

GI

Guide

to Assessing Conditions
and Impacts of

Geographical Indications



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Guide

to Assessing Conditions and Impacts of Geographical Indications

This guide has been developed within the framework of the Colombian-Swiss Intellectual Property Project (COLIPRI) of the Swiss State Secretariat for Economic Affairs (SECO) and implemented by the Swiss Federal Institute of Intellectual Property (IPI).

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Acronyms and Abbreviations

COLIPRI	Colombian-Swiss Intellectual Property Project
ETH	Swiss Federal Institute of Technology
FAO	Food and Agriculture Organization of the United Nations
FIBL	The Research Institute of Organic Agriculture
GI	Geographical Indication
INTA	National Agricultural Technology Institute, Argentina
INVIMA	National Food and Drug Administration, Colombia
IP	Intellectual Property
IPI	Swiss Federal Institute of Intellectual Property
JICA	Japan International Cooperation Agency
LEDA	Local Economic Development Agency
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PGI	Protected Geographical Indication
SAFA	Sustainability Assessment of Food and Agriculture Systems
SECO	State Secretariat for Economic Affairs of Switzerland
UNIFI	University of Florence, Italy
WIPO	World Intellectual Property Organization

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Foreword

Intellectual Property (IP) is understood as a set of rights that derives from an artistic, literary, innovative, industrial or commercial activity. This definition is perfectly suited to geographical indications (GIs). Far from being the beginnings of a productive activity, they are in fact the result of many actions and interactions between different people, their land and the market.

In the past few years we have been a driving force behind the use of GIs as tools for reaching specific objectives including competitiveness of agri-food and artisanal products, partnership building and rural development. In other words, we have promoted GIs as a useful tool for achieving collective goals.

Like trade marks, patents, industrial designs and all other IP tools, GIs are not only used for protection but also as part of a strategy for meeting these objectives. For example, in Colombia there are now more than 20 protected agricultural and artisanal GIs, and as a result their beneficiaries—grouped into associations of producers, federations, cooperatives

and pre-cooperatives—can begin to make strategic use of the rights offered by this protection.

The purpose of this guide is to provide a method and blueprint for collectively assessing the product that is to be positioned, so that the various stakeholders may achieve the goals they have set. This guide addresses each of the topics that a group or association of stakeholders must consider in order to properly assess and create an impact with its GI, from gaining an understanding of the legal aspects of the mechanism to selecting the desired social and economic effects of the GI and the methods to assess them.

We hope this guide will be adopted by all of our GI stakeholders so that they may achieve the full potential of the social, economic and environmental benefits in their regions.

José Luis Londoño Fernández
Deputy Superintendent of Industrial Property
Superintendence of Industry and Commerce
June 2017

1. Introduction

The Colombian-Swiss Intellectual Property Project (COLIPRI) is a cooperation effort between the Colombian and Swiss governments (2013-2018). One of its goals is to reinforce the protection system for geographical indications in Colombia, and this involves the development of an instrument to assess the impacts of geographical indications (GIs).

Assessing the impacts of GIs is essential to understanding how this particular intellectual property tool has made it possible to achieve desired goals and for identifying the effects of GI implementation.

This guide provides a tool for strengthening processes and assessing the conditions and impacts of GIs among community-based organizations that possess or desire to possess this distinctive feature, and among public and private institutions that regulate or support the processes.

2. General Aspects of the Instrument

2.1 How Was the Instrument Developed?

Development of the instrument began with an extensive review of existing literature on measuring the impacts of GIs around the world. This involved looking at the indicators proposed by various authors in order to study the impacts of GI products in several countries including Jamaica, Mexico, France, Italy and Greece, among others. Impact assessment tools including the Sustainability Assessment of Food and Agriculture Systems (SAFA), developed by Food and Agriculture Organization (FAO), were also reviewed. This phase led to the development of the first version of the instrument with its respective dimensions and indicators.

Visits were then made to two GI communities in Colombia. These two trips into the field were essential for examining and enhancing the instrument. It should be clarified that the purpose of the visits was to present and debate the instrument as key steps in its development rather than pilots for applying it. The instrument was also put to the test during a workshop with representatives from the Colombian Intellectual Property Office, the Ministry of Agriculture, relevant institutions at the national and regional levels, consultants and lawyers that support these processes and members of GI management organizations. Lastly, feedback was provided by academics.

2.2 What Is the Instrument For? Who Is the Target User?

The main objective of the instrument is to assess the necessary conditions for setting up a GI and the impacts of the process. Assessment is focused primarily at the territorial level where the units of analysis are the various stakeholders in the value chain (producers, processors, etc.) and the organizations in charge of managing the GI.

In addition, this instrument aims to strengthen the GI process through (i) self-assessment carried out by stakeholders, (ii) the identification of lessons learned and best practices and (iii) the collective development of subsequent steps to be taken by the communities with a stake in the GI in order to fulfill their objectives or expectations.

The instrument has therefore been designed to be adopted by:

- The producers that make up the various links in the value chain of a product with a GI or that aspires to have one.
- The bodies supporting the processes, including NGOs, consulting and law firms, municipal and regional governments, research institutes and universities.
- The bodies that promote protection mechanisms and/or consider applications for protection, including national intellectual property offices and other institutions.

2.3 When to Apply the Instrument

Although GIs are situated in specific spatial and temporal contexts, it is difficult to think of their processes as linear. Products are sometimes registered as GIs, but producers are not necessarily given the responsibility of managing the GI seal. In such cases, the products do not have their own systems of control and a code of practice developed by a representative group of producers.

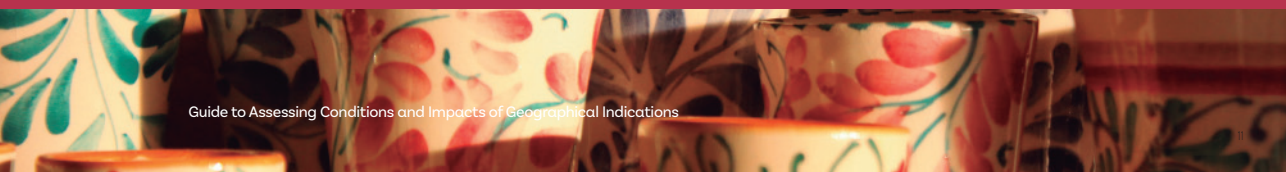
As such, inquiries should be made into the necessary conditions for setting up a GI prior to assessing the impacts of the process. These conditions must facilitate (i) an assessment of whether or not the GI is being implemented and in what context and (ii) the identification of a possible cause and effect relationship between the presence of the necessary conditions and the impacts observed, once the latter have been assessed. It should be clarified that the assessment of such conditions can be carried out at different points during the process, which could in fact contribute to an understanding of their progress.

Once conditions have been assessed, the following step is to apply the second part of the instrument, which seeks to identify the positive and negative impacts, including the expected and the unexpected, of the GI process. It is important to mention that the timing of the impacts will not necessarily coincide with the chronological timeline of the process; impacts may become evident when the value chain stakeholders begin the process of applying for protection, during the activities to reach an agreement on what product or products to protect, during the process of selecting leaders or assessing the cultural value of the product, or at another time.



Case Study #1: The Ceramics of Carmen de Viboral

The application process for the GI “Ceramics of Carmen de Viboral” was an initiative of the Carmen de Viboral Mayor’s Office and implemented by its Culture and Tourism Institute, with the support of the state handicraft promotion institution Artesanías de Colombia. The GI protection was granted in 2011. In 2013, the Ceramic Producers Association (Aproloza) was created, which was authorized by the Colombian Intellectual Property Office that same year to use the GI seal. While their GI has remained since that time, its implementation has been affected by historical factors as well as issues with the necessary conditions that this tool intends to evaluate. In this case, there were not a large number of value chain stakeholders participating during the application process. This made it difficult for the GI to be adopted and to track the objectives that had motivated it. Also, the trade association and value chain stakeholders have yet to make progress in jointly developing a code of practice that would endorse the GI declaration, define the characteristics of the protected product and also establishes the mechanisms to monitor the control system of the GI seal use. Lastly, this GI emerged in a socially fragmented context, due to periods of struggle in the municipality’s ceramic industry, – the primary struggle being the financial crisis that affected its main ceramic factories in the 90s.



2.4 Adapting the Instrument

Just as the development of this instrument was enhanced through fieldwork, users are recommended to review it prior to application in order to adapt it to their context:

- Terms can be adjusted or changed for better comprehension.
- The relevance and importance of the conditions and indicators can be assessed beforehand and can be selected according to each particular case.
- Some impact indicators can be adjusted according to the type of product.

Depending on how things progress, some conditions and indicators might lose their validity or need to be redesigned as new objectives or expectations associated with the GI emerge and/or impacts not captured by the proposed indicators are identified.

This instrument can also be used as a starting point for developing others that complement it, such as:

- Assessment of the type of distinctive sign that best responds to the challenges and expectations of the communities
- Monitoring and evaluation (M&E) systems with indicators such as the number of stakeholders within and outside of the GI system, data on quantities and production volume, etc
- Creation of action plans based on the results obtained

3. Applying the Instrument

3.1 Identifying contextual elements

Prior to assessing the conditions and impacts, a map of the stakeholders both directly and indirectly linked to the process should be created, as well as a timeline of major events related to the GI product and the external factors that can affect it. These two exercises would enhance discussion on the conditions and impacts of the GI process by making it possible to refer to the stakeholders included in the map and to identify changes to the process that have occurred throughout its history.

3.1.1 Stakeholders Map¹

The objective of this exercise is to identify and map the stakeholders that are directly or indirectly involved in the GI process, and to draw relationships between them in order to understand the role they play with regards to the product. Before carrying out this exercise it is a good idea to identify an “anchor” stakeholder, that is, a local stakeholder who is familiar with the region and who is both knowledgeable and unbiased with regards to the GI process. This stakeholder will be key in identifying those to be included in an initial list that will later be validated and expanded through interviews and workshops designed for this purpose.

1. Bryson, J. M. (2004). What to do when stakeholders matter: stakeholder identification and analysis techniques. *Public management review*, 6(1), 21-53.

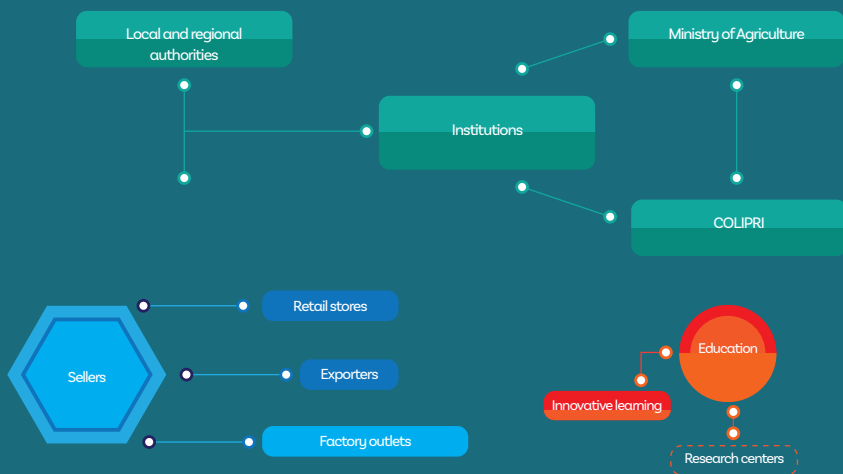
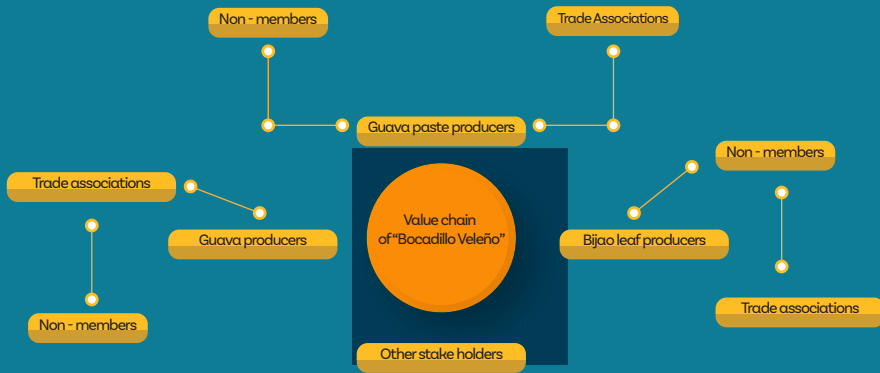
This map of stakeholders will be used to send out invitations to the workshop for assessing conditions and impacts (see section 3.2) and as such it must be validated in terms of the legitimacy, importance and relevance of the identified stakeholders both before and during the workshop. The map is also expected to facilitate assessment of the following:

- The decision-making power of the various stakeholders.
- Their interest in the GI process and the position they have taken or could take in terms of implementing the GI.
- Possible changes in the relationships between them (e.g. cooperation, trust, solidarity, etc.).
- The arrival and departure of new and existing stakeholders.

Questions to guide the process of mapping stakeholders include:

- Who are the people and organizations linked to the GI?
- What role do these stakeholders play?
- How can they be grouped? (For example: value chain of the protected product—producers, organizations and trade associations—public and private institutions that support the process, the education sector and economic sectors such as tourism and restaurant industries, etc.)

Simplified map of stakeholders for the case of the "Bocadillo Veleño" Guava Paste GI



This map was created on May 6, 2017, and the "anchor" stakeholder was the partner of the COLIPRI project. Then the map was shared, added to and approved in a participatory workshop with value chain stakeholders, which took place in Vélez. The colors represent how all the stakeholders were grouped according to: i) the value chain and their links (including partners and non-partners), ii) sellers, iii) territorial institutions, iv) the education sector, and v) other sectors. This grouping also sought to differentiate current stakeholders from potential stakeholders by using a continuous line to refer to current ones and a dotted line to refer to potential ones.



Case Study #2: The Bocadillo Veleño Guava Paste GI

For the past ten years, stakeholders in the Bocadillo Veleño guava paste GI value chain have been curious about the possibility that a geographical indication could help protect them from forgeries and give new value to their tradition and know-how. In 2013, the Colombian-Swiss Intellectual Property Project (COLIPRI) gave this aspiration a boost and in 2017 the Colombian Intellectual Property Office approved their application for GI protection. This has been a collective process with the participation of producers from different links of the value chain. Even before the GI implementation, the process has had an impact on social indicators including trust among stakeholders, participation of the most vulnerable links of the value chain and cooperation and solidarity among stakeholders with the aim of reaching common objectives. It has also impacted cultural indicators including appreciation of the product and the various trades associated with it. To give an example, the producers of the bijao leaf (traditionally wrapping the guava paste) of the Bijao Veleño association presented a project to the Productive Partnerships Program run by the Ministry of Agriculture and Rural Development, in which the Asoveleños association of Vélez guava paste producers pledged its commitment as a business partner. The collective process has also made it possible for producers in the value chain to become familiarized with the entire production process and to value the work of local guava and bijao leaf producers, the latter historically categorized as the most vulnerable link in the chain.

3.1.2 Timeline

The purpose of this exercise is to create a chronological record of the milestones or major historical events related to the protected product, while also including all of the external factors that influence the GI process. It is recommended that this be done through a workshop and interviews with stakeholders that are either directly or indirectly involved in the process. The information collected should later be presented to the participants at the workshop for assessing conditions and impacts (see section 3.2), where they will have the opportunity to expand and validate it.

The purpose of identifying milestones or major events is to place things like technical changes to the product on a timeline so as to be able to assess how these changes affect indicators such as profitability or differentiation. The timeline can help to assess changes in leaders, groups and institutions that have participated in the process, among other things.

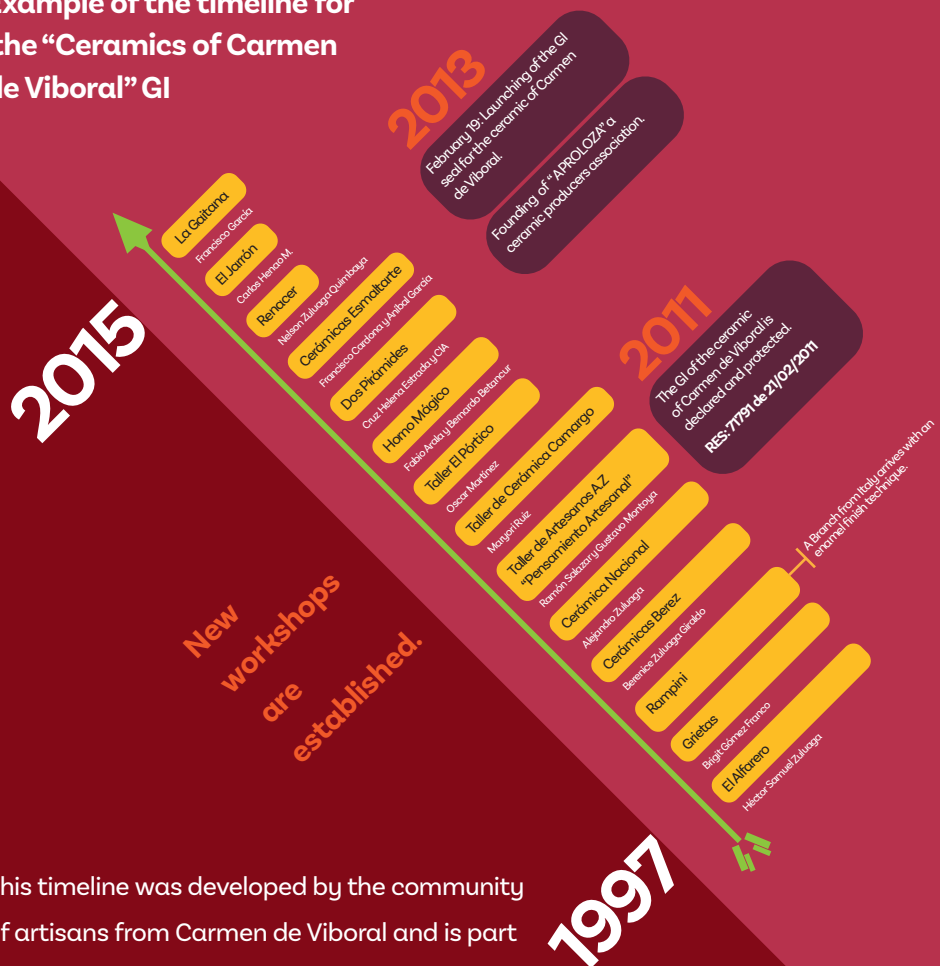
Identifying external factors that can influence the GI process is also essential, including those that are not directly associated with it. These may include significant migrations, public programs to improve production processes or scarcity or abundance of materials due to environmental factors. This will help to avoid attributing changes or impacts to the GI process that are in fact unrelated.

Questions to guide the process of building the timeline include:

- What changes have been made to production practices?
- What designs or presentations has the product had?
- What is the origin of the raw materials used in its production?

- What leaders, organizations, business ventures or institutions have been involved with the product?
- What social, cultural, economic or environmental factors have affected the product value chain?

Example of the timeline for the “Ceramics of Carmen de Viboral” GI



This timeline was developed by the community of artisans from Carmen de Viboral and is part of the Ceramic Museum in the Municipality’s Institute of Culture.

3.2 Assessing the Conditions and Impacts of the GI Process

3.2.1 Assessment Workshop

This instrument includes two types of assessment: assessment of the necessary conditions for setting up the GI and assessment of the impacts of the GI process. It is recommended that a workshop be held to encourage debate, reflection and a critical analysis of the process led by participants; the exercise can therefore be considered a self-assessment.

The workshop may be organized by any of the stakeholders this guide is targeted to (see section 2.2). The planning and execution of the workshop must be based on the principle of transparency; it is crucial that information be laid out clearly and thoroughly and that lists of attendees be made available to anyone interested in the process.

Organizers are advised to use the stakeholders map in determining the **people to be invited to the workshop**, and should seek to ensure adequate representation. To achieve this, it is not only essential that at least one stakeholder from each link in the value chain be called upon to participate, but that this person be recognized as a legitimate, important and relevant stakeholder at the local level. In addition, this person must have the capacity to leverage results. The venue for the workshop must be neutral.

The workshop will last four to five hours and will include two main activities:

- Review, expansion and validation of the stakeholders map and the timeline, which will have been created prior to the workshop with the purpose of supporting and enriching discussion (see section 3.1).
- Assessment of the necessary conditions for setting up the GI and the impacts of the GI process (see section 3.2.2).

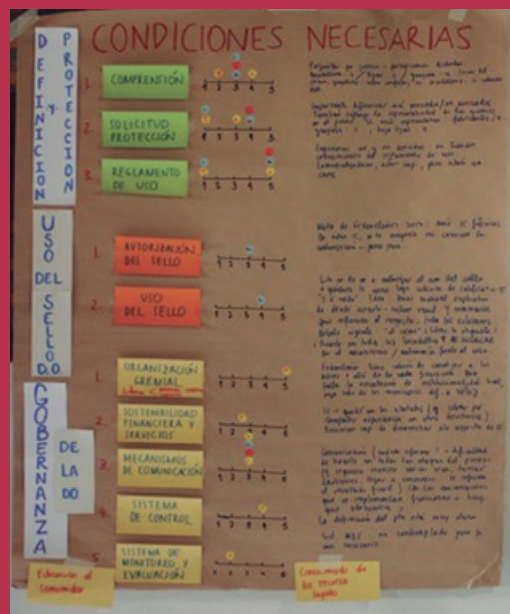
The workshop may be facilitated by someone who is not involved in the GI process and/or a stakeholder in the value chain. It is important that facilitators have:

- The time and willingness to study this guide prior to the workshop.
- The capacity to promote open and amicable participation among attendees.
- The ability to listen to different viewpoints and focus on the contributions made by all.

In consideration of the fact this is a participatory workshop focused on self-assessment of the conditions and impacts of the GI process, at no point may the facilitator partake in the assessment. A complementary viewpoint can be offered by an external and a local facilitator: this person helps to keep the assessment process neutral while the local facilitator helps to adapt the instrument to the context.

Whenever possible, it is advisable that a third facilitator involved in a separate GI process be invited. This will enable the exchange of experiences when applying the instrument, peer-to-peer learning and the transferability of the assessment.

When holding the workshop for assessing conditions and impacts, it is advisable to have stationery prepared for recording ratings and comments. Large sheets of paper can be used for this purpose, where ratings and comments can be noted down for all participants to see. It is also possible to fill out information in this guide, in physical or electronic format.



If there are more than ten participants at the workshop, the World Café³ methodology is recommended as it enables better facilitation. It is also recommended that participants be responsible for deciding whether the rating will be done openly or in secret; if they choose the latter, the results should be averaged and there should nonetheless be a discussion afterwards during which comments are recorded. If an open discussion is not advisable because participants would not express their opinions freely due to local power dynamics, an alternative data collection method, such as interviewing, may be considered.

3. For more information on this methodology, visit www.theworldcafe.com

3.2.2 Assessment Matrices

The matrices contain a definition of what the conditions and indicators aim to assess, as well as a space for filling out ratings and comments. In this guide, they are divided into two sets:

The first set of matrices comprises the three main conditions: (i) GI definition and protection, (ii) administration of the GI seal and (iii) GI governance. Each condition comprises a set of sub-conditions which are assessed according to a rating system on a scale of 1 to 5.

Below are three examples of possible scenarios for each sub-condition:

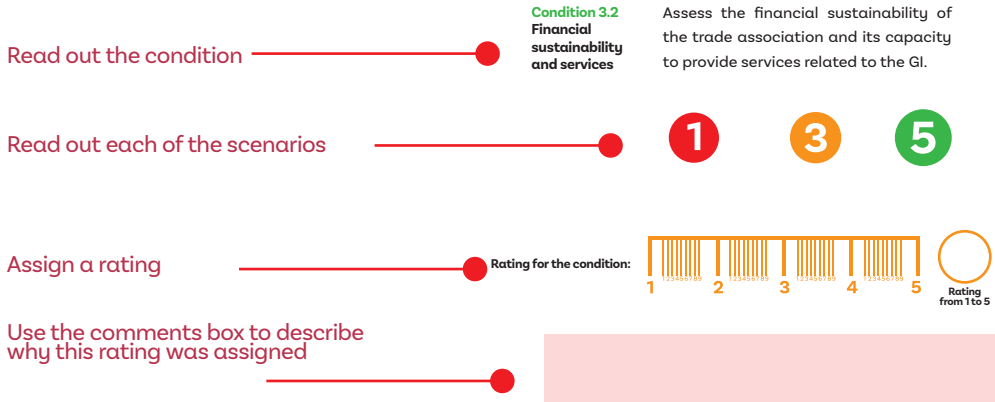
- 1 represents the lowest rating and signals precarious conditions.
- 3 is the middle rating and signals some progress.
- 5 is the highest rating and signals that the condition has been met.

The second set of matrices comprises the impact indicators that correspond to the four dimensions: social, cultural, economic and environmental. Each matrix addresses one of these dimensions with its respective indicators and poses the question of whether or not the GI process has impacted the indicator. Space is provided for rating the impact on a scale of -5 to 5 and recording comments that justify the rating. This allows for making comparisons and observing changes in the future.



Step-by-Step Explanation of How to Assess Conditions and Impacts

Steps for Assessing Conditions



Example: The Bocado Veleño guava paste GI

Condition 3.2

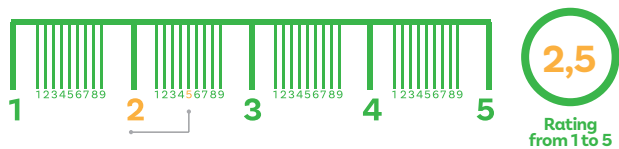
Financial sustainability and services

Assess the financial sustainability of the trade association and its capacity to provide services related to the GI.

Rating:

- 1** The trade association is not financially sustainable nor does it provide services to its members.
- 3** The trade association is somewhat financially sustainable thanks to external support and provides some services to its members.
- 5** The trade association is financially sustainable and provides several services to its members such as training, support for formalization, value chain research, etc.

Rating of the condition



Comments

The statutes of the Fedeveleños association of producers outline the services it hopes to be able to offer its members. The association recognizes the importance of providing these services effectively.

It has identified a current lack of resources and funding mechanisms to be able to do so.

Steps for Assessing Impacts

INDICATOR:

1. Trust and solidarity

DIMENSION

QUESTION

Has the GI process had an impact on ...?

Building of trust and solidarity among value chain stakeholders.
Example: Changes in type and frequency of dialog or interaction between value chain stakeholders.

Social Dimension

ASSESSMENT AREA

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)

0 1 2 3 4 5

Rating from 1 to 5

Comments

COMMENTS BOX

Example: The Bocado Veleño guava paste GI

Indicator

1. Trust and solidarity

Has the GI process had an impact on...?

Building of trust and solidarity among value chain stakeholders.
Example: Changes in type and frequency of dialog or interaction between value chain stakeholders.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)

0 1 2 3 4 5

Rating from 1 to 5

3,5

Comments

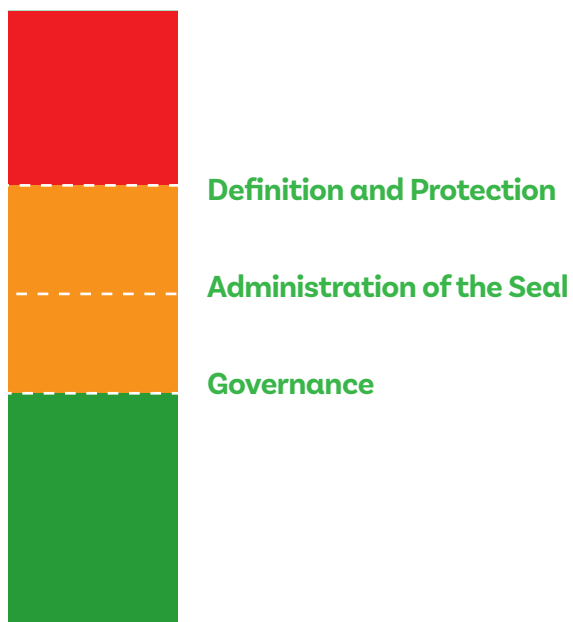
The GI process has led to the creation of spaces for debate that have built trust among stakeholders and created a sense of greater transparency with regards to the process. However, it has been difficult to establish trust and solidarity due to the particular interests of each link of the value chain.

Other Assessment Methods:

As a way of complementing the workshop for assessing conditions and impacts, the use of paper or online surveys (like SurveyMonkey), semi-structured interviews and/or technical studies is recommended. Technical studies serve to generate objective information about the changes observed in indicators such as the distribution of value throughout the chain, profitability and vulnerability to pests and diseases. Any available secondary information related to the indicators should be used. Both primary and secondary information can serve to support discussions during the workshop and reduce subjectivity in the ratings. Examples:

Dimension	Indicator	Study
Social Dimension	<ol style="list-style-type: none"> 1. Trust and solidarity 2. Cooperation 	Social Capital survey
Cultural Dimension	<ol style="list-style-type: none"> 1. Appreciation of the product 2. Relationship to other forms of cultural expression 3. Revival and transmission 4. Consumption habits 5. Appreciation of the trade 	Ethnography
Economic Dimension	<ol style="list-style-type: none"> 1. Profitability 2. Market share 3. Differentiation 4. Distribution of value 	Market study Value chain analysis
Environmental Dimension	1. Vulnerability to pests and diseases	Study on loss of biodiversity
	2. Water	Water footprint
	3. Air quality	Carbon footprint
	4. Energy efficiency	Soil study
	5. Soil	Ecological footprint
	6. By-products and waste	Transport footprint

Necessary Conditions for Setting up the GI



Condition 1: GI definition and protection



Condition 1.1 Comprehension

Assess value chain stakeholder's comprehension of what a GI is and why it is necessary to apply for protection of their product.

Rating:

1

Value chain stakeholders have heard about the GI but are not sure what it is or whether they need it.

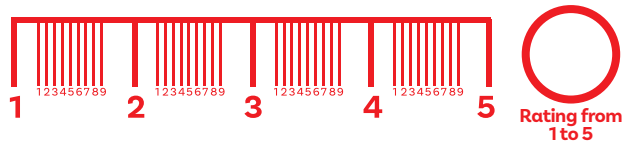
3

Value chain stakeholders know what the GI is and what it aims to protect, but are not sure whether they need it for their product.

5

Value chain stakeholders know what the GI is and collectively identify the need for such protection.

Rating for the condition:



Comments

Condition 1.2 Code of practice

Assess the existence of the code of practice, knowledge of what it should contain, as well as participation and representation of the various value chain stakeholders in the process of setting it out.

Rating:

1

There is no code of practice, value chain stakeholders do not know what it is, what it should contain or what it is for and there is no organization supporting the process to set it out.

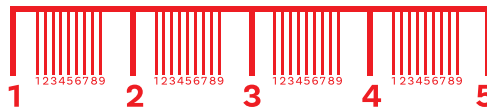
3

There is a code of practice that was not set out by value chain stakeholders, but the stakeholders understand the importance of adopting it or setting out a new one they feel represent them better, as well as sharing it with every stakeholder and implementing it.

5

There is a code of practice that was the result of a participatory process. It contains all of the necessary elements, is being implemented and value chain stakeholders are familiar with it.

Rating for the condition:



Comments

Condition 1.3 Application for protection

Assess participation, available information and representation of the interests of the various value chain stakeholders in the process of applying for protection.

Rating:

1

Value chain stakeholders are unfamiliar with the process of applying for GI protection and do not know how they can participate.

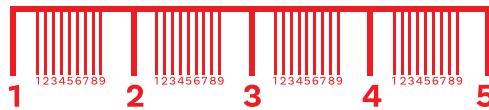
3

Value chain stakeholders are familiar with some steps in the process of applying for GI protection and have participated in some related activities.

5

Value chain stakeholders are familiar with the application process and the normative elements that go along with it, and they participate in the process.

Rating for the condition:



Rating from
1 to 5

Comments

Condition 2: Administration of the GI seal



Condition 2.1 Seal authorization

Assess the knowledge value chain stakeholders* have of the process for authorizing use of the GI seal, and assess the proportion of producers and artisans that are authorized.

*This condition applies only to value chain stakeholders that will use the seal.

Rating:

1

Value chain stakeholders are unfamiliar with the authorization process and do not recognize the body or organization that authorizes use of the seal.

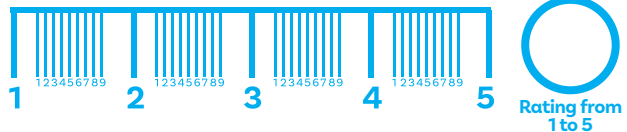
3

Value chain stakeholders recognize the body that authorizes and regulates use of the seal and can identify some of the steps required for obtaining authorization. A small group of potential producers or artisans is authorized.

5

Value chain stakeholders recognize the body that authorizes and regulates use of the seal and can identify the steps required for obtaining authorization. A large number of potential producers or artisans are authorized.

Rating for the condition:



Comments

Condition 2.2 Faculty to authorize and system of control

Assess whether the trade association has the faculty to authorize use of the seal and whether it has the capacity to control use without affecting levels of trust.

Rating:

1

The trade association does not have the faculty to authorize use of the seal, there is no system of control for use of the seal and the trade association and its members are unaware of the importance of having these elements.

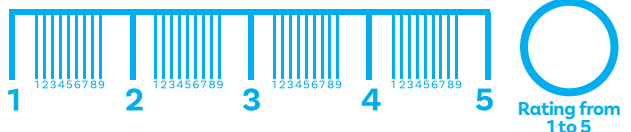
3

The trade association has the faculty to authorize use of the seal and has a system of control that has been designed with the participation of its members, but control measures are not enforced.

5

The trade association has the faculty to authorize use of the seal, a system of control that has been designed with the participation of its members and the human and financial capacity to enforce the established control measures without undermining trust.

Rating for the condition:



Comments

Condition 2.3 Administration of the GI seal

Assess how and when authorized value chain stakeholders* use the GI seal.

*This condition applies only to value chain stakeholders that will use the seal.

Rating:

1

Value chain stakeholders that are authorized to use the GI seal do not use it to differentiate their product and are not clear on how to use it.

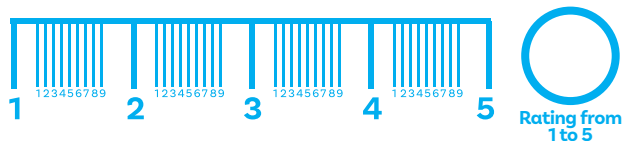
3

Authorized value chain stakeholders sometimes use the GI seal on some products when they participate in fairs and/or when the authorizing and regulating body gives them seal labels or stickers.

5

Value chain stakeholders that are authorized to use the GI seal use it to differentiate their product in different markets and do so autonomously or in accordance with the rules that have been set out.

Rating for the condition:



Comments

Condition 2.4 Promotion of the GI seal

Assess whether there are initiatives to promote the GI seal for the product that help to prevent plagiarism or unfair competition.

Rating:

1

Value chain stakeholders and/or the trade association do not widely promote recognition of the GI seal among consumers, industries or local businesses.*

3

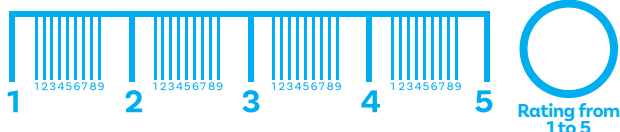
Value chain stakeholders and/or the trade association promote recognition of the GI seal among consumers, industries and local businesses, but a lack of awareness persists and this does not help to prevent copies or unfair competition.

5

Value chain stakeholders and/or the trade association widely promote recognition of the GI seal among consumers, industries and local businesses, and this helps to prevent copies and unfair competition.

*This limitation to the local level can be removed to include national and international levels when adapting the instrument.

Rating for the condition:



Comments

Condition 3: GI Governance



Condition 3.1 Trade association

Assess the legitimacy of the trade association and its capacity to manage and mobilize around the GI.

Rating:

1

There is no trade association representing or managing the interests of value chain stakeholders.

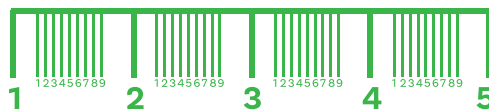
3

There is a trade association with some legitimacy among value chain stakeholders to manage their interests with regards to the GI. It succeeds in getting its members to participate in decision-making but it does not mobilize external or non-member stakeholders.

5

There is a trade association with legitimacy among value chain stakeholders to manage their interests with regards to the GI. It succeeds in getting its members to actively participate in decision-making and coordinates with external and/or non-member stakeholders.

Rating for the condition:



Rating from
1 to 5

Comments

Large empty green box for entering comments.

Condition 3.2

Financial sustainability and services

Assess the financial sustainability of the trade association and its capacity to provide services related to the GI.

Rating:

1

The trade association is not financially sustainable nor does it provide services to its members.

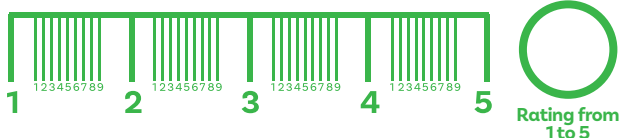
3

The trade association is somewhat financially sustainable thanks to external support and provides some services to its members.

5

The trade association is financially sustainable and provides several services to its members such as training, support for formalization, value chain research, etc.

Rating for the condition:



Comments

Condition 3.3 Communication mechanisms

Assess efficiency of communication among members of the trade association.

Rating:

1

There are no effective mechanisms for communication between members of the trade association and non-member stakeholders in the value chain.

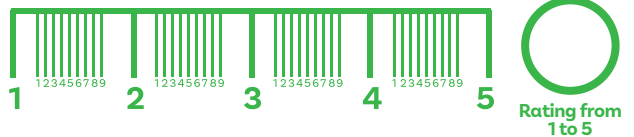
3

There are mechanisms for communication between members of the trade association and other value chain stakeholders, but challenges persist.

5

There are effective mechanisms for communication between members of the trade association and other value chain stakeholders for offering and receiving information, sending invitations and attending meetings, providing and using services, etc.

Rating for the condition:



Comments

Condition 3.4 Resources for protection

Assess the knowledge and capacity of the trade association for taking measures (legal or otherwise) to prevent plagiarism and unfair competition.

Rating:

1

The trade association is not aware of possible cases of GI infringement or of the measures (legal or otherwise) that it can take to protect its GI.

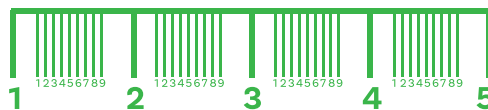
3

The trade association is aware of possible cases of GI infringement and recognizes a limited number of measures it can take to protect its GI, but it does not have the human or financial resources to take measures if they are needed or considered to be of interest.

5

The trade association is aware of possible cases of GI infringement, recognizes several measures it can take to protect its GI (warnings to distributors, visits and recommendations aimed at avoiding infringements, bringing infringement to the attention of the national intellectual property office, competition authority or relevant institution, and legal measures) and has the human and financial resources to take measures if they are needed or considered to be of interest.

Rating for the condition:



Comments

Condition 3.5

Monitoring and evaluation system

Assess the trade association's capacity to gather information and use in decision-making.

Rating:

1

The trade association does not have a monitoring and evaluation (M&E) system for the GI that tracks the activities being carried out or the results obtained with the available resources.

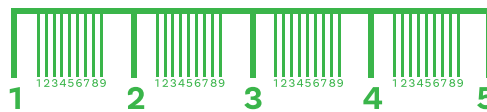
3

The trade association has an M&E system for the GI but no information is gathered on the activities being carried out or the results obtained with the available resources.

5

The trade association has an M&E system for the GI that tracks the activities being carried out and the results obtained with the available resources, and this information is used in decision-making.

Rating for the condition:



Rating from 1 to 5

Comments

A close-up photograph of a wheel of Paipa cheese, showing its characteristic yellow color and a circular logo embossed on its surface. The logo features a stylized 'P' and 'A' intertwined. The cheese is set against a dark, blurred background.

Case Study #3: Paipa Cheese

Reducing plagiarism and unfair competition is one of the main challenges of implementing a GI. In the markets of Paipa and Sotaquirá (Boyacá, Colombia), as well as in other neighboring municipalities, different cheeses under the name of “Paipa” are sold. These cheeses seek to benefit from this product’s GI reputation, but they do not share its characteristics (ageing, color, taste, consistency, etc.).

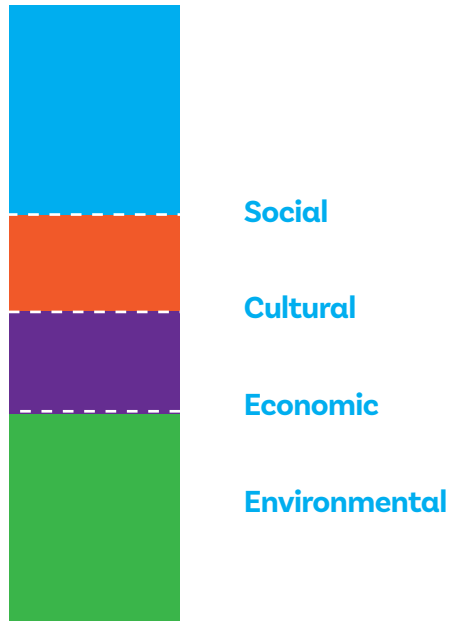
Faced with the challenge of keeping the sale of counterfeit products under control, which are usually sold at a lower price, the producers of Paipa cheese considered an option that was initially available to them: request the regional government’s Secretary of Health to remove the non-conforming products from shops and stores.

The producers decided against this action, however, because they considered it important to protect and maintain the principle that Paipa cheese is a product that belongs to everyone in the trade and the community.

Therefore, in April 2017, the producers of Paipa cheese and the “Boyacá, Land of Flavors” program led by the Office of Productivity of the Regional Government of Boyacá with the support of the Japan International Cooperation Agency (JICA) and the municipal governments of Paipa and Sotaquirá), established the first Paipa Cheese Positioning Campaign. The campaign aims to make shopkeepers and sellers from both municipalities aware of the importance of recognizing and valuing their product, hoping to protect the future of selling authentic Paipa cheese (Municipal Government of Paipa, 2017).



Impacts of the GI Process



Indicator

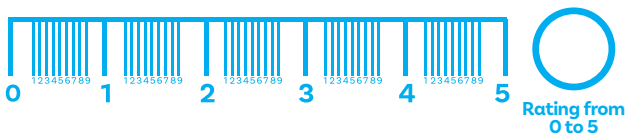
1. Trust and solidarity

Has the GI process had an impact on...?

Building of trust and solidarity among value chain stakeholders.

Example: Changes in type and frequency of dialog or interaction among value chain stakeholders.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

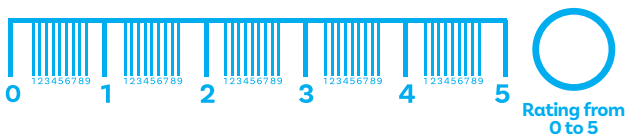
2. Participation

Has the GI process had an impact on...?

Participation of the most vulnerable value chain stakeholders.

Example: Changes in the participation or negotiating powers of women, the elderly, small producers and/or links of the value chain.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

3. Cooperation

Has the GI process had an impact on...?

Cooperation between value chain stakeholders to reach common objectives or carry out projects.

Example: Building productive partnerships between stakeholders, value chain links or associations.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)

Rating from 0 to 5

Comments

4. Research and training

Has the GI process had an impact on...?

Content related to the protected product in schools, universities and local training institutions in syllabuses and in their research agendas.

Example: Including knowledge and identification of the product in syllabuses and applied research for improving the value chain production process.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)

Rating from 0 to 5

Comments

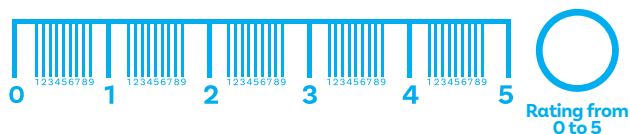
5. Generational renewal and returning population

Has the GI process had an impact on...?

The involvement of youth and people returning to the region in different links of the value chain.

Examples: Generational renewal of the various links of the value thanks to the attractiveness of the protected product; involvement of victims of conflict that are returning to the region.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

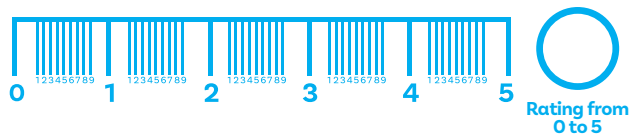
6. Occupational safety and health

Has the GI process had an impact on...?

Implementation occupational safety and health strategies.

Examples: Setting up chemical fume and heat extractors; use of personal protective equipment (gloves, goggles, etc.).

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

Indicator

1. Product appreciation

Has the GI process had an impact on...?

Cultural appreciation or the relationship that the community has with the protected product.

Examples: Sense of belonging, identification with the product, organizing of activities such as competitions, tours, etc.

Impact	
(YES) ●	(POSITIVE) ●
(NO) ●	(NEGATIVE) ●



Rating from 0 to 5

Comments

2. Linkage to other cultural expressions

Has the GI process had an impact on...?

The presence of the protected product in other forms of cultural expression or its linkage to them.

Examples: Carnivals or fairs, oral tradition (stories, folk songs, riddles, poems), music, dance, cuisine, architecture, fabrication of items, etc.

Impact	
(YES) ●	(POSITIVE) ●
(NO) ●	(NEGATIVE) ●



Rating from 0 to 5

Comments

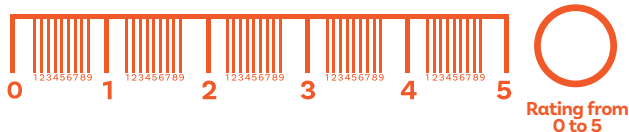
3. Revival and transmission

Has the GI process had an impact on...?

The revival and transmission of traditional practices and knowledge surrounding the product, as well as the spaces and forms of expression used in transmission.

Examples: Meetings between artisans and producers; exchanges between youth and the elderly; sharing community knowledge about the product and related trades.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

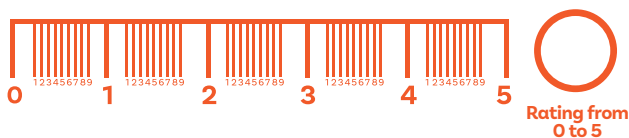
4. Consumption habits

Has the GI process had an impact on...?

Protected product consumption habits in the local community.

Example: Products such as Cameroon's Penja Pepper and Bolivia's Quinoa Real are consumed less on a daily basis by local people who cannot purchase them due to price increases.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

5. Appreciation of the trade

Has the GI process had an impact on...?

Perception of the trades associated with the product value chain.
 Example: Recognition of the work of artisans, producers of raw materials and processors, as well as the role they play within the value chain.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from 0 to 5

Comments

Indicator

1. Profitability

Has the GI process had an impact on...?

The profitability of the various links of the value chain. Example:
 Costs reduction or increase in income due to technological changes, increased demand or other factors.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from 0 to 5

Comments

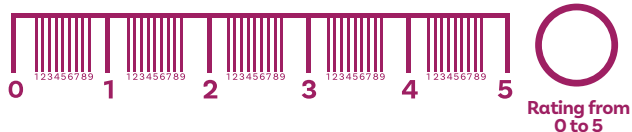
2. Market share

Has the GI process had an impact on...?

The market share of the various links of the value chain.

Example: If the market is 100 units that can be sold, how many of those units were, are or will be sold in the future?

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

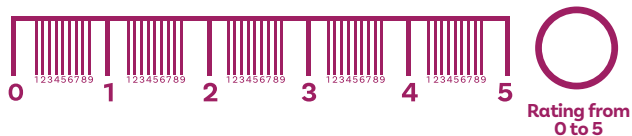
3. Differentiation

Has the GI process had an impact on...?

Product differentiation within the market in terms of quality, premium pricing, labelling, etc.

Example: The product follows the technical criteria set out in the code of practice, stabilizing quality and differentiating the product.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Comments

4. Employability and entrepreneurship

Has the GI process had an impact on...?

Formal employment and entrepreneurship.

Example: Creation or loss of employment or ventures in various links of the value chain .

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)

Rating from 0 to 5

Comments

5. Allocation of production factors

Has the GI process had an impact on...?

The allocation of production factors such as labor and natural and financial resources, in terms of whether or not they are being monopolized by the value chain of the protected product.

Example: In Mexico, the monopoly of Tequila in the geographic area covered by the GI has displaced other production operations previously carried out there.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)

Rating from 0 to 5

Comments

6. Intersectoral relationships

Has the GI process had an impact on...?

The linkages between the value chain and other products or economic sectors such the tourism and restaurant industry.

(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

7. Distribution of value

Has the GI process had an impact on...?

The distribution of value throughout the value chain.

Examples: Fair pricing in all links of the value chain; the portion of the final price that is received by each link

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

Indicator

1. Vulnerability to pests and diseases

Has the GI process had an impact on...?

The vulnerability of crops to pests and diseases.

Example: The transition from polyculture to monoculture can reduce genetic diversity and negatively impact the ability to adapt to threats.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

2. Water

Has the GI process had an impact on...?

Quality and quantity of available water and efficient use of it.

Examples: Water pollution due to agrochemicals; decreased availability of water due to new irrigation systems; efficient use of water thanks to the construction of reservoirs; etc.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

3. Air

Has the GI process had an impact on...?

Air quality.

Example: Air pollution caused by obsolete combustion engines and/or emits greenhouse gasses, with no plans for mitigation or compensation.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

4. Energy Efficiency

Has the GI process had an impact on...?

Energy efficiency.

Example: Transition to renewable or clean energy such as solar, wind and/or hydraulic energy.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

5. Soil

Has the GI process had an impact on...?

Soil composition.

Examples: Erosion or loss of microorganisms due to compaction, overexploitation, etc.; or conversely, soil preparation that promotes its sustainable use.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

6. By-products and waste

Has the GI process had an impact on...?

Reduction, reuse and recycling of the by-products and waste that result from the production process.

Impact	
(YES)	(POSITIVE)
(NO)	(NEGATIVE)



Rating from
0 to 5

Comments

7. Production renewal

Has the GI process had an impact on...?

Local production and renewal of materials.

Example: Timber plantations for firewood or packaging.

Impact	
(YES) ●	(POSITIVE) ●
(NO) ●	(NEGATIVE) ●

0 1 2 3 4 5



Rating from 0 to 5

Comments



Case Study #4: Tequila

The Tequila GI exists since 1974. It was the first to be established in Mexico and the first outside of Europe. It is controlled by the Tequila Regulatory Council, an organization that is primarily charged with verifying and certifying adherence to the Official Standard for Tequila (their equivalent code of practice). The unprecedented increase in both national and international demand for Tequila in the past decade has had significant adverse local impacts. On an economic level, satisfying the demand has destabilized the market of production factors in the region covered by the GI, where labor, land and capital are now concentrated in a single industry. In addition, the arrival of big businesses has created conditions for vertical integration and mechanization of the production process, making it more and more difficult for independent agave producers to sell their products. On an environmental level, crop expansion, the introduction of monocultures and the mechanization of agave production have been called into question because of the intensive use of agrochemicals and the loss of biodiversity. There have also been consequences in terms of the knowledge and cultural practices associated with agave growing, which have been displaced and have little opportunity for revival (Bowen and Valenzuela Zapata, 2008).

Photo courtesy of Miguel Navarro.

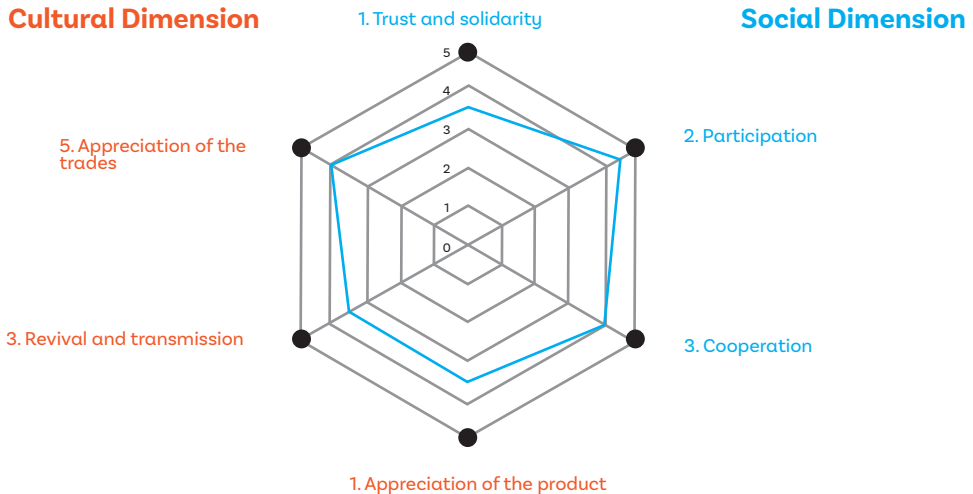
3.3. Analyzing the Information

The analysis of results is the next fundamental step in assessing the conditions and impacts of the GI. Although this guide gives only general guidelines for carrying out the analysis, continued work on this front is of utmost importance for solidifying and giving continuity to the assessment. Transforming results into strategic decisions that develop into a plan of action will help strengthen the processes.

As part of this step, it is recommended that a workshop be held to:

- Communicate the results of the previous workshop with value chain stakeholders, inviting them to share their reactions and make comments, which will serve to involve stakeholders who were unable to attend, facilitate a review of the results and ensure comprehension.
- Take the ratings filled out in the matrices of this guide or on large sheets of paper and carry them over to a spider-gram, where conditions are graphed on one side and impacts on the other according to the ratings given during the assessment.
- Take note of the best practices and lessons learned that were used to justify the ratings. This not only reinforces the ratings but also leads to recognition of the facts that support them.

Example of a Spider-gram Social and Cultural Dimensions of the Bocadillo Veleño Guava Paste GI



During the workshop held with the value chain stakeholders of the Bocadillo Veleño guava paste GI, positive impacts were identified for six indicators belonging to the social and cultural dimensions, as shown in the spider-gram. To provide an example, the ratings and comments for two indicators are presented below:

- Revival and transmission. Rating: 3.5. Comments: As part of the GI process, an activity was carried out with local grandmothers who act as guardians of the history of traditional production styles. Stakeholders indicate that the GI process has reinforced previous projects that have succeeded in inspiring youth. They also acknowledge that the code of practice reflects the process of reviving and transmitting traditional production methods.
- Cooperation. Rating: 4. Comments: They recognize the opportunity to understand the problems or challenges faced by the different links of the value chain. This has brought stakeholders together and has also helped them to widen their vision of the role played by each one of them in the chain. One concrete example of cooperation would be the collective project presented to the Ministry of Agriculture in response to its call for proposals.

The remaining indicators were not graphed because at the time of the workshop neither positive nor negative impacts had been observed.

3.4. Creating an Action Plan

Once the results of the assessment have been analyzed, the next step is to create an action plan for which value chain stakeholders must:

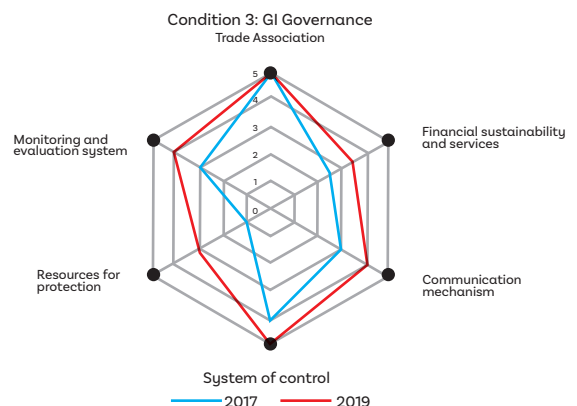
- Prioritize the most important negative or neutral conditions and impacts that require the most urgent response. This makes it possible to focus capacity and resources on specific goals or objectives.
- Identify the positive conditions and impacts that they wish to maintain and from which they are able to draw best practices.

After carrying out this exercise, the ratings assigned during the workshop are taken as a starting point for stakeholders to set a future rating that answers the following questions:

- Where do we want to be headed?
- What are our goals?

The future date may vary according to the type of goal being set. Once the new ratings have been chosen, comparisons between the present and future are presented in a clear and visible manner using a table or spider-gram. Here are some examples of current and future ratings:

Condition 3: GI Governance	2017	2019
Trade association	5	5
Financial sustainability and services	2.5	3.5
Communication mechanism	3	4
System of control	4	5
Resources for protection	1	3
Monitoring and evaluation system	3	4



After setting the new ratings and considering the comments that explain the current ratings for the prioritized conditions and impacts, a plan is devised that contains the actions, activities and stakeholders needed for bringing about the desired change.

The idea is to create an action plan for the here and now that is grounded in current best practices and that answers the following questions:

- What actions can we take to bring about the desired changes to the conditions and impacts?
- Who are the stakeholders that can support us in taking these actions?
- Who will be responsible for tracking and/or promoting these actions?

Stakeholders participating in the exercise can assess the need for having short-, medium- and long-term goals according to the kind of change that is desired.

Below is an example of an action plan for two conditions:

Condition	Actions	Stakeholders to involve in the action	Stakeholders responsible for the action
Condition 3.4: Resources for protection.	Carry out an educational campaign with GI product salespeople in the province's tourist destinations and the municipal bus terminal.	Trade association Producers Municipal governments	President of the trade association
Condition 3.5: Monitoring and evaluation (M&E) system	Design a monitoring and evaluation system that allows us to analyze basic information about our value chain (number of producers, quantity and value of products sold, number of training sessions held, etc.).	Trade association Local training institution Municipal agriculture office.	Trade association

4. Conclusions

Assessing both the conditions and impacts of the GI is highly useful for (i) contributing to organizational learning and comprehension of the process, (ii) mobilizing stakeholders and solidifying the process, (iii) choosing the steps to take and identifying lessons learned and best practices, (iv) influencing public policy, (v) fundraising and (vi) communicating results and being accountable to those who have contributed resources (Farré and Cuevas, 2015; CAF, 2016).

It is crucial to have a plan for collecting information when applying the instrument, as only then will it be possible to successfully assess the conditions and impacts. This requires careful planning and execution of the assessment workshop, an understanding of the descriptions and ratings of the conditions and impacts and an analysis of the results for creating a plan of action.

We hope this guide will contribute to continued progress in the field of measuring the impacts of GIs. This will require not only the appropriate methodology and guidance, but also commitment and responsibility on the part of stakeholders in the processes involved.

5. Glossary

Code of practice: A document that is essential for processing a GI that must explicitly mention how it protects the quality and guarantees the origin of a product: from the method of how it is obtained, manufactured or extracted, to how it is bottled, packaged or labelled. It must also include a description of the mechanisms and/or inspection entities in charge of guaranteeing its quality and adequacy, and that it complies with the specific characteristics that products with the GI seal must meet.

Cultural expressions: Those expressions that result from the creativity of individuals, groups and societies, and that have cultural content, which refers to the symbolic meaning, artistic dimension and cultural values that originate from or express cultural identities. Source: Article 4.2 of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions.⁴

Energy efficiency: Is using less energy to perform the same task – that is, eliminating energy waste. Energy efficiency brings a variety of benefits: reducing greenhouse gas emissions, reducing demand for energy imports, and lowering our costs on a household and economy-wide level. While renewable energy technologies also help accomplish these objectives, improving energy efficiency is the cheapest – and often the most immediate – way to reduce the use of fossil fuels.⁵

Evaluation: It is the systematic and objective assessment of an on-going or completed project, program, or policy, and its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development, efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.⁶

Geographical indication (GI): Is a sign used on products that have a specific geographical origin and possess qualities or a reputation that are due to that origin. In order to function as a GI, a sign must identify a product as originating in a given place. In addition, the qualities, characteristics or reputation of the product should be essentially due to the place of origin. Since the qualities depend on the geographical place of production, there is a clear link between the product and its original place of production.⁷

4. UNESCO: <http://www.unesco.org/new/en/culture/themes/cultural-diversity/cultural-expressions/the-convention/glossary/>

5. Environmental and Energy Study Institute: <https://www.eesi.org/topics/energy-efficiency/description>

6. World Bank: <http://siteresources.worldbank.org/INTBELARUS/Resources/M&E.pdf>

7. Geographical Indications. (2017). Wipo.int. Retrieved on June 6, 2017, from http://www.wipo.int/geo_indications/

Governance: Has been defined to refer to structures and processes that are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation. Governance also represents the norms, values and rules of the game through which public affairs are managed in a manner that is transparent, participatory, inclusive and responsive. Governance therefore can be subtle and may not be easily observable. In a broad sense, governance is about the culture and institutional environment in which citizens and stakeholders interact among themselves and participate in public affairs. It is more than the organs of the government.⁸

Indicators: Measurable evidence of meeting a goal. Indicators are visible signs, (e.g. reading scores, attendance) that demonstrate that the outcomes are achieved. Often, indicators can be counted (quantitative), but sometimes evidence will be something more descriptive (qualitative). Each indicator needs to have four components: population, target, threshold and timeline.⁹

Monitoring: can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, program or other kind of support to an outcome. Monitoring helps organizations track achievements by a regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning.¹⁰

Plagiarized: to steal and pass off (the ideas or words of another) as one's own: use (another's production) without crediting the source.¹¹

Premium price: A high price for something that is of high quality, unusual, or hard to get.¹²

Profitability: The state or condition of yielding a financial profit or gain. It is often measured by price to earnings ratio.¹³

8. UNESCO: <http://www.unesco.org/new/en/education/themes/strengthening-education-systems/quality-framework/technical-notes/concept-of-governance/>

9. Center for Theory of Change: <http://www.theoryofchange.org/what-is-theory-of-change/how-does-theory-of-change-work/glossar>

10. World Bank: <http://siteresources.worldbank.org/INTBELARUS/Resources/M&E.pdf>

11 Merriam Webster Dictionary: <https://www.merriam-webster.com/dictionary/plagiarize>

12. Cambridge Dictionary: <https://dictionary.cambridge.org/dictionary/english/premium-price>

13. What is profitability? definition and meaning. (2017). BusinessDictionary.com

<http://www.businessdictionary.com/definition/profitability.html>

Representation: The capacity of acting on behalf of another person, institution or group.

Social capital: According to the OECD, social capital is the “networks together with shared norms, values and understandings that facilitate cooperation within or among groups.” By uniting together, these norms, values and understandings help build trust and therefore allow people to work together.

Stability: A product’s ability to maintain its original properties within established specifications over time in regard to its identity, quality, pureness and physical appearance.¹⁴

Standardization: is a framework of agreements to which all relevant parties in an industry or organization must adhere to ensure that all processes associated with the creation of a good or performance of a service are performed within set guidelines. This ensures that the end product has consistent quality and that any conclusions made are comparable with all other equivalent items in the same class.¹⁵

System of control: In the context of this guide, a system of control refers to a tool that helps verify that only those products that meet certain previously established characteristics can use the GI seal.

Trade association: Refers to an entity consisting of people or a group of entities that practice the same profession, trade or activity.

Unfair competition: According to Article 10 bis. (2) of the Paris Convention, unfair competition is considered to be “Any act of competition contrary to honest practices in industrial and commercial matters.” Specifically, it prohibits: “i) all acts of such a nature as to create confusion by any means whatever with the establishment, the goods, or the industrial or commercial activities, of a competitor; ii) false allegations in the course of trade of such a nature as to discredit the establishment, the goods, or the industrial or commercial activities, of

14. Ministry of Social Protection (2017). Invima.gov.co. Retrieved on June 6, 2017, from https://www.invima.gov.co/images/pdf/salas-especializadas/productos-naturales/2008/MINISTERIO_DE_LA_PROTECCIÓN_SOCIAL6.htm

15. Investopedia: <https://www.investopedia.com/terms/s/standardization.asp>

a competitor; and iii) indications or allegations the use of which in the course of trade is liable to mislead the public as to the nature, the manufacturing process, the characteristics, the suitability for their purpose, or the quantity, of the goods.”¹⁶

Value added: The amount added to the value of the product or service, equivalent to the difference between its cost and the amount received when it is sold. Salaries and taxes, among other items, are deducted from the value added to yield a profit.¹⁷

Value chain: Coined by Michael Porter (2008), this term and tool was given this name because it refers to the primary activities of a productive process as the links of a chain, which add value to a product as it goes through each process.¹⁸

16. WIPO-Administered Treaties. (2017). Wipo.int. Retrieved on June 6, 2017, from http://www.wipo.int/treaties/en/text.jsp?file_id=288515

17. Cambridge Dictionary: <https://dictionary.cambridge.org/dictionary/english/premium-price> 18. What is profitability? Definition and meaning. (2017). BusinessDictionary.com. Retrieved on June 6, 2017, from <http://www.businessdictionary.com/definition/profitability.html>

18. What is market share? definition and meaning. (2017). BusinessDictionary.com. Recuperado el 6 de junio de 2017, desde <http://www.businessdictionary.com/definition/market-share.html>

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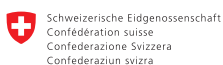
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