

MAIN PROGRAM 08

Human Resources Development and the WIPO Worldwide Academy

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- 08.1 Information Technology-Based Training, Teaching and Advisory Services**
 - 08.2 Inter-Regional Training Courses, Fellowships and Internships**
 - 08.3 Fora on Intellectual Property for Policy Advisors**
 - 08.4 General Orientation and Learning Conferences**
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Main Objectives:

- ◆ To establish a progressive and tailor-made human resource development program, which is structured by a strategic outlook and responds to the intellectual property training needs of policy advisors, development managers and other target groups.
- ◆ To initiate new training, teaching and evaluation approaches, including the use of distance learning techniques.
- ◆ To develop and implement client-specific learning (pedagogical) modules and materials.
- ◆ To use modern public-access media to disseminate knowledge of intellectual property.

Current situation

The human element is crucial to every aspect of establishing and deriving benefit from the intellectual property system, an importance that has been accentuated by the greater prominence of intellectual property in today's global economy. Development of human resources has become a vital and strategic component of any national effort aimed at modernizing and effectively using the intellectual property system. WIPO therefore proposes enhanced institutional and budgetary support for teaching and training activities, not only in the framework of its cooperation program with developing countries but also across the Organization's entire spectrum of activities. This will entail coordinated engagement with the full range of WIPO's constituents, from all Member States, including concerned educational, professional and industry sectors.

WIPO's human resource development program had been limited, mainly by budgetary and staff constraints, and fell short of actual demand. In the 1996-97 biennium, the total program resources earmarked for structured training activities at the inter-regional and regional level amounted to 4.7 million Swiss francs or 1.5% of the whole program. It therefore addressed only the most urgent needs, mostly of developing countries, such as training requirements on the TRIPS Agreement, at the expense of other areas of long-

term importance, such as assistance in dealing with backlogs in search and examination of patent and trademark applications, for training in the use of electronic patent information to support search and examination, and for training of senior policy level officials, lawmakers, judges, intellectual property practitioners and managers, and others involved in the administration and use of the intellectual property system. Assistance for public information and awareness activities, promotion of innovation, and training in enforcement of intellectual property rights (IPRs) also fell short of demand.

As national intellectual property systems strive to keep pace with the implications of a globalized marketplace and worldwide economic activities triggered by the information revolution, human resource development programs will need to be more focused and reach a broader range of beneficiaries. Policy advisors and development managers will need enhanced support to deal with intellectual property issues in international trade, modern electronic commerce and global information systems. National intellectual property offices are likely to seek further training for their staff in information technology-based practices and modernized office procedures. Users of the intellectual property system require focused training in such practical skills as the use of intellectual property information, and the valuation and commercialization of inventions.

The content, facilities and mode of delivery of WIPO's present training programs need to be aligned with modern practices, and to take account of the diverse range of training recipients. An adequate capacity to address specific training entails fully realizing the potential of modern information technology so as to deliver more sophisticated, tailored training services to a broader range of recipients, including through remote access. Training activities will need to cater for the policy and administrative needs of government, and industry's needs for specialized knowledge, and also transfer specific technical and practical skills to current and prospective holders of IPRs. Training strategies and materials will also reflect the complex relationships between intellectual property and the social, economic, technological, legal and ethical domains. Work undertaken on current issues under other Main Programs (such as 12) will be drawn on as input for tailored training resources.

Strategy for the future

To significantly strengthen and modernize WIPO's human resource development activities, the **WIPO Worldwide Academy (WWA)** will function as the central mechanism for developing and progressively launching modern and tailored-made training programs for policy advisors, development managers and other priority target groups. It will carry out these four sub-programs in the 1998-99 biennium:

Information-Technology-Based Training, Teaching and Advisory Services, will institute new training courses and develop new materials, new teaching and training tools, and new training and teaching methodologies and approaches, as well as providing related advisory services. It will emphasize diverse and modern pedagogical approaches, and employ modern information and communication technology. The sub-program will focus initially on the ongoing global and interregional training programs.

Inter-Regional Training Courses, Fellowships and Internships, implementing the structured core courses of WIPO, will build on existing and new inter-organizational collaboration on joint training activities intended for management and technical staff of national and regional intellectual property offices and other government agencies. It will also undertake new income-generating short courses, marketed to both the public and

private sectors, and offer individual fellowships and individual internship programs, for on-the-job practical training.

Fora on Intellectual Property for Policy Advisors will provide opportunities for focused discussion, consultation and exchange of experience among policy advisors, development managers, international experts and senior representatives of private sector and industrial organizations.

General Orientation and Learning Conferences will provide orientation in the field of intellectual property for special target groups (including on valuation and commercialization of inventive activities), under both formal and informal training settings, and special accredited professional training in a variety of specialized fields, in partnership with selected universities and private international institutions.

Systematic evaluation of Academy training activities will be undertaken as an integral part of each program to help ensure their relevance and effectiveness. Structured and informal feedback from participants, external evaluation exercises and *ad-hoc* human resource advisory committees and consultants will be used to improve research, teaching and training activities.

A **Distance Learning Center** within the WWA will develop new content and perform a range of training, teaching and advisory services, using on-line facilities and interactive training in coordination with more traditional means of delivery, including face-to-face training. It will establish institutional networking and distance learning programs through contractual arrangements with existing educational, broadcasting and other media organizations, and initiate pilot distance learning programs from within WIPO. Multi-media materials will be developed, in cooperation with other Main Programs (especially 05, 06, 07 and 11), for teaching, research, and training. Actual teaching and training methods for each target group will be shaped by availability of materials, the status of infrastructure in recipient organizations, and local cultural factors.

The WWA will provide advisory services for selected national and regional training institutions, to enhance their capacities for intellectual property training and public awareness at the regional and national levels.

A number of activities under this Main Program (formerly undertaken under the rubric of development cooperation in earlier program and budget documentation) will be performed in close coordination with the objectives and activities under Main Program 06, particularly in relation to the needs of developing countries. Annex 10 provides details of the growth in resources applied to these complementary, integrated activities.

New program activities

- ◆ Development of new intellectual property teaching and training curricula, courses and materials, tailored for use in schools of law, engineering and business administration.
- ◆ Provision of training advisory services, including training referral service, for students and professionals, and assistance in building the capacity of national and regional training institutions in intellectual property.
- ◆ Introductory and advanced courses at the inter-regional level for officials of national and regional intellectual property organizations and other organizations.
- ◆ Short- and long-term fellowships, and special internship programs.

- ◆ Academy sessions for policy-level officials on the general field of intellectual property, and special Academy sessions on topical issues.
- ◆ Formal and informal orientation for special target groups, and accredited professional courses.

Expected results

- ◆ Streamlined, rationalized and greatly expanded scope and impact of intellectual property training opportunities through new technological and pedagogical approaches for distance learning and information-sharing.
- ◆ Partnerships with various academic, commercial, government and non-government institutions for the delivery of effective training, teaching and advisory services.
- ◆ Improved effectiveness and impact of the WWA's training and innovation promotion activities.
- ◆ Mechanisms for sustained follow up, at the local level, of training courses, orientation and learning conferences, fellowship and internship programs.
- ◆ New income-generating short courses on intellectual property

Sub-program 08.1

Information Technology-Based Training, Teaching and Advisory Services

Objectives:

- ◆ To promote institutional networking and Distance Learning Programs.
- ◆ To produce new curricula, course content, and teaching material.
- ◆ To support regional capacity-building for training and public awareness.

Background A recent evaluation of existing WIPO training programs recommended that current methodologies be immediately adapted to the new training requirements of a modern information society. The potential of modern information technology should be seized in order to effectively deliver training, teaching and advisory services to larger segments of intellectual property users and beneficiaries. Distance learning programs, complemented by alternative teaching methods, and the development of special curricula and teaching materials, will all contribute to more effective and widespread teaching and training programs. These activities will only lead to sustainable outcomes if they help develop national and regional capacities for intellectual property teaching and training.

To supplement its own activities, the WWA will provide an advisory service, which will seek to strengthen regional capacities for training and public awareness, in order to meet the fast-growing demand for specialized training for inventors, scientists, researchers,

environmentalists, entrepreneurs in small and medium businesses, enforcement agencies, personnel of collective administration societies, enterprise managers, media professionals, teachers and students. The emphasis will be on identifying local resources to develop specialized courses and materials, and on-the-job training schemes. Development of training programs and materials will include selective collaboration with industry, research organizations, other international agencies, established intellectual property institutions and universities, and associations of teaching professionals such as the International Association for the Advancement of Teaching and Research in Intellectual Property (ATRIP).

**Main
activities**

- ◆ Creation of a **Distance Learning Centre** (DLC) to provide a range of training and advisory services, including on-line information-sharing
- ◆ Contractual partnerships for research, development and implementation of distance learning approaches and adaptations of courses and materials, for the installation of electronic news groups, for the moderation of on-line conferences on new WIPO treaties, and for supporting teleconferencing and electronic forums.
- ◆ Exploration of possible twinning arrangements with the United Nations Institute for Training and Research (UNITAR), the United Nations University (UNU), and the United Nations Staff College (UNSC); negotiation of contractual arrangements with the European Broadcasting Union, the Asian Broadcasting Union and similar regional organizations; and course-sharing schemes with selected universities and private educational institutions for long-term training and accreditation.
- ◆ Advisory services, including referral and advice on appropriate courses and training materials, a clearing house of training materials and course information, and support to national and regional training institutions.
- ◆ Feasibility studies on possible active brokerage of training services, and identification of local resources for development of course-specific, region-specific training courses and materials, and training facilities.
- ◆ Supervision of teaching and curriculum development, and development of new content and related multimedia products (in cooperation with other elements of the Secretariat) for all courses, including distance learning and presentations on general subjects, such as WIPO and the basic elements of the intellectual property system.
- ◆ Development of pilot distance-learning modules in support of approved inter-regional Introductory and advanced training courses, for example on legal and administrative aspects of trademarks; innovation, assessment of inventions and technology management; patent documentation, searching and examination techniques; principles and administration of copyright and related rights.
- ◆ Development of appropriate evaluation tools, evaluation of training courses on a systematic basis, and application of evaluation outcomes for research, planning and development of new material, approaches, tools, techniques and alternative training delivery systems.

Expected results

- ◆ New target groups reached by training and orientation courses.
- ◆ Establishment of systematic measures of effectiveness of training programs.
- ◆ A network of international, regional and national resources in the field of intellectual property training.

Information Technology-Based Training, Teaching and Advisory Services (in thousands of Swiss francs)											
Sub-program 08.1	Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm & Other	Supplies & Materials	Furniture & Equipment
Total	1,480	50	64	-	16	587	20	449	-	-	294

Sub-program 08.2

Inter-Regional Training Courses, Fellowships and Internships

Objectives:

- ◆ To offer inter-regional introductory and advanced courses for management and technical staff of intellectual property offices.
- ◆ To organize fellowships and special internship programs, for degree, non-degree and practical training, including supported student research.

Background Globalization of economic activity and of knowledge development, and the implementation of the TRIPS Agreement, has created the need for a broader perspective in planning human resource development, which maximizes training at the level of emerging global standards, promotes greater mutual understanding of regions and interest groups, and provides transferable practical skills. Hence continued support will be required for the organization of inter-regional training courses, followed by practical training, in the substantive areas of intellectual property, for the benefit of management and staff of national and regional intellectual property offices. These courses have been regularly organized by WIPO since 1977, and from 1995 to 1997, were attended by some 1200 participants from more than a hundred countries.

In 1997, some 2,500 requests for training under these courses were received: about one-fifth of these could be met. This demand will probably continue to increase in the near future, due in part to the rising levels of intellectual protection activity in nearly all Member States, and the lack of adequate training opportunities in the majority of countries. Pressure will also mount to improve training courses and materials, training tools, methods, and post-training and follow-on training activities for the participants. The increasing use of the WIPO-administered global protection systems will spur requests for more specialized inter-regional courses.

A limited number of long-term fellowships, leading to post-graduate degrees, have been provided by WIPO since 1993. The emergence of intellectual property as a global issue and as an issue in national policy-making will fuel demand for such fellowships from intellectual property legal practitioners, administrators, teachers and researchers. Particular consideration will be given to sponsorship of masters and doctoral dissertations on important emerging issues in intellectual property, leading to the accumulation of reference material for general use, such as in developing new course content and teaching material. Requests for internships, intended primarily for on-the-job training for both students and professionals alike, have also been increasing, and will be met through practical training arrangements both in WIPO itself, and with national and regional intellectual property organizations, user organizations, private specialized law firms and research organizations. A need has also been identified for expanded training in practical aspects of intellectual property law, such as in the drafting and interpretation of patent specifications; partnerships with NGOs such as the International Federation of Industrial Property Attorneys (FICPI), the International Association for the Protection of Industrial Property (AIPPI) and ATRIP will be further developed to maximize training opportunities and enhance training materials.

**Main
activities**

- ◆ Inter-regional courses and a General Orientation Course followed by practical training in cooperation with regional agencies such as the European Patent Office and the Benelux Trademark Office, and the intellectual property offices of Austria, Belgium, Brazil, Bulgaria, Canada, Czech Republic, Denmark, Egypt, Finland, France, Germany, Hungary, India, Israel, Japan, the Netherlands, Portugal, the Russian Federation, Singapore, Slovenia, Spain, South Africa, Switzerland and the United Kingdom, for a greater number of participants.
- ◆ Improvement, through the DLC, of the content, structure, methods, materials and follow-up mechanisms for the inter-regional training courses; development and implementation, on a pilot basis, of distance learning courses, so as to expand the impact of, and access to, training and fellowship programs; and evaluation of pilot distance learning courses to assess their possible advantages.
- ◆ Thirty-six long-term **fellowships**, in different regions, to support masters and doctoral research, in cooperation with, among others, the University of Los Andes, Merida, University of Alicante, Spain; University of Buenos Aires, Argentina; University Externado of Colombia; University of Nantes and CEIPI in Strasbourg, France, the International Intellectual Property Training Institute and the Graduate School of International Law, Yonsei University, Republic of Korea; the Gulf Institute of International Law in the United Arab Emirates; the University of South Africa; the Franklin Pierce Law Center, Concord, and the George Washington University, Washington DC, United States of America; and the Queen Mary and Westfield Colleges, United Kingdom.
- ◆ Initiation of an **internship program** in partnership with cooperating organizations.
- ◆ **Planned inter-regional introductory and advanced courses**, comprising 42 courses (in Europe, Africa including English-, French- and Portuguese-speaking countries, Arab countries, Asia, Latin America and the Caribbean) and 48 practical training sessions, embracing general introductory courses, and specialized courses on patent information, search and examination; innovation, assessment of inventions and

technology management; legal, administrative and economic aspects of industrial property and of copyright and related rights; and trademarks and appellations of origin.

- ◆ Development of **new courses**, including pilot distance learning courses (for training and fellowships) in cooperation with selected Universities.
- ◆ In cooperation with representatives of NGOs such as FICPI, AIPPI and ATRIP, provision of training opportunities and development of training materials in practical aspects of **intellectual property law**

Expected results

- ◆ Enhanced cooperation on the coordination and planning of training with other institutions such as the European Patent Office, the Benelux Trademark Office, and selected national intellectual property organizations
- ◆ More specialized intellectual property training opportunities at the inter-regional level.
- ◆ Closer links with industry and academic institutions and more focused research in priority areas, through fellowships and internships.

Inter-Regional Training Courses, Fellowships and Internships (in thousands of Swiss francs)											
Sub-program 08.2	Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm & Other	Supplies & Materials	Furniture & Equipment
Total	4,173	133	192	3,602	114	32	30	50	-	-	20

Sub-program 08.3

Fora on Intellectual Property for Policy Advisors

Objectives:

- ◆ To promote policy debates and deeper understanding of the practical possibilities of the intellectual property system among policy advisors and development managers.
- ◆ To promote focused debates on topical issues.

Background In response to the increasing need among policy makers and development managers for clearer understanding of the complex relationships between intellectual property protection and economic development, international trade, emerging markets and globalization of the economy, WIPO has held general Academy sessions since 1993. These sessions served to bridge the knowledge gap among senior policy-level officials and to enhance their appreciation of the role of the intellectual property system in national and international development. These will be supplemented by special Academy sessions for policy advisors and development managers on specific or topical issues, such as the protection of copyright in the digital environment, the protection of biodiversity and of new varieties of plants, the commercialization of inventions, or the global

protection systems and services administered by WIPO. Such issues deserve sustained policy-level attention in all countries as they often influence international and sectoral development policies.

Academy sessions may take on an increased regional focus, and encourage south-south cooperation in the field of intellectual property. Regional Academy sessions are likely to be more cost-effective, would stimulate cross-fertilization and exchange of valuable experience among policy advisors and development managers, and would foster stronger international relations among the concerned Member States.

Main activities

- ◆ Five general Academy sessions in English, French, Arabic, Spanish and for CIS Countries (CIS, and Central and Eastern European countries will also be invited to the English and French sessions).
- ◆ Two or three special Academy sessions for special target groups, such as for customs and law enforcement officials, senior executives from private enterprise and others to be identified; and on international cooperation among developing countries in the field of intellectual property in the post-TRIPS environment”.

Expected results

- ◆ A stronger capacity to analyze and implement new policy directions for intellectual property and economic development, and related policy directions, declarations of understanding and informal agreements.
- ◆ Enhanced capacity to promote and influence media coverage and public awareness of the issues debated.

Fora on Intellectual Property for Policy Advisors (in thousands of Swiss francs)											
Sub-program 08.3	Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm & Other	Supplies & Materials	Furniture & Equipment
Total	1,157	30	226	741	45	70	-	-	20	-	25

Sub-program 08.4

General Orientation and Learning Conferences

Objectives:

- ◆ To provide practical orientation and learning opportunities on emerging issues of intellectual property, for general and special target groups.
- ◆ To develop special accreditation schemes for structured learning conferences for professionals practicing in the field of intellectual property.

Background The need for general orientation conferences for special target groups has recently been identified, occasioned by the worldwide interest in intellectual property issues among policy-makers concerned with certain sectoral and especially indigenous and disadvantaged groups. Clear needs have emerged on new or emerging issues in the field of intellectual property, such as biodiversity, geographical indications, technological information related to patents, commercialization of inventions, folklore, broadcasting rights, copyright in the digital environment, and the settlement of disputes in these areas. The WWA will consider the human resource development aspects of these issues, in coordination with the activities under Main Program 11 (Global Intellectual Property Issues) and other Main Programs (depending on the subject matter). It will design and systematically initiate general orientation activities.

The WWA should also address practical learning needs of professionals who are practicing in the field of intellectual property, such as patent and trademark agents, copyright collective management, broadcasting organizations, inventors' associations, information system developers, inventors, investors and technology managers and brokers, especially where such needs can be effectively addressed at the regional or inter-regional levels. Accreditation and recognition of participation in such special learning conferences would be useful to encourage the development of a degree of professionalism in these specialized areas. It will also be instrumental in creating a **knowledge network** on issues of global importance for intellectual property, and in promoting a lasting culture of intellectual property.

The WWA will continue to enhance its activities related to the encouragement of innovative and inventive activities through the WIPO Gold Medal Awards program, and through cooperation with national authorities and inventors' associations, including through the International Federation of Inventors' Associations (IFIA).

The WWA will expand assistance in the area of valuation and commercialization of inventions, particularly to nationals of developing countries, in partnership with innovation centers, technology transfer organizations, financing institutions, potential investors and industrial research and development organizations. Special attention will be given to enhancing the assessment and valuation capacities of developing countries with respect to inventions and IPRs.

Main activities

- ◆ Orientation and learning conferences on enforcement of intellectual property, role of customs and border measures; patent searching on Internet, CD-ROMs and databases; inventive and innovative activities and their valuation and commercialization.
- ◆ Conferences for special target groups, such as judges; law practitioners and patent and trademark agents; and technology managers, inventors and researchers.
- ◆ Development of schemes for awarding Certificates of Training and other forms of accreditation in cooperation with recognized and reputable intellectual property institutions to encourage more professionals to participate in the such orientation and learning conferences.
- ◆ Promotion of innovative and inventive activities through cooperation with national authorities, inventors' associations and IFIA.
- ◆ Development of partnerships with national agencies concerned with assessment, valuation and commercialization of inventions.

Expected results

- ◆ An improved knowledge base in emerging areas of intellectual property (enforcement, transfer of technology, protection of indigenous heritage, valuation of intellectual property assets, etc.), and accreditation of training activities leading to greater professionalization of practice in the field of intellectual property.
- ◆ An enhanced capacity in use of the intellectual property system for promotion of innovative knowledge-based enterprises and improved competitiveness in domestic and international markets.

General Orientation and Learning Conferences (in thousands of Swiss francs)											
Sub-program 08.4	Official Travel and Fellowships			Contractual Services				Operating Exp.		Equipment and Supplies	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm & Other	Supplies & Materials	Furniture & Equipment
Total	368	5	190	55	40	30	-	-	20	-	28

Program Budget Summary

Human Resources Development and the WIPO Worldwide Academy (in thousands of Swiss francs)											
	<u>Official Travel and Fellowships</u>			<u>Contractual Services</u>				<u>Operating Exp.</u>		<u>Equipment and Supplies</u>	
	Staff Missions	Part. Govt Officials	Fellowships	Conferences	Consultants	Publishing	Other	Premises & Maint.	Comm & Other	Supplies & Materials	Furniture & Equipment
Sub-program 08.1 1,480	50	64	-	16	587	20	449	-	-	-	294
Sub-program 08.2 4,173	133	192	3,602	114	32	30	50	-	-	-	20
Sub-program 08.3 1,157	30	226	741	45	70	-	-	20	-	-	25
Sub-program 08.4 368	5	190	55	40	30	-	-	20	-	-	28
Total 7,178	218	672	4,398	215	719	50	499	40	-	-	367

Staff needs and costs

One additional Professional staff will be needed to implement the new activities foreseen in this program, in particular for the preparation of new training modules.

Posts	1996-97	1998-99	Variation
Directors	1	1	0
Professionals	6	7	1
General Service	5	5	0
Total	12	13	1

Staff costs (in thousands of Swiss francs)	Budget 1996-97	Budget 1998-99	Variation
Salaries of regular staff	2,864	3,128	
Salaries of short-term staff	102	360	
Social charges + other personnel costs	939	1,026	
Total staff costs	3,905	4,514	15.6%

Comparative Budget Summary

MAIN PROGRAM 08: Human Resources Development and the WIPO Worldwide Academy	(In thousands of Swiss francs)					
	Budget 1996-97	Budget 1998-99	Variation			
			Program		Cost	
			Amount	%	Amount	%
Program Activities	4,717	7,178	2,253	47.8%	208	4.4%
Staff Costs	3,905	4,514	605	15.5%	4	0.1%
TOTAL	8,622	11,692	2,858	33.1%	212	2.5%