



Food and Agriculture  
Organization of the  
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REDD

Sharing knowledge  
for ethical and tasty food



TRAINING MANUAL

## LINKING PEOPLE FOR QUALITY PRODUCTS

Sustainable interprofessional bodies for geographical indications  
and origin-linked products

BOOK 1 INTRODUCTION

# TRAINING MANUAL

on

## Linking people for quality products

### Sustainable interprofessional bodies for geographical indications and origin-linked products

*This tool has been jointly elaborated by FAO through the Project on the Promotion of Rural Development through Development of Geographical Indications at Regional Level in Asia, funded by the French Development Agency (AFD) and implemented by FAO-RAP, the FAO Quality and Origin Programme and REDD “Sharing knowledge for ethical and tasty food”.*

BOOK 1

## INTRODUCTION

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## Preface

According to the 1996 World Food Summit, “food security exists when all people at all times have physical and economic access to safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life”. Within this broad definition, the quality and specific attributes of food, diversity and local access are all matters to be taken into account. In various parts of the world, generations of people have built up their local identity with know-how, recognized typical food products and a specific landscape that reflects the interaction between natural resources and production systems. Today, these links among products, places and inhabitants not only represent a heritage to be preserved, but have a market value in their own right, as consumers become increasingly interested in quality linked to geographical origin, traditions and typicity.

The promotion of links among local stakeholders, their territories and their food products is a pathway for sustainable development in rural communities throughout the world. Its success, particularly through a geographical indication (GI), is based on a series of factors described in the FAO guide *Linking people, places and products* (FAO, 2010), which encompasses the origin-linked virtuous circle: identification of potential, qualification of products, remuneration through marketing, reproduction of local resources and the role of public policies.

In correlation with the FAO guide mentioned above, the content and theory pages of this training manual set out the basic concepts, while the exercise sheets provide for participative activities. The trainer notes, together with the introduction, guide trainers in the preparation of tailored training in relation to the five steps of the virtuous circle.

This manual is a concrete step forward in supporting the development of GIs as a rural development tool for sustainable food systems.

## Acknowledgements

This training manual 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 (<http://redd.pro>).

The training tool is a result of collaboration between the Nutrition and Food Systems Division (ESN) at FAO headquarters in Rome, which hosts the Quality and Origin Programme, and the Project on the Promotion of Rural Development through Development of Geographical Indications at Regional Level in Asia, funded by the French Development Agency (AFD) and implemented by the FAO Regional Office for Asia and the Pacific (FAO-RAP) in Bangkok.

The author would like to thank colleagues from REDD – Pascal Bernardoni, Anna Perret, Astrid Gerz and Corinne Couillerot – for providing material, particularly in the case studies and for their encouragements, in helping find the right words and proofreading the early versions.

Thanks also to Sok Sarang for his support in the completion of the case study on Kapot pepper and to Marie Vincent for information in the case study on Cévennes onions.

Initial work on these modules was undertaken within the framework of the Swiss Federal Institute of Intellectual Property (IPI) project on geographical indications in Indonesia. Particular thanks go to Daniel Lauchenauer.

The author would like to thank the two proofreaders – they will recognize themselves – who did a great job in a short time on the penultimate version of the manual.

Futhermore, a special thanks is required for Stephane Passeri, coordinator of the FAO-AFD project in Southeast Asia, for the opportunity to develop and test these modules in Asia.

All colleagues from FAO who have contributed to this manual are warmly thanked, in particular Emilie Vandecandelaere, Catherine Teyssier and Florence Tartanac.

# Abstract

*Linking people, places and products* presents a methodological approach for the development of procedures to preserve and promote quality products, centred on the virtuous circle of origin-linked quality. The guide provides concepts, recommendations and practical examples from all over the world, together with self-evaluation exercises.

With a view to boosting the capacities of those involved in such procedures, increasing the number of experts worldwide and also bearing in mind the recent level of interest in this subject, FAO and REDD plan to offer a complete training tool.

FAO and REDD have thus worked together to support a bottom-up approach, developing a first training tool for a participatory process of training on the promotion of origin-linked quality and sustainable geographical indications.

The training material in the present volume, *Linking people for quality products: sustainable interprofessional bodies for geographical indications and origin-linked products*, focuses on the management and promotion of the specific qualities of geographical indications (GIs) by local stakeholders gathered together in a collective management organization – the interprofession, or joint body – that are central to the commercial success, and ultimately to the sustainable impact, of any initiative to promote the link between a product and its origin.

## Acronyms and abbreviations

A4	Standard paper size of 21 x 29.70 cm
A5	Standard paper size of 14.80 x 21 cm
AFD	French Development Agency [ <i>Agence française de développement</i> ]
AOC	<i>Appellation d'origine contrôlée</i>
B2B	Business-to-business
B2C	Business-to-consumer
BoR	Book of requirements
CIRAD	International Cooperation Centre of Agricultural Research for Development [ <i>Centre de coopération internationale en recherche agronomique pour le développement</i> ]
CNRS	<i>Centre national de la recherche scientifique, France</i>
CoP	Code(s) of practice
CpV	Contribution per volume
EU	European Union
GAP	Good agricultural practice
GI	Geographical indication
IFOAM	International Federation of Organic Agriculture Movements
INAO	<i>Institut national de l'origine et de la qualité, France</i>
IP	Intellectual property
IPB	Interprofessional body
IPG	<i>Interprofession du Gruyère</i> [Gruyère interprofessional body]
IPI	Swiss Federal Institute of Intellectual Property
IPM	Integrated Production Method
IPR	Intellectual property right(s)
ISO	International Organization for Standardization
ITC	International Trade Centre
NGO	Non-governmental Organization
OLP	Origin-linked product
ORIGIN	Organization for an International Geographical Indications Network
PDO	Protected designation of origin
PGI	Protected geographical indication
R&D	Research and development
ROI	Return on investment
SME	Small and medium enterprise
TRIPS	(Agreement on) Trade-Related Aspects of Intellectual Property Rights (World Trade Organization)
UNIDO	United Nations Industrial Development Organization
VCM	Value chain mapping
WIPO	World Intellectual Property Organization

# Introduction

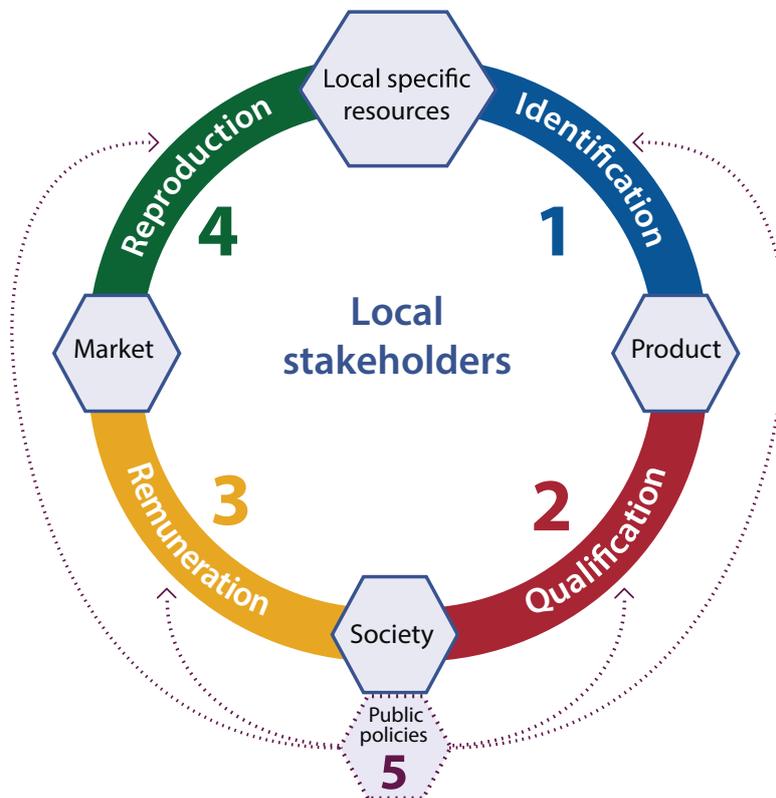
This training course was set up within the framework of the Project on the Promotion of Rural Development through Development of Geographical Indications at Regional Level in Asia, implemented by FAO-RAP and funded by AFD, in the spring of 2015. It complements the introductory *Training on origin-linked products – tools for a participatory approach* (FAO, 2013), relying on the same partnership between FAO and REDD. It is also built on the same structure.

## Why a training manual on sustainable interprofessional bodies for geographical indications and origin-linked products?

The management and promotion of the specific qualities of geographical indications (GIs) by local stakeholders gathered together in a collective management organization – the interprofession, or joint body – are central to the commercial success and, ultimately to the sustainable impact, of any initiative to promote the link between a product and its origin.

In the FAO guide *Linking people, places and products* (FAO, 2010), many concepts were introduced relating to origin-linked products and GIs, not least the origin-linked quality virtuous circle (Figure 1.1), and its four stages: identification, qualification, remuneration and reproduction, as well as the need for public policies to provide a framework for the virtuous circle.

FIGURE 1.1  
The origin-linked quality virtuous circle



Source: FAO, 2010.

In Chapter 1.4 (Sharing a common approach), the guidebook states that “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”. Both within and outside the production area, a GI product by definition involves many different stakeholders – producers, processors, traders and consumers all share their expertise on good practices regarding production, processing, preservation, trading and even the use or consumption of the product. The book further states that “a participatory approach [is required] in order to develop a common vision and strategy for the product, to identify its links with the geographical origin, and to establish a collective protection system”.

The present training manual intends to explore in more detail how to undertake this collective action and ensure that it is sustainably managed over time. It will not deal with other phases such as identification or reproduction or the policy framework. Certain crucial elements such as the construction of a code of practice (CoP), which is essential for quality management and takes place at the start of the GI, are given only a mention in the manual, since they have been well covered in the previous guide and corresponding training manual (FAO, 2013).

This manual stands at the crossroads between two topics:

- i) origin-linked quality products and GIs; and
- ii) commodity associations and improved vertical coordination and participation in food value chains (see also FAO, 2007).

The training material will focus on organization of stakeholders of a GI into a collective management (coordination) structure and on the tools necessary to do this.

## Objectives of the training manual

The manual aims first to train value chain stakeholders so they can set up functioning interprofessional bodies (IPBs). These stakeholders include producers and processors, traders and any other entities participating along the chain in building the value of the end product or in support of it, such as state agencies, Non-governmental Organizations (NGOs) or other business services providers.

By the end of the training, the participants will be capable of the following.

- Have an understanding of the specific (non-profit) business model of an IPB.
- Define the roles, functions and services of their own IPB and, in particular:
  - a forum for all supply chain actors through which strategic decisions for the supply chain can be taken;
  - managing the specific quality; and
  - promoting the GI.
- Clarify what is needed to carry out these functions, in terms of personnel, means and tools, but also in identifying the most appropriate legal form, as well as decision and management structures.
- Identify sources of income for the IPB and ways of collecting them.
- Understand what is needed during the establishment (investment) phase, i.e.:
  - identify and mobilize actors in the supply chain;
  - identify the “investments” (including soft investments) and how to cover them – a major part of these investments is a collectively agreed definition of the specific quality codified in a CoP.
- Develop an action plan to create or further develop an IPB for their GI.

A sound GI system requires various elements in order to function in parallel and complementary ways.

- The state must ensure that the legal framework is properly designed and enforced.
- Control and certification must be ensured by certification bodies accredited by the state.
- Judges must be aware of IPB issues and ensure that the law is respected in this regard.
- The role of the GI value chain operators and their representative organization (IPB) is central to the success of GIs.

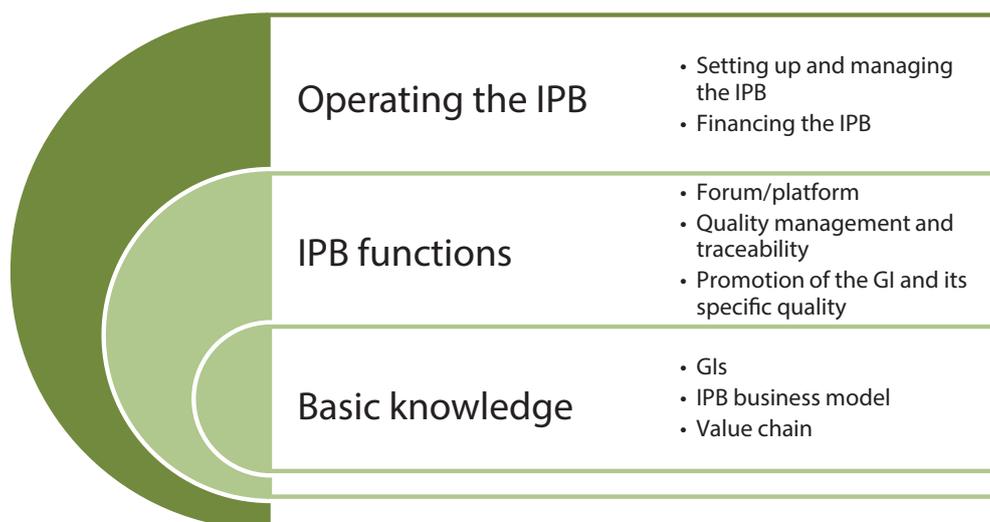
This course clearly focuses only on the role and functioning of IPBs, although the roles of other players mentioned above are also essential.<sup>1</sup>

## Content of the training manual

The training manual is organized into eight content modules, in addition to the present introduction (see Figure 1.2).

- *Module C1.* Essentials of geographical indications – a brief review
- *Module C2.* Introduction to the non-profit business model of an interprofessional body for geographical indications
- *Module C3.* Understanding the geographical indication value chain
- *Module C4.* Interprofessional body as a federation of geographical indication value chain operators
- *Module C5.* Interprofessional body for specific quality management and traceability
- *Module C6.* Role of the interprofessional body in promotion (and market information)
- *Module C7.* Possible revenue sources for the interprofessional body and constructing the non-profit business model
- *Module C8.* Setting up an interprofessional body

FIGURE 1.2  
Organization of the manual



Source: REDD.

<sup>1</sup> These roles are the subject of other training modules (see FAO, 2010 and <http://www.fao.org/in-action/quality-and-origin-program/tools/training-material/tools-participatory-approach/en/>).

The first three modules address topics that form the basic understanding needed by participants for the subsequent modules. These cover:

- GIs;
- IPB business model;
- value chain.

The *first module* refreshes participants' knowledge of GIs. Depending on their familiarity with the topic, the trainer may decide to cover the different aspects of GIs in more depth or may simply check that all participants have enough basic knowledge to start the other modules.

The *second module* on the IPB business model invites participants to treat IPBs like any other business, i.e. taking into account value proposition (or, in other words, the IPB contribution); the roles, functions and services that IPBs must render to fulfil this value proposition; and the costs and financing schemes to ensure the services.

The *third module* underlines the importance of a reasonable understanding of the value chain and of well-identified stakeholders when setting up an IPB. Mapping stakeholders and assessing volumes at the different stages is key to identifying IPB members and designing IPB financing mechanisms.

The *fourth, fifth and sixth* modules focus on the key functions that IPBs must provide, as well as on the services that IPBs can offer to members:

- forum/platform
- quality management and traceability
- promotion of the GI and its specific quality.

The *fourth module* emphasizes the fact that forming an IPB is above all an action that enables value chain stakeholders to make the best use of the GI, define sound strategies and defend and promote their product collectively. The forum or platform function is therefore central, since experience shows that IPBs acting as one economic entity, i.e. a strong IPB, are the most successful. The module discusses how to strengthen members' feeling of belonging together, and IPB cohesion.

The *fifth module* explains the role played by IPBs in GI quality management, by respecting CoPs, internal quality control and traceability systems.

The *sixth module* addresses promotion of the GI by highlighting the specific aspects of communication related to GIs. The module shows how communication must build on the specific quality and reputation of each individual GI.

In the last two modules, participants become involved in the operational aspects of the IPB with two major questions: how it is to be financed and how it can be made to work.

The *seventh module* explains the different ways for IPBs to obtain income, by exploring internal revenues based on membership or traded volumes, and external revenues such as different public subsidies or development projects.

Finally, the *eighth module* presents the different steps needed to set up an IPB and enables participants at the end of the course to review and apply all the concepts and functions studied in previous modules. The module ends with an exercise where participants develop an action plan to set up an IPB for the GI they represent.

## Structure of the document

Each training module is based on a combination of content sheets (marked with the letter C), trainer (T) sheets and exercise (E) sheets.

The content (C) sheets provide both trainer and participants with the theory. Put together, they may also be used independently as a guidebook, since they present the key concepts in relation to the topic of the module. The way in which the trainer communicates the content to participants will depend on both trainer and participants. It may be handed over in written form or presented orally, possibly supported by a PowerPoint presentation. It may run throughout the course, or concepts may be “discovered” by means of the exercises proposed. Trainers should feel that the course is theirs to use as they think best, and are free to adapt it and redesign it to their own specifications.

The trainer (T) sheets are exclusively for trainers. They explain how the training modules work and give suggestions for presentation of the content, particularly as regards participatory activities. They facilitate the planning of training sessions and provide basic ideas on how to use the module to best advantage. One or more exercises are given as examples. These include the task at hand as well as the material and preparation needed.

The exercise (E) sheets contain all the materials the participants need to carry out participatory activities, i.e. the questions they have to answer or the scenarios and roles for role-playing. These materials, which may be adapted by the trainer (so long as the source is always acknowledged), are made available to participants according to their needs. Exercises are either *participatory* (applied on a theoretical basis) or *applied* (allowing participants to apply the concepts directly to their own cases).

### ***Case studies and annexes***

The purpose of the case studies is to illustrate the concepts with real cases. They can be used to illustrate specific concepts with references in the theoretical part. They can also be used as reading material for participants, giving them a good overview of different situations. Three of the four case studies are European. This is mainly because of the long European tradition of GIs and the consequently large number of established cases that are able to offer some elements for analysis. Moreover, most GIs in Europe are well documented. Nevertheless, trainers are free to adapt the course by introducing local examples that may in some cases be more explicit for participants.

The case studies are accompanied by annexes, with CoPs, promotional material and other useful documents.

## **References**

- FAO.** 2007. *Approaches to linking producers to markets. A review of experiences to date*, by A.W. Shepherd. Agricultural Management, Marketing and Finance Occasional Paper 13. Rome.
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*Linking people, places and products* presents a methodological approach for the development of procedures to preserve and promote quality products, centred on the virtuous circle of origin-linked quality. The guide provides concepts, recommendations and practical examples from all over the world, together with self-evaluation exercises.

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*In collaboration with*



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