

## **Committee on Development and Intellectual Property (CDIP)**

**Thirty-Sixth Session**  
**Geneva, May 4 to 8, 2026**

COMPLETION REPORT OF THE PROJECT ON EMPOWERING SMALL  
BUSINESSES THROUGH IP: DEVELOPING STRATEGIES FOR SUPPORTING  
GEOGRAPHICAL INDICATIONS OR COLLECTIVE MARKS IN THE  
POST-REGISTRATION PERIOD

*prepared by the Secretariat*

1. The Annexes to this document contain the Completion Report of the Development Agenda (DA) Project on Empowering Small Businesses Through IP: Developing Strategies for Supporting Geographical Indications or Collective Marks in the Post-registration Period. The report covers the entire period of project implementation, from November 2022 to December 2025.

2. *The Committee is invited to take note of the information contained in the Annexes to this document.*

[Annexes follow]

PROJECT SUMMARY	
<u>Project Code</u>	DA_1_4_10_11_01
<u>Title</u>	<a href="#">Empowering Small Businesses Through IP: Developing Strategies for Supporting Geographical Indications or Collective Marks in the Post-registration Period</a>
<u>Development Agenda Recommendations</u>	Recommendations 1; 4; 10; and 11.
<u>Project Budget</u>	Total project budget: 592,300 Swiss francs, allocated for non-personnel resources.
<u>Project Duration</u>	39 months (initial duration of 36 months + an extension of three months agreed at the thirty-third session of CDIP)
<u>Key WIPO Sectors/areas Involved</u>	Implementing Sector: Brands and Designs.  Other Sector Involved: Regional and National Development.
<u>Brief Description of Project</u>	<p>The objective of this project is to develop capacity building tools and initiatives to empower users or right holders of geographical indications (GIs) or collective/certification marks from developing countries in the post-registration period to effectively use their IP right.</p> <p>While focusing on specific GIs or collective/certification marks in the participating developing countries, the project will produce strategies/plans and tools that could be replicated by other users or right holders of GIs or collective/certification marks and mainstreamed by relevant authorities and stakeholders in a national or regional context.</p>
<u>Project Manager</u>	Ms. Alexandra Grazioli, Director, Lisbon Registry, Department for Trademarks, Industrial Designs and Geographical Indications, Brands and Designs Sector.
<u>Links to Expected Results in the Program of Work and Budget for 2024/25</u>	<p>4.1 More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda Recommendations.</p> <p>4.3 Increased IP knowledge and skills in all Member States.</p> <p>4.4 More innovators, creators, SMEs, universities, research institutions and communities leverage IP successfully.</p>
<u>Overview of the Project Implementation</u>	The following is an overview of the project implementation, based on the delivery of the project outputs described in the approved project document ( <a href="#">CDIP/27/7</a> ).

Selection of Pilot Products, Approval of the Project Team, and the Country-Level Project Plan:

Pilot products were selected in each of the four beneficiary countries, as follows:

- Algeria: “Datte Deglet Nour de Tolga” GI
- Brazil: “Mel do Norte de Minas Gerais” GI
- Pakistan: “Sindhri Mango” GI
- Uganda: “Rwenzori Mountains of the Moon Coffee” GI.

The country project plans were confirmed and national steering committee members and national coordinators designated in all beneficiary countries.

In Algeria, a launch event was held in Biskra in December 2023 for representatives of the national authorities and key stakeholders. It included training on project management.

#### National studies on post-registration challenges

Two international experts were recruited in May 2023 to develop the methodology for the study on the challenges facing local producers that use or own a GI or collective/certification mark, and to guide the national consultants.

In June, the international experts prepared a preliminary survey to define the information that the national consultants should collect for the studies.

The national studies for Pakistan and Uganda were finalized in September 2023. Those for Brazil and Algeria were completed in December 2023 and April 2024, respectively. The four studies were harmonized and shared for validation in 2025.

The final version of the harmonized global study was completed in September 2025 and [made available](#) in the Development Agenda Catalogue in English, French, and Portuguese.

#### Information events

Information events were held in the four beneficiary countries between October 2023 and September 2024. The sessions brought together national authorities, producer groups, and local stakeholders to present the findings of the harmonized national study, discuss post-registration challenges, and strengthen understanding of collective management for the selected GIs.

In Brazil, the event was integrated into the “*Seminário de Apicultura no Norte de Minas*” (Beekeeping Seminar in the North of Minas Gerais), enabling the project to reach a significantly wider audience of more than 600 participants.

In Pakistan, two information events were held. The first introduced the project and initial study results to the national authorities and stakeholders, while the second engaged directly with producers to raise awareness of GIs and planned project activities.

#### Workshops on collective management and internal governance

Between March 2024 and June 2025, a series of national workshops on collective management and internal governance were organized in the four beneficiary countries.

In Algeria, the focus of the workshop was on internal governance and control systems. Practical guidance was provided on decision-making procedures, the documentation of responsibilities, and the implementation of control mechanisms in coordination with the competent authorities.

In Brazil, the workshop focused on strengthening organizational structures, improving decision-making processes, and clarifying responsibilities within the GI group.

In Pakistan, two workshops were organized, bringing together public authorities, producer organizations, private-sector representatives, and researchers to enhance understanding of GI governance. Particular attention was given to the management and technical aspects of the selected GI.

In Uganda, the session supported the Rwenzori GI Association and local institutions in clarifying roles and responsibilities and addressing practical management challenges.

Overall, these activities reinforced collective management practices and strengthened internal governance systems in the four beneficiary countries.

#### Strategies, guides and training material developed to strengthen collective management

Following the workshops, action plans were developed by experts in close collaboration with the Project Teams to address governance and management needs and gaps for the selected GIs in the beneficiary countries.

In Algeria, the national expert finalized the action plan in August 2025, providing a clear framework to guide the next stages of implementation.

In Brazil, an action plan was prepared to address governance and management gaps in the CODEANM Association, which oversees the selected GI. The plan identified issues related to representation, inclusion, internal processes, communication, and resources, and proposed immediate, low-cost measures,

such as the digitization of documents, online outreach, and enhanced transparency.

In Pakistan, an action plan was developed to strengthen governance and management of the selected GI. A multilingual brochure was produced to guide producers through the GI user registration process, and an animated video was developed in cooperation with the IP Office of Pakistan to explain the authorization procedure in a clear and accessible way.

In Uganda, the action plan focused on strengthening the governance and management of the selected GI. A brochure was also prepared in cooperation with the GI producers' association to increase awareness among coffee growers and local buyers.

#### Development of branding and commercialization strategy

Tailored support was provided to strengthen the branding, promotion, and commercialization of the selected GIs through specialized workshops and tailored strategies.

In Algeria, an expert in collective branding and marketing of origin products provided training and tailored technical assistance to the producers' group of the selected GI. The support included the design and implementation of a marketing and branding strategy developed in close collaboration with the producers, as well as the preparation of branding guidelines to facilitate collective commercialization after registration. A final workshop on promotion, marketing and control was organized in December 2025 to consolidate those efforts.

In Brazil, a marketing and branding workshop was held in March 2025, with producers and local partners. The sessions focused on defining the GI's value proposition, strengthening brand identity, improving communication with buyers and identifying practical actions to enhance market positioning. Thereafter, the branding strategy for the GI was finalized, outlining key messages, target markets and priority promotional actions.

In Uganda, a workshop on marketing and branding held in May 2025 with producers and local partners led to the development of a marketing and branding strategy to strengthen the GI's market positioning, define key messages for buyers, and identify priority promotional actions.

#### Awareness-raising activities

In all beneficiary countries, awareness-raising materials were developed to enhance the visibility, recognition, and market positioning of the selected GIs.

In Algeria, in collaboration with the national consultants, a full set of awareness-raising materials was developed, including an

animated video, a documentary-style video, a new visual identity and logos, a brand book, and a dedicated website.

In Brazil, the GI producers' group participated in the "*Origens Brasileiras*" and "*Superminas*" trade fairs, increasing visibility and engagement with consumers and buyers. A complete promotional material was developed, including a documentary-style video, an animated video, a new logo, a brand book, a dedicated GI website, and social media pages.

In Pakistan, a cartoon-style animation, a documentary-style promotional video, and a dedicated GI website were developed for the selected GI. Those materials supported the GI launch event, which promoted the GI among the general public and key national and international stakeholders.

In Uganda, a documentary-style promotional video, a cartoon-style animation, and a dedicated website were produced for the "Rwenzori Mountains of the Moon Coffee" GI. Those tools, together with the GI's social media pages, strengthened outreach to producers, buyers, and consumers and supported the GI launch event. A national GI conference was held in Kampala in November 2024 in collaboration with the Uganda Registration Services Bureau (URSB) for public and private stakeholders. In October 2025, the GI was further promoted at the "*East African Coffee Markets and Conference*" in Kenya, providing regional exposure and opportunities to engage with international buyers and industry partners.

#### Supporting the development and implementation of cost-effective control and certification systems

Targeted activities were undertaken to strengthen control and certification systems for the selected GIs, with a focus on practical, cost-effective solutions adapted to national contexts.

In Brazil, meetings were held with a cloud-based traceability provider to explore a high-technology solution that could potentially be replicated in all beneficiary countries. With the support of the Brazilian Support Service for Micro- and Small Enterprises (SEBRAE), progress was made in verifying existing control plans and consolidating producer lists. To further operationalize the system, two national consultants were engaged to review and implement the GI control plan. Control measures were applied during the 2025 harvest season.

In Pakistan, a workshop on controls was organized with the participation of the control authority, the IP Office of Pakistan, and relevant stakeholders. The focus was on developing a practical control plan for the selected GI and defining institutional roles and responsibilities. A national consultant was then engaged to develop a database of potential GI users and prepare an opinion report on possible amendments to the *Book of Specifications* for the selected GI. Major mango producers

	<p>attended a workshop on internal governance to review the <i>Book of Specifications</i> and further explain the GI system and authorization procedures.</p> <p>In Uganda, a workshop on control and certification systems was held together with the marketing and branding workshop in May 2025. A cost-effective control plan was formulated with the participation of national authorities and the GI producers' association. Traceability forms and updated producer lists were developed to support practical implementation of the control systems.</p> <p><u>Cross-country review workshop on GI governance and commercialization</u></p> <p>In November 2025, a workshop was held at WIPO in Geneva, Switzerland, for project teams and producers from Algeria, Brazil, Pakistan, and Uganda for cross-country exchange and a joint review of project results. The workshop placed strong emphasis on internal governance, control systems, and marketing and branding, and served as the main forum for presenting consolidated findings and reviewing the completed technical and promotional deliverables.</p> <p>It was complemented by an exhibition and tasting organized during the thirty-fifth session of the CDIP, thereby raising awareness among Committee members.</p>
<p><u>Key Results and Impact of Project</u></p>	<ul style="list-style-type: none"> <li>✓ Awareness of GIs and their potential benefits increased among national authorities, producers' groups, and other stakeholders as a result of information events, consultations and outreach activities conducted in the four beneficiary countries.</li> <li>✓ Training workshops strengthened participants' understanding of the principles of collective management of GIs (or collective/certification marks for origin products), including roles and responsibilities, and the importance of coordinated decision-making within producers' groups.</li> <li>✓ Local producers and small businesses were introduced to key elements of GI systems (or collective/certification mark systems for origin products), such as internal governance mechanisms, basic control tools, and compliance with product specifications.</li> <li>✓ Public awareness of GIs was increased through the development and dissemination of brochures, videos, dedicated websites and visibility activities. These activities highlighted the distinct qualities of the products and conveyed to a broad audience the value of GI protection.</li> <li>✓ Marketing and branding support, particularly in Brazil and Uganda, provided GI producers' groups with guidance on how</li> </ul>

	<p>origin-linked qualities can be presented in the marketplace, offering a basis for further development.</p> <p>✓ Regional and cross-country exchanges, including the workshop held at WIPO in November 2025 and participation in national and regional events, facilitated shared learning and strengthened participants' understanding of good practices in governance, control systems, and awareness-raising in relation to GIs.</p>
<p><u>Experience Gained and Lessons Learned</u></p>	<ol style="list-style-type: none"> <li>1. Continuous engagement with national focal points proved essential for advancing activities. Where focal points remained in place and communication channels were maintained, implementation progressed more smoothly. Frequent changes in national teams or interruptions in communication channels, however, resulted in delays throughout the project cycle.</li> <li>2. The accuracy and completeness of preliminary information provided by beneficiary countries had a direct impact on project planning and execution. Where initial information was incomplete, adjustments were required during implementation. That underscored the importance of a more rigorous assessment and verification process at project inception.</li> <li>3. Differences in national legal frameworks and in levels of institutional readiness influenced the relevance and effectiveness of the activities. A more flexible, country-adapted approach would allow better alignment between the project's technical content and each country's regulatory and institutional circumstances.</li> <li>4. In-person meetings, particularly the first engagements with producer groups and local actors, proved more effective than virtual interactions. Field visits helped to build trust, clarify expectations and provide a deeper understanding of producers' realities, which was crucial for designing practical and credible interventions.</li> <li>5. Producer groups that had been actively involved during the GI registration phase were more proactive and engaged more readily in project activities. They also demonstrated stronger motivation to use GIs as a tool for development.</li> <li>6. Producers responded more actively when project activities were linked to concrete commercial opportunities. Visibility events, promotional materials and engagement with buyers generated stronger interest and sustained involvement, confirming that practical, market-oriented interventions significantly enhance commitment to collective management initiatives.</li> </ol>
<p><u>Risks and Mitigation</u></p>	<p>The following risks were identified during implementation of the project. Mitigation strategies were also identified and implemented.</p>

	<p><u>Risk 1:</u> Resistance by some local producers and producer groups to change their production and commercialization practices to implement a collective quality scheme for the origin product.</p> <p><u>Mitigation 1:</u> Conduct high-impact information and awareness-raising on the comparative advantages of using GIs and collective/certification marks and related collective quality schemes.</p> <p><u>Risk 2:</u> Possible conflicts within producer groups, which could delay action to properly implement the collective management of the GI or collective/certification mark and related quality scheme.</p> <p><u>Mitigation 2:</u> Initiate action to build local authorities' and local producers' awareness of the effects of organizational weakness on the formulation of collective initiatives.</p> <p><u>Risk 3:</u> Limited institutional capacity of producer groups to establish collective management schemes for the GI.</p> <p><u>Mitigation 3:</u> Provide tailored training adapted to the selected producer groups to enhance their ability to manage and implement the collective management schemes effectively.</p> <p><u>Risk 4:</u> Changes in national authorities and focal points, potentially causing delays in progress and requiring adjustments to ongoing efforts.</p> <p><u>Mitigation 4:</u> Establish strong communication channels and maintain continuous engagement with key stakeholders to ensure smooth transitions and minimize disruptions.</p> <p><u>Risk 5:</u> Possibility of natural disasters that may lead to restrictions or disruptions, hindering the project's implementation.</p> <p><u>Mitigation 5:</u> Close monitoring of the situation in each beneficiary country in coordination with national coordinators; adaptation of the modalities of implementation of activities (virtual meetings prioritized, travel minimized), where feasible.</p>
<p><u>Project Implementation Rate</u></p>	<p>The budget implementation rate as of December 2025, proportional to the total allocated budget for non-personnel resources was: 83 per cent.</p> <p>Further details are available in Annex II to this document.</p>
<p><u>Previous Reports</u></p>	<p>The first progress report is contained in document <a href="#">CDIP/29/2</a>, Annex IX; the second progress report is contained in document <a href="#">CDIP/31/3</a>, Annex VI; the third progress report is contained in document <a href="#">CDIP/33/3</a>, Annex IV; and the fourth progress report is contained in document <a href="#">CDIP/35/3</a>, Annex III.</p>

Follow-up and  
dissemination

A dedicated WIPO project webpage is proposed to host the project documentation, national studies and awareness-raising materials developed under the project.

Once launched online, the webpage will remain accessible and be updated, as appropriate.

All relevant information about the project will also continue to be available in the [Catalogue of DA Projects and Outputs](#).

PROJECT SELF-EVALUATION

Key to Traffic Light System (TLS)

****	***	**	NP	NA
Fully achieved	Strong progress	Some progress	No progress	Not yet assessed/discontinued

<u>Project Outputs</u> (Expected result)	<u>Indicators of Successful Completion</u> (Output Indicators)	<u>Performance Data</u>	<u>TLS</u>
Selection of three beneficiary countries in addition to Brazil	Three beneficiary countries selected (based on selection criteria outlined in the project document)	Fully achieved: In addition to Brazil, three other beneficiary countries were selected, namely: Algeria, Pakistan and Uganda.	****
Appointment of national coordinators	National coordinators appointed (one per beneficiary country)	Fully achieved: National coordinators were appointed in all beneficiary countries.	****
Country-level project plans	Country-level project plans approved (one per beneficiary country)	Fully achieved: Country-level project plans were approved in all beneficiary countries.	****
Information events	Information events held	Fully achieved: Information events were held in all beneficiary countries.	****
Studies on post-registration challenges	1. Studies on post-registration challenges developed in each beneficiary country; and 2. Studies on post-registration challenges validated by WIPO Project Management Team and national coordinator in each beneficiary country	Fully achieved: The national studies were completed and the global study was published on the DA catalogue website	****
Selection of GIs or collective/certification marks	GIs or collective/certification marks selected (one per beneficiary country)	Fully achieved: Each beneficiary country completed the selection of a GI or collective/certification mark.	****

Strategies, guides or training material	Strategies, guides or training material developed to strengthen the collective management of GIs or collective certification marks	Fully achieved: Action plans were developed for selected GIs in all beneficiary countries	****
Workshops and training activities on rural and local development	Workshops and training activities carried out with relevant stakeholders and local actors contributing to rural and local development initiatives	Fully achieved: Workshops were held in all beneficiary countries.	****
Workshops and training activities on collective management	Workshops and training activities carried out with selected group of producers on collective management of the quality scheme for origin products and the strengthening of internal governance	Fully achieved: Workshops were held in all beneficiary countries.	****
Control and certification systems	1. Control and certification systems developed	Strong progress: Control plan prepared in all countries. Implementation in progress in Uganda and Brazil.	***
	2. Control and certification systems implemented		
Branding and commercialization strategy	1. Branding and commercialization strategy prepared and implemented	Strong progress: Branding and commercialization strategy prepared in Brazil, Uganda and Algeria. Implementation started in Brazil and Uganda.	***
	2. Branding and commercialization strategy implemented		
Awareness raising	1. Awareness-raising activities carried out	Fully achieved: Awareness-raising activities were implemented and related material was developed in each beneficiary country	****
	2. Awareness raising material produced		

[Annex II follows]

## Empowering Small Businesses Through IP: Developing Strategies for Supporting Geographical Indications or Collective Marks in the Post-registration Period

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### Resource utilization at end of December 2025

*(in Swiss francs)*

Cost category	Project budget	Expenditure <sup>1</sup>	Budget utilization
Personnel Resources	-	-	-
Non-personnel resources	592,300	491,745	83%
<b>Total</b>	<b>592,300</b>	<b>491,745</b>	<b>83%</b>

<sup>1</sup> Excludes expenditure for project evaluation.

[End of Annex II and of document]