”).

### Participatory activity

The table from the sheet E2B should be drawn on a large sheet prior to the session. Markers and coloured sheets of A5 paper should be distributed to the participants.

In plenary session, participants are asked to note down a label or a voluntary standard on a sheet of paper (only one per sheet). Participants must then in turn place their label in the table and explain why they are placing it in a given cell. In the course of discussion among participants, the placement may be corrected if necessary.

In the context of a training session, it can happen that participants find it hard to identify labels (this may be the case during a session focusing on a specific value chain that is not in or near the consumption centre). Labels may then be suggested, such as “Organic Farming”, “Fair Trade”, or even “GlobalGAP” or perhaps “Halal”, depending on the knowledge of those present.

Once the labels have been placed in the table, the questions listed in sheet E2B will be addressed.

It is not important to have a precise answer for all the labels mentioned. The main thing is to ensure that the participants understand that different ways of optimizing products through labels do exist, highlighting different values.

### Essential points to be highlighted

- Various labels and voluntary standards allow the product to be distinguished on the market on the basis of various different values.
- These labels are organized in a wide range of ways.
- They meet a variety of needs on the market
- GIs are a good solution only in cases where the product meets the criteria of a geographical indication (see module 3).



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## This module is based on

### Content

- C3.1 and C3.2. Code of practice: definition of the specific quality
- C3.3. Delimitation of the production area
- C3.5. Taking into account environmental and social issues in the code of practice
- C3.6. Potential problems in setting the rules and how to solve them

### Objectives of the session

- to understand the importance of establishing rules of use for GI products;
- to learn how to choose the name to be protected;
- to understand that each rule in a code of practice creates effects of inclusion and exclusion, and has an impact on local resources (sustainability);
- to understand the elements to be considered in defining the geographical area;
- to appreciate the varying viewpoints of the stakeholders and the need to find compromises;
- to show the effect of certain formulations in a code of practice (for example, the choice of a “positive” or “negative” list of permitted products);
- to identify the importance of mediation;
- to reflect on the impact of the level of obligation of a code of practice on volumes and qualities of the product.

Time required

5h00

Materials required

- marker and paperboard
- tables arranged at a sufficient distance from one another to allow lively discussion

## Methodology

### Approach

- The importance and purpose of a code of practice, together with their usual content, the need for geographical delimitation (sheet C3.3) and the various criteria to be taken into consideration, in particular social and environmental aspects should be presented in 60 minutes (content sheets C3.1/ C3.2, C3.3 and C3.5).
- After role-playing, the essential points should be covered in the final debriefing in order to make sure that the participants have really understood them. The potential problems and solutions are useful to present during the debriefing (sheet C.3.6).
- It is strongly recommended that an expert on codes of practice and specifications should be present during the debriefing from the role-playing.

### Participatory activities

Role-playing: negotiating the code of practice

#### a) Distribution of cards

Distribution of the “general scenario” and the “points to be negotiated” to all the participants. (This can be done well before the session so that the participants can prepare.)

#### b) Presentation of the role-playing (10 minutes)

Presentation of the objectives and how the activity is to take place (including timing), together with the participants’ expectations. If necessary, some elements of the general scenario can be recalled.

The play has two phases: the first, entitled “Inventory of resources and practices”, allows the participants as a group to understand their roles and the interests of their group, while the second, “Negotiation of rules”, allows these interests to be compared with those of other groups at the negotiating table. Several negotiating tables should be set up with members from each group, and an extension worker should facilitate the discussion at each table, while a reporter can prepare an article on the subject.

#### c) Phase 1: Inventory of resources and practices (30 to 45 minutes)

Formation of four groups of three to six people (two groups for each role, if necessary), corresponding to the following four roles:

- small-scale growers and processors group (role 1);
- banana growers group (role 2);
- processors based in Tulcum and Tilburn provinces group (role 3);
- processors based outside the region group (role 4).

Note: for the phase 2, it will be necessary to nominate a facilitator (role 5: extension worker) and a “reporter” (role 6). These two roles have no function in the first phase. The role of reporter, who plays a part in the restitution stage, may possibly be taken on by one of the members of a group. Depending on the participants, the role of facilitator can be taken by one of the members of the training team.

Each group should be given the card for the corresponding role (it may be practical to supply copies of the card so that each participant has a copy).

After reading the card for the role assigned, each group defines its strategic position vis-a-vis the points under negotiation. Each participant must note the conclusions for him- or herself, since he or she will represent the group in the negotiations in the second phase.

#### **d) Phase 2: Negotiation of rules (60 minutes)**

Three or four “negotiating tables” should be created. Each table must have at least one representative of each role (as defined in phase 1), an extension worker and a reporter (who may be a member of a group). On the basis of the “points to be negotiated”, each negotiating table defines certain elements of the code of practice. If a group is unable to reach a compromise on one of the points under negotiation, a “majority” and a “minority” position may be noted before moving on to the next question.

#### **e) Debriefing (5 to 10 minutes per negotiating table, followed by a 30-minute discussion)**

The reporter for each negotiating table gives a 5- to 10-minute presentation of the results of the negotiations and explains the difficulties encountered. During the final discussion, it is important to make the link with the content of the sheets clear and to share views on the lessons learned.

### **Essential points to be highlighted**

- Formulation of the rules of use (or a code of practice) must of necessity be a collective process involving all the stakeholders in the value chain who will contribute to the quality of the product.
- The code of practice must be consistent and guarantee preservation of the specific quality of the product.
- Various names are possible (including traditional and/or geographical ones), but the choice of name has an impact on what can later be protected.
- A code of practice is not a technical package and should contain only rules affecting the specific quality of the product.
- All the rules set out in a code of practice must be controllable (see the next module, T3.B).
- Some choices made during definition of the rules will affect the possible market placement of the product.





## This module is based on

### Content

- C3.4. Establishment of the local guarantee system

### Exercise

- E3.B. Guarantee system. Topic 1. Round-table meeting on the objectives and key points of a guarantee system
- E3.B. Guarantee system. Topic 2. Development of a control plan (and if necessary, the code of practice presented in sheet E6.A)

## Objectives of the session

- to learn about the objectives of control and certification;
- to learn about the various possible guarantee systems, their advantages and their drawbacks;
- to understand that each rule must be clearly defined and applicable so that it can be controlled;
- to acquire the necessary elements to assess the guarantee system most appropriate for a given context;
- to learn how to draw up the framework for a control plan and control documents.

Time required

3h00

Materials required

- markers
- paperboard, or computer and projector

## Methodology

The rationale of the guarantee system must be clearly understood before a guarantee method suited to the actual situation on the ground can be developed.

We therefore propose a training approach in two phases and two exercises: a first on the objectives of guarantee systems and a second allowing practice on the technical process of a verification system.

Anybody working on GIs should understand the reasons for a verification system. The effective establishment of a verification system will, on the other hand, require much more technical expertise, which cannot be addressed in this module.

### Approach

- Presentation of the objectives and key points of sheet C3.4 (15 minutes), before the first exercise of the participatory activity (sheet E3.B. Guarantee system. Topic 1. Round-table meeting on the objectives and key points of a guarantee system).
- Following this first exercise, there should be a restitution and debriefing to make sure that the objectives of certification have been clearly understood.
- Presentation of the procedure in sheet C3.4 (15 minutes), before starting the second exercise, which is much more technical.
- Organization of the second exercise (sheet E3.B. Guarantee system. Topic 2. Development of a control plan).
- Correction of the second exercise (see next page Correction E3.B. Topic 2) can be used as guidelines for the groups during the exercise or can be presented during the restitution on the second exercise.

### Participatory activities

#### Topic 1. Round-table meeting on the objectives and key points of a guarantee system (45 minutes)

- Division of participants into groups around a number of tables (five to seven participants per table).
- Distribution of the question sheet (E3.B. Topic 1).
- Nomination by each group of a facilitator and a reporter, and discussion by the group of the questions in exercise 1 (30 minutes).
- Restitution in plenary session (5 minutes per group), followed by a debriefing.

#### Topic 2. Development of a control plan (45 minutes)

- Division of participants into smaller groups (three to five people in each); nomination of a facilitator and a reporter by each group.
- Distribution of the invented code of practice for Dranas (resulting from the role-playing in module 6; see sheet E6.A. Code of practice, Dranas) or a real code of practice that is more appropriate for your audience, together with the questions from exercise 2 (sheet E3.B. Topic 2).
- Restitution in plenary session: each group has 10 minutes to present its proposition, followed by a discussion, that can be based on the example of a part of control plan for Dranas, provided on page 15.

## Essential points to be highlighted

- A guarantee system is vital for GI products whose reputation, based on specific quality, is shared by all those using the GI. This is to ensure that all the participants respect the rules set down in the code of practice and also to guarantee the traceability of the product. In this way, consumers can be assured that the product is in conformity with the code of practice and thus with the promise made to them.
- This assurance may be obtained by using a combination of different types of control (self-regulation, internal control, certification by a third party).
- The appropriate combination for the GI in question will depend on various factors, including the systems already found in the country, costs and the targeted market.
- Each point in the code of practice must be controlled, and the way in which this is done is laid down in the control plan.
- A control plan provides the methodology for ensuring that controls are reliable and that the guarantee system is professional.

## Example of control plan (correction of exercise E3.B)

1- Criteria	2. Elements to be controlled	3. Who carries out the controls?	4. What documents?	5. Timing of the control	6. Frequency/scope
Article 5 The raw materials used to produce dranas are ripe red bananas of the <i>Musa acuminata rutilus</i> variety	Varieties existing on the plantation	Expert on banana varieties	Official inventory sheet	Prior to initial certification of a new applicant	Once All producers
	New seedlings	Expert on banana varieties	Official inventory sheet	After announcement of new plantations by a producer	Once All producers
	On-site controls	On-site inspection, noting any change in the plantation	Control report	One to two months prior to the normal harvesting period	Once every two years All producers
	Typicity of the end product depending on the variety of fruit	Commission of experts for sensory tests of the end product	Evaluation report	During tasting	Once per year All producers
Article 8 The bananas are skinned by hand	All skinning of bananas by hand	Self-regulation	Self-regulation documentation	During preparation	At each skinning All producers
		On-site inspection by the expert	Control report	During skinning just after harvesting	Once every two years All producers
Article 9 The bananas must start to be dried at the latest 48 hours after being harvested and 6 hours after being skinned and prepared	Harvesting, date of skinning (with time)	Self-regulation	Self-regulation documentation	During preparation	At each harvest All producers
	Date of drying	On-site inspection by the expert	Control report	During the drying period	Once every two years All producers

# Remuneration: creation of a collective organization to manage a GI



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## This module is based on

### Content

- C4.1. Building of an organization to manage the GI system
- C2.4. Sharing of a common vision

### Exercise

- E4.A. Option a “role-playing, structuring a GI organization” or Option b “analyzing a GI organization”

## Objectives of the session

- to understand the importance of collective management of a GI;
- to discuss the essential values in order for the collective organization to operate;
- to learn the roles of the collective organization;
- to identify the steps in the process of creating a collective organization, together with its decision-making structures;
- to understand its role as support organization during creation of the collective organization;
- to appreciate the difficulties of this task in view of divergent interests and the importance of identifying the convergent interests of stakeholders in the value chain.

Time required

2h00

Materials required

- marker and easel with large sheets of paperboard
- role-playing: scenario, role cards, points to be negotiated

For Option b:

- Post-its, markers and large sheets of paperboard

## Methodology

### Approach

- Presentation of the objectives, key concepts and process, as explained in sheet C4.1 and completing with elements from C2.4 (module 2).
- Depending on the audience targeted, two alternative participatory activities are proposed:
  - option a, to be used if the participants come from very different backgrounds and are therefore not familiar with the same value chains, is that of role-playing, focusing on the invented value chain of dried red banana dranas;
  - option b is suitable when the participants come from the same region and are familiar with a given value chain.

### Participatory activities

#### Option a. Role-playing: structuring a GI organization (Exercise sheet E4.A. Option a)

- Groups of 10 to 12 people are formed.
- The role cards are laid out, face down, and each participant takes a role card without showing it to the others.
- The person who draws the extension worker card will be the animator of the session.
- The reporter will take notes and write an article (or report) on the discussions and the agreements reached, and give a 10-minute presentation of this to a plenary session.
- The group will have between 1 hour and 1 hour 30 minutes to “negotiate” and reach agreements regarding the role of the organization and the structure of governance depending on the questions contained in E4.A. Option a: Questions (distributed to all).
- Restitution in plenary session: each group has 10 minutes to present its analysis of the value chain and its proposals as regards its structure, followed by a discussion.

#### Option b. Analysing the GI organization for product X (Exercise sheet E4.A. Option b)

- Groups of between four and seven people are formed, focusing on a value chain familiar to all the members of the group.
- The participants in the group work on the questions distributed in sheet E4.A. Option b.
- The groups have between 1 hour and 1 hour 30 minutes to carry out their analyses.
- Restitution in plenary session: each group has 10 minutes to present its analysis of the value chain and its proposals as regards its structure, followed by a discussion.

### Essential points to be highlighted

- Since the right of use of the GI is collective, a collective organization is needed at least to represent the stakeholders in the GI system before society.
- On the basis of common interests (the reputation of the GI being the most obvious of these), the stakeholders in the GI system can delegate other functions to the collective organization.
- Note: the collective organization does not replace enterprises (whether individual, cooperative or capital in type) with regard to marketing the product, but provides support.
- The collective organization must be open to all those participating in the GI system and have internal rules allowing democratic decision-making.



## This module is based on

### Content

- C4.2. Implementation of strategic marketing
- C4.3. The marketing mix (operational marketing)

### Exercise

- E4.B. Marketing of GI products – Option a or Option b

## Objectives of the session

- to understand the importance and specific aspects of the marketing of terroir products;
- to analyse the relationship between collective marketing and the marketing of individual enterprises;
- to acquire the fundamentals of strategic marketing and the marketing mix applied to terroir products.

Time required

2h00

Materials required

- markers and easel with large sheets of paperboard
- computer with Internet connection

## Methodology

### Approach

- Presentation of the objectives and key points of sheets C4.2 and C4.3 (30 minutes).
- Depending on the audience targeted, two alternative participatory activities are proposed:
  - Option a for participants not being familiar with the same value chain.
  - Option b for participants being familiar with a given value chain.
- During the restitution and debriefing, the reflections and comments of an expert in marketing GIs (for example the person in charge of marketing for a value chain) would be an advantage in order to anchor each person's reflections in the real situation.

### Participatory activities

1. **Depending on the audience, choose Option a or Option b for all the participants, or leave the choice up to the participants, and organize corresponding groups.**

#### Option a. Analysing marketing of famous GIs

Divide the participants into small groups of two or three around computers with Internet access in order to answer the questions on sheet E4.B, Option a.

#### Option b. Analysing marketing of your value chain

Divide the participants into groups of three to five around several tables. Each group nominates a facilitator and a reporter, and discusses the questions on sheet E4.B, Option b.

2. **The participants work on the questions on the sheets corresponding to Option a or Option b (1 hour 30 minutes).**
3. **Joint restitution (10 minutes per group), followed by a debriefing.**

### Essential points to be highlighted

- The protected name is a good basis for a strong common identity, which is essential for communication.
- In order to have the anticipated success, it is not enough to register the name and ensure its protection as a geographical indication; it must also be possible to sell the product at a profitable price in order to ensure reproduction of the resources needed for the production system. Planning of strategic marketing and the marketing mix is vital in order to achieve this price.
- Good communications are based on the qualities and characteristics of the product. The code of practice has a strong direct influence on market placement. It is therefore important to make sure that the main distinguishing features of the product are clearly identified.
- Good coordination between collective marketing (managed by the GI organization) and the marketing of enterprises is vital in order to ensure that messages are clear.
- The reputation of the GI (the common major asset of the value chain) is always boosted by good collective marketing.



## This module is based on

### Content

- C5.1. Key aspects of sustainability
- C5.2. Evolution of rules over time

### Objectives of the session

- to understand the possible impacts of GIs on sustainability;
- to be able to evaluate these impacts;
- to analyse the link between the rules in the code of practice and the impacts;
- to examine the reasons and possibilities for modifying the code of practice.

Time required

2h00

Materials required

- two large sheets of paper or board to be stuck on the wall, or ideally “sticky walls”
- yellow and grey Post-its or sheets of A5 or A4 paper, together with adhesive tape or Blu-Tack
- markers

## Methodology

### Approach

For this module on a subject on which the participants often already have a good general knowledge, it is proposed that the main focus should be on the participatory activity and on ensuring a rich sharing of knowledge among participants.

The content of sheet C5.1 can be very useful during discussions. Sheet C5.2 can also be presented as a 15-minute conclusion at the end of the exercise.

### Participatory activities

The sustainability of GI systems will be discussed through a methodology inspired from the de Bono's Six Thinking Hats Technique.

This technique can be used in a group of 10 to 20 participants. It creates a climate for cordial, creative discussion, facilitating the contribution of each person. In this way, everybody can be on the same wavelength at the same time, and some people's ideas will spark ideas from others.

#### 1. Preparation of the room

A space without chairs should be organized, with several tables (high ones, if possible), so that the participants can circulate and write on their Post-its.

The animator should fix two large sheets on the wall, each divided into three columns headed with the three dimensions of sustainability (economic, social and cultural, and environmental). One of the sheets will have a picture of a yellow hat (positive) and the other a picture of a grey hat (negative). An easel with a paperboard bearing a picture of a green hat should be placed toward the front of the room.

Yellow and grey cards, together with sufficient markers, will be placed on the tables.

#### 2. How the animation works

- *Blue hat: the animator.* The animator explains the principle, asks corresponding questions, makes sure that there is no time overrun and that each person expresses a view on the question asked, according to the way of thinking imposed.
- *Yellow hat ("positive" wall).* "What positive impacts do or can GI systems have on the economic-social and cultural-environmental dimension?" (5 to 10 minutes)

The participants are encouraged to note positive impacts, in two or three words at most, on yellow Post-its, sticking them onto the "positive wall" in the corresponding column and briefly explaining them to everybody.

- *Grey hat ("negative" wall).* "What negative impacts do or can GI systems have on the economic-social and cultural-environmental dimension?" (5 to 10 minutes)

The participants are encouraged to note negative impacts, in two or three words at most, on grey Post-its, sticking them onto the "negative wall" in the corresponding column and briefly explaining them to everybody.

#### The Six Thinking Hats Technique:

The principle is to seek to take on all the ways of thinking in turn. Each turn (i.e. each way of thinking) is being represented by a specific colour hat. The sequence of the use of hats is decided in advance depending on the problem to be addressed; each of those taking part must use the way of thinking linked to the hat determined by the sequence.

- *Red hat (emotion)*. “How do you feel about the impacts described here? Do you agree about the placing of impacts on the positive or negative wall?” (5 minutes)

The participants are encouraged to move or duplicate Post-its from one wall to the other.

- *White hat (neutrality/objectivity)*. The participants can present arguments, explaining why they think that the impact is positive or negative (5 to 20 minutes). The animator can also ask certain participants to illustrate their thinking with practical examples.
- *Green hat (creativity)*. The group has a brain-storming session on the question: “Considering the impacts identified, what are the conditions and factors that can ensure maximization of the positive impacts and/or minimization of the negative impacts?” (20 minutes)

A participant or a co-animator will note the key points on a paperboard.

## Essential points to be highlighted

- GIs can contribute to the sustainability (economic, social and environmental) of the region, but these impacts depend on certain decisions and actions undertaken within the value chain (including the rules in the code of practice).
- With a view to evaluating this sustainability and thus ensuring the best possible impact for the stakeholders in the value chain, it is important that from the beginning of the collective action, they put a monitoring and evaluation system in place for impacts.
- The participatory design of the GI process and collective management of the GI system constitute the basis for obtaining positive effects.
- The strength of impacts may vary depending on the point of view; for example, biodiversity protection may seem essential for nature protection organizations, but very secondary for a farmer.
- The involvement of public players can help to guarantee positive impacts, especially if the GI is incorporated into a territorial approach (see C5.3).
- The code of practice can be modified in order to allow the GI to adapt to the changing context and ensure sustainability. However, the only changes of rules possible are those that in no way alter the specific quality of the product.





## This module is based on

### Content

- C5.3. Extended territorial strategies to boost rural development

### Exercise

- E5.B. Case study of Boseong tea

## Objectives of the session

- to understand the possible links between GIs and local development;
- to identify the factors allowing such links;
- to examine practical actions allowing such local development.

Time required

2h00

Materials required

- two large sheets of paper or board to be stuck on the wall, or ideally “sticky walls”
- yellow and grey Post-its or sheets of A5 or A4 paper, together with adhesive tape or Blu-Tack
- markers

## Methodology

### Approach

Presentation of the content of sheet C5.3 in 15 minutes. Implementation of the participatory activity and debriefing (1h30-2h).

### Participatory activities

**Idea tree focused on “links between the GI (Boseong tea) and the territorial strategy”.**

*Note: the Boseong tea GI can be replaced by other case studies known to the participants.*

- Each person reads the case study on his or her own and builds up an “idea tree” on a sheet of A4 paper, placing the phrase “links between the Boseong tea GI and the territorial strategy” at the centre and adding “branches” in the form of key words linked logically to the central topic (30 minutes).
- Groups of four or five people should then be formed. (This collective part should take about 45 minutes.)
- By combining the individual idea trees, the group builds a collective “idea tree” on the case of the Boseong tea GI.
- Then, in order to generalize the topic, the group completes its idea tree (in another colour) with other possible links between the GI and the territorial strategy that are not presented in the Boseong tea case.
- Restitution: each group presents its idea tree in full session (5 to 10 minutes each), followed by a discussion of the conditions needed in order to ensure the link between GI and territorial strategy.

An **idea tree** (also known as a mind map) is a diagram representing semantic links between different ideas or hierarchical links between different concepts.

### Essential points to be highlighted

- Through its strong link to a region, the sustainable and “traditional” use of local resources and promotion of the name, a GI can contribute to the attractions of a region.
- Synergy with other localized industries, especially tourism, is often clear, but needs to be recognized and encouraged.
- Certain conditions (identity of the GI product, attractiveness of the territory, etc.) must be taken into consideration. A coordinated strategy will boost synergy around GI products.
- Because such a strategy is beyond the value-chain, the strategy must be coordinated by actors who can play a coordination role (such as local public authorities, development and tourism actors).



## This module is based on

### Content

- C6.1. Legal protection of geographical indications
- in addition, C3.1/C3.2 The code of Practice, and C3.3 Delimitation of the production territory

### Exercise

- E6.A. Topic 1. The various protection systems
- E6.A. Topic 2. Role-playing: evaluating a registration application

## Objectives of the session

- to learn about the various legal systems available to protect GIs;
- to learn about the advantages and disadvantages of each type of protection;
- to understand the importance of a transparent, objective registration procedure:
  - to identify all the aspects to be taken into account in examining a registration application;
  - depending on the situation of the product and the power relations among the stakeholders concerned in the value chain, to be able to identify points of tension in the discussion of technical specifications;
  - to be capable of bringing experts into play in order to ensure proper examination of the application in the registration procedure.

Time required

2h00

Materials required

- if possible, the legal texts in force in the country concerning GIs
- marker and easel with large sheets of paper (paperboard) or a computer and projector

## Methodology

Two topics are addressed in this module.

- Topic 1 covers the various legal systems and will need adaptation to the legal contexts of the participants. In order to cover this very legal topic, individual reading and/or presentations are proposed, together with individual work or work in small groups.
- Topic 2 concerns the evaluation of an application for protection and is covered through the use of role-playing.

## Approach

### Topic 1. The various protection systems

*Note: The content of this part must be adapted to the specific legal context in which the training takes place.*

- Presentation of the content of sheet C6.1, or a request to the participants to read chapter 5.1 of the guide (30 minutes).
- An intellectual property expert should be asked to present the current legal system regarding the protection of terms and geographical indications. (If possible, legal texts should be made available to participants.) (30 minutes)

### Topic 2. Evaluation of a registration application

There is no specific theoretical content for this topic, but it is useful to come back on the content of the code of practice (sheet C3.1/C3.2) as well the justification for the territory delimitation (C3.3) which are key elements to be assessed by public authorities.

It will be very interesting to invite an expert involved in such assessment to be part of the session.

## Participatory activities

### Topic 1. The various protection systems

Individually or in small groups of three or four people, participants should be asked to answer the questions in sheet E6.A. Topic 1. The various protection systems.

### Topic 2. Evaluation of a registration application

#### 1. Preparation:

- The participants should be divided into small groups of five or six people, each of the groups representing a national commission.
- The scenario should be distributed and briefly explained to everybody (E6.A. Scenario).
- Each group should receive the same application for dranas, composed of the “Summary of the PDO application for dranas” (E6.A. Summary application) and the “Code of practice for dranas PDO” (E6.A. Code of practice).

#### 2. Implementation:

The groups have 45 minutes to examine the application and note their initial conclusions.

After these 45 minutes, the objection cards should be handed out.

The groups have another 45 minutes to decide their position regarding these objections (in principle about 15 minutes per objection).

### **3. Restitution:**

Each group (or national commission) presents its conclusions in plenary session in 10 minutes. Differences among the groups are then discussed.

Ideally, a member of a national commission of the country or of another country is present and can react to the recommendations.

### **Essential points to be highlighted**

- A number of different legal systems are possible in order to protect geographical indications, and producers must adapt to the system in force in the country.
- With regard to all the systems, in view of the complexity (legal, commercial, agricultural, historical, technical aspects etc.) that can legitimize protection of a GI, it is advised that examination of an application for GI protection be carried out by a commission. This commission must be able to take up a position on the application by referring to the legal framework and encompassing all its complexity.





## This module is based on

### Content

- C6.2. Supporting a GI system through public policies

### Exercise

- E6.B. Public policies.

## Objectives of the session

- to understand the role of public actors in support for the development of sustainable GIs;
- to identify the possible forms of policy to support GI processes at local, regional and national levels

Time required

2h00

Materials required

- tables (round, if possible)
- markers and large sheets of brown wrapping paper or paperboard

## Methodology

### Approach

It is proposed to start with the participatory activity so that the participants can express their views on a subject of which they often have considerable experience and that depends to a large extent on the local context.

The content of sheet C6.2 can then be used during the restitution session, or as a theoretical presentation of conclusions.

### Participatory activities

World Café on the subject of support policies, on the basis of the questions listed in the box below.

World Café is a method for discussions by topic tables: the participants sit around various tables and each table discusses a specific topic. They then change topics by changing tables.

#### 1. Preparation

- Cover four tables with large sheets of paper (such as paperboard or brown wrapping paper).
- The participants are divided among four tables (between four and a maximum of eight people per table).
- A host is designated for each table: he or she remains attached to this table and will animate the discussions. The host may be selected from among the participants or be an expert in public policies. The host's job is to ensure that the conversation focuses on the topic allocated and that each person is able to express his or her views.
- Each table focuses on one of the phases in the virtuous circle.

#### 2. Implementation

- The participants discuss the question given to their table (see sheet E6.B) for 20 minutes.
- During the discussion, the participants are encouraged to take notes and to draw diagrams or explanatory illustrations directly on the table.
- The participants (apart from the host) then move on to the next table and take up the discussion of the topic allocated to this new table.
- The host gives his or her table a brief summary of previous discussions at the table and encourages the "new" participants to explore the issue further.
- There are thus four discussion turns.

#### 3. Restitution

- The host of each table then presents a summary and the main points of the reflection to a plenary session, with 5 to 10 minutes allocated to each table.

### Essential points to be highlighted

- The support of local, regional or national authorities is justified by the potential contributions of GIs to sustainable development of the region.
- Such support can take many forms and can intervene at different stages in the virtuous circle. Note that Public Authorities in charge of GI support policies are different from the ones in charge of GI request.

Other publications available in: [www.foodquality-origin.org](http://www.foodquality-origin.org)



**Linking people, places and products**

A Guide for Promoting Quality linked to Geographical Origin and Sustainable Geographical Indications

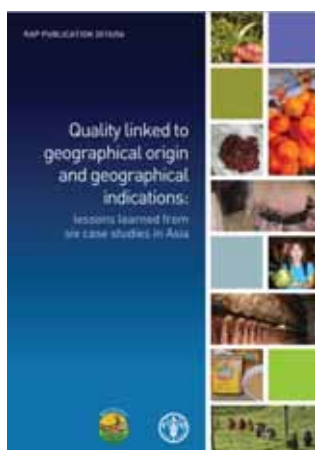
(FAO- SINERGI, 2009)



**Identification of origin-linked products and their potential for development**

A methodology for participatory inventories

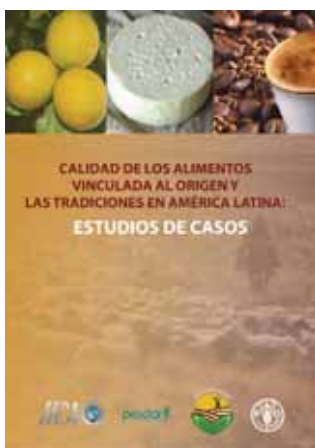
(FAO, 2012)



**Quality Linked to geographical origin and geographical indications**

Lessons learned from six case studies in Asia

(FAO, 2010)



**Food Quality linked to origin and traditions in Latin America Case studies**

(FAO- IICA, 2008)

## NOTE

## NOTE

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# SHEETS CONTENT

TRAINING ON ORIGIN-LINKED PRODUCTS

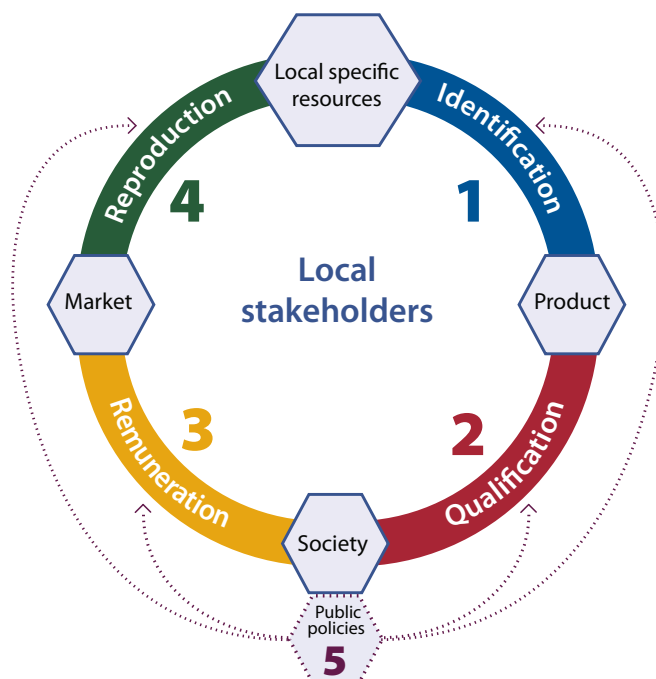
TOOLS FOR A PARTICIPATORY APPROACH





Certain food and agricultural products have a specific quality linked to their production origin that can make them famous as a result of characteristics linked to their local natural and human environment. This specific quality provides a product with the potential to play a role in a sustainable development process, inasmuch as local stakeholders can turn latent local resources into active assets, preserving and enhancing them, so that they receive society's recognition and are better remunerated in markets.

**The origin-linked quality virtuous circle**



Origin-linked products are products that are differentiated (or can be differentiated) on the basis of their local identity or typicity. Their promotion through a geographical indication (GI) is therefore justified by their local environment that confers to them, from the consumer point of view, a particularity, a specific quality or reputation. The fact that these products are linked to their place of production can give birth to an origin-linked quality circle, inasmuch as the promotion of their specific quality generates positive effects (economical, social and environmental). These effects can be reinforced over time thanks to the sustainable reproduction of local resources. This virtuous circle represents a four-step process of value creation and preservation, starting with the local stakeholders' awareness about their product's potential and their decision to develop a collective process to protect and promote it. The economic valorization comes from consumers' recognition of the product on the market, and can be reinforced by official recognition and legal protection of the GI intellectual property rights. The sustainability of the origin-linked process depends on both the market remuneration and the reproduction of local resources. Local stakeholders are at the center of such a process. Economic actors and "external" ones (from public institutions, NGOs, research and development centers) play a crucial role. The institutional framework (i.e. policies and regulation) also constitute an important element in the promotion and preservation of quality linked to geographical origin.

## 1. Identification

This first stage is absolutely essential, inasmuch as it involves identification of the potential for developing an origin-linked strategy. Such potential concerns:

- the product: Does it have an origin-linked quality? A market and a strategy to optimize it?
- the area : What are the local resources brought into play?
- the stakeholders: Are they aware of their product potential? Are the stakeholders ready for participatory, collective action in view of the collective nature of the resources?

Without these elements, the origin-linked strategy is compromised.

## 2. Qualification

The qualification represents the process by which the society (consumers, citizens, public authorities, other value-chain actors...) will be able to recognize the specific value of the product. This stage entails the establishment of local rules for the recognition of the origin-linked product on the basis of its definition as agreed among the producers. In other words, it is the formulation of the specifications (or code of practice, CoP) and the associated control plan, with which the GI name may possibly be registered and protected. The collective mobilization process that should start during the identification phase, will have to be consolidated during the qualification phase in order to take democratic decisions for the definition of the rules.

## 3. Remuneration

This stage consists of paying for the value of the GI system through the market (promotion and marketing) or other non-market systems (payment for environmental services, for example). In this stage, coordination between the value chain stakeholders is essential in order to formulate and implement the marketing strategy. The definition of the roles and creation of the producers' organization is a key element, as such organization plays a vital role in internal coordination among the producers and within the value chain, and also in representation vis-à-vis society.

## 4. Reproduction of local resources

Reproduction of the system means that the resources are preserved, renewed and even improved along the cycle in order to ensure sustainability of the system. This stage corresponds to a regular evaluation to be carried out to ensure the sustainability, by verifying the effects of the process in economic, social and environmental terms, so that the necessary adjustments and modifications can be designed. The reproduction of local resources is valid for the whole area and hence for all the stakeholders and activities found there. The search for an increasingly sustainable process leads toward the development of an extended territorial strategy, which consists of extending the benefits of the reputation to all activities and creating synergies, for example through local tourism with its effects in terms of direct sales.

### Role of public policies along the circle

Throughout this cycle, public policies (national and local) provide a legal and institutional framework capable of creating conditions favourable for taking into account the key factors of the origin-linked strategy process. From one hand, they provide the conditions for recognition, regulation and protection of property rights associated to GI, from the other, they can foster the positive impact on local development and boost environmental or social sustainability.

Certain agricultural and food products can be distinguished by characteristics linked to the territory or zone where they are produced, providing them with a certain reputation, linked to their origin. Their specific quality, perceived by consumers, is based on the typicity of the product, meaning that the quality of the product is not only specific, but also unique, resulting from the unique combination of human and natural production factors linked to the territory or zone. These products can therefore not be produced elsewhere.

Typicity is a measure of the amount of specific qualities and the anchorage in local resources. Consumers' perception is linked to the reputation of the origin-linked product and its recognition by the market.

## Objectives

Recognizing the links between local actors, their territories or zones, agricultural products and foodstuffs is an important step towards sustainable rural development. These relations are based on local capacities to create value in a global market, while remaining rooted in a given zone. Local products have specific quality attributes inseparable from the places where they are produced and these ultimately build a reputation associated with a geographical indication (GI), which identifies the products. These differentiated products can thus respond to a specific demand.

## Key concepts

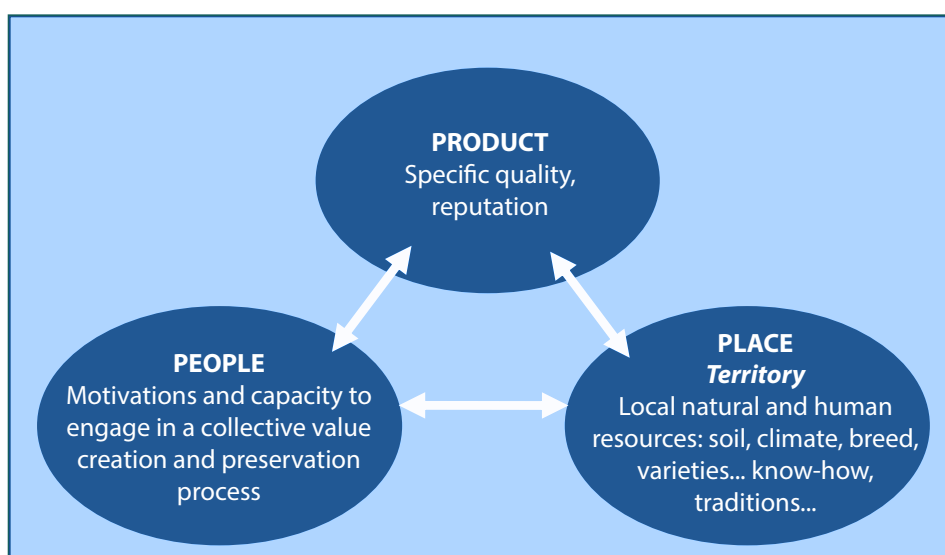
The **place** represents the geographical area that bears both the natural resources (physical and biological environment, including biological resources) and human or cultural resources linked to generations of inhabitants and producers. This territory is delimited in space.

A **terroir** is a delimited geographical area where, over the course of history, a human community has developed a collective production method and know-how based on a system of interactions between the physical and biological environment and a set of human factors that convey an originality, confer typicity and engender a reputation for a product.

The concept of terroir can be represented graphically through the figure below.

A **terroir product** (with quality linked to its origin) has a specific quality mainly attributable to its terroir (the interaction between the natural environment and human factors).

Interaction between people, product and place



Source: Linking People, Place and Products

## Process

A collective approach is required to engage in the quality virtuous circle in order to promote and preserve the origin-linked product and local resources. The potential for engaging in the value creation process depends on the will, motivation and capacity of the local community, and especially of those involved in the local production system, to coordinate their actions and promote the product collectively. Many stakeholders are involved in the production and value creation process of a product of origin-linked specific quality and may influence the development of the product in different ways, conveying their own vision of the product and their own interests. This is why an efficient coordination and the search for a shared vision are necessary.

The first step in activating the quality virtuous circle is the precise identification of the local product and the local resources needed for production. For this, it is important that local producers realize the potential associated with specific local resources, as this constitutes the basis for collective action to promote the value of the product.

The possibility of activating the origin-linked quality virtuous circle depends on the presence of three main prerequisites:

- the product: it presents some specific characteristics linked to geographical origin that give it a special quality and reputation in the market, resulting in specific consumer demand;
- the place: the special quality characteristics are the result of the natural and human resources of the local area in which it is produced;
- the people: the local producers, having inherited traditions and know-how, together with other local stakeholders, must be motivated to engage in a value creation and preservation process.

## Summary

Establishing the nature and intensity of the link between a product and its origin must be the basis for any activation of the origin-linked quality virtuous circle. The process is the responsibility of the producers and must be relayed by the competent public authorities.

The justification for specific protection of a geographical (or traditional) name depends on the existence of a link to the terroir and/or a reputation established by the product. The identification phase is therefore fundamental not only to establish these links (or their absence), but also to identify the potential at the supply chain level (stakeholder motivation and market potential) for development of a valorization process (see the web-tool "GI product identification").

# COLLECTIVE PROCESS AND TERROIR PRODUCTS IN A SUSTAINABLE PERSPECTIVE

## C2.2

Adding value to a product of origin-linked quality while preserving its characteristics allows for remuneration and the reproduction of specific local resources, not only benefiting the production system, but also rural development dynamics, local society and natural resources (which are often fragile).

## Objectives

Promotion of an origin-linked product has the potential to maintain and promote non-standardized food products in new and existing markets, preserve the associated socio-ecological system and maintain economic activity in rural areas. In this regard, origin-linked products are important tools for a global territorial approach to sustainable development, in particular for marginalized regions. For this, synergies must be created between economic activities and the two other pillars of sustainable development: the environmental and social pillars.

## Key concepts

### **The economic pillar: adding value and benefits from organization**

Origin-linked products have the potential to create added value through market recognition, provide access to new niche markets for differentiated products and prevent products from disappearing because of competition. This can help to ensure a decent income for local producers if the higher added value is fairly redistributed among producers.

Value creation is also a driving force in ensuring consumer confidence in the origin of products and maintaining generic quality requirements, through the use of quality insurance schemes and traceability systems throughout the process. Accessibility to and maintenance of profitable marketing channels is of key importance in order to maintain local resources. Through the effective marketing of these products, rural activities can be maintained and even diversified, thus promoting related industries such as tourism and also preventing outward migration. Indeed, specific local resources involved in the production system – unique plant varieties or animal breeds, traditional landscapes, food traditions and culture – are also valuable for tourism and gastronomy.

### **The environmental pillar: sustainable use of resources and biodiversity**

The promotion of origin-linked products can generate two kinds of positive impact:

- Sustainable use of natural resources. Identification of the link between the product and the terroir raises awareness of the importance of a sustainable use of local resources. Moreover, origin-linked products are often connected to traditional production systems and extensive practices with lower environmental impacts compared to modern techniques and inputs.
- Biodiversity. Origin-linked products often use traditional, endemic or specific locally-adapted species, varieties, breeds and micro-organisms. The promotion of such products can help counter pressure towards increased specialization and standardization, thus preventing the disappearance of habitat, typical landscapes and genetic resources.

### **The social pillar**

Since origin-linked products have generally been produced for a long period in the same social and cultural environment, they incorporate strong empirical and locally validated experience and know-how by producers regarding the management of a sound production process and the achievement of high specific quality within a particular local environment. Moreover, the link between product, people and place often makes the GI product a cultural marker.

## Process

From this perspective, people on the production side can contribute to an integrated territorial approach to sustainable development in particularly fragile areas. The modalities of the local process will determine the real

contribution to sustainable rural development. Positive effects in economic, environmental and social fields are not automatic. As with any tool, it is important to use it correctly to obtain the expected results. In any case, the process and its effects have to be assessed by stakeholders in order to improve an origin-linked product over time and allow the reproduction of resources.

This will be addressed with key questions and factors for the evaluation of effects in module 5 (Reproduction).

## Summary

Origin-linked products can be powerful levers for sustainable rural development. Indeed, activation of the quality virtuous circle will affect the three dimensions of sustainable development: in economic terms, the consumer, paying for quality, will contribute to creating value localized in rural zones; in environmental terms, local products are often derived from extensive use of natural resources and make use of rare and endemic breeds or varieties; and in social terms, origin-linked products preserve traditional know-how and local cultural elements.

Names and representations referring to a place are very often used by local actors and consumers to identify the origin and particular quality of origin-linked products. These geographical indications (GIs) therefore play an important role in the value creation process by differentiating origin-linked products from others of the same category. This collective reputation can be subject to misuse inside and outside the territory or zone.

## Objectives

The use of GIs requires a localized definition of common rules in order to improve coherence between local producers and avoid unfair practices and the misleading of consumers. The recognition by society and/or public authorities of the collective rights of local producers to use of a GI and its associated rules can be a fundamental step in engaging in the qualification of the product.

## Key concepts

A GI is the name of a place (or occasionally a country) that identifies a product to which quality, reputation or other characteristics are attributable. A GI signals to consumers that the goods have special characteristics as a result of their geographical origin. A GI is therefore more than an Indication of source or provenance; it is a reference to a quality, unlike a “Made in” label, which does not refer to a specific quality. In certain cases, a traditional name can be accepted as a geographical indication, even though it does not contain a geographical reference.

There are many types of identifier that may constitute a GI:

- a geographical name alone can become the name of the item, or the origin of the product can be combined with its common name;
- a name, symbol or words referring to a place and its local people, although they are not names of geographical places;
- additional associated characteristics that should also be considered as geographical identifiers; for example, images of famous places like mountains, monuments, flags, specific objects or folklore symbols;
- the specific traditional shape and appearance of the product, such as unique packaging or a common element on the label.

## Process

A set of common rules defined at the local level by the producers and processors in the supply chain is required in order to prevent misuse or expropriation of GIs and allow them to play their role as signs of a specific quality linked to geographical origin for producers, consumers and local and global stakeholders. These rules must:

- clearly identify the product and its name, and define its production and processing practices shared by stakeholders using the GI;
- avoid unfair production and trade practices, preventing abuse or damage to the GI reputation through the making and selling of products with different and/or lower quality characteristics while benefiting from the reputation of the quality sign;
- guarantee the quality of the product and its geographical origin, fostering consumer confidence;
- guide the behaviour of local producers and support coordination and cohesion to create, preserve or improve the GI product's reputation and name value.

In order to enforce these local rules, local stakeholders can explore ways of ensuring conformity with the rules established and protecting their rights to use the GI under a protection and guarantee system. A precise assessment

of the situation is necessary in order to establish linkages between the legal issues to be addressed based on the available normative framework, market realities and producer strategies.

The regulation of GIs is based first and foremost on a system of self-enforcement by producers. GIs can also be enforced through informal mechanisms, such as mutually agreed social controls and unwritten rules of practice and standards. Self-regulation and self-enforcement alone can apply locally in very specific contexts. When relationships among producers are not strong and/or marketing abuses (imitation of the product and GI usurpation) are common either nationally or internationally, legal protection of the GI may be considered by local stakeholders as a tool for effective regulation (see sheet 6.1). Even when no problems of imitation or divergence in local production practices emerge, the establishment of formally recognized rights over the GI could be important, inasmuch as a formal recognition of the GI, whether legal or not, could prevent registration of the GI by other actors.

## Summary

- Geographical indications (GIs) are names with a geographical component, qualifying origin-linked products.
- They identify product from a specific place, a territory, bringing identity and value in the market place.
- To preserve the specific qualities and their associated reputation, as well as consumer trust, it is important to define production and usage rules for the GI (codes of practice or specifications).
- The legal protection of these geographical identifiers may be crucial for producers, so that they can then initiate promotional efforts without fear that these will benefit imitators.

### GEOGRAPHICAL INDICATIONS AMONGST NORMS AND LABELS

There are numerous possibilities to differentiate an agricultural and food product to stimulate a buying preference. In particular, through labels, i.e. a specific mention (sign or words) on the package, that may communicate certain specific values of the product to the consumers (we speak in this case of B2C or Business to Consumer norms). These mentions should usually be certified. Amongst labels, we can identify:

- Those that communicate on the agricultural and processing practices that are respectful of the environment, in particular the labels of organic agriculture, or labels developed for specific types productions on the protection of biodiversity (for example Rainforest Alliance, Forest Stewardship Council, Marine Stewardship Council, etc.)
- Those who communicate on fair trading practices, associated with the respect for social norms for the producers (working conditions, minimum income, ...)
- Those that communicate on "superior" or traditional quality, amongst which you find GIs.

It may be noted here that there are also private management norms, covering aspects such as food safety, the reasoned use of pesticides and fertilisers and workers rights (for example : HACCP, GlobalGap, BRC). Large buyers and distributors (in particular in Europe and North America) increasingly require from their suppliers certification of conformity with these norms. But these norms are not communicated to the final consumer through labels. In this case we speak of B2B or Business to Business norms

Geographic Indications have a number of specificities when compared to other B2C norms:

- All GIs have their own specific Code of Practice, which allows adaptation to the local context,
- This Code of Practice is usually developed and proposed for official recognition by the up-stream supply actors, so we can say it is a bottom-up approach,
- The GI is associated to an intellectual property linked to a territory and must benefit all the stakeholders based in the territory.

However, a GI cannot be developed for all products and in all contexts. It is essential to know the potential of a product and the demands of the markets aimed at to be able to choose the most appropriate form of differentiation.

Collective action is necessary all along the quality circle and should be considered from the onset of the identification phase. Indeed, setting up a value creation process for a GI product requires the active involvement of the local stakeholders who have the right to define the common rules for using the GI.

Inside and outside the production area, a GI product by definition involves many different stakeholders: producers, processors, traders and consumers share know-how about good practices regarding production, processing, preservation, trading and even use or consumption of the product.

## Objectives

A participatory approach is required in order to develop a common vision and strategy for the product, identify its links with its geographical origin and establish a collective protection system. Moreover, local producers should be able to build and manage active and stable external relationships emanating from various perspectives – economic, political, social and scientific. It is therefore important to consider territorial links and external networks.

This participatory approach may need an external facilitator to initiate and coordinate activities, especially during the mobilization phase and before the creation of a legitimate, representative organization. This facilitator may, for example, come from a state support agency (extension services, universities etc.) or an NGO (active in the field of rural development, environment, consumers or food).

## Process

Mobilization of the local actors concerned by the impact of the origin-linked quality circle on the territory or zone (value chain stakeholders and the local community) is a fundamental step.

This mobilization entails three important activities:

- organization of the local context, for example through producer meetings, studies and exchange visits with similar production systems in order to share views on the product and on what determines its characteristics;
- empowerment of disadvantaged stakeholders, who are often the real trustees of the “original product”, in order to allow for their participation in the process; the empowerment of local actors is a key issue in terms of social sustainability for the value creation process; local government, NGOs and other local associations should support these activities;
- mediation: each stakeholder has a specific vision of the product and its evolution, depending on his or her specific interests in the product; it is therefore important to consider the motivations of the actors involved, since they are potential sources of conflict when engaging in qualification.

Producers should not remain isolated in their efforts to identify and qualify origin-linked products, as such action often involves specific knowledge and capacities. The various stakeholders who should be mobilized to support the producers' efforts are:

- food operators, traders, sellers, restaurant owners and other actors in the supply chain: even if not involved directly in the qualification process, they can play an important role in enhancing the economic vibrancy of the GI product by supporting marketing and promotion activities and helping to create new marketing opportunities;
- consumers and consumer associations: consumer preferences and purchases allow for the reproduction and improvement of the resources used in the GI production process; consumers may also be a vehicle for transmitting information and spreading the popularity of the GI product; in particular, travelling consumers, emigrants or tourists can enhance the reputation of a local product;
- other local stakeholders: within the territory or zone, other private-sector actors outside the production chain can build very useful alliances with GI systems

Local government and other local authorities, together with NGOs, can act at many levels to support a GI product's development: research support, extension work, the provision of technical assistance or information and the organization of marketing campaigns focusing on consumers and traders. Public intervention may be justified, inasmuch as GI products create employment and generate a positive image of the region. This can be useful for tourism and boost the general attractiveness of the region.

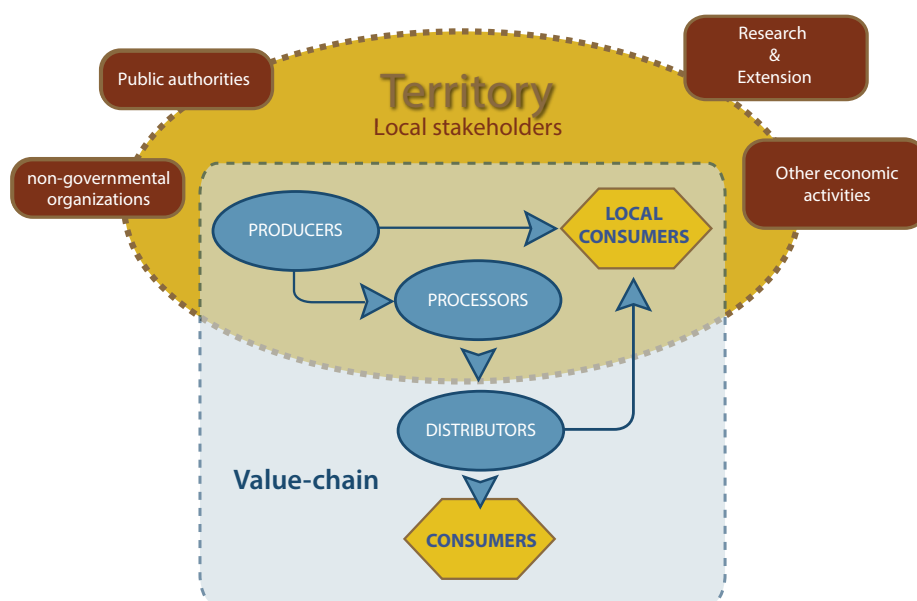
Public support can also come from national or international institutions. The role of public actors and policies are analysed in more detail in sheet 6.2 in the context of sustainable development and the need for balanced private-public coordination.

Scientific support may be useful during the process of rule-setting (for example by providing studies and research analysis on economic and social sustainability), in order to demonstrate the link between the product quality and its geographical origin and even to support the group of producers in marketing and promotion activities and collective organization management.

## Summary

The stakeholders in the supply chain of the origin-linked product will benefit from developing a shared vision of the development of their product, projected into the medium- and long-term future. If this vision is shared with partners, it can garner significant support from local and external actors for the success of the process of activating the quality virtuous circle.

### Different stakeholders who can be involved in the value creation process



Source: Linking People, Place and Products

# THE CODE OF PRACTICE: DEFINITION OF THE SPECIFIC QUALITY

C3.1  
C3.2

The elaboration of the code of practice is the core of the GI process. It requires a participatory approach, with the active involvement of all the stakeholders in the supply chain. Elaborating a code of practice is a process of collective negotiations entailing mediation to obtain consensus on certain criteria, as each rule entails a risk of exclusion (for example, some producers may be excluded through geographical limits or technical requirements).

## Objectives

The aim of the code of practice is to provide rules for applying the specific quality to the GI producers located in a delimited area. It must therefore describe the specific characteristics of the GI product that are attributable to its geographical origin, justifying the link between the product and the territory (the same product cannot be elaborated in other zones). It must explain how a given quality (the specific attributes that make the product different from others of the same category), a reputation (history of the product, past reputation, current reputation) or other characteristics (for instance know-how) are linked to the origin.

### MAIN CONTENT OF THE CODE OF PRACTICE

- The **name** of the product to be protected
- **Description of the product**: main characteristics, ingredients and raw material
- **Definition of the process**: how to obtain the product in all the phases of the production process (up to the final packaging)
- **Demonstration of the specific quality linked to geographical origin**: the link between the specific quality and the resources in the geographical area (natural and human)
- **Definition of the production area**
- **Name(s) of the product and labelling rules**
- **Control plan**

## Key concepts

The code of practice is:

- a document defining the specific quality of the product and the rules for the use of a GI;
- a document providing the voluntary but unanimous “standard” or specifications with which local producers who want to use the GI have to comply;
- a tool for internal coordination (collective rules) and external trust;
- a contract between public authorities and supply chain stakeholders.

## Process

### First step: an inventory of resources (including the stakeholders) and practices

- Which ones? Characteristics of the main types and varieties of GI product, including precise technical data as well as quantitative data (for example, the percentage of total production that corresponds to a specific subtype).
- With whom? Various types of stakeholder belonging to the various stages in the supply chain (industrial vs. artisanal, large vs. small etc.).
- How? Through interviews with the stakeholders in the supply chain, research in published material, interviews with other inhabitants and some traditions specialists, and the performance of physical-chemical analysis and organoleptic testing.

### Second step: definition of the rules (negotiation)

Step 1 usually reveals a wide variety in the characteristics of the final product. This variety may correspond to conflicting differences, such as traditional vs. technical progress, local biological resources vs. external breeds or varieties, or small-scale producers vs. industrial producers.

The definition of the rules (the code of practice) must consider this variety, while guaranteeing that the rules conform to a GI product. With this in mind, these rules must be:

- **measurable**, i.e. contain controllable and measurable characteristics (for example chemical composition, taste and colour) that can be traced;
- **adequate and accessible**, i.e. contain objective links between the product and its territory, elements that may not be identifiable in the final product but that contribute to the specific quality and image of the product, such as biological resources (races, varieties, plants etc.);
- **scalable or progressive**, i.e. permit a certain amount of progressiveness and flexibility, to include, for example, a spectrum of criteria (several biological resources or methods of production) or the definition of subcategories within the same GI.

Mediation can play a central role in reaching a compromise. The mediation must consider every type or variety of product and method, the importance of every stakeholder in the supply chain, the cost of all the requirements in the code of practice etc. It may be carried out by a collective organization of producers themselves. However it usually requires the intervention of facilitators in the negotiations. If the GI product is to be officially registered and protected, public authorities must play a role in providing some guidelines for the mediation (internal consistency of general GI policies) and for the formalization of a final agreement.

#### DESCRIPTION OF THE PRODUCT

Definition of the characteristics of the product and of the production process, giving the product its specific quality, its typicity. These characteristics may concern:

Specific and objective characteristics

- raw materials;
- physical characteristics (shape, appearance etc.) and types of presentation (fresh, preserved etc.);
- chemical aspects (additives etc.);
- microbiological aspects (use of fermenting agents, presence of germs etc.);
- organoleptic aspects (flavour, texture, colour, sensory profile, aroma, taste etc.).

Processing methods (for processed products)

- production processes, techniques and technical criteria;
- for animal products: species, breeding practices, age at slaughter etc.;
- for plant products: varieties, harvesting, storage etc.

## Summary

The code of practice is always “made to measure” and is the result of a new social construct for each (unlike certifications such as organic, fair trade or GAPs, which are applied to a group of products).

The code of practice is the result of a shared vision of producers as to what their product is and how it is produced; it is essential to take enough time to build this shared vision.

The code of practice must include two types of obligation:

- regarding means (linked to the process): these are the most important, as the objective of a GI is not to standardize the various locally obtained products, but to preserve their specific richness linked to the territory and culture;
- regarding results (linked to the final product): these are necessary only to ensure that all the products correspond to a general expectation on assessable characteristics.

The delimitation of the production area depends on the link between the product and its origin and is therefore a fundamental step in the process of establishing a GI. It will determine who, in terms of location, will be allowed to use the GI and must therefore be the object of in-depth studies of the various criteria regarding the link of the product to its origin. This delineation is also linked to the attribution of the name of the place to the product as identifying it as a singular product of quality.

## Objectives

The main objective is to delimit the production area on the basis of the causal link between the geographical area and the product's quality. This thus allows the establishment of the territorial basis governing the right to use the GI. The process provides local stakeholders with a clear picture of the relevant criteria of the relationship between the specific quality of the product and its production territory or zone.

## Key concepts

The geographical area of a GI corresponds to the territory or zone where the GI product is elaborated (or can be elaborated) according to the stages defining the product (raw material, processing etc.). In fact, the delimited area of production of a GI product is defined according to the localization of the terroir, as the interaction of natural and human resources over time.

This delimitation must consider four main criteria:

- physical criteria, such as soil, climate, topography, exposure and water resources;
- local practices, such as cultivation conditions, varieties, and harvesting and processing practices;
- local history and reputation of the GI;
- localization of the GI producers (actual and potential).

## Process

Each delimitation process requires a collective conceptualization and a specific solution that will allow an effective balance between the various criteria.

### Comparison of the various criteria and search for a consensual decision

The delimitation of the geographical zone must take into account a comparison of the possible geographical areas and include a debate in order to reach a consensus. It may be interesting to work on maps with all the concerned actors. The "delimitation report" constitutes the basis for discussion of a delimitation proposal. It should be produced through the collaboration of all the stakeholders involved and include the following elements:

### The associated name

- The name can cover a larger zone than the effective area of production (for example, Coffee of Colombia refers to the name of the country and corresponds to various production zones (terroirs) within the national territory.

### METHOD AND CONTENTS OF A GI DELIMITATION REPORT

1. Presentation of the area with descriptions of physical and administrative organization etc.
2. Economic data: a study detailing production data, farming systems, farm structures etc.
3. History and reputation: the product's history, popularity, level of recognition etc.
4. Markets and consumption: data on marketing, sales, exports, consumption etc.
5. Production methods: processing techniques and production systems (production units, processing methods etc.), characterization of the future GI product etc.
6. Production uses: data regarding production per region, district or village, number of production units, importance of GI production in relation to local economy etc.
7. Geographical situation: landscape and vegetation, climate, geology and main soils.
8. Evidence of the link with the geographical origin: evidence of the links between local natural and human factors, production practices and the product, needed in order to justify the delimitation.
9. In-field applications, first draft of the delimitation proposal: simulations through maps.

It can also, on the contrary, represent only a small part inside the larger delimited area (such as the name of a town or village, as in the case of Gruyère cheese).

- The product can be identified by geographical names and symbols that incorporate geographical areas (for example Champagne, Parmigiano-Reggiano, Queso Chontaleño and Coffee of Colombia) or other words and symbols that are not geographical names but that unmistakably refer to geographical places and their inhabitants (Feta, Café Pico Duarte etc.).
- Reputation refers to the popularity acquired by the GI product in the market and in society. When choosing the name of a GI, it is recommended that the name carrying the widest reputation should be considered.

### Criteria for delimitation

It is therefore necessary to combine the various criteria and methods of delimitation as described in the following table:

**Criteria for delimitation**

Criterion	What	Example of methods
1. Ecological setting	The agronomic and physical conditions needed to elaborate the product's anticipated quality	Ecological mapping, soil analysis and landscape study
2. Know-how, specific practices and traditions	The technical know-how that differentiates the quality	Inventory of know-how by interviewing producers
3. History of production	The maximum and minimum levels for extending the historical area of production	Investigative work: interviews and collection of documentation (related to the GI in cookbooks, novels, treaties, etc.).
4. Production stages and economic situation	Potential of the main production and processing areas for extension	Discussions and interviews throughout the chain. Cross check of maps of the area drawn up by different actors
5. Social network	The need for a consistent GI group that includes all legitimate producers and has sufficient capacity to take and enforce collective decisions	Participatory meeting
6. Existing zoning	The zoning existing at the start and referring to a place, such as geographical or administrative limits, can be considered at the end for a definitive description of the area, although it should not influence the delimitation process based on terroir	List of local administrative units, communities, natural limits or other boundaries with a name, to describe the resources within the area

## Summary

- Delimitation of the production territory or zone is not an exact science. It must consider the objective characteristics (soil, climate, water resources etc.), local history, the reputation of the product, local practices and economic factors.
- The delimitation of a GI territory is the result of a triangulation of criteria, methods and possible areas. Like the development of the code of practice as a whole, it involves negotiation between all stakeholders in the supply chain and the use of external expertise (scientists, historians, mediators etc.).
- When defining a production area, there are inevitably conflicts of interest and risks. If the production area is too large, the potential benefits may be watered down, whereas if it is too small, active producers may be excluded. The exclusion of out-of-area producers is inevitable, but can be managed on the basis of objective criteria, with the identification of scientific criteria defining the limits of the zone within which the specific quality of the product can be guaranteed.

# ESTABLISHMENT OF THE LOCAL GUARANTEE SYSTEM

# C3.4

Consumers are increasingly careful about the quality of food products and expect guarantees with regard to the origin, method of elaboration and specific quality of products. The reputation of a GI product is based on its specific quality. If this quality is not maintained in the long term, purchasers and consumers will cease buying the product. It is therefore fundamental to assure that the rules set up by the profession in the code of practice are respected.

## Objectives

A guarantee system is needed in order to ensure that all the stakeholders using the GI respect the requirements of the code of practice and thereby assure the public and consumers that the product is in conformity with the code. It should ensure that consumers are not deceived and honest producers do not suffer from unfair competition.

## Key concepts

The main factors involved in verification of a product's conformity are:

- the raw material used and the processes as specified in the code of practice;
- traceability, to ensure that the product originates from the delimited GI area;
- the final product, as presented to consumers (labelling, aspect, taste etc.).

It should be noted that all certification systems are based primarily on self-regulation: producers must be able to demonstrate that they respect the requirements of the code of practice.

The various product conformity certification systems:

- **Certification by the supply chain** consists of guarantees provided by producers themselves, based on self-regulation (by individual producers) or internal controls (by the GI producers' organization). Within the supply chain, customers or buyers may themselves play the role of controller. The efficiency of this system relies largely on the quality of the work of the person carrying out the controls.
- **A participatory guarantee system** is based on the active participation of stakeholders, both internal and external to the GI value chain (including consumers).

These two systems are applicable in contexts in which the cultural and geographical proximity between producers and consumers (local markets for example) allows the creation of trust relationships and a close-knit social network. The risk of social exclusion works as a guarantee of respect of the rules.

- **A third-party certification** system involves an external body (private, public or mixed) without any direct interest in the economic relationship between the supplier and the buyer, which provides assurance that the relevant requirements have been followed. This system is the most widely used and is required on international markets.

These three systems are often combined to involve all the stakeholders and reduce the costs linked to certification.

## Process

### Setting up the control plan and sanctions according to the code of practice.

The control plan specifies how the rules defined in the code of practice are to be checked. It is comprised of:

- the critical point(s) to be controlled for each requirement (what);
- the method used (visual, document analysis etc.) (how);
- the moment of control (when);
- the related sanctions, depending on the seriousness of the non-compliance, either economic (fine, banning use of the GI, downgrading of the product) or social (exclusion from the group);
- the frequency of controls and the coverage (all producers, sampling).

The nature of the guarantee system depends on the particular features of the market and the economic, cultural and social context. Its implementation should not create excessive costs, making the certification too expensive and thus making it impossible for smaller producers to respect and use the GI criteria. In each situation, the certification must be defined by combining various levels:

- Self-regulation by each producer. This is the basis of all guarantee systems. Each producer must be able to verify that he or she is respecting the rules of the code of practice and must fill out the necessary traceability registration.
- Controls by the organization managing the GI, which may delegate some of the controls to local producer groups.
- External certification (independent) by public agents or private certification agencies. These may decide to delegate part of the controls to the supply chain, but must check on the quality of these controls. This is often the case for example with organoleptic tests carried out by qualified members of the supply chain.

Various types of control must be applied in order to obtain a credible guarantee system. The choice of the controls is made during development of the control plan and may be modified at any time. The guarantee system is based on the control of three main elements:

- evaluation of the production conditions (source of the raw material, production process) and the quality system (including respect of health norms) in all enterprises;
- traceability of the product from the start of the production process through to the final product, using traceability markers;
- quality of the final product through chemical and/or organoleptic analysis.

#### Managing the costs

Efficient coordination is essential with a view to reducing the costs, both direct (technical, administrative, information-related etc.) and indirect (time invested), that all verification systems create. Such coordination can be carried out for example through:

- collective certification, which reduces inspection and administrative costs;
- coordination of controls when multiple standards have to be certified (for example, organic and quality assurance), allowing a single inspection for the various specifications;
- sharing of costs among the various stakeholders in the supply chain, or provision of a mutual fund for smaller producers;
- use of existing databases managed by government institutions and working with these organizations.

## Summary

- The only good rules are those that can effectively be controlled and enforced.
- The only good controls are those that can result in sanctions or rewards.
- Controls must be neutral, impartial and independent.
- Each requirement listed in the code of practice must have a corresponding control point, which means that the code should include only elements that are essential to the specific quality of the product, taking into account the feasibility and costs of control activities.
- When designing the control system for a GI product, it is important to consider existing control schemes (public or private) for the product and seek possible synergies, especially any that can reduce costs.

# TAKING INTO ACCOUNT ENVIRONMENTAL AND SOCIAL ISSUES IN THE CODE OF PRACTICE

C3.5

Society, culture, traditions, natural environment and local resources have direct consequences on the quality and the image of GI products and their preservation affects the possibility to produce with the same specific quality over time.

## Objectives

The definition of the rules in the code of practice (CoP), with reference to natural and human resources, can play an important role in their preservation and have a positive impact on rural and sustainable development.

## Key concepts

Including rules related to the protection of environmental and human resources in the Code of Practice is necessary to guarantee their reproduction and improvement for the sustainability of the GI system. This is particularly true when these resources form the basis of specificity of the GI product.

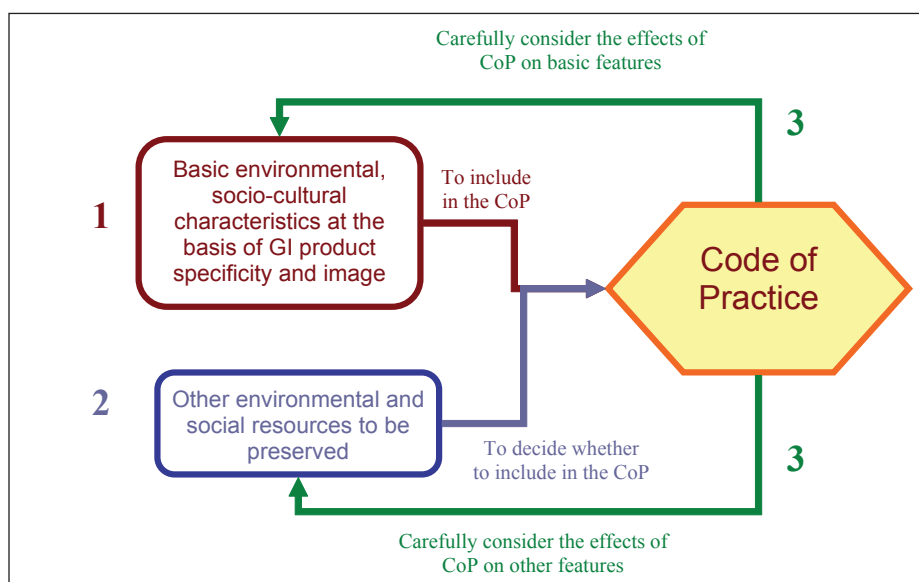
## Process

The following aspects should therefore be taken into consideration when setting up the CoP:

- Biodiversity preservation
- Preventing overexploitation of natural resources
- Preservation of culture and traditions
- Socioeconomic and territorial effects

Local actors may consider other environmental and social resources to be worth protecting, by means of appropriate norms in the CoP or more informally through coordination among their organization, as this will contribute to the image of the product and its territory. Careful consideration should be given to the effects that the norms written in the CoP may have on the environmental and social resources that should be preserved (see figure below and table next page).

Taking into account environment and social aspects in the CoP



Source: Linking People, Place and Products

Environmental and social components	Inclusion in the CoP?	Contribution or risks
Biological resources at the basis of the specific quality (plant variety, breed, feeding,...)	Mention of the specific biological resources	Use and management of this resources within the GI system; contribution to their maintenance and reproduction
	If no mention	Risk of using only modern biological resources and lose the genetic patrimony of the native ones.
Diversity (heterogeneity) of genetic resources	If only one resource is mentioned	Risk of specialization and loss of diversity
Traditional practice and know-how	If mentioned	Conservation and transmission of traditions and know how
	If not included	Too modern techniques may dilute the image of product authenticity. More modern and competitive firms may push the more traditional ones out of the market
First stage of production (farming)	If included and mandatory in the delimited area	Primary producers (farmers...) could be part of the GI value chain (distribution of adding value, bargaining power)
	If not included	Risk of disappearance
Specific (handicraft) methods for small-scale producers	If mentioned and/or mandatory	If only mentioned the industrial-produced methods can crowd-out the artisanal one; if mandatory risk of blocking the evolution of the GI product, rules too costly to comply with.
	If not mentioned	Social exclusion of small-scale producers

## Summary

Rules defined in the CoP have an important impact on rural development and the sustainability of the GI system and it is important to analyze these positive or negative impacts and make necessary adjustments (see module 5).

In addition to the local resources influencing directly on the final specific quality, other resources may have indirect influence or influence on the image of the production system for consumers (for example through the landscape). In this case it may be interesting to consider some rules for them too, either formally in the CoP or informally outside the CoP.

# POTENTIAL PROBLEMS IN SETTING THE RULES AND HOW TO SOLVE THEM

## C3.6

As many problems and conflicts may arise in the process, setting up the “right” level of rules is a complex task.

### Objectives

Taking into consideration the heterogeneity of the actors, their vision, objectives interests, practices, know-how and resources is essential to find the optimum consensus.

A participatory approach with the support of a mediator can balance the different points of views inherent in the process and is therefore strongly recommended.

### Key concepts

Conflicts often arise during the establishment of the CoP regarding the key stages of production determining the specific quality and distinctiveness of the product. For example, the interest of farmers who produce the raw material tend to agree with the interests of processors and traders when promoting the quality of the product, but can compete when dealing with redistribution of benefits from the value creation. Differences in terms of different visions about the product, its relevant characteristics, its production process and even the geographical boundaries are very common. For example, if the delimitation of the geographic area is too large, this may weaken the potential benefits, whilst a too small area may exclude producers. It is very important to consider both advantages and constraints of each criteria, so as to find the best possible consensus and shared vision.

### Process

Two modalities should be considered to manage or prevent possible conflicts when setting up GI rules:

- Representatives of the GI system and organization (following a balanced composition) are charged with the elaboration of the CoP, and they empower and give responsibilities to the farmers and processors concerned to achieve it.
- Democratic internal rules for decision-making within the collective GI organization are defined (transparency of information, secret votes with majority rule, etc.)

The table next page provides an overview of the most frequent points of disagreement, the risks associated and potential solutions.

### Summary

The way the rules are designed have many implications in terms of balancing the roles of different stakeholders and influencing the distribution of the benefits from the value creation process.

To resolve conflict situations and reach common defined rules, it is important that GI facilitators (extension workers, researchers, chambers of commerce, etc.) encourage a multi-stakeholder vision to enhance bargaining capacity inside the GI production system, and support the establishment of fair rules of deliberation.

### Example of problems and solutions

PROBLEM	RISKS	POSSIBLE SOLUTIONS
Too many rules in the Code of Practice	<ul style="list-style-type: none"> <li>- Rules not applicable</li> <li>- Rules not controllable</li> <li>- Dilute the identity of GI into a lot of irrelevant characteristics</li> </ul>	<ul style="list-style-type: none"> <li>- Focus on a limited number of enforceable rules which are key to the identity of the GI product</li> </ul>
Rules defined only by a limited number of actors	<ul style="list-style-type: none"> <li>- Rules not well adapted</li> <li>- Rules not accepted/applied</li> <li>- High level of exclusion</li> </ul>	<ul style="list-style-type: none"> <li>- Establish the rules through a widespread consultation and deliberation process among producers and processors</li> <li>- Give responsibility to local stakeholders (Ex. GI group)</li> <li>- Define formal deliberation and decision-taking rules within the GI group</li> </ul>
Rules that are too strict	<ul style="list-style-type: none"> <li>- Lack of flexibility and of adaptation</li> <li>- Lack of capacity to face challenges (global warming, evolution of demand, etc.)</li> <li>- High level of exclusion</li> <li>- High costs of compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Establish a mechanism to discuss and decide on adaptations of rules and on geographical delimitation</li> </ul>
Confusion between generic rules and specific rules	<ul style="list-style-type: none"> <li>- Rules that are too generic included in the Code of Practice</li> </ul>	<ul style="list-style-type: none"> <li>- Focus GI rules on aspects that are voluntary and additional to mandatory requirements</li> <li>- Focus GI rules on operations that are key to the identity of the GI product</li> </ul>
Difficulty for some traditional GI products to comply with certain generic rules (food safety requirements)	<ul style="list-style-type: none"> <li>- GI products may be jeopardized by generic rules if enacted regardless of traditional processes</li> </ul>	<ul style="list-style-type: none"> <li>- Well defined processes for exemptions should be included in the regulations to allow for preservation of traditional processes</li> </ul>
Difficulty to explain the link between the product characteristics and the geographical and human environment	<ul style="list-style-type: none"> <li>- Over-valuation of analytical measurements</li> <li>- Checking only what is measurable</li> <li>- Difficulty to define and measure criteria</li> </ul>	<ul style="list-style-type: none"> <li>- Reach the right balance between technical, cultural, historical and organoleptic criteria</li> <li>- Combine several types of assessment methods: some measurements and documentary evidence, visual assessments</li> </ul>
Internal heterogeneity	<ul style="list-style-type: none"> <li>- Risk eliminating some variants of the product when codifying the practices</li> </ul>	<ul style="list-style-type: none"> <li>- Choose one or several variants of the product (the most frequent? the most controllable? the most authentic according to local actors?)</li> <li>- Let the producers decide</li> <li>- Expertise reports can be added</li> </ul>
Unbalanced power distribution along the value chain	<ul style="list-style-type: none"> <li>- Risk that strategic decisions are taken only by preminent actor</li> </ul>	<ul style="list-style-type: none"> <li>- Take into account the power relations in the production area</li> <li>- Include more than one trader in the GI group</li> <li>- Adopt democratic decision rules inside GI group (secret votes, majority decision, etc.)</li> </ul>
Exclusion of local operators	<ul style="list-style-type: none"> <li>- A rule can be interpreted as favoring some players and excluding others</li> </ul>	<ul style="list-style-type: none"> <li>- Avoid excessively strict rules</li> <li>- Ensure democratic decision-making about the GI rules definition and enforcement</li> <li>- Lower the costs of control</li> </ul>

# BUILDING AN ORGANIZATION TO MANAGE THE GEOGRAPHICAL INDICATION SYSTEM

## C4.1

All members of the GI production system share a common asset: the reputation of the GI. This common asset justifies a specific coordination structure, representative of all the members of the GI production system. It is essential to communicate the importance of such a structure right from the beginning of the GI undertaking, so that it can be part of discussions during the qualification phase, and then be operational in the remuneration phase for management of the GI.

## Objectives

The GI organization (which goes under various names depending on context, such as GI association, consortium, interprofessional body, or protection and management body) may enable local producers to reach agreement on questions relating to production systems and marketing strategies. The GI organization manages the control system (directly or indirectly) that guarantees the quality level of the GI product for producers and consumers on the basis of the code of practice. It may also manage collective market promotion of the product.

## Key concepts

### Composition and representation

The organization should represent all the stakeholders in the GI production system and certainly all those bound by the code of practice. A formal definition of the structure of the organization is necessary (association, consortium, cooperative, interprofessional organization etc.). The organization must include stakeholders active at the various levels of the GI supply chain: raw material producers, primary processors, secondary processors and, when relevant to the GI system, middlemen or distributors.

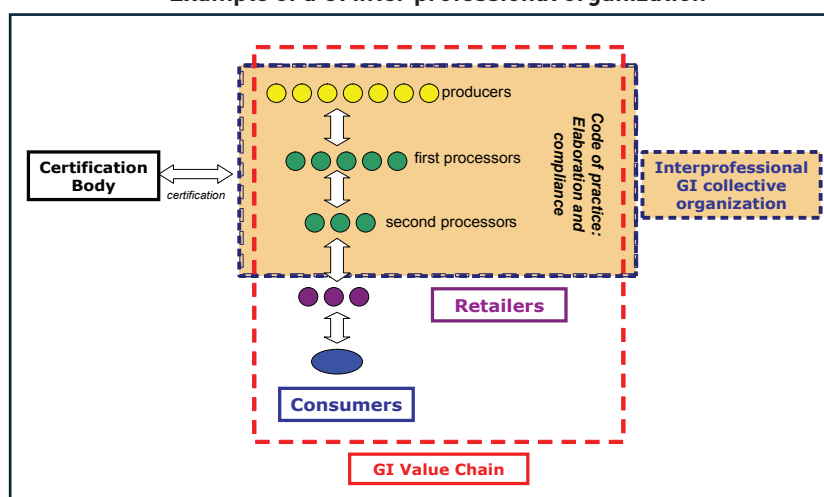
The following key principles should be taken into account for a good organization:

- representation on the management board of all categories of stakeholder involved in the GI value chain and all types of actor within each category;
- transparency and democracy in decision-making processes;
- equitable financial contribution of each member to the GI organization;
- promotion of communications and networking;
- definition of clear internal rules;
- participation of the local public administration in the GI organization may allow greater coordination with public policies.

### Collective and individual action

Producers belonging to the GI value chain delegate certain responsibilities to the collective representative organization, depending on their objectives. Collective actions complement individual entrepreneurial actions and do not replace them. All members maintain their financial autonomy, remain owners of their assets and trade with partners of their choosing.

Example of a GI inter professional organization



Source: Linking People, Places and Products

### Roles of the organization

The agreement between the members will define which responsibilities and activities are delegated to the collective organization on the basis of their objectives and needs. The minimum elements to be delegated to the organization are the representation of the GI to consumers, public authorities, partners, operators and usurpers, and the implementation of common decisions on the management of the GI and its promotion. The organization may also coordinate individual initiatives, provide a forum for shared decisions and facilitate conflict resolution. Some organizations may play a role in supporting production (jointly owned machinery or other equipment, technical assistance, product research and development etc.) and trade (commercial strategies, support in negotiations etc.).

## Process

When creating a management organization for the GI system, it is important to start by mobilizing all the local stakeholders (both inside and outside the supply chain) so as to support the emergence of a group of actors directly concerned by the qualification of the GI product. The following questions may facilitate the creation of the collective organization:

- Who are the stakeholders in the supply chain of the GI product?
- What are their objectives? Do they agree on these objectives? Which issues are controversial?
- Who leads the chain? Who holds the power in the chain? Are there any bottlenecks in the chain or dominant positions among the stakeholders?
- Does the supply chain include producers, processors and traders? Will they all be represented in the organization? If not, why?

Once the GI organization has been created, it should, like all organizations, establish internal mechanisms and statutes covering good practices, models and national legal requirements. As it will group different types of supply chain stakeholder (producers, processors etc.), it is important that the structure reflect the reality of the supply chain so that everybody feels represented.

The members of the organization must then agree on the roles to be delegated to the organization, including which responsibilities can be mutualized and which must remain the responsibility of the members. The following questions may facilitate these decisions:

- What are the main tasks of the GI organization?
- What are the main responsibilities and are there associated obligations?
- What financial and human resources does the GI organization need in order to carry out these tasks?

## Summary

A collective coordination structure is essential to represent and manage the GI system and its associated reputation. The success of a GI depends in large part on the capacity of its operators to coordinate, generate and benefit from collective actions: the organization is at the heart of the process.

Marketing encompasses all the tasks that are needed in order to sell a product and takes the written form of a marketing plan. The plan aims to reach consumers according to market opportunities, taking into account the potential and limitations of the GI product, the production organization and the individual producers involved. It is usually divided into two main parts, strategic and operational. The strategic part constitutes the “road map”, which gives direction to the marketing effort, while the operational part focuses on implementation of the strategy and is commonly referred to as the marketing mix (see sheet C4.3).

## Objectives

The primary objective of strategic marketing is to define the main thrusts by addressing such questions as “Who to sell to?” and “Where to sell?”.

The strategic marketing plan helps define long- and short-term strategies. It defines market objectives on the basis of potential, limitations, market characteristics, competitors etc. It is important for a GI organization to have clear objectives shared by its members.

The strategic part of a marketing plan requires two main steps:

- Market analysis: the study of consumer motivations, attitudes, perceptions, willingness and ability to pay, competition, market opportunities, possible commercial partnerships etc.
- Segmentation, targeting and placement are “tools” developed through market analysis and used to design a marketing strategy.

## Key concepts

### **Market analysis**

Aims at identifying the business environment and the characteristics of the market in terms both of competitors (number, strategies, pricing, quality, distribution etc.) and of consumers (characteristics, quantities purchased, income level, food habits, gender, age etc.).

### **Market segmentation**

Is derived from market analysis and is a process of dividing a particular market into different consumer categories. Each category (or segment) corresponds to a significant group of consumers with similar characteristics in terms of need and behaviour, associated with relevant criteria for the product in question.

### **Targeting**

Entails evaluation of the various segments identified in the previous stage and selection of the most relevant on which to concentrate marketing efforts at any one time. Segments are typically evaluated on the basis of their:

- accessibility (Can the GI product access the segment without any major constraints and threats?);
- reachability (Does the GI product address the segment’s expectations, with a comparative advantage over other products?);
- profitability (Does the segment have the ability to pay and is it large enough to make it profitable to market the GI product to it?);
- and feasibility (Can effective marketing programmes be designed to attract and serve the segment and is the segment responsive?).

### **Market placement**

Refers to the consumer perception of the product value in comparison with competing products. The role of placement consists of providing an image or “understanding” of what the GI product is all about, so that it can benefit from a privileged place in consumers’ minds. The placement strategy therefore depends on the characteristics and expectations of each target segment.

## Process

The necessary market data and information can be collected using various tools: formal interviews with purchasers, formal surveys of consumers, media or website information. The GI organization can also commission a market research expert or specialized agency to carry out an in-depth market study.

Small-scale producers can also carry out consumer surveys with simple questionnaires and organize tasting panels where consumers are asked to sample the GI product and give their impressions.

To facilitate placement, a common logo referring to the specific quality of a certain GI, common to all products coming from the companies using the GI, gives consumers the ability to recognize and position the related values (terroir, origin etc.) of the products, and give them their preference. This shows the importance for a collective organization of developing a common logo for all its members.

Marketing planning is essential at both the collective level (GI organization) and that of the individual company. These two levels must achieve a balance and consistency, which will be determined by the concrete situation of the GI system.

## Summary

The remuneration phase must assure the economic sustainability of the system, in particular through the selling of the product. It is essential to explore the commercial potential of the GI product right from the start of the process during the identification phase to help orient the strategy of the GI system. This entails market studies and identification of the advantages and constraints of certain markets, consumer demand etc.

During the remuneration phase, marketing must be well planned and managed at both the collective level (GI organization) and that of individual companies. The marketing plan, with its strategy (the “road map”) and operations (the marketing mix), will help to organize and implement marketing, depending on the market and how production is organized.

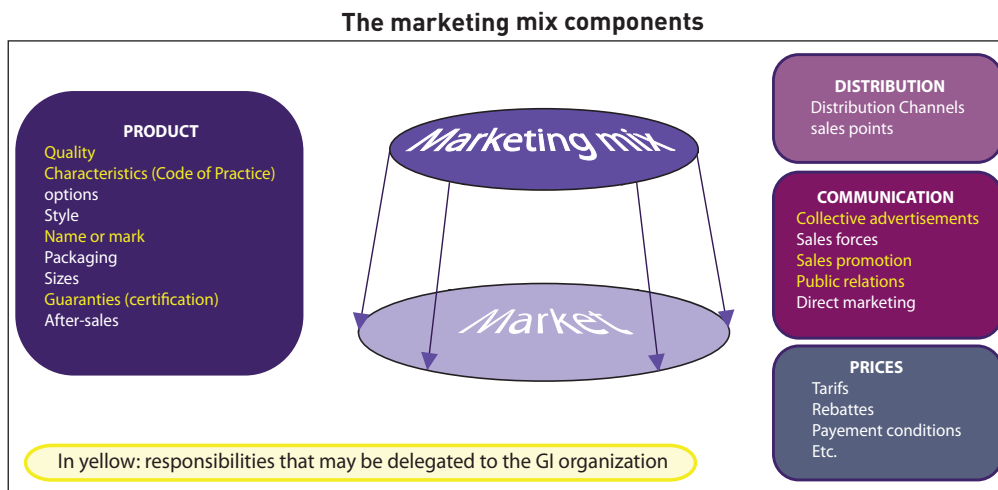
# THE MARKETING MIX (operational marketing)

C4.3

Once the strategic marketing plan is defined, the enterprises and the GI organization must make it operational considering the characteristics of the GI product as defined in the Code of Practice. Marketing mix provides with tools to take decision in the implementation of the GI strategy.

## Objectives

The marketing mix consists of establishing the means to achieve the operational objectives in each market selected by the GI organization and its members, by combining four operating factors: Product, Price, Place, and Promotion. Operational marketing activities are usually generated by individual actors. Indeed, GI organizations are often more dedicated to the definition of product characteristics and communication. But this is not a rule; the collective organization could also take decisions or give advice on product presentation, price and sale location and also be involved in other marketing aspects of the GI product.



## Key concepts

The marketing mix is organized around the «4 Ps» :

### Product

In addition to the specific characteristics described in the CoP, other product characteristics are:

- The attributes of the product. The attributes refer to the tangible and intangible characteristics intrinsic to the product (color, flavor, aroma, taste, etc.), or associated with the degree of processing, or presentation (for example coffee can be sold as beans or as powder; ham can be whole or in slices).
- The brands presented on the labels:
  - the collective logo associated with the GI, managed by the GI organization: it allows consumers to identify easily the GI product;
  - a firm brand: It allows consumers to recognize the specific firm producing the GI product. A brand is an important asset to build the reputation and image of the firm.
- Packaging and labelling. Packaging can increase the level of services provided with the product. In particular, it can preserve intrinsic qualities of the product, protect it while in transport, or be used as an appealing “advertisement” for consumers. Labeling provides important information about product characteristics (composition, nutritional facts, description of how to use the product), about specificity related to the GI and in terms of quality and origin. These can all facilitate usage by consumers and increase opportunities to buy and consume the product.

**Price**

Price is a direct determinant of profits (or losses) in relation to sales. Price also determines, to some degree, the type of customer and competition the organization will attract. An error in pricing the GI product may limit the benefits from GI activities. In order to attract consumers, the best relationship between price and quality level in comparison to other products of the same category should be proposed. Thus, it is important to clearly highlight the specific attributes of the GI product in order to provide a justification for higher consumer prices.

**Place**

The choice of the place is complex, and concerns the selection of the distribution channel(s), the geographical location to sell the product and through whom the GI product will be sold (for example a wholesaler, a retailer, an exporter, etc.). For the distribution of GI products, three main channels could be considered, depending on GI characteristics and target market desires:

- traditional distribution and local direct selling;
- large-scale distribution;
- innovative distribution (e-commerce, specialized fairs, food markets, buying groups for fair trade products, sales through community supported agriculture ...).

**Promotion**

Promotion is an important aspect of the marketing mix. It is crucial to keep in constant communication with both current and potential consumers and provide information about the specific quality and characteristics of the GI product in order to increase consumer willingness to purchase and pay. The following questions must be answered: Who communicates? To which public is the communication addressed? What to communicate? And how?



## Process

It is necessary first to define the objectives and coherent activities of the marketing mix according to the « 4 Ps ». Once defined, responsibilities and necessary means for the implementation of each action must be defined. In the marketing mix, the members of the GI organization must define what is the responsibility of the GI organization and what should be left to each firm.



## Summary

The marketing mix makes operational the marketing of GI products. Certain characteristics of the GI product are defined in the Code of Practice, whilst other are part of the marketing mix.

It is often beneficial to delegate to the common GI organization a large part of the communication (promotion). Indeed, the more the resources are collective, the more impact can be expected of the communication on the collective reputation of the GI. It is to be noted that in some countries public institutions may contribute financially to the communication on the GI products (see chapter 6.2).

The impact of GI products on the local economy, society, culture and environment varies widely depending on the characteristics of the production system and the modalities of the GI process. The intensity (how much?) and direction (positive vs. negative) of the impact strongly depend on the rules and actions that local and non-local stakeholders undertake on behalf of the GI product.

## Objectives

In order to ensure the reproduction of local resources for a sustainable GI system, it is important to assess the impact of the rules (code of practice) and collective action.

It is therefore crucial that local stakeholders set up a monitoring and control system in order to evaluate the impact of their strategies and actions on local resources and sustainability, comparing individual and collective aims with outcomes over time.

## Key Concepts

Reproduction encompasses social, economic and environmental sustainability:

- **Economic sustainability:** the value created by means of remuneration activities should be fairly distributed among stakeholders along the value chain according to their contribution to the value creation process.
- **Environmental sustainability:** reproduction means ensuring the preservation or even the improvement of natural resources.
- **Social and cultural sustainability:** this entails the promotion of traditions and the cultural heritage, reinforcing the sense of local identity.

Local stakeholders are the key element in determining whether the system is sustainable because of their role and level of empowerment, their motivations, their social capital and their awareness of issues such as social equity and environmental preservation.

There are many types of potential negative impact of a GI if the tool is used improperly. For example, the code of practice may exclude certain local producers because they cannot meet its requirements, external actors may undermine GI development, loosely formulated rules may lead to the replacement of specific local resources with non-specific ones, leading to a loss of biodiversity, or the intensification of production methods and product specialization may lead to the overexploitation of some specific resources.

Local stakeholders can consider this evaluation as a learning process conducted over time throughout the quality virtuous circle. Indeed, the results of the evaluation process permit an adjustment of the rules and the implementation of new initiatives that can guarantee long-term sustainability.

## Process

Evaluation and debate must be a collective activity. This is anything but simple, considering the many stakeholders involved and interested in the GI product, each with different aims and expectations. When evaluating the effects, at least two different levels must be considered:

- The local production system viewpoint, which should be counted not simply as a sum of individual positions, but also in terms of collective issues.
- A wider “public good” viewpoint, inasmuch as the positive impact on the economic and social standing of local producers may hide some negative effects “outside” the local production system. Producers who have been excluded from the benefits of the GI reputation (being located outside the delimited production area or perhaps lacking sufficient technological, financial or information resources to use the GI) may threaten social cohesion at the local level. It is therefore important to analyse impacts beyond the group of GI producers.

Accountability for positive effects from the GI system is a very important issue. Local stakeholders should measure and trace the performance of the GI system with regard to collective values (social issues, environment, biodiversity preservation etc.) and be able to communicate these effects outside the local production system, both to consumers and to other relevant actors (public authorities, environmental associations etc.).

When assessing the various types of impact, a conceptual schema may be useful in order to undertake a global evaluation, taking into consideration both individual and collective actions, as well as the equilibrium of the three pillars of sustainability, i.e. economic, social and environmental issues.

## Summary

The collective construction and management of the GI are the basis for positive effects. Networking activities between private and public actors, together with the strength and nature of the “common vision”, will certainly influence strategies regarding the GI product. These strategies can focus either on the efficiency of the supply chain or on broader territorial considerations (see sheet C5.3).

Collective and participatory action can support the fair distribution of the benefits by setting inclusive rules of representation and decision-making, as well as by assisting producers with conflict resolution (see sheet C4.1).

These rules can evolve in order to ensure better preservation of the local environment, cultural heritage and traditions (see sheet C5.2).

GI systems are not static, but should evolve to take developments in the market into account and ensure the sustainable reproduction of local resources in a changing context. That is why changes and updates to the code of practice should always be possible.

## Objectives

The rules defining GI products may be called to change. When local stakeholders determine that changes are necessary, they can agree to modify the code of practice. These changes are only acceptable providing that the GI product's specific quality, its link to the territory or zone and the sustainability of the system are maintained. The rules in the code of practice are cornerstone criteria for maintaining the typicity and unique character of the product, and its image with consumers cannot be changed, while less important points in the code of practice may be modified after an in-depth technical evaluation and with the agreement of the community of producers.

## Key concepts

What are the reasons for making changes to the rules? There are several factors and they can affect different components in the code of practice (definition of the product, raw materials, processes or delimitation of the area). The following examples are provided to illustrate some of the reasons why the rules may evolve. This list is not exhaustive.

- The rules agreed on in the code of practice no longer fit market demand:
  - if the initial rules are too strict, they may not allow for a sufficient quantity to be sold on markets;
  - if the initial rules are too loose, GI producers may decide to strengthen them in order to enhance product quality, or incorporate additional environmental and social aspects;
  - consumer preferences can change, which may create the need for some adaptations in the production process or in the presentation of the product.
- Some new information or technical innovation may facilitate a better description of local resources and their influence on product quality:
  - technical innovations, not originally foreseen but then widely adopted by producers and not impacting on the specific qualities of the final GI product, may need to be introduced into the code of practice.
- Stakeholders wish to enhance the sustainability of the system:
  - the sustainability assessment in the reproduction phase may lead producers to change or add some rules to take better account of environmental and social issues (see chapter 5.1).
- General changes in the global environment:
  - climate change may mean that schedules and even some technical activities have to be adjusted.

## Process

The rule-setting mechanism should therefore allow for the evolution of rules over time. However, this possibility should not encourage any tendency to dispense with the necessary care in setting the rules in the first place. Changes should not be made hastily and must be subject to careful consideration. The process for changing the rules should follow the same procedures described in module 3 (qualification), allowing for local producer participation, discussions and democratic decisions only after evaluating the pros and cons of each change with the help of the external support network.

In the case of a protected GI, changes must be carried out in accordance with the laws regulating the registration and protection of GIs (see sheet 6.1). The complexity of procedures will depend on the country and time.



## Summary

Modifying the code of practice may sometimes have major consequences, so that when changes are proposed, consideration must be given to issues raised in this chapter:

- Is it necessary to modify your code of practice? Why?
- Will the proposed modification of the code of practice change the characteristics of the GI product?
- Which problems could be solved by this modification? What problems could be created by this modification?
- Does this modification generate a dominant position or increase the bargaining power of certain GI stakeholders?
- Do all producers agree with the modification (be careful not to create non-justifiable exclusions)?
- Will consumers accept the modification?

# EXTENDED TERRITORIAL STRATEGIES TO BOOST RURAL DEVELOPMENT

## C5.3

Geographical indications can act as levers for extended territorial strategies. GI products, as a wealth anchored in the territory or zone, allow for the adoption of such strategies. This means that local stakeholders can use the GI product, the associated specific local resources (local gastronomy, traditions, landscapes etc.) and its reputation as tools to increase the competitiveness of the entire local social and economic system.

## Objectives

The GI strategy can strengthen the area's capacity to attract consumers and tourists to the production territory or zone and can offer a differentiated basket of local products and services based on the use of local resources. As a result, other economic activities can be developed or strengthened both by GI producers and by other local companies.

Within an extended territorial strategy, the GI product can also benefit from the attraction capacity of the area. For example, major tourist locations (museums, archaeological sites, particular landscapes, ski resorts) may benefit the marketing of the GI product.

## Key concepts

Local tourism and GI products present clear synergies. This interaction is particularly evident in cultural events organized around products representing a region, inasmuch as they link traditions, culture and gastronomy (for example a cheese museum, a saffron festival or wine or olive-oil celebrations) and attract tourists to the region.

Actors in the tourism industry can play an important role in supporting the collective promotion of the GI product as an ambassador of the locality, by disseminating information and organizing itineraries for tourists in relation to the GI product.

The development and promotion of a GI product can serve as a starting point for the development and promotion of the entire geographical and cultural heritage, as well as for a number of other related products.

There are some necessary preconditions for activating an extended territorial strategy based on a GI:

- the GI product must represent an element of identity for all local stakeholders;
- in addition to the reputation of the GI product, the area should be attractive or have the potential to attract external consumers (tourists), who may enjoy buying typical products and services in the zone itself;
- social cohesion is also relevant in supporting consolidation of the identity based on the product and enhancing linkages between different economic sectors and common projects;
- the local resources (natural, cultural, historical etc.) should be very specific and easily recognizable by consumers.

## Process

Such a strategy requires effective collective coordination and synergy between the various activities concerned in order to avoid competition for the same resources and conflicts between local companies. It is therefore necessary to consider how a global territorial strategy can be coordinated within sectors.

It is important to organize meetings within the local community in order to explain the process of developing and promoting the specific quality of the product and show that it is also an economic opportunity for the territory or zone as a whole through interactions with other economic and social networks.

There is therefore a need for the involvement of local public actors in order to facilitate an integrated development strategy involving the various sectors and social groups and providing for an enabling environment.

Public actors should make sure that their actions take into account not only economic and business issues, but important social, cultural and natural environmental issues as well.

This interaction between sectors, in particular agriculture and tourism, is relevant not only at the local level, but also on a national scale, for example in highlighting the culinary heritage.

## Summary

GIs can represent a good opportunity to enhance local development, in partnership with other actors in the zone, in particular the tourism industry. If certain conditions are met (attractive region, strong identity of the GI product etc.), extended territorial strategies can have positive benefits for the whole community.

# LEGAL PROTECTION OF GEOGRAPHICAL INDICATIONS

C6.1

Under the World Trade Organization (WTO) Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPs), WTO members have a mandatory responsibility to recognize and protect GIs as intellectual property rights. This can be done in a variety of ways, and many countries have developed their own legal frameworks to enforce these rights, including through a registration process.

## Objectives

The motivation of local stakeholders in GI legal tools often goes beyond protection from the misuse of geographical names in national and international markets. Local stakeholders are also interested in the other effects of the registration process, notably official recognition of the GI and shared definition of the product's characteristics linked to geographical origin. Recognition serves not only to provide consumers with a kind of guarantee but also to reinforce the local identity and pride in the product and the community, particularly in rural areas.

*Sui generis*, from the Latin meaning "of its own kind", is a term used to identify a legal classification that exists independently of other categorizations because of its uniqueness or as a result of the specific creation of an entitlement or obligation. *Sui generis* methods of intellectual property protection may provide legal protection for signs and characteristics associated with a product, such as a logo or a specific shape, by including them in the related product specifications.

## Key concepts

Two main approaches can be distinguished at the national level:

- The public law approach: this is the case when public authorities enact legislation dedicated to the specific protection of GIs (a *sui generis* system); this approach generally consists of an official recognition of GIs by granting the status of a public seal of quality, often through a common official logo, where governments can protect the use of the GI *ex officio*.
- The private law approach: this entails the use of laws against unfair competition and usurpation, and trademark laws, where the protection is primarily based on private actions.

Registration is the most common legal tool to define the circle of legitimate users and ensure protection for GIs. This is anticipated both in specific GI legislation (*sui generis* systems) and in trademark law.

GIs may be protected through a registration under trademark law, in the form of a trademark, a certification mark or a collective mark, depending on the categories existing in the country. A trademark is a distinctive sign that is used by a company to identify itself and its products or services to consumers. It is a type of intellectual property involving a name, word, phrase, logo, symbol, design or image, or a combination of these elements. Trademarks do not refer to generic terms, nor do they refer exclusively to geographical terms. They do not protect against the use of terms such as "blend" and "type" in conjunction with a geographical origin. Two types of trademark may refer to a geographical name to indicate the specific qualities of goods: the certification mark and the collective mark.

## Process

Each legal mechanism to protect a GI has its own constraints, costs and advantages, which may differ from one national context to another. GI producers should explore and use all the available means to obtain protection, considering the location of markets for their product. The protection of GIs must first be established within the domestic market before it can be obtained in international markets.

In order to contribute to local development, the recognition of GIs as an intellectual property right requires establishment of the "rules of the game" by the competent public authorities. These rules must ensure the participation of all relevant stakeholders in the development and management of a GI system so as to avoid the exclusion of concerned stakeholders and ensure that both social and economic issues are addressed. This requires the integration of a whole range of policy aspects at the local, national, regional and international levels to ensure that the system is transparent, enforceable and efficient.

- A transparent registration procedure must clearly define the conditions for application without making the procedure too complicated. Indeed, small-scale producers are likely to be discouraged from applying for GI protection if it involves highly technical, bureaucratic or complex registration procedures. In these circumstances, large producers who may have more resources to devote to the process are likely to gain an unfair advantage in the GI market.
- The national legal framework must contain efficient rules for the management and control of GIs, complementing the role played by local stakeholders in ensuring adequate self-regulation and internal controls, for example through the establishment of a participatory guarantee system.
- The legal framework should be accompanied by an adequate provision of information on the objectives and characteristics of the regulatory framework, as well as capacity-building measures, both for public institutions and production system stakeholders.

## Summary

GI protection is linked to an international context and to national laws.

On the international level, the WTO Agreement on Intellectual Property Rights (TRIPs) defines geographical indications and provides a framework, but each member state of the WTO is responsible for implementing protection measures in its own territory.

Two approaches are recognized by these international agreements: a public approach with the registration of each GI by a separate procedure, and a private approach in which those interested must register the name of the product or its shape as a trademark.

The producers and the competent public authorities must analyse the advantages and disadvantages of these two alternatives so as to establish an optimal framework for each product concerned.

# SUPPORTING A GI SYSTEM THROUGH PUBLIC POLICIES

## C 6.2

Due to the potential of GI products to contribute to economic, social and environmental goals, public stakeholders in charge of rural and agricultural development may be keen to support the use of a GI as a tool for sustainable development. The involvement of public stakeholders is necessary to ensure the effective regulation of such tools, but also to support the process at the various levels and thus improve the likelihood of the success of GI systems.

## Objectives

Public policies can provide an important contribution to the creation of favourable conditions for harnessing the potential of GI products. Public stakeholders at various levels have a range of policy tools at their disposal. Many of these tools are not specific to GI products but can be used and coordinated into a comprehensive, proactive “origin-linked quality” policy approach.

## Key concepts

The concerned public stakeholders may be any institution involved in the administration and management of public goods in relation with local and sustainable development, heritage, education, research etc. at the local level (local communities, but also decentralized government services, such as those for agricultural extension and research), the national level (universities, public-interest NGOs etc.) and even the international level (international organizations, bilateral cooperation etc.).

The role of support for rural development, which can be played by many public stakeholders, must be clearly distinguished and separated from the role of evaluation of applications for recognition and thereafter protection, presented in the previous chapter, which must be endorsed by the state.

Possible roles for public actors along the origin-linked quality circle are the following:

- **identification:** information and awareness-raising for stakeholders on the nature of GI products and their potential for rural development; support for the identification of this potential; and the provision of legal tools and an institutional framework to protect the reputation of these products;
- **qualification:** support for conducting the necessary studies, establishing a participatory process and ensuring a sustainable approach in developing rules and codes of practice; and information on national procedures for the official recognition/protection of GIs;
- **remuneration:** enforcement of legal protection, nationally and worldwide; and information to consumers on the nature of GIs and support for communication tools (see chapter 5.1);
- **reproduction:** support for assessing the impact of GI systems and ensuring the sustainable evolution of rules.

Due to their proximity to the GI supply chain, local public stakeholders can play the main following roles:

- ensuring a balanced representation of the actors in the IG system and also ensuring that small producers can be heard;
- managing the process of defining the rules of the IG, managing potential conflicts in the light of the general objectives and, where appropriate, orienting collective choices;
- encouraging producers to take account of preservation of the environment and specific resources;
- supporting the operation of the GI system via skill-building measures to support development of the market for the GI product.

## Process

It is also essential to ensure that there is an appropriate mix of public and private initiatives for the GI system to function efficiently, inasmuch as the economic promotion of the product must remain in the hands of the private

sector. In any case, when benefiting from public support, it is important that producers' organizations really represent the various categories and interests of the GI system and act within transparent and balanced rules that allow the participation of all interested parties in decisions.

In some cases, public stakeholders can intervene directly in the implementation of GIs by participating, for example, with producers and other private parties involved in the development of rules (the code of practice) and in the control of product compliance. The direct involvement of public actors should not include replacement of the functions specific to private economic actors. In other situations, an indirect intervention may be considered more effective, for example through support to producers' organizations for carrying out the activities necessary to the process.

Local policy instruments, based on identified needs and developed in consultation with local stakeholders, can provide specific ways of encouraging each stage in the development of the virtuous circle. It is therefore important for local stakeholders to identify the various instruments available by establishing the means of consultation and discussion with local authorities and studying all the modalities of implementation to meet needs.

## Summary

Public policies can support private initiatives aiming at activating the quality virtuous circle. This support can be supplied in all the phases of the circle, either directly through financial support, or indirectly by boosting the capacity of the stakeholders or by establishing efficient rules.

The stakeholders who may benefit from such support should organize themselves in such a way that all potential beneficiaries will be included in this public support.

# SHEETS EXERCISE

TRAINING ON ORIGIN-LINKED PRODUCTS

TOOLS FOR A PARTICIPATORY APPROACH





# SHEETS

# EXERCISE

## Training on Origin-Linked Products

### Tools for a Participatory Approach

This tool has been jointly elaborated by FAO and REDD  
“Sharing knowledge for ethical and tasty food”.

The sheets “content” are extracts from the guide  
“Linking People, Places and Products”.

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### FAO programme on origin-linked quality

Some agricultural and food products are distinguished from one another by certain characteristics, qualities or reputations resulting essentially from their origin (production and/or processing area). These origin-linked quality products can increase food security through their contribution to rural development and the preservation of food diversity, and also by offering consumers a wider choice. Indeed, thanks to the link between such products and their territory or zone of origin, they can help to preserve local resources, maintain traditions, strengthen the organization of local stakeholders and prevent delocalization and the rural exodus. Action to promote such products, particularly through their geographical indication, is relatively recent and is accompanied by requests for support and guidelines. In 2007 FAO therefore launched a programme on specific quality with a view to supporting the development of procedures for the recognition and promotion of origin-linked specific quality, both for institutions and for producers, suited to the specific economic, social and cultural context.



## List of acronyms and abbreviations

<b>A4</b>	Standard paper size of 21 x 29.70 cm
<b>A5</b>	Standard paper size of 14.80 x 21 cm
<b>B2B</b>	Business to Business
<b>B2C</b>	Business to Consumer
<b>C</b>	Content sheets
<b>C°</b>	Degrees Centigrade
<b>CD</b>	Compact Disk
<b>CIRAD</b>	Centre de Coopération Internationale en Recherche Agronomique pour le Développement
<b>CNRS</b>	Centre National de la Recherche scientifique (France)
<b>CO2</b>	Carbon dioxide
<b>CoP</b>	Code of Practice
<b>CTA</b>	Technical Centre for Agricultural and Rural Cooperation
<b>E</b>	Exercise sheets
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>GAP</b>	Good Agricultural Practice
<b>GI</b>	Geographical Indication
<b>IFOAM</b>	International Federation of Organic Agriculture Movements
<b>INAO</b>	Institut National de l'Origine et de la Qualité (France)
<b>IPR</b>	Intellectual Property Rights
<b>ISO</b>	International Organization for Standardization
<b>ITC</b>	International Trade Centre
<b>NGO</b>	Non-Governmental Organization
<b>OriGIn</b>	Organization for an International Geographical Indications Network
<b>PDO</b>	Protected Designation of Origin
<b>PGI</b>	Protected Geographical Indication
<b>REDD</b>	Le Réseau Echanges – Développement Durable
<b>SINER-GI</b>	Strengthening INternational Research on Geographical Indications, an EU research project
<b>SME</b>	Small and Medium Enterprise
<b>T</b>	Trainer sheets
<b>TRIPS WTO</b>	Agreement on Trade Related Aspects of Intellectual Property Rights
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WIPO</b>	World Intellectual Property Organization
<b>WTO</b>	World Trade Organization

## Exercise Sheets

Each training module is based on the combination of trainer sheet(s) to the related “content” (C) and exercise (E) sheets.

The “exercise” sheets (marked with the letter E) contain all the materials the participants need to carry out the participatory activities, i.e. the questions they must answer or the scenarios and roles for role-playing.

These materials, which may be adapted by the trainer (but always acknowledging the source), can be made available to participants according to needs.

Have a good practice!

## Logical diagram



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- Product
- Geographical (or traditional) name
- Reputation
- History, tradition
- Specific quality
- Typicity
- Terroir
- Local resources
- Production know-how
- Production rules
- Delimited geographical area
- Institutional and legal framework
- Legal protection
- Exclusive right to use of the name
- Official recognition
- Control and certification
- National authorities
- Regional authorities
- NGOs
- Value chain
- Producers
- Processors
- Collective organization of users
- Distributors
- Free riders
- Usurpers
- Sustainability
- Purchasers/consumers
- Marketing
- Trust

## Questions

1. Place the norms/labels in the table below and explain why they are placed in a given cell.

Criteria of qualitative differentiation	Private standard B2B	Private label (private standard B2C)	State-guaranteed label
Respectful of the environment and natural resources			
Respectful of animal well-being			
Fair trade			
Local trade			
Superior quality			
Respect for religious/ethical/individual standards			
Geographical origin			
Others			
Safety in terms of hygiene			

2. Once the labels have been placed in the table, answer the following questions:

- Does the label correspond to a code of practice?
- Who decides the code of practice?
- Who monitors and certifies this label?
- Under what legal forms is the label protected (private trademark, collective trademark or certification mark, specific protection guaranteed by the State etc.)?
- Are they business-to-business (B2B) or business-to-consumer (B2C)?
- What are the markets for this label?

# ROLE-PLAYING: NEGOTIATING THE CODE OF PRACTICE

## Scenario

### Current situation

In the provinces of Tilburn and Tulcum, producers have over the generations developed a specific product based on a rare variety of red banana (*Musa acuminata rutilus*), using special drying techniques.

These dried red bananas, traditionally called dranas by the small farmers, are widely present in the local market and are increasingly being exported to other parts of the country, particularly the capital.

Recently, however, it has been noticed that some dried bananas were being processed and then sold in the capital as Tilburn dried red bananas when they did not come from Tilburn, they were much thicker than the original pure variety and their red colour had been obtained artificially. These false dried red bananas were being sold at about half the price.

It has also been noticed that the quality of dried red bananas is falling, even in the local market, and that they vary considerably in terms of moisture, acidity and sugar levels, and also that some have suffered insect damage.

### Description of the product

Dried red bananas have the form of slices of skinned bananas between 0.3 and 0.6 centimetres thick, 1.5 and 2.5 centimetres broad, and 7.5 and 15 centimetres long (they are becoming longer and longer). They are partially dried (20 to 25 percent moisture) and are red on the edges and cream-coloured in the centre.

They have a marked, slightly sweet taste and their texture is soft and elastic.

They are sold either by weight in the market, or in packets of six or twelve, or even more, pieces.

### Description of the manufacturing process

The red bananas used are small, slightly curved bananas measuring between 8 and 12 centimetres in length, with a diameter of 2 to 3.5 centimetres. They belong to the *Musa acuminata rutilus* variety, resulting from the crossbreeding of the traditional plantain banana with the more popular sweet yellow banana. New hybrid varieties have recently been created, using the *Musa acuminata rutilus* as their base, and these can produce bananas of the same colour, but longer (up to 17 centimetres).

The skin is always dark red (see illustration), while the interior is red on the surface and white inside.

The banana trees are relatively small (2 metres at most) and may grow in small isolated groups among other trees or in plantations with a distance of at least 2 metres between each tree.

The bananas are picked when they are ripe and are prepared immediately afterwards. Their ripeness at the time of harvesting has a major influence on the quality of the final product.

The quality is determined by the time lapse between harvesting and drying, since the quality of the bananas deteriorates rapidly if they are not dried in the 48 hours following harvesting.

Once they have been picked, they are skinned, checked to see that they are not damaged, then cut and dried.

They were traditionally dried in the sun, but drying is increasingly being carried out with the aid of controlled heating systems.

They are dried until their moisture level is 20 to 25 percent.

Once they have been dried, they may be packaged or left loose.

### Stakeholders in the value chain

- Small farmers who process their production by drying their own bananas. (Most of them have small or medium-sized mixed farms.)
- Large-scale farmers based in Tulcum, who specialize in banana growing (yellow and red varieties).
- Middlemen who purchase the dried bananas in bulk, then transport them and sell them in markets in the capital and other towns, to larger processor-packagers, or in the country's tourist areas.
- Processor-packagers in Tulcum and Tilburn, who purchase red bananas from growers for drying and packaging. They may also dry yellow bananas.
- A major agro-food company based outside the provinces of Tulcum and Tilburn, which purchases red bananas from growers in Tilburn and Tulcum, dries them and sells them under the trademark "Tilburn bananas", which it registered four years ago. These "Tilburn bananas" are a high-end product.
- Large-scale plantations and processing units outside Tilburn and Tulcum, which have recently planted a hybrid variety of red banana, and dries the bananas and sells them in the main towns and tourist regions of the country.

### Production zone

The *Musa acuminata rutilus* variety is endemic to the provinces of Tilburn (about 30 percent of production) and Tulcum (70 percent).

Over the years, the inhabitants have developed special know-how for drying these local-variety bananas.

### Names and reputation

Locally, they are simply called dranas (which means "dried bananas" in the local dialect) or "dried red bananas". In the capital and the rest of the country, however, a consumer survey has shown that they are generally called "Tilburn dried red bananas". Consumers also link the word "Tilburn" with dried red bananas.

It has also been observed that the word "Tilburn" associated with dried bananas is being used for

dried bananas that do not correspond to the traditional type and do not even come from the original production region. Moreover, the term dranas is linked to the town of Tilburn by certain better informed people.

### Link to the terroir

The *Musa acuminata rutilus* banana tree, which is short and has a relatively flexible trunk, is particularly suited to the stormy climate conditions of the mountainous regions of Tilburn and Tulcum. It was bred about 150 years ago. These banana trees can withstand storms when they are planted in small groups and mixed with other trees and crops. After a tropical storm, they are normally the first trees to become productive again.

The volcanic soil provides the bananas with particular minerals and oligo-elements, although these vary from one region to another. Further study will be needed to learn about the effects of these elements on the taste and texture of the final product.

Drying bananas is a tradition that grew up to contribute to a varied and sufficient diet in the weeks following storms.

Each farming family traditionally had its own solar dryer, and the extended family would regularly gather to prepare and dry the red bananas. This tradition dates back about 100 years.



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## Group cards

### Role 1: Tilburn producers who process their own banana production

You represent a group of about 300 growers, all with mixed family farms (on average 2 hectares of mountainous land).

You are all based in Tilburn. Most of your production is intended for your own consumption, but you have some commercial crops, especially red bananas.

The members of your group generally have between 30 and 60 banana trees of the pure (non-hybrid) variety of red banana, inter planted with other crops in the traditional manner. This very extensive style of cropping means that there is practically no need for protection against pests. However, you know that if there is an attack by flies, the final dried bananas will be damaged with stains and their taste may also suffer a little. Even so, this does not seem to disturb most consumers, who purchase them in the local market at a lower price. You can also consume them yourselves. In order to avoid attack by flies, you cover the bananas with bags or spray them with pesticide when you can afford this.

You have always dried the bananas in the open air. The best results are obtained by drying them in the shade for at least 72 hours, covering them at night or if it rains. However, it is sometimes hard to leave bananas drying for so long because of possible rain, in which case you can place them directly in the sun (which makes them lose their colour and elasticity) or use a wood fire to dry them faster (which gives them a slightly smokey taste).

So far as trade is concerned, you sell these dried bananas in weekly markets, either directly to consumers (by weight) or to middlemen who resell them in the capital and other large towns in the country. You account for about 15 percent of all the dried red bananas sold on the market and consider yourselves the sole producers of true traditional dranas.

You do not yet really know what advantages you will gain from the establishment of a GI, but you are proud of your dranas, which are a special, authentic regional product. Your group has always sold its bananas under the name dranas and you have heard that elsewhere in the country they are also known as "Tilburn dried red bananas".

You want to be sure that you can go on producing in the traditional manner in order to preserve this heritage and sell your dried bananas both in local markets and to middlemen, while still being able to call them dranas. You would like consumers to be aware of the difference between your authentic product and other types of dried banana.

# E 3.A

## Role 2 Producers of fresh bananas based in Tulcum province

You represent an assorted group of about 100 banana growers, all based in Tulcum. Your farms are on average between 5 and 10 hectares in size and some of them lie in the valley. Your members grow many types of banana, particularly the pure *Musa acuminata rutilus* variety and the hybrid variety of red banana. The growing methods adopted are usually modern and rational, with rows of trees planted every 2 metres.

You do not dry your bananas, but sell them fresh to processors. The price varies depending on the quality verified by the processor. You often feel that the processor talks down the quality of your bananas so as to pay less. However, your members have no choice but to sell the bananas to these processors.

The price of your bananas has recently fallen still further, because the processors tell you they can find red bananas cheaper in other provinces.

You guarantee the quality of your bananas by using bags or pesticide to protect them against flies. However, the use of bags is a labour-intensive activity and the use of pesticide is expensive; and sometimes neither of these protection measures is used.

The production of red bananas represents about 20 percent of your income.

According to your own research, your group produces about 50 percent of the red bananas that will be dried.

You know that for close on 20 years now, your bananas have been processed, dried and then sold as "Tilburn dried red bananas".

You want to go on selling your bananas to the processors and receive a better price for high-quality bananas. You hope to increase your bargaining power within the value chain so that you can negotiate better prices and selling conditions for your bananas.

### Role 3 Large-scale processor-packagers based in Tulcum and Tilburn

You represent the four processors based in Tulcum and Tilburn who have been purchasing and drying red bananas for many years. You purchase at least 90 percent of your bananas from growers in the region, but you can also find red bananas outside the region if you need to purchase more.

You account for about 70 percent of the “authentic” Tilburn dried red bananas sold on the market.

You have modern, temperature-controlled drying facilities, combined with air-conditioned tunnels, so that you can produce high-quality dried red bananas at any time, so long as the bananas are carefully inspected on arrival at the factory (making sure that no bananas have been damaged for mechanical reasons or by flies) and are properly prepared. Some farmers sell you bananas that do not meet quality standards (too much insect damage), so that you have to destroy a number of deliveries.

Three of the processors employ staff to prepare and cut the bananas, and one of them has mechanized this process. This mechanization has not been smooth and does not always give the best results, but it is much faster and cheaper.

You process and package the dried bananas and sell them throughout the country in supermarkets.

Your market research shows that there are increasing numbers of processors based outside the region who imitate your product, calling theirs “dried red bananas” or even “Tilburn dried red bananas”, without any guarantee as to where the product has in fact come from. In some cases, yellow plantain bananas, dyed red, have even been sold under these names.

You have observed that some small farmers who dry their own red bananas sell them without any label, entailing a danger of undermining the reputation of the product for quality. However, you do know that these small farmers produce dried red bananas in an authentic, traditional way (dranas), which is important for the image of the product – and essential for your enterprise.

You obviously want to protect the name and good reputation of Tilburn dried red bananas by setting quality standards. You think that red bananas should be produced solely in the geographical area of Tilburn and Tulcum and you would like to put an end to imitations produced outside the region. You also want to go on taking advantage of the image of dried red bananas as authentic and traditional.

## Role 4 Processor based outside the region

You represent a large-scale banana processor who purchases bananas all over the country in order to process them into chips, flakes and dried bananas. You also produce dried bananas dyed with natural colouring (blue, red, green and purple), marketed for children.

You are based in the province of Protac on the opposite coast of the island, near the capital.

Recently (three years ago) you developed a new product that you call “Tilburn dried red bananas”, for which you use, so far as possible, high-quality bananas from Tilburn and Tulcum. For this purpose, you make contracts with farmers in the region and help them to guarantee the quality of the bananas they produce for you. For this high-end product, you have set up a quality assurance system throughout the supply chain. You have mechanized preparation of the bananas, guaranteeing that all the slices are cut very precisely and regularly. You have the most modern drying technology available, thus guaranteeing a perfect hygiene for your product and also a regular and very appetizing colour. Your packaging is also produced using cutting-edge technology and guaranteeing the traceability of the product.

This production line accounts for 3 percent of your company’s income. The idea was developed by one of your engineers from Tilburn. You have even produced a picture logo with the words “Tilburn dried red bananas”.

According to your research, your production represents approximately 15 percent of the market in Tilburn dried red bananas. You have started to develop a small export chain for this product (with other banana-based products).

Your market research has shown that other processors, also based outside the region, are increasingly imitating your product and calling it “Tilburn dried red bananas”. You have asked your lawyers to examine ways of protecting your trademark and stopping such imitation.

You know that small farmers sell their dried red bananas in local markets in the region, but you are doubtful about the quality of the drying and hygiene of such products.

You obviously want to protect the name and good reputation of high-quality Tilburn dried red bananas and go on marketing this high-end product.

## Role 5 Extension worker/Facilitator

You represent the extension worker employed by regional authorities. You are familiar with the main concepts regarding GIs and know that the protection of dranas or Tilburn dried red bananas will play a major role in development of the region. You also know how important it is to assemble all the stakeholders concerned and enable them to contribute to this meeting.

You have already presented the GI project throughout the region, and the moment has come to start drawing up a code of practice. You have therefore invited participants representing the stakeholders to start discussions on drawing up the code of practice.

From the viewpoint of the regional authorities, it is essential to produce as much added value as possible in the region. You will therefore be in favour of having all the growing, processing and packaging processes take place in the region, but you also know about the existence of a large-scale processor outside the region. If discussions on the production area become stalled, you could suggest the adoption of a five-year transition period, at the end of which all production must take place in the region, as was the case for many years.

Your objective is to gather people around the table so that they can discuss and suggest answers to the questions that have been agreed. You must make sure that all points of view are heard. If it is impossible to reach an agreement, you could suggest that the two positions be described.

## Role 6 Reporter

You work for the local newspaper and have been invited to the meeting by the extension worker. Your role is to take note of the discussion and the elements on which the participants have agreed and then to present these in five minutes at the plenary session at the end of the morning. (You can use a paperboard or a PowerPoint presentation for this purpose.)

## Points to be discussed

You must not show your cards to the others, but when the animator asks you, you must introduce yourself, provide information on your character and interests. You can try to form alliances with other stakeholders and you must state your agreement or disagreement with the proposals put forward. You are also encouraged to suggest alternatives, propose compromises and seek a consensus.

### Define the first elements of the code of practice:

- **The name(s) of the product:** choose the name or names of the products for which you are requesting GI protection

*Suggestion: there are at least four possibilities: (1) dranas; (2) dried red bananas; (3) Tilburn dried red bananas; or (4) Tilburn and Tulcum dried red bananas. Select the option (or combined options?) that you consider the most appropriate and explain the reasons for your choice.*

- **Raw material:** agree on the raw material that must be used and its quality, and define it. Specify what raw materials cannot be used.

*Suggestion: you could discuss the type of banana that must be used (solely pure varieties or also hybrids) and elements linked to quality, such as the minimum quality required, what must be avoided and whether or not additives such as colorants should be permitted.*

- **Definition of the process:** describe the manufacturing method of the product with the GI for all the phases in the production process. If need be, introduce an explicit ban on the use of certain methods.

*Suggestion: focus on the process adopted, for example, in cutting and drying the bananas.*

- **Definition of the geographical area:** define the region where the bananas must be grown and processed, and justify your arguments.

*Suggestion: carefully examine whether the production area and the processing area must be the same or can be different, and consider the implications of this choice.*

**Optional question** (if the difference between PGI and PDO has already been discussed): agree on the type of protection (for example PGI or PDO) and justify this choice.

### Round-table meeting on key points

Nominate a facilitator and a reporter.

You have 30 minutes to discuss the following points.

The reporter will then have 5 minutes to present your conclusions in plenary session.

#### Questions

- What are the three main reasons to develop a guarantee system for a GI product?
- What are the essential values of the guarantee system?
- What are the existing certification systems found in your country?



## Development of a control plan

**On the basis of the code of practice distributed to you:**

1. Develop elements of the control plan for at least three criteria (articles of the code of practice), with the assistance of the table below (you have 45 minutes).

Attention: each criterion must correspond to an article in the code of practice.

Example to help you:

1	2	3	4	5	6
Criteria	Elements to be inspected	Who carries out the inspection?	What documents?	Time of the inspection	Frequency/scope

2. Then discuss the following question: in your specific context, what guarantee system could you suggest, bearing in mind the target market, existing public and private systems, the producers' degree of organization and financial aspects?

1	2	3	4	5	6
Criteria	Elements to be inspected	Who carries out the inspection?	What documents?	Time of the inspection	Frequency/scope
Article 8 1. The bananas are skinned by hand	Hand skinning of the bananas	Self-regulation	Documentation of self-regulation	During preparation	During each skinning All producers
		On-site inspection by the expert	Inspection report	During skinning immediately after harvesting	Once every 2 years All producers

3. Prepare the restitution in plenary session. You will have 10 minutes to present your results on a paperboard or in electronic format.



# ROLE-PLAYING: STRUCTURING A GI ORGANIZATION

## Scenario

In the provinces of Tilburn and Tulcum, producers have created a specific dried banana by using a rare variety of red banana (*Musa acuminata rutilus*) and following specific drying methods.

A local market has grown up for these dried bananas, but increasing quantities are now being exported to other regions of the country, including the capital.

Recently, however, it has been observed that certain dried bananas that do not come from Tilburn are being processed and sold in the capital as Tilburn dried red bananas. These bananas are in fact much larger than the original *Musa acuminata rutilus* variety and their red colour is obtained artificially. These false dried red bananas are sold at about half the price.

It has also been observed that the quality of Tilburn dried red bananas is falling, even in the local market, and that the characteristics of the dried bananas placed on the market tend to vary, with differences in the moisture, acidity and sugar levels, and that some of the products sold have obviously suffered insect damage.

Dranas, as they are called by the families in Tilburn and Tulcum who have been producing these traditionally dried bananas for more than 150 years, are part of the cultural identity of the region and an important element in local cuisine.

The municipal authorities became aware of the advantages to be gained from optimizing and protecting dranas with a geographical indication in order to improve both the marketing of dranas and local income. They thus launched an awareness campaign on this possibility of developing a GI and actively called on the stakeholders in the value chain in order to mobilize them in this undertaking through a number of meetings with their various representatives.

The development of a GI for dranas on the whole enjoys considerable support from the stakeholders, but there are still issues that need resolving. One of these consists of deciding what type of organization should be established in order to finalize the code of practice and submit the application for recognition.

The municipality has called a meeting of all the stakeholders in order to lay the groundwork for this organization.

You are one of the stakeholders invited to this meeting.

## Group Cards

### Daniel

You are a traditional farmer from the small village of Bidem, near the region's main tourist site. You and your family have been producing dried red bananas, dranas, on your farm for many years.

You sell a good portion of these bananas in the market and often to tourists.

In your view, an organization should:

- promote dranas better and obtain a better market price for your product (a forum to discuss prices);
- provide better support to your production (advice and perhaps soft loans).

However, you are afraid:

- of being inspected and having to declare all your sales;
- that those with power (large-scale grower-processor-packagers) will impose their points of view, or indeed that they will prevent you from selling your traditional *dranas*.

### Doris

You are a traditional farmer from the village of Geno, which is a long way from the main town and the tourist site. Your farm is very mixed and you produce some red bananas that you sell to local middlemen and also to James, your neighbour. You also dry some of these bananas, which are used mainly for your own household consumption.

The price paid for your red bananas varies enormously from one week to the next, and the middleman sometimes even refuses to buy them on the pretext that they are of poor quality.

In your view, an organization should:

- promote dranas better so that they obtain better prices;
- provide a forum to discuss the prices of raw bananas and obtain higher, stabler prices for your bananas;
- allow you to understand why your bananas are sometimes rejected;
- provide technical advice.

However, you are afraid that your voice and that of other farmers would not be heard in an organization including large-scale grower-processor-packagers.

## James

You are a farmer and a middleman with a small truck. You live in the village of Geno, which is a fairly long way from the main town. You grow your own red bananas and also purchase some from your neighbours to sell them to agro-food companies in Tilburn. You earn a little money thanks to the margin between the purchase and selling prices of your bananas.

Since the price you receive for your bananas varies widely, you have to adapt the price you pay your neighbours for their bananas. However, the most difficult thing in the job of middleman is to return whole batches to farming neighbours because agro-food companies have refused to accept them.

In your view, an organization should:

- allow you to obtain higher, stabler prices for your bananas and those of your community;
- enable you to understand why your bananas are sometimes rejected;
- allow you to discuss quality, quantity and prices with purchasers.

You are afraid that with the creation of an organization you would lose your role as transporter and supplier to agro-food companies, i.e. as middleman, since the purchasers will negotiate prices and make contracts directly with the producers.

## Robin

You are a producer of both yellow and red bananas. You sell your fresh red bananas directly to the agro-food company in Tilburn belonging to Mr MacDave, with whom you have a long-standing tacit agreement. However, you have no control over prices. There are other buyers who sometimes offer higher prices, but you are not sure that they can be trusted.

You are a member of the agricultural cooperative for the supply of inputs.

You hope that the organization will help to:

- obtain better prices for dranas, thanks to better promotion;
- unite banana producers so that they can negotiate prices and volumes.

You are afraid:

- of losing your special relationship with Mr MacDave;
- of having to meet stricter conditions for banana production (you have learned that a code of practice will be “imposed”) and of being monitored by an inspector;
- that the “buyers” will control the organization.

## Rebecca

You are a producer of red bananas and are one of the 50 members of the cooperative that is directed by Mrs Day and processes red bananas into dranas. You sell all your bananas through this cooperative, and the price you receive is generally satisfactory. The cooperative sells part of its bananas on the fair trade market.

You hope that the organization:

- will improve the marketing of dranas;
- will provide a certain amount of technical support for both the production and the processing of bananas.

You are afraid that:

- the organization will provide the same services as the cooperative;
- the cooperative will lose some of its autonomy.

## M. McQueen

You are the owner of the largest agro-food company, which is located outside the provinces of Tilburn and Tulcum. You purchase your red bananas from local growers, then dry them with efficient, modern techniques, package them and sell them in the capital and other regions of the country. You have your own trademark, "Tilburn dried bananas". You have established long-term relations of trust with many growers, but you are not always happy with the quality, nor with the regularity of the quantities supplied by these growers. However, you consider your contribution to local development to be important.

You hope that the organization:

- will improve the marketing of dranas or Tilburn dried red bananas, which are the jewel of the region;
- will provide technical support to banana growers, enabling them to improve the quality and regularity of their products;
- will improve and ensure the quality of the dried red bananas of other processors;
- will seek to prevent imitations and the usurpation of the name "Tilburn dried bananas" for products that have no relation to real dried red bananas.

You are afraid:

- of having to share the reputation of Tilburn dried red bananas, or dranas, with those of other processors whose quality is not always very satisfactory;
- that you and other processors, who know the market and handle much larger volumes, will be placed in a minority by all the small farmers when decisions are made.

## Mrs Day

You manage the cooperative that processes red bananas into dranas, composed of 50 members, including Rebecca. You process your members' bananas and market them. The cooperative of course has the objective of maximizing its members' income. Although you normally manage to obtain good prices for your members, cash flows are always a problem.

You hope that the organization:

- will improve the marketing of dranas, which are the pride of the region;
- will provide technical support for both banana growing and processing;
- will allow access to government support for flexible loans that will facilitate cash flows.

You are afraid that:

- the organization will offer the same services as the cooperative;
- the large agro-food companies will obtain information on your marketing strategy;
- some of the government funding intended to support collective action will be diverted from the cooperative.

## Mr Bond

You head an agro-food company based in Tulcum, which produces dranas. You purchase any red bananas that are put on the market at a reasonable price. You dry, package and sell the bananas on the national market, calling them "dried red bananas". The quality of the bananas causes you some problems, which you counteract through their processing.

You think that no good can come from the GI or the organization. However, if it must be created, you certainly do not want the majority of ignorant peasants to impose their decisions on you.

## Mrs Hood – extension worker

You are an extension worker employed by the regional authorities. You are familiar with the principles of GIs and know that protection of dranas or Tilburn dried red bananas will play a major role in development of the region. You also know how important it is that all the stakeholders concerned should be united and enabled to contribute to the project.

Your objective is that of making sure that all those around the negotiating table agree on the objectives of the organization and the way in which decisions will be taken. In order to help you in this task, we have prepared some additional information.

## More information for the extension worker

It is recommended that all the participants should be gathered around the table and be asked to introduce themselves and describe what they expect from the GI (and not from the organization).

You can then discuss the objectives that they consider the organization should achieve. You can suggest elements from the box below concerning examples of activities and services that the organization could offer (taken from Box 1, p. 98 of the guide “Linking People, Place and Products”).

### Examples of activities and services the GI organization can provide

#### RULES AND CONTROLS

- Set up the local rules (code of practice or specifications) and adapt them over time.
- Manage an internal control system and reduce the cost of certification through economies of scale and management of relations with the external certifier, as the case may be.
- Facilitate conflict resolution and arbitrate in cases of disputes over the code of practice: an objective representative commission can decide if practices are compatible or not with the code of practice.

#### PRODUCTION

- Increase the quality of the GI product by providing technical assistance and information, facilitating the introduction of innovations.
- Directly manage some production activities, such as final processing, grading or packaging of the product.
- Reduce the individual costs of services that are usually unaffordable for most individual small-scale companies; for example, product research and development, technical advice, and information on the quality and production volume of the GI product, and on competitors.

#### MARKETING

- Increase the bargaining power of local producers in the supply chain. The GI organization can host structured negotiations on quality and added value on prices among the various professional categories.
- Develop collective marketing strategies, although many responsibilities, such as customer relations, the sales force, price fixing and distribution, remain the responsibility of each producer.
- Develop collective actions to reduce costs (for example market research and information and promotion initiatives in order to gain visibility in the market).

#### COORDINATION, REPRESENTATIVITY AND SUSTAINABILITY

- Represent the GI system in the dialogue with external actors, particularly public authorities in charge of GI policies.
- Facilitate access to companies wanting to benefit from the GI protection scheme.
- Develop internal trust among producers and processors who share use of the GI.
- Provide a forum for the discussion of problems and opportunities connected with use of the GI.
- Improve coordination among producers and among the various stages in the supply chain, in order to make the chain more efficient and improve the stakeholders' competitive position.
- Make suggestions to guide evolution of the GI system in order to ensure its economic, social and environmental sustainability.

Once the majority of the participants have agreed on the role of the organization, you must present a governance framework that takes account of the participants' concerns and thanks to which they will feel they are represented and it will not be contrary to their interests. You could take the various elements in the supply chain into consideration.

## Points to be discussed

*You must not show your card to the others, but when the animator asks you, you must introduce yourself, provide information on your character and interests. You can try to form alliances with other stakeholders and you must state your agreement or disagreement with the proposals put forward. You are also encouraged to suggest alternatives, propose compromises and seek a consensus.*

### **1. Reach agreement on the roles of the organization:**

- What should the roles and objectives of your organization be?
- What should the first tasks of the organization be?

### **2. Reach agreement on the structure of the organization:**

- Who are those you can join as members?
- What should the decision-making bodies and structures of the organization be?
- Who has voting rights?
- Who should be represented in the decision-making bodies?
- What professional structure should be adopted?
- How will the organization be financed so that the members can fulfil the roles allocated to them?
- What will the rights of participation be and how will they be distributed among the members?

## Analysing your value chain

### 1. Nominate a facilitator and a reporter

### 2. Work as a group on the following points (you have 1 hour):

#### The stakeholders present

- Identify the groups of stakeholders in your value chain and note them on Post-its.
- Note if the group makes a direct contribution to the quality of the GI product.
- Note whether or not these groups already benefit from a representative organization (if they do, name this organization).
- Stick these Post-its on a large sheet and draw arrows between the stakeholders according to the commercial relations among groups of stakeholders (who sells to whom?).
- Then analyse the objectives of the various groups. What are their shared interests and what can be points of divergence?
- Identify which groups must absolutely be represented in the GI organization.
- Can you identify the “leaders” in the community of stakeholders in the value chain who could help to unite people around the GI?

#### Structure of the organization

Without replacing local stakeholders, imagine:

- the future decision-making structures that will enable everybody to feel represented;
- the responsibilities and roles to be delegated to the collective organization;
- the possible sources of finance so that the organization can fill these roles.

### 3. Prepare the restitution in plenary session. You will have 10 minutes to present your results on a paperboard or in electronic format.

## Analysing Famous GIs

In small groups (two or three people per group) around computers with Internet access. You have 1 hour 30 minutes for this work.

### 1. Nominate a reporter

### 2. Group work on strategic marketing

Study and analyse two or three Internet sites for strong GIs (for example those for Gruyère Cheese, Champagne and Agen Prunes). In your view:

- Which characteristics of the product/value chain are highlighted?
- Which market segments are targeted?
- Which image of the product is protected?
- What are the “services” presented?
- Does the whole thing seem to fit properly together?

### 3. Group work on the marketing mix

For one of the products you studied in part 1, define your marketing mix by answering the following questions to the best of your knowledge.

#### Product:

- What are the characteristics of the product?
- What is the type of packaging and other useful services?
- What information (including logos) is indicated on the labels?

#### Price:

- What is the average price of similar (or comparable) products?
- What is the price (in relation to this average price) intended for your product?

#### Distribution (placement):

- Which markets are targeted (regional, national, international) and how are they to be reached?
- Is there one type of trade that should be favoured, and if so, why?

#### Communication/promotion:

- What are the image and main values to be transmitted to consumers?
- What links should be established between the collective communication strategy and that of enterprises?

### 4. Prepare the restitution in plenary session

You will have 10 minutes to present your results on a paperboard or in electronic format.

### Analysing your value chain

#### 1. Nominate a facilitator and a reporter

**2. Agree on the choice of GI value chain to study** (one that all the members of the group are familiar with)

#### 3. Group work on strategic marketing

You have 1 hour 30 minutes to discuss the following points:

- What are the characteristics of the product and the value chain?
- What are the characteristics of the market?
- What are the objectives and the strategic vision of the value chain?
- Who are the competitors (products, enterprises)?
- How can consumers be grouped? What market segments can be identified?
- What are the different needs and characteristics of each segment? Is the product in line with these aspects?
- What messages (image) should you communicate to consumers?

#### 4. Group work on the marketing mix

Define your marketing mix by answering the following questions to the best of your knowledge.

##### Product:

- What are the characteristics of the product?
- What is the type of packaging and other useful services?
- What information (including logos) is indicated on the labels?

##### Price:

- What is the average price of similar (or comparable) products?
- What is the price (compared with this average price) intended for your product?

##### Distribution (placement):

- Which markets are targeted (regional, national, international) and how are they to be reached?
- Is there one type of trade that should be favoured, and, if so, why?

##### Communication/promotion:

- What are the image and main values to be transmitted to consumers?
- What links should be established between the collective communication strategy and those of enterprises?

#### 5. Prepare the restitution in plenary session

You will have 10 minutes to present your results on a paperboard or in electronic format.



# CASE STUDY: PROMOTION OF GI PRODUCTS WITH AN EXTENDED TERRITORIAL STRATEGY

## E 5.B

### Example of Boseong tea in South Korea

#### General context

Under the Agricultural Products Quality Control Act passed in 1999 for implementation of the WTO's TRIPs Agreement, Boseong tea is the first protected geographical indication in South Korea, created in 2002. Thanks to a promotion strategy launched by the public authorities jointly with producers, tourism linked to green tea is one of the largest sources of income for the country.

#### 1. Protection of the geographical indication in Korea

Korea passed its Agricultural Products Quality Control Act in 1999 in order to apply the articles on geographical indications stipulated in the WTO's TRIPs Agreement. The main objective of this law was to improve the quality of specific local products and raise producers' income levels. It also sought to provide consumers with precise information on the quality of the product. The National Agricultural Products Quality Management Service, which comes under the Ministry of Agriculture, is responsible for the administration of geographical indications.

#### 2. Development of Boseong green tea

Green tea was first grown in Korea at the time of the Silla dynasty (from the seventh to the tenth centuries), but its more recent establishment in Boseong dates back to 1939. Since then, local universities and research institutes have sought to improve production methods, supporting the development of organic farming and ways of increasing the added value of products. The press and television have also told people about the beneficial medical effects of Boseong green tea. All this has enabled the Boseong green tea industry to turn into a multi-faceted activity that encompasses farming, processing and tourism.

Since the geographical indication was created, the reputation of the Boseong region and its attraction for the public have increased considerably. During a survey (Suh and MacPherson, 2007) producers and local officials agreed in their answers:

Since the appearance of the geographical indication, the number of tourists visiting Boseong has grown considerably, because of the improved image of the locality. Since 1999, a 300 percent increase in the number of tourists travelling to Boseong has been recorded. The expansion of plots of green tea following use of the geographical indication has turned Boseong into an increasingly popular tourist destination for Koreans. The fields, laid out on terraces and covered in the green leaves of the tea bushes, have often been used as locations for films, telefilms and advertisements.

In addition, according to the results of a survey carried out by the Korean Tourist Organization in 2004, Boseong is Koreans' favourite tourist destination. This confirms the major role played by the geographical indication not only in the marketing of the product, but also in promotion of the production territory or zone. In other words, the geographical indication helps to improve the image of the zone as much as that of the product.

The local government has profited from the improvement in the image of the zone to develop many tourist initiatives linked to green tea, such as the green tea festival, the green tea tourist station and train trips into Boseong's green tea fields. This has led to a rapid increase in the number of tourists visiting Boseong, which has risen from 14 000 in 1990 to 400 000 in 1995, then to 2.8 million in 2000 and 5.5 million in 2004. The increased desire for well-being is enabling Korea to make use of the geographical indication to link the image of the product and its benefits effectively to that of the zone.

The local government is also promoting a range of programmes linked to green tea in order to expand the synergetic effect (Suh and MacPherson, 2007). For example, it is trying to encourage tourists visiting the region to drink green tea in the cafés, eat dishes based on green tea in restaurants and purchase tea-based services in boutiques.

### 3. The Boseong green tea festival

Each year since 1974, the Boseong green tea festival has been held over five days at the start of May in a festival and exhibition centre built opposite the largest and oldest tea plantation, Daehan Dawon, established in 1939. Although tea production is a very ancient tradition in Korea, it did not start until recently in Boseong, which now holds first place in tea growing. According to the Korean Tourist Office, some of the most popular events in the festival, which are generally organized on green tea plantations, are practical programmes, such as the picking of tea leaves, the preparation of tea and the tasting of green tea. It should be noted that all the media are present. Other events, such as the exhibition and sale of tea and many celebrations also take place during the festival period. There is a specific web site with full information on the festival in Korean.

The same centre also houses a permanent museum of green tea, which is highly informative, providing detailed explanations on the various methods of tea-growing found in the world, the various ways of drying tea and the various ways of consuming it in tea-producing and/or tea-drinking countries. One room is devoted to the various types of certification and a panel explains that Boseong green tea was registered as a geographical indication in January 2002 by the municipality, which also registered a collective trademark. Another panel describes the quality control system.

Large numbers of visitors attend the festival and visit tea plantations in the same period in early spring. Many brochures (in Korean, English, Japanese and Chinese) are distributed concerning the Boseong county festival and the tea plantation. They present Boseong as a romantic place, stressing its natural attractions. However, it should be noted that these brochures do not mention the GI, perhaps because it is not seen as a concept encompassing the notion of terroir. Many school buses also visit the festival, and fine arts students are invited to paint the magnificent landscapes of the tea plantations.

The festival of course enables producers to sell their products in tents set up for the occasion, offering Boseong green tea with its GI, but also other less expensive teas without the Boseong GI, together with many tea-based products such as soap and other beauty items, food products such as cakes, green tea rice paste and green tea ice-cream, and even oil extracted from green tea. Lastly, tea ceremonies are organized for tourists, who can also relax in a tea bath and sauna at the end of the day. Green tea is thus truly the jewel of Boseong culture.

### Reference

Suh, J. and MacPherson, A. 2007. The impact of geographical indication on the revitalisation of a regional economy: a case study of 'Boseong' green tea. *Area*, 39(4): 518-527.



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## Questions

### 1. Answer the following questions:

- What legal tools are available to protect GIs in your country?
- Are there other intellectual property rights that must be taken into account for your product?
- What do you expect from a legal protection of the GI?
- Is there a group of producers representative of the GI system that is ready to submit an application for recognition and legal protection of the GI?

### 2. Complete the table below.

Analyse and list in the table the advantages offered by the various means of legal protection in relation to the objectives of the collective action. (The elements already in the table are given as examples.)

Objectives	Obligations, advantages and constraints of legal systems		
	Collective trademark/ Certification	Sui generis registration	Other
To counter imitations based on a distinctive form	Hard to obtain protection regarding form through a commercial trademark	The distinctive form can be described in the code of practice	Patent
To gain access to distant markets in other (developed) countries	High costs of monitoring usurpations and imitations in third countries	Public protection of the GI recognized (for example through the Lisbon Agreement or bilateral government agreements)	
To establish collective management of the value chain	The power of a collective organization is linked to the degree of protection granted	Need to establish an effective organization to manage the GI after it has been registered	

# ROLE-PLAYING: EVALUATING A REGISTRATION APPLICATION

E6.A  
Topic 2

## Scenario

By registering a GI, the public authorities grant an exclusive right of use of a name to a specified community. By definition, this means that certain producers will not have (or no longer have) the right to use the name in question, either because they are not in the geographical zone or because they do not respect the code of practice.

It is therefore essential that the application procedure for a GI is open, transparent and as objective as possible.

In order to increase objectivity, many countries have opted for a system with a national GI commission responsible for examining applications for GI registration and delivering an opinion for the authority responsible for registration. This commission is generally made up of experts from the private sector, civil society and various ministries or State bodies. It generally has the support of a secretariat placed at its disposal by the relevant authority and of the financial resources needed to commission expert opinions and surveys.

## Scenario

For this role-playing, you take on the roles of members of this national commission.

During your ordinary session this year, you receive the registration application for the dranas PDO for examination. You will therefore receive the summary of the application and the corresponding code of practice.

You now have the task of examining this application, focusing particularly on the following aspects:

- the composition of the applicant organization and proof of non-exclusion and democratic decision-making;
- the history of the product and the reputation of the name (justification of the request for protection);
- rules of production (code of practice) and their consistency with the history and description of the product and the link to the area.

## How the role-playing works

### First session

You have 45 minutes to:

- identify issues needing further study or verification;
- decide on the means to be used in further study or verification of these issues.

Your options are:

- to request additional proof directly from the applicant group;
- to send one or several members of your commission to carry out a survey on the ground;
- to request an expert opinion from an outside person.

Note your decisions in a report that will be presented in plenary session (either on a paperboard or in a PowerPoint presentation).

### **Second session**

During the following session (three months later), you are asked to examine three objections (45 minutes in all, or 15 minutes per objection).

You must decide whether or not the objection can be accepted.

If it can be accepted, you must either suggest a way of solving the objection or consider whether it is sufficiently well founded to block the application for protection.

Lastly, you must propose the conditions under which you will be able to deliver an opinion in favour of the application for protection.

### **Restitution**

You then have 10 minutes to present your conclusions in plenary session. You can do this on a paperboard, in a PowerPoint presentation or using any other means you choose.

## Code of practice (invented example of Dranas)

### Section 1. General conditions

#### Article 1. Candidate

Protected name: Dranas

Registered as a protected designation of origin (PDO).

#### Article 2. Geographical area

The geographical area of dranas corresponds to the provinces of Tilburn and Tulcum. All the steps in the production and processing of bananas must take place in this zone.

### Section 2. Description of the product

#### Article 3. Physical characteristics

The Dranas are slices of skinned bananas between 0.3 and 0.6 centimetres thick.

They are partially dried (leaving between 20 and 25 percent moisture), their edges are red and their centre is cream coloured.

#### Article 4. Sensory characteristics

Their taste is marked, sweet and slightly acid.

Their texture is soft and elastic.

### Section 3. Description of manufacturing methods for the product

#### Article 5. Raw material

The only raw material used is the ripe purple banana of the *Musa acuminata rutilus* variety.

The bananas must be produced while respecting the environment (ecological practices or organic farming standards).

#### Article 7. Quality of the raw material

The quality of the purple bananas must allow the production of high-quality dranas.

Ripeness: the bananas must be picked selectively and harvesting must be carried out when they are ripe (as described in the manual XX).

They must be whole, measure between 8 and 12 centimetres in length and between 2 and 3.5 centimetres in diameter, and be slightly curved.

They must not have any insect damage. They must be clean, without dust or any foreign bodies.

The final inspection of the bananas is carried out per batch and focuses on size, ripeness, cleanliness and the absence of visible damage.

## Article 8. Preparation

The bananas must be skinned by hand less than 48 hours after being picked. Their slices must have a regular thickness (between 0.3 and 0.6 centimetres).

## Article 9. Drying

The bananas must be dried in the 48 hours following their harvesting and 6 hours after being skinned and prepared.

The bananas must be dried in the shade at temperatures of less than 60 °C.

The dried bananas must retain a moisture level of between 20 and 25 percent.

In cases where various types of banana are dried by the large-scale food company, the company must take the necessary measures for the various ranges of product and clearly identify the bananas intended for the production of Dranas.

## Section 4. Testing of the final product

### Article 10. The quality criteria to be tested are:

- colour and general appearance;
- texture and taste.

### Article 11. Tasting method

- A tasting panel composed of members of the value chain and consumers will test batches of products selected randomly from producers' premises, in line with the guidelines on tasting.

## Section 5. Packaging, labelling, traceability and certification

### Article 12. Packaging

All products packaged for sale to the end consumer will bear a label with the batch number, the words "Dranas protected designation of origin" and the symbol of the producers' association.

For dranas sold loose (in markets) to the end consumer, a sign with the words "Dranas protected designation of origin" and the symbol of the association will be clearly exhibited near the dranas.

### Article 13. Traceability

Traceability from farm to final packaging will be guaranteed at every moment for all products, thanks to the records kept by the stakeholders in the value chain and by the separate flows of products.

## Article 14. Approved certification body

Certification is carried out by the approved body XYZ, in conformity with national accreditation systems (equivalent of ISO standard 65).

Minimal control requirements are described in the control plan applicable to the whole production chain.

## Summary of the application for the dranas PDO

### 1. Applicant

- Name: Association of Dranas Producers and Agro-food Companies
- Address: House of Dranas, Tilburn
- Composition: banana producers and individual companies, including institutions

### 2. Name of the product

Dranas

### 3. Protection required

Protected designation of origin

### 4. Type of product

Dry fruit

### 5. Proof of the representativity of the applicant group: composition of the association

Farmers:

- Institutional members:
  - Tilburn Chamber of Agriculture
  - Tulcum Chamber of Agriculture
  - Producers' cooperative
- Individual members: currently 80 individual members

Membership of the association is open to all producers of red bananas in the counties of Tilburn and Tulcum.

Processors:

- Institutional members:
  - Regional Chamber of Commerce and Industry
- Individual members:
  - The five processor-packagers of Tilburn and Tulcum

### 6. Proof that the name has not become generic

Dranas is used solely in the region and means "dried red bananas" in the local dialect.

## Objections

### Objections to the dranas application

#### 1. A large-scale processor outside the region

This processor has been producing dried red bananas and selling them under its trademark “Tilburn dried red bananas” for four years.

Although it agrees that the bananas must come from the specified region, it is opposed to a ruling that processing must also take place in the region. It justifies its objection by pointing out that processing has no link to the area and can thus be carried out anywhere in the country.

#### 2. On-farm processors in the Tilburn region

This group took part in drawing up the code of practice and does not object. On the contrary, it asks to be formally represented in the decision-making structure of the association.

Despite the recognized fact that they are the keepers of the true tradition, they have little space in the association’s discussions. Representing only a small minority in the “banana producers” group, they find it hard to make their voice heard and defend their specific interests. They therefore call for recognition of their special status within the applicant group.

#### 3. An environmental NGO

This NGO objects to the use of modern methods involving the use of fossil fuels to dry bananas.

It argues that the tradition has always been to use natural heat to dry bananas and that if other drying methods are permitted, there will be considerable emissions of CO<sub>2</sub>, as well as local air pollution from burners that are not up to standard.

## World Café

## Questions per table

**Table 1. Identification:**

What are the needs of the GI system during the identification phase and what kind of support policies and actions can local, regional or national authorities provide?

**Table 2. Qualification:**

What are the needs of the GI system during the qualification phase and what kind of support policies and actions can local, regional or national authorities provide?

**Table 3. Remuneration:**

What are the needs of the GI system during the remuneration phase and what kind of support policies and actions can local, regional or national authorities provide?

**Table 4. Reproduction of resources:**

What are the needs of the GI system during the reproduction phase and what kind of support policies and actions can local, regional or national authorities provide?

# NOTES

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