

Committee on Development and Intellectual Property (CDIP)

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A PILOT PROJECT FOR THE ESTABLISHMENT OF “START-UP” NATIONAL IP ACADEMIES – PHASE II

Document prepared by the Secretariat

1. The Annex to this document, containing a revised project proposal on “A Pilot Project for the Establishment of “Start-Up” National IP Academies” – Phase II addresses Development Agenda Recommendation 10. The estimated cost for the project amounts to 510,000 Swiss francs of which 443,200 Swiss francs related to non-personnel costs and 66,800 Swiss francs related to the personnel costs.

2. *The CDIP is invited to consider and approve the Annex to this document.*

[Annex follows]

PROJECT DOCUMENT ON THE ESTABLISHMENT OF “START-UP” NATIONAL IP ACADEMIES – PHASE II

1. SUMMARY	
<u>Project Code</u>	DA_10_02
<u>Title</u>	A Pilot Project for Establishment of “Start-Up” National IP Academies – Phase II
<u>Development Agenda Recommendation</u>	<p>Recommendation 10: To assist Member States to develop and improve national IP institutional capacity through further development of infrastructure and other facilities with a view to making national institutions more efficient and promote a fair balance between IP protection and the public interest. This technical assistance should also be extended to sub-regional and regional organizations dealing with IP.</p> <p>Also, in consideration of Recommendations 1 and 3.</p>
<u>Brief Description of Project</u>	<p>The overall objective of the “Start-Up” National IP Academies project is to strengthen national and regional institutional and human resource capacity through further development of infrastructure and other facilities with a view to making national institutions more efficient and promote a fair balance between IP protection and the public interest as well as to meet national development priorities and goals and to meet the increasing local demand from IP specialists, professionals, government officials and other stakeholders.</p> <p>Phase II is proposed so that by the end of 2013, the WIPO Academy will have:</p> <ol style="list-style-type: none"> 1. Assisted Colombia, Dominican Republic, Egypt, Ethiopia, Peru and Tunisia to establish self-sustainable IP training centers able to deliver at least two regular training programs on emerging issues in IP as agreed upon with beneficiary countries. 2. Built critical human resources able to develop and deliver IP training programs taking into consideration national development challenges, priorities and local needs and a fair balance between IP rights and public interest. 3. Developed a set of tools and guidelines which may be used as a reference for other interested Member States in creating their own training institutions. 4. Contributed to the creation of a forum of discussions on the use of IP for social and economic development at the national and regional levels.

<u>Implementing Program(s)</u>	Program 11
<u>Links to other related Program(s)</u>	Links to WIPO Programs 9 and 10
<u>Links to Expected Results in the Program and Budget</u>	<i>Strategic Goal III, Program 11:</i> Expected Result: Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition.
<u>Project Duration</u>	20 months (May 2012 to December 2013)
<u>Project Budget</u>	Non-personnel costs: 443,200 Swiss francs Personnel costs: 66,800 Swiss francs

2.1. Results of Phase I

Background

One of the significant focus areas of activity of WIPO is to strengthen the capacity of the developing and least developed countries to use and participate in the international IP system. WIPO aims to enable these countries to take advantage of IP for their social and economic development by enhancing the institutional infrastructure at a national and regional level. The required expertise at a local level, which in many countries, in particular developing countries and LDCs, is lacking. Accordingly, in the context of the DA recommendation 10, Pilot Project DA_10_01 for the Establishment of “Start-Up” National IP Academies was approved in the third session of the CDIP in May, 2009 to help developing countries and LDCs to establish their national IP institutions. The approved Project Document can be found in Document CDIP/3/INF/2, Annex V.

In the framework of the “Start-Up” National IP Academies project, WIPO has assisted countries and regional offices to establish local IP training institutions. The WIPO Academy has started designing an implementation model which builds local institutional and human resource capacity with the minimum investment and running resources. The model requires from the cooperating Member State a strong commitment, minimum access to infrastructure and locally engaged staff. The WIPO Academy is responsible for the provision of the initial “seed resources” which include, namely: training of trainers; didactic materials; assistance in curricula development; training to relevant administrative staff; assistance in the establishment of a library; and a network for ongoing collaboration between similar training institutions. The beneficiary Member State or regional office is expected to independently operate the “Start-Up” IP training institution, after an initial period of two years from the signing of a cooperation agreement between WIPO and the Member State.

WIPO has experienced a high demand for cooperation in the framework of this project. Although initially foreseen for four pilot Member States, as of February, 2012, the project has received official requests from 20 countries and one regional office to explore possible cooperation in the establishment of local IP training institutions. According to the initial project approach one pilot beneficiary Member State from each region would be selected based on internal WIPO coordination. During Phase I of the project, Sri Lanka, Trinidad and Tobago as well as Tunisia were identified and submitted official requests to participate in the project on June 1, 2010, October 12, 2009 and June 6, 2010, respectively. As a lesson learned it proved more efficient and in accordance with DA recommendation¹ 1, to react to demands from requesting Member states based upon receipt irrespective of regional

¹ WIPO technical assistance shall be, inter alia, development-oriented, demand-driven and transparent, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of Member States and activities should include time frames for completion. In this regard, design, delivery mechanisms and evaluation processes of technical assistance programs should be country specific”.

distribution. This approach would entail an assessment of national needs in terms of IP education, national interest and commitment to participate in the project and adequacy to the basic project conditions.

WIPO has thus far signed cooperation agreements with six Member States (Colombia, Dominican Republic, Egypt, Ethiopia, Peru and Tunisia), of which four have inaugurated their national IP Academies. In the realm of this cooperation feasibility and preparatory phases (as identified in the delivery strategy below) have been concluded in the above mentioned Member States.

As the first step with each requesting member state, WIPO engages in initial formal discussions and undertakes a preparatory phase, which entails the filling up of a needs assessment questionnaire by national stakeholders, identification and hiring of an *ad hoc* consultant with background on IP education and knowledge of the national scenario in terms of IP education and a needs assessment mission of a delegation composed by the *ad hoc* consultant and a WIPO staff, which result in the production of a needs assessment report with specific recommendations for the implementation of IP education activities according to local needs.

If the possible beneficiary is considered to meet the basic conditions to participate in the project, as established in the project Document CDIP/3/INF/2, Annex V, and if the country commits to certain terms and conditions defined in the standard cooperation agreement which has been developed for the purposes of this project, the project enters a feasibility cycle followed by development and implementation.

Subject to evaluation of needs of Member States, target beneficiaries include government officials, staff of IP Offices and collective management societies, policy makers, university professors, IP professionals, in particular IP officials/managers of R&D institutions and enterprises (including SMEs), IP practitioners, creators, inventors, IP enforcement agencies, and the general public.

Nevertheless, based upon the preliminary feasibility assessment undertaken during Phase I of the project it has been identified that a larger number of countries are suitable and willing to cooperate in the framework of this project.

According to the project based approach of the DA recommendations, an independent evaluation of this project was conducted in the first quarter of 2012. This evaluation entailed a series of recommendations on which this Project Document (phase II) is generally based.

In regards to the project exit strategy, it may be timely to consider a “phasing out” of WIPO’s cooperation taking into account not only the self-sustainability of the national IP training institutions established in the realm of the project but also their ability to assist in the creation of a national “critical mass” which will enhance the use of IP for social and economic development.

In order to address the above-mentioned challenges and the priority needs of the identified Member States, the following activities were identified as necessary:

- (a) Development of tailor-made implementation strategies and training of internal human resources (training of trainers) involved in the establishment of local IP training centers ;
- (b) Provision of training programs adopted to specific local needs, which will contribute to the development of local IP skills with a focus on social and

economic development;

- (c) Contribution to access to training materials which will be used or adapted to local needs for the undertaking of training programs at national or regional level; and
- (d) Provision of specialized consulting for the creation of an implementation strategy for the training institution;
- (e) Provision of administrative and managerial tools (including training of academic coordinators) to contribute to the self-sustainability of the training center;
- (f) Development of guidelines for wider use on the establishment of local training institutions; and
- (g) Contribution to the creation of a virtual environment for access and sharing of training materials developed within the project.

2.2. Objectives of Phase II

The overall objective of the “Start-Up” National IP Academies project is to strengthen national and regional institutional and human resource capacity through further development of infrastructure and other facilities with a view to making national institutions more efficient and promote a fair balance between IP protection and the public interest as well as to meet national development priorities and goals and to meet the increasing local demand from IP specialists, professionals, government officials and other stakeholders.

Phase II is proposed so that by the end of 2013, the WIPO Academy will have:

- (a) Assisted Colombia, Dominican Republic, Egypt, Ethiopia, Peru and Tunisia to establish self-sustainable IP training centers able to deliver at least two regular training programs on emerging issues in IP as agreed upon with beneficiary countries.
- (b) Built critical human resources able to develop and deliver IP training programs taking into consideration national development challenges, priorities and local needs and a fair balance between IP rights and public interest.
- (c) Developed a set of tools and guidelines which may be used as a reference for other interested Member States in creating their own training institutions.
- (d) Contributed to the creation of a forum of discussions on the use of IP for social and economic development at the national and regional levels.

2.3. Delivery Strategy for Phase II

The WIPO Academy is responsible for the project management. In addition to cooperation with the requesting Member State, the Academy collaborates with various internal WIPO sectors in the delivery and implementation of the project.

The overall process for delivering the above-mentioned strategy in each requesting member State or regional office has been designed in five phases: Preparatory, Feasibility, Project Development, Implementation and Project Exit Strategy.

During Phase I of this project, cooperation with the six above-mentioned Member States has concluded the preparatory and feasibility phases. Phase II is intended to conclude the remainder project phases.

The six national projects are all in the implementation phase (Egypt, Ethiopia and Tunisia are in the initial stage, whereas Colombia, Dominican Republic and Peru will initiate the second year of cooperation). Because of the specific needs of each country, each of the projects has specific requirements of what needs to be done during the implementation phase, as described briefly here below:

1. Colombia: Colombia has identified the development of a virtual environment for the teaching of IP as a priority, and actions have been in place to develop a national distance learning course on IP. Also, a core group of trainers have been identified and have been receiving training on pedagogic and didactic aspects of IP training.
2. Dominican Republic: The Dominican Republic has advanced considerably in the following aspects: identification of strategic partners, institutional interaction, physical infrastructure, identification of trainers, development of teaching tools and creation of substantive content. Nevertheless, concerns have been raised on the ability of the Dominican Republic to run its national IP Training institution autonomously, when cooperation end.
3. Egypt: Training of Trainers has been initiated through the granting of scholarships to the WIPO Academy Academic Institutions training programs, and Needs Assessment report has been submitted to national authorities for clearance. Development of further stages of cooperation is subject to the approval of Phase II of this project.
4. Ethiopia: Needs assessment report has been approved by national authorities and priority actions have been identified. Project implementation phase is subject to approval of Phase II of this project., and would include: Training of Trainers on pedagogical aspects of teaching in IP for policy makers and development of customized distance learning training programs .
5. Peru: The current situation is that, Peru training program will target both internal and external users of INDECOPI. Consequently, some consideration will need to be given to the training of local resources on IP education for external users and different target audiences and methodologies, as well as on the development of distance learning content.
6. Tunisia: Tunisia's project was restarted in December, 2011. So far, a training of trainers program on efficient intellectual property asset management by small and medium-sized enterprises has been conducted. This was followed by a one-day seminar on curricular design. An assessment mission has taken place in March, 2012, composed of an ad hoc consultant and a WIPO staff in order to assess the suitability of the needs assessment report originally produced to the new national

situation and to plan activities for the first year of cooperation.

The preparatory and Feasibility phases have been conducted in the following manner for all six countries:

Preparatory: Upon receiving a formal request for participation and engaging in initial communications, Questionnaire for Needs Assessment Purposes is forwarded to the national focal point for completion. The questionnaire will serve as a basis for the Needs Assessment report and will contain detailed information on the specific national situation concerning IP education.

Meanwhile, an *ad hoc* consultant will be identified to assist in the implementation of the project with the requesting Member State. The consultant should have professional and academic background on IP and extensive knowledge of the national situation on IP education. Although it is not mandatory, the consultant should preferably be from the same country or region as the beneficiary Member State. The project also should make use of local expertise to the maximum possible extent to implement the project.

It is expected that the beneficiary Member State will undertake to engage national human resources considered relevant for the project development.

Feasibility: A fact-finding mission is organized upon completion of activities foreseen in the preparatory phase (delivery of the questionnaire for needs assessment purposes and identification of *ad hoc* consultant)

The Needs Assessment Mission is composed of a delegation of one WIPO staff and the designated *ad hoc* consultant and entails meetings and interviews with national stakeholders identified by the national focal points (Industrial Property and Copyright offices) to participate at this early stage of the project.

The subsequent Needs Assessment Report is submitted to national authorities for clearance.

National authorities are expected to identify priority recommendations among those formulated in the Needs Assessment Report.

Project implementation throughout cooperation period will focus on priorities identified unless external factors lead to a re-shifting of national priorities which should be informed to WIPO in writing.

Requesting Member States that meet the basic project conditions and agree to the project timeline, conditions, methodology and expectations will enter a cooperation agreement with WIPO in the framework of this project, committing to continuing operating a national IP training center after the expiration of the cooperation period.

For the remainder of the cooperation period, and according to the Recommendation 2 of the independent evaluation, the following is proposed:

Phase II: To start immediately after the signing of Cooperation Agreements. During this phase, capacity building plans will be implemented. The following are expected:

Implementation of Training of Trainers Programs, which would result in a core group of committed experts with developed teaching skills able to create and deliver training

programs on emerging issues of IP as agreed upon with beneficiary countries. National authorities should identify a group of at least ten national IP experts with substantive knowledge on IP who would undergo a training of about 200 hours, after which they would undergo an evaluation which would entail an attestation from the WIPO Academy. National authorities are expected to commit that the group of trainers is available to participate in all training modules and will commit to contributing to the local IP training institution for a minimum period after completion of training of establishment of the local IP training center.

Implementation of Training of Academic Coordinators Programs, National authorities will designate an academic coordinator at an early stage of the project development who is expected to act as focal points between WIPO, the ad hoc consultant and the national stakeholders and to undertake the operational activities which should ensure the long-term self-sustainability of the local IP training institution

As the academic coordinators are not necessarily experts in the administration of IP training institutions, and this mandate requires a set of specific skills which are not usually available in the market, the WIPO Academy will develop a specific training program for these professionals, which should encompass *inter alia*, project and human resources management and fund-raising skills.

Support for the development of curricula for detailed and tailor made IP training programs, as identified by the national stakeholders as priority actions upon submission of the needs assessment report, and taking into consideration the importance of ensuring a balance between IP protection and the public and private interests.

Assistance in the establishment of an IP library within the local IP training center (if applicable), by liaising the local IP training institution with the WIPO Depository Libraries Program and eventually acquiring bibliography or reference materials considered relevant for the training programs to be offered within the training institution (as specified in the curricula mentioned above).

Launch of two pilot ongoing training programs on IP, taking into account the curricula developed and using the human resources (trainers and academic coordinator) and facilities (virtual or physical) of the local IP training institution

In addition work plans, evaluation reports, training materials and program development documents are expected to be delivered during this phase.

Although Colombia, Dominican Republic, Peru and Tunisia have already initiated Training of Trainers programs, Egypt and Ethiopia are expected to initiate activities within the cooperation period after May 2012. Based on lessons learned and the new approach suggested by the independent evaluator it is expected that cooperation with these latter two countries will develop at a faster pace than the former four countries. Therefore it is expected that by the end of 2013 all six countries will have established their national IP training institutions and will be able to deliver training programs on new and emerging issues in IP in a self-sustainable manner according to the local needs.

For Colombia, Dominican Republic and Peru it is envisaged that cooperation will focus on concluding the 200 hours of Training of Trainers and development of customized training programs as well as ensuring self-sustainability of the national IP training institution. For Egypt, Ethiopia and Tunisia, activities for the first year of cooperation will focus on the structuring of the national IP training institutions and

then move to actions envisaging self-sustainability.

Exit Strategy: The local IP training institution would be assisted for two years after signing of a cooperation agreement. As an outcome of this project, two sets of kits (for training of trainers and for training of administrative staff) are expected to be produced, containing curricula, portfolio of trainers and training materials. These kits would be submitted internally for consideration on the adequacy of developing lines of training programs on didactic aspects of IP education and on administration and management of national IP training institutions. National authorities involved with the administration of the IP training institution will be encouraged to offer training programs within the said institution. Other divisions of WIPO will be encouraged to liaise with the training institutions for the development of local training programs.

The WIPO Academy also expects to produce a set of tools and guidelines for the creation of national IP training institutions, which would be offered to Member states as reference material should they be interested in creating their national IP training institutions

The local IP training center is expected to produce a business plan with actions envisaging medium-term sustainability for the two years following the end of the cooperation period. WIPO may assist in this undertaking, if required.

2.4. Risks and Mitigation Strategies

As regards the possible risks or factors that may impede project delivery, it has been originally anticipated that a lack of domestic funding for the local IP training institution beyond the period of cooperation with WIPO could compromise its long-term sustainability. To mitigate this risk requesting countries have been encouraged to identify donors and fund-raising skills for local IP training institution administrators have been implemented with specialized training programs. The “Start-Up” IP training institutions have also been encouraged to join the Global Network of IP Academies in order to identify horizontal cooperation and synergies.

During the implementation of the first phase of the project, factors external to the project development, such as national institutional restructuring and political instability caused project interruptions and resulted in re-shifting of local priorities. In order to mitigate this risk, it is proposed that a revised timeline be adopted which provides for a more extended period of incubation (preparatory and feasibility phases, prior to the signing of the cooperation agreement) to allow in depth research and analysis from the requesting Member State of its particular needs, assessment of feasibility, assessment of the existing legal framework for the local IP training institution and identification of resources.

As a lesson learned, the project management has faced difficulties in establishing and developing the detailed implementation plan, and the period between the unofficial submission of the needs assessment report and the identification of priority actions has been lengthier than expected. Consideration may be given to the development of the feasibility phase with a different strategy involving more participation from national stakeholders, for the purposes of benchmarking and identification of best practices. In this regard, the role of the *ad hoc* consultant will become as a guiding agent for the national stakeholders who will instead be responsible for the delivery rather than only the approval of the key project

documents. It is also proposed that this new approach, of having more participation from national focal points under the overall guidance of the *ad hoc* consultant and of WIPO, start being implemented with the project beneficiaries at the stage of cooperation where they are.

It is fundamental to the long term sustainability of the project that a core group of trainers of a sufficient number be identified and that demonstrate their commitment to the term of their engagement as trainers for the local IP training institution. The requesting Member State should put in place efficient measures to ensure the attendance of at least 80% of the identified trainers to the Training of Trainers program.

There were also several key items which required clarification during the initial preparatory and feasibility phases. The term 'Academy', for instance, was interpreted in various manners. Some beneficiary Member States understood that this term referred to graduate and post graduate studies and research. However, in the context of this project, the term Academy refers to a local training, teaching and/or education institution for professionals in or related to the interdisciplinary field of IP. Further, the nature of the cooperation with WIPO is another area which required detailed explanation. WIPO does not provide assistance for basic infrastructure, the objective of this project being to strengthen local institutional capacity. Requesting countries are expected to put in the necessary resources in order to ensure a legal framework and infrastructure (including human resources) for the training institution.

During Phase I of this project, the political situation in certain countries delayed discussions and further progress in some interested Member States. This project is based on a strong partnership with the beneficiary Member State in terms of: definition of a specific legal framework in view of the local IP training institution; strong government support; and availability of human and physical resources. Due to the extent of commitment expected by the requesting Member State the project timeline is heavily dependent on their local situation and processes. The project timeline should therefore have enough flexibility to adapt to each individual circumstance.

It has been determined that cooperation in the framework of this project should proceed based on formal interest expressed and that pace of cooperation relied significantly on political situation and level of support from the requesting Member State.

It has therefore been identified that the following should be the basic conditions for the project beneficiaries:

- (a) Legal framework for the establishment of the local training institutions within the requesting IP Office or University;
- (b) Pressing needs for a specialized training institution which could be reflected in the inclusion of IP education and awareness in the national development plans;
- (c) Strong support from the government;
- (d) At least one full-time staff to be in charge of the administrative work of the local IP training institution;
- (e) Preselected group of core local trainers with substantive knowledge of IP and availability to undertake a complete training of trainers program within the

<p>cooperation period;</p> <p>(f) Minimum infrastructure for the correct delivery of IP training programs (training facilities, including furniture, equipment, etc);</p> <p>(g) Ability to partner with other institutions, including the Global Network of IP Academies and to deliver training programs within one or two years following its establishment.</p>	
<p>3. REVIEW AND EVALUATION</p>	
<p>1. Monitoring Reports</p>	<p>Following the situation paper, another report for the successive 12 month period would be prepared to examine whether the specific and overall objectives and milestones had been reached, and in the case of them not being reached, why this happened and how this can be resolved.</p>
<p>2. Self-Evaluation Report</p>	<p>Self-evaluation reports will be prepared at the end of each year after the launch of each "Start-Up" National IP Training Institution, with a view to validating that the overall objectives have been achieved, suggesting future actions and highlighting best practices to provide similar technical assistance to other developing countries and LDCs.</p>
<p>3. Final Evaluation Report</p>	<p>Evaluation: An analysis and review of the cooperation will be undertaken by an independent evaluator to evaluate the success of meeting the defined objectives and possible recommendations for mainstreaming and phasing out of cooperation. The evaluation should be delivered in the first Committee on Development and Intellectual Property (CDIP) of 2014.</p>

<p>3.2. <u>Project Self-Evaluation</u> <i>In addition to the project self-evaluation, an independent evaluation may also be undertaken for the project.</i></p>	
<p><i>Project Outputs</i></p>	<p><i>Indicators of Successful Completion (Output Indicators)</i></p>
<p>1. Questionnaire for Needs Assessment Purposes delivered and <i>Ad hoc</i> Consultant identified</p>	<p>Complete responses to the Questionnaire for Needs Assessment Purposes delivered by national stakeholders within 10 days prior to the needs assessment mission.</p> <p><i>Ad hoc</i> consultant identified and engaged within 15 days prior to needs assessment mission.</p>

<p>3.2. <u>Project Self-Evaluation</u> <i>In addition to the project self-evaluation, an independent evaluation may also be undertaken for the project.</i></p>	
<p>2. Needs Assessment Report prepared, Priority Actions identified</p>	<p>Needs assessment report delivered within 30 days from needs assessment mission, provided the national stakeholders submit all requesting documentation within the established timeframes.</p> <p>The Report will be submitted to national authorities for clearance and further submitted through the official channels.</p>
<p>3. Priority actions identified</p>	<p>National authorities are expected to identify priority recommendations among those formulated in the Needs Assessment Report.</p> <p>Project implementation throughout cooperation period will focus on priorities identified unless external factors lead to a re-shifting of national priorities which should be informed to WIPO in writing.</p>
<p>4. Cooperation agreement signed</p>	<p>Requesting Member States that meet the basic project conditions and agree to the project timeline, conditions, methodology and expectations will enter a cooperation agreement with WIPO in the framework of this project, committing to continuing operating a national IP training center after the expiration of the cooperation period.</p> <p>Subsequent cooperation in the framework of this project is dependent on the signing of an agreement.</p>
<p>5: Work plan developed</p>	<p>Work plans on the Training of Trainers Program and on the activities envisaged within the cooperation for the establishment of local IP training centers will be prepared by the national focal point under the guidance of the <i>ad hoc</i> consultant on an annual basis subsequent to the signing of the cooperation agreement.</p>
<p>6. Core group of trainers trained</p>	<p>Training of IP Trainers Program in Developing Countries.</p> <ul style="list-style-type: none"> - A minimum of five core local trainers. - Completion of approximately 200 hours of training. - Attestation for participation is subject to final

<p>3.2. <u>Project Self-Evaluation</u> <i>In addition to the project self-evaluation, an independent evaluation may also be undertaken for the project.</i></p>	
	evaluation.
7. Trained academic coordinators	<ul style="list-style-type: none"> - One or more local academic coordinators trained on specific skills necessary to the coordination of public-funded academies, such as project management, human resources management and fund-raising. - Completion of approximately 200 hours of training. - Attestation for participation is subject to final evaluation.
8. Business plan developed	Development of a business plan for the local training institution which forecasts the objectives and measures for self-sustainability for the two years following the end of the cooperation period.
9. Capacity Building plan developed	Development of a capacity building plan for the local training institution aiming to promote a balance between the public and private interests. The plan is to be developed by the trained trainers and supervised by the <i>ad hoc</i> consultant and should encompass the two years following the end of the cooperation period.
10. Tools and Guidelines developed	The project management team will deliver a set of tools and training materials for reference as part of the project exit strategy.
11. IP Libraries established	Liaising with the WIPO Depository Libraries project and purchase of bibliography necessary for the provision of identified training programs.
12. IP Academies established	It is expected that six national IP training centers would be functional, with at least two regular training programs on new and emerging issues in IP relevant to the specific national IP needs, namely: Colombia, Dominican Republic, Egypt, Ethiopia, Peru and Tunisia.

<i>Project Objective(s)</i>	<i>Indicator(s) of Success in Achieving Project Objective (Outcome Indicators)</i>
<p>Strengthened national and regional institutional and human resource capacity through further development of infrastructure and other facilities with a view to making national institutions more efficient and promote a fair balance between IP protection and the public interest as well as to meet national development priorities and goals and to meet the increasing local demand from IP specialists, professionals, government officials and other stakeholders.</p>	<p>% of trained trainers who have developed curricula and delivered training programs for identified target audiences</p> <p>% of trained academic coordinators who have organized training programs</p> <p>Number of Start-Up Academies which have established partnerships with national institutions (such as universities, association of industry and chambers of commerce, SME support institutions and other Ministries)</p> <p>Number of Start-Up Academies which have implemented sustainability initiatives such as fund-raising and establishment of legal structures which foresee an independent budget</p> <p>Evaluation of curricula and training programs with a view toward the promotion of a fair balance between IP protection and public interest as well as to meet national development priorities and goals.</p> <p>Number of Start-Up Academies which are delivering at least two regular training programs on IP as agreed upon with beneficiary countries.</p> <p>Number of participants trained by programs of the Start-Up Training institution who have completed training and received certificates</p>

5. BUDGET

Table 1 – Project Budget by Cost Category and Year (non-personnel resources)

<i>Cost Category</i>	<i>Budget (Swiss francs)</i>		
	<i>Year 1</i>	<i>Year 2</i>	<i>Total</i>
<i>Travel and Fellowships</i>			
Staff Missions	25,000	25,000	50,000
Third-party Travel	35,000	30,000	65,000
Fellowships	30,000	20,000	50,000
<i>Contractual Services</i>			
Conferences			
Experts' Honoraria			
Publishing			
SSA ²	135,300	136,900	272,200
Commercial Services			
<i>Equipment and Supplies</i>			
Equipment			
Supplies and Materials	3,000	3,000	6,000
TOTAL	228,300	214,900	443,200

BUDGET (personnel resources)

Table 2 – Project Budget by Cost Category and Year

<i>Cost Category</i>	<i>Budget (Swiss francs)</i>		
	<i>Year 1</i>	<i>Year 2</i>	<i>Total</i>
Project SLC (part-time)	26,700	40,100	66,800
TOTAL	26,700	40,100	66,800

[End of Annex and of document]

² 10,000 Swiss francs are earmarked for the independent evaluation at the end of the project.