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| ORIGINAL: ENGLISH | | |
| DATE: SEPTEMBER 1, 2019 | | |

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

**Twenty-Fourth Session**

**Geneva, November 18 to 22, 2019**

COMPLETION REPORT OF THE PROJECT ON Intellectual Property, Tourism and Culture: Supporting Development Objectives and Promoting Cultural Heritage in Egypt and other Developing Countries

*prepared by the Secretariat*

1. The Annex to the present document contains the completion report of the Development Agenda (DA) project on Intellectual Property, Tourism and Culture: Supporting Development Objectives and Promoting Cultural Heritage in Egypt and other Developing Countries. The report covers the entire period of the project implementation, i.e from January 2016 to April 2019.

2. *The CDIP is invited to take note of the information contained in the Annex to the present document.*

[Annex follows]

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| PROJECT SUMMARY | |
| Project Code | *DA\_1\_10\_12\_40\_01* |
| Title | *Intellectual Property, Tourism and Culture: Supporting Development Objectives and Promoting Cultural Heritage in Egypt and other Developing Countries* |
| Development Agenda Recommendations | *Recommendation 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.  *Recommendation 10:*  To assist Member States to develop and improve national intellectual property institutional capacity through further development of infrastructure and other facilities with a view to making national intellectual property institutions more efficient and promote fair balance between intellectual property protection and the public interest. This technical assistance should also be extended to sub-regional and regional organizations dealing with intellectual property.  *Recommendation 12:* To further mainstream development considerations into WIPO’s substantive and technical assistance activities and debates, in accordance with its mandate.  *Recommendation 40*: To request WIPO to intensify its cooperation on IP related issues with United Nations agencies, according to Member States’ orientation, in particular UNCTAD, UNEP, WHO, UNIDO, UNESCO and other relevant international organizations, especially the WTO in order to strengthen the coordination for maximum efficiency in undertaking development programs |
| Project Budget | Total non-personnel costs: 320,000 Swiss francs |
| Project Duration | 40 months, from January 1, 2016 to April 30, 2019 |
| Key WIPO Sectors Involved and Links to WIPO Programs | Implemented by the Development Sector (Program 9) under Strategic Goal III, i.e. *Facilitating the Use of IP for Development*, the project is also linked to Program 30 (SMEs and Entrepreneurship Support) for the impact of its findings and recommendations regarding the tourism industry, including SMEs operating in the tourism sector; Program 3 and Program 4 (respectively Copyright and Related Rights, and Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources) for its findings and recommendations regarding national/local knowledge, tradition and culture; and Program 18 (IP and Global Challenges), on IP aspects regarding innovation and the connection between sustainable tourism and sustainable development. |
| Brief Description of Project | Implemented in four pilot countries, i.e. Ecuador, Egypt, Namibia and Sri Lanka, the project aimed at building capacities of key stakeholders and raising awareness of the intersection between IP tourism and development, in the framework of growth and development policies.  Why focus on IP and Tourism?  The project stemmed from a proposal of the Arab Republic of Egypt, approved by CDIP/15, to consider the role of the IP system in promoting tourism-related economic activity, including activity related to the promotion of national and/or local knowledge, traditions, and culture.  The project was developed on the fundamental premise that tourism, one of the major players in international commerce, represents one of the main sources of income for many developing countries. Tourism demand is increasingly differentiated by a market that proposes value-added products and services. In this context, tourism stakeholders can play a key role in providing high-quality products and services to tourists by responding to their most specific interests and needs. In so doing, both consumers and providers of tourism products and services can benefit from the strategic use of the IP system.  Based on research conducted in the four pilot countries, the project took a close look at practical experiences and made a series of recommendations to assist tourism stakeholders adopt appropriate strategies and tourism-related policies to support business competitiveness and local development.  The project also addressed the needs of raising awareness at the academic level of the intersection between IP, tourism and development, and was instrumental in stimulating academic debate on a new research topic. This resulted in the development of new curricula and teaching materials to be integrated in the academic programs of selected universities in pilot countries.  Finally, the experiences and best practices documented throughout the project were consolidated in a series of national studies and in a practical guide, which highlight several options to use the IP system to promote tourism and cultural heritage, while supporting development objectives at local and national levels. |

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| Project Manager | Ms. Francesca Toso, Senior Advisor, Development Sector |
| Links to Expected Results in the Program and Budget | *Expected Result III.1:* National innovation and IP strategies and plans consistent with national Development objectives.  *Expected Result III.2*: 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. |
| Summary overview of Project implementation | A brief extension of the project up to April 30, 2019, for a total project duration of 40 months, allowed to finalize a number of outstanding activities since the last progress report (November 2018), and attain project outputs and objectives according to the original project document.  In the project implementation, the four pilot countries benefitted from the same methodological approach, which included: a) the creation of Steering Committees to oversee the country-level implementation; b) the elaboration of country plans; c) participation in sector-specific capacity-building activities; and d) the development and adoption of teaching materials on IP and tourism.  The project was implemented mostly at country level, in collaboration with the appointed national lead agencies and national stakeholders. In addition, a number of activities were undertaken at the Secretariat level, with the purpose of creating wider awareness on new areas of research and development cooperation, i.e. the use of the IP system in connection with tourism and cultural heritage promotion.   1. Country-level project implementation   Ecuador  Ecuador made impressive strides toward the full achievement of the project objectives, relying on the support of several stakeholders and implementation partners. This was undoubtedly due to the institutional commitment of the lead agency, the National Intellectual Property Office (SENADI), which since 2017 had assigned a set of dedicated resources (human and financial) to country-level project implementation.  1. One of the first instruments of cooperation between WIPO and the government of Ecuador for project implementation was a Cooperation Agreement signed with the national IP Office in October 2016. In the first semester 2017, a general study was conducted on the possible use of the IP system to boost local economic growth and development in selected tourism destinations, including traditional festivals and natural areas. A more in-depth study was further conducted in the *Province of Imbabura*, focusing on the use of IP to promote tourism in a geographical area known as the Imbabura Geopark Project.  In this territory, one of Ecuador’s most attractive provinces, SENADI organized a series of training programs for the local communities, highlighting the links between the use of IP, local economic activity (mainly handicrafts) and local development, also emphasizing respect for cultural identity and traditions.  The intensive capacity-building activity carried out in the province and its Geo-Park over the last 24 months led to the drafting of a further agreement between SENADI and the provincial government of Imbabura, aimed at using appropriate IP and branding strategies for the promotion of the province’s economic activity based on the uniqueness of its eco-tourism.  2. Impressive results were reached in the implementation of one of the project’s main objectives. i.e. “*raising the awareness of the academic community on the use of IP systems and tools for tourism promotion*”. This was the result of a collaboration between the National IP Office of Ecuador (SENADI) and a well-known public university (the Polytechnic School of the Armed Forces, ESPE). For this purpose, a specialized academic course was developed, with guidance and feedback provided by WIPO, on the links between tourism and IP and on the importance of using IP in this specific sector of the national economy. Elements of the SENADI-ESPE cooperation include:   * the signing of an Inter-institutional Cooperation Agreement (November 2017), through which the University undertakes to incorporate the subject of IP in the curriculum of its School of Tourism; * the creation of a syllabus and teaching materials for a new *Masters-level academic course on IP and Tourism*, which will be taught in the fifth semester of the Masters of Tourism (2021); * the organization of a "Training of Trainers" program on IP, for ESPE professors (July 2019); * the extension of the *Masters-level academic course* toother national and regional universities, following the July 2019 Training of Trainers course.   3. The third pillar of country-level project implementation in Ecuador consists of the cooperation between SENADI and the Ministry of Tourism, intended to encourage the main stakeholders in this sector to use IP as a strategic management tool. In this respect, the Ministry of Tourism:   * incorporated IP training, with the participation of SENADI officials, in the regular training courses destined to tourism officials; * included IP notions as part of its virtual training platform on tourism management; * animated a series of debates on the use of IP in the development and support of local and national tourism.   Egypt  Thanks to the sustained interest of the Steering Committee and the lead agency (Ministry of Foreign Affairs) in pursuing the project, several stakeholders were sensitized to the strategic role of IP in the promotion of tourism and cultural heritage. A nation-wide study, conducted with the support of the national Steering Committee, analyzed the potential use of the IP system to boost economic activity and promote cultural heritage in four locations, selected on the basis of their unique touristic interest. These included: a) the Nubian (Golden Land) route; b) the Holy Family Journey route; c) the Siwa Oasis route; and d) the National Museum of Egyptian Civilization (NMEC) in Cairo.  In this context, the project focused, on the one hand, on the needs of the handicraft sector (extremely prominent in the first three locations), and on the other hand, on the needs of Museums and world heritage collections, with a view to assisting them in the effective management of their IP assets and in their strategies to attract more visitors.  A fully-fledged presentation of that study and its many findings attracted the attention of Member States in a plenary session of CDIP/23. A series of tailor-made capacity-building programs also created keen interest and expectation of follow up among stakeholders, both within the nationwide Museum community, and within the rich and varied handicraft sector. Concrete recommendations from the study and the workshops are made available, to now bring the project closer within the reach of its end beneficiaries.  Namibia  In Namibia, the project was launched with the objective of conducting comprehensive research on some of the country’s main touristic attractions where the use of the IP system could boost tourism-related economic activity. A team composed of an IP expert and a Tourism expert carried out this research and produced a first report which met with the consensus of the national Steering Committee. The fact that some members of the Steering Committee were closely involved with some aspects of the field research contributed to a discrete level of project buy-in by some national stakeholders.  As a complement to this broader study, and in an effort to delve more in depth on two case-studies of particular interest for the connection between the use of IP and sustainable tourism, the project commissioned a second study. This additional research brought significant insights, analyzing two examples of how rural people in Namibia had been able to benefit from tourism by using aspects of their cultural identity and traditional knowledge to create desirable products for the tourism market. Both examples also documented the relationship between traditional knowledge and protecting intellectual property and how rural people in Namibia had, or had not, achieved such protection. A series of practical recommendations emerged from both studies, and were shared with the Steering Committee and selected policy makers, in particular within the Ministry of Environment and Tourism, Ministry of Industrialization, Trade and SMEs Development, and Ministry of International Relations and Cooperation.  Remarkable progress was also made in Namibia in working with selected universities involved in integrating IP in their respective curricula. Within the broader plan aiming at instituting IP teaching within Namibian universities, the teaching of specific courses on IP and Tourism has considerably advanced, notably at the International University of Management (IUM) and the Namibian University of Science and Technology (NUST). In this regard, NUST announced that the set of teaching materials on IP and Tourism it had developed as a concrete output of the project could be used as a basis for the further elaboration of a course outline to be shared by other national universities, including the University of Namibia (UNAM).  Sri Lanka  Sri Lanka was the first country to have successfully conducted and concluded a national study on “Intellectual Property in Tourism and Culture”. The project had obtained high media profile and political support when the study was officially launched in November 2017, in the presence of experts, policy-makers and the national press.  Three cluster areas were recognized as being of priority interest for Sri Lankan tourism - cultural, ecological and wellness tourism.  Two capacity-building activities were conducted in 2017 for tourism stakeholders from those cluster areas in the capital city Colombo, and in the southern province of Gaulle. Such activities highlighted some of the current hurdles to tourism development, but also allowed to identify the benefits that tourism-related economic activity could derive from a better use of the IP system. With regard to the specific areas of cultural tourism and eco-tourism, there was a clear emphasis on the need for tourism stakeholders to create the conditions for environmental and social sustainability, especially for the benefit of local communities.  A policy-makers round table was organized in 2017, gathering senior officials from relevant institutions from various policy and productive fields, including Ministries and Departments of Science and Technology, Innovation, Ayurveda and Traditional Medicine, Wildlife, Environment, the Export Development Board, the Ceylon Tea Board, in addition to Tourism (SLTDA), the National Intellectual Property Office (NIPO), and the University of Colombo.  The important strides made in Sri Lanka in the project implementation during 2016 and 2017 were unfortunately stalled in 2018 by internal political changes affecting the overall government structures and in particular the leadership of the Sri Lanka Tourism Development Authority (SLTDA) – until then a major ally in the project implementation. Without a dedicated counterpart, and struggling against other priorities, it was hard for the project to maintain continued support.  Notwithstanding these hurdles, the project made impressive progress toward the achievement of the project outcome indicator of “adoption of curricula and educational and training materials”. In this regard, the project continued to dedicate resources and attention to the development of teaching materials, which have resulted in a full-fledged syllabus consisting of 8 modules for 45 credit hours.     1. Secretariat-based project implementation   In parallel with the country-based implementation, the Secretariat centrally managed a series of *broad-based awareness raising activities*, in line with the project awareness-raising objective*.*  In this regard, it coordinated the production of a practical guide on the use of IP systems and tools for tourism promotion, with a view to capture essential messages emerging from original research in the four pilot countries, as well as from international best practices on sustainable tourism promotion. In addition, it established a cooperation agreement with the United Nations World Tourism Organization (UNWTO) for the co-production of a Guide on IP and Tourism, to be finalized by the end 2019. This publication is meant to raise awareness on the use of IP by tourism stakeholders and will be distributed by WIPO and UNWTO among their respective constituencies.  Additional activities took place in the pursuit of the project output formulated as “*Higher awareness among the academic community on the intersection between IP and tourism and the promotion of national and knowledge, traditions and culture for development”.* In this regard, the project established valuable contacts with academic networks under the Erasmus Project of the European Union (notably with an exchange focus with Latin American countries). This was done with a view to exchange information for the design of specialized curricula in the field of Tourism and to introduce IP considerations in the context of tourism management education. One interesting outcome from this collaboration was the organization of a webinar, in August 2018, by the European IPR Helpdesk, on “IP, Tourism and Development”, attended by over 70 participants from 15 European countries. |
| Results/impact of project and Key lessons | In all four countries, the project achieved a good level of visibility and buy-in through the creation of Steering Committees, which represented a cross-section of government institutions, private sector tourism operators and academia. The establishment of Memoranda of Understanding/ Cooperation Agreements between WIPO and lead institutions in each pilot country further helped to draw political support and stakeholders’ involvement toward the achievement of the project results.  One of the main results were the findings of original research conducted in a thematic area where little literature and no country-specific data was available, i.e. the analysis of the conceptual links and applicable strategies for the use of IP tools in commercial activity related to tourism and cultural heritage promotion. The six studies conducted at national level (1 in Egypt; 2 in Ecuador; 2 in Namibia; and 1 in Sri Lanka) have opened up a vast range of opportunities in each of the four countries to continue to engage tourism stakeholders in concrete actions to introduce IP strategies in tourism business management and in tourism policy development.  How these possibilities will now be addressed by specific new projects on IP for tourism and cultural heritage promotion remains to be seen. The topic deserves sustained attention by IP and tourism authorities in the countries concerned, if the recommendations emerged through the country-level research are to produce concrete results at local level.  The project had the ambition of creating capacities for tourism stakeholders on how appropriate IP management tools and strategies could enhance competitiveness in local tourism businesses. The initial workshops held in the four countries had the advantage of exposing a selected group of stakeholders to the fundamental notions of IP in relation to tourism and cultural heritage promotion. Much more needs to be done to broaden the impact of such activities. One of the best practices in this respect is represented by the experience of the IP Office in Ecuador, which has concluded an Agreement with the Ministry of Tourism to include IP notions in the training imparted country-wide to tourism officials in each of the provinces.  It is through the development of teaching and training materials, and though the adoption of curricula on IP and tourism in Tourism schools and Universities that the project will continue to have a long-lasting impact, beyond its time-bound duration. In this regard, the experience of Ecuador, Namibia and Sri Lanka, where teaching materials were developed (with a country focus) and arrangements were made for the inclusion of specific courses within approved curricula, must be closely observed and supported over the next several years. The possibility to adapt these teaching materials beyond the country where they were initially produced (e.g. from Ecuador to a broader Spanish-speaking Latin American context) must be explored.  Finally, the fact that other academic networks, beyond the four pilot countries, continue to express interest in the inclusion of IP in the design of tourism courses and curricula, attests to the impact that the project has had beyond its immediate focus of implementation. |
| Risks and Mitigation | At the outset, risks were envisaged both at the Secretariat implementation level, and at the country implementation level.  The difficulty to identify adequate expert resources, with knowledge and experience in substantially different thematic areas, i.e. IP *and* Tourism, as well as with strong research and analysis skills, was encountered both at the Secretariat, as well as at the country levels. This impacted the research aspect of the project. At Secretariat level, this risk was addressed by collaborating with the United Nations World Tourism Organization (UNWTO) in the co-publication of a Guide on IP and Tourism, where each organization was responsible for the substantive content under their respective mandate. This co-publication, however, extensively used original research carried out under the project as a solid background.  At country level, the challenge to find adequate expertise for the national studies was even greater. In two instances, faced with the risk of compromising the quality of the national studies due to weak research methodologies, the project team decided to commission a second study to new consultants identified at a later stage. This solution produced fully satisfactory results in the interest of the countries concerned and the project itself.  Other risks were identified by the project inception document with regard to the country-level project implementation. These included: difficulties in the identification of relevant tourism stakeholders; difficulties in the organization of capacity-building and awareness-raising activities; lack of agreement among stakeholders on possible strategies to be adopted; lack of agreement among the academic community on the adoption of proposed curricula and teaching materials.  Many of these situations did actually materialize at various stages of implementation. However, the early appointment of lead agencies in each country helped address obstacles and streamline adequate responses as required by the circumstances. More complex problems were encountered when a change of leadership, followed by a vacuum of authority, occurred in the coordinating lead agencies. In these cases, the project responded by focusing on those aspects which could be directly coordinated from the Secretariat (i.e. development of teaching materials) and by intensifying contacts with other influential stakeholders, including through the Permanent Missions of the countries concerned. This strategy proved successful in reactivating coordination mechanisms at the country level. |
| Project Implementation Rate | The budget utilization rate as per end of July 2019 is: 91% |
| Previous Reports/documents | This is the fourth report to the CDIP.  The first report is contained in document CDIP/18/2, Annex I. The second report is contained in document CDIP/20/2, Annex I. The third report is contained in document CDIP/22/2, Annex IV. |
| Follow-up | While project outputs were largely achieved, a lasting impact of the project will depend on sustained follow up action at several levels.   1. General awareness of effective IP management within the tourism sector will be increased by a targeted dissemination of the WIPO-UNWTO co-publication on IP and Tourism. A concerted plan and continuing inter-institutional collaboration is envisaged in this regard. 2. Pilot countries will disseminate the findings of the national studies through national Steering Committees. Regular Technical Assistance activities in those countries must be planned to sustain initial project results. 3. Developments at the academic level regarding the integration of courses on IP tourism must be monitored in the pilot countries. At the same time, the possibility must be explored to extend the use of teaching materials developed under the project to other interested countries. |

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| PROJECT SELF-EVALUATION |

Key to Traffic Light System (TLS)

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

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| Project Outputs[[1]](#footnote-2)  (Expected result) | Indicators of Successful Completion (Output Indicators) | Performance Data | TLS |
| A Practical Guide on IP and tourism developed and four case studies documented | (a) A practical Guide on the use of IP systems and tools for tourism promotion, including through the promotion of national knowledge, traditions and culture; and | The text of a practical guide has been finalized based on WIPO research. In addition, a co-publication by WIPO and the UNWTO is underway, using the WIPO guide as extensive background. | \*\*\*\* |
| (b) Four case studies conducted and documented (one per pilot country). | Six case studies completed  2 in Ecuador  1 in Egypt  2 in Namibia  1 in Sri Lanka | \*\*\*\* |
| Three pilot countries selected (in addition to Egypt) | (a) Three countries selected (based on agreed selection criteria); and  (b) Lead agencies/institutions appointed for country project implementation. | (a) Ecuador, Namibia and Sri Lanka selected as pilot countries (in addition to Egypt)  (b) SENADI (*Servicio Nacional de Derechos Intelectuales*,Ecuador); BIPA (Business and Intellectual Property Authority, Namibia); SLTDA (Sri Lanka Tourism Development Authority, Sri Lanka); Ministry of Foreign Affairs (Egypt) | \*\*\*\*  \*\*\*\* |
| Tourism stakeholders and national authorities identified | In each country, relevant tourism stakeholders identified in coordination with lead institutions. | Key stakeholders identified and organized in national Steering Committees in 4 countries, under the coordination of the lead agencies | \*\*\*\* |
| Country-level project plans approved | Project implementation plans drafted (one per country) | Cooperation Agreements/Exchange of letters between WIPO and Lead agencies signed in 4 countries. Recommendations from national studies, although endorsed by Steering Committees, were not fully developed. | \*\*\* |
| Tourism stakeholders and national authorities, including IP offices, sensitized | In each pilot country, two capacity building events organized to sensitize tourism stakeholders and strengthen the capacities of national authorities to provide sector-specific support to tourism-related economic activity through the use of IP. | -Ecuador: 3 stakeholders workshops and ongoing (20+) awareness- raising initiatives by national IP authorities;  - Egypt: 3 awareness-raising seminars with Steering Committee members; 2 capacity-building events;  - Namibia: 4 national workshops for tourism stakeholders and policy-makers;  - Sri Lanka: 3 national workshops for tourism stakeholders and policy makers. | \*\*\*\* |
| Higher awareness among the academic community on the intersection between IP and tourism and the promotion of national and knowledge, traditions and culture for development | (a) Information/awareness-raising materials produced (at least one video documentary); and  (b) Teaching/training materials developed (at least one set) and integrated in curricula. | (a) at least one webinar on IP, Tourism and Culture (replacing video documentary);  (b) Three sets of teaching materials finalized (Ecuador, Namibia, Sri Lanka) | \*\*\*\* |

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| Project Objectives | Indicators of Success in Achieving Project Objective  (Outcome Indicators) | Performance Data | TLS |
| Create capacities for key tourism stakeholders, as well as for national/local authorities, including IP offices, of how to use IP tools and strategies to add value and diversify tourism-related economic activity, including activity related to the promotion of tourism, national and/or local knowledge, traditions and culture. | National authorities in all four pilot countries have developed structures to provide advisory services on IP and tourism for growth and national development. | Steering Committees on IP and Tourism have been created in all four countries. With the exception of 1 country, and despite WIPO’s recommendations in this regard, national authorities have not been able to develop more permanent structures to provide advisory services on IP and tourism promotion. However, the national studies have provided sufficient evidence of the benefits of targeted actions with well-identified stakeholders and beneficiaries. | \*\*\* |
| Tourism stakeholders in at least two countries have started/developed plans to use IP tools and strategies to strengthen their competitiveness and promote tourism, national and/or local knowledge, traditions and culture. | 1. Ecuador: plans developed by SENADI together with Ministry of Tourism, and Geo-Park project, to use IP tools for tourism business competitiveness;  2. Namibia: practical IP management support to two-case studies fully identified; roadmap for further actions on IP in tourism endorsed by stakeholders;  3. Sri Lanka: request of wellness tourism stakeholders to develop a plan to use IP as a strategic tool for the sector. | \*\*\*\* |
| Raise awareness of the academic community of the intersection between IP and tourism in the framework of growth and development policies with a view to developing teaching materials and promoting the inclusion of specialized curricula in tourism management schools and in national IP academies. | Up to two schools of Tourism Management and at least one national IP Academy have adopted curricula and educational and training materials developed by the project. | -Ecuador: full-fledged syllabus and teaching materials for academic course on IP, Tourism and Local Development finalized; Training of trainers course (40 hours) launched in July 2019;  - Namibia: NUST School of Hotel Management agreed to integrate a course on IP and tourism Management; - Sri Lanka: ongoing negotiations for introduction of course on IP and Tourism in Colombo University (45 credit hours). | \*\*\*\* |

**IMPLEMENTATION TIMETABLE**

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| Activity | Quarters | | | | | | | | | | | | | |
|  | 1st | 2nd | 3rd | 4th | 1st | 2nd | 3rd | 4th | 1st | 2nd | 3rd | 4th | 1st | 2nd |
| Drafting a practical guide and case studies on IP and Tourism  - Setting up of study group (including WIPO and external experts)  - Selection of experts  - Selection of case studies  - Drafting of a guide and case studies | x | x  x | x  x | x | x | x |  |  | x | x | x |  |  |  |
| Pilot country selection | x |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Lead agencies appointment | x | x |  |  |  |  |  |  |  |  |  |  |  |  |
| In-country stakeholders identification |  | x | x |  |  |  |  |  |  |  |  |  |  |  |
| Elaboration and approval of country plans  (to ensure sustainability of project results at institutional level) |  |  | x | x | x |  |  |  |  |  |  |  | x | x |
| 1st series of Capacity-building events for stakeholders |  |  |  |  | x | x | x | x |  |  |  |  | x |  |
| Development of awareness-raising materials (video and print) and teaching materials |  |  |  |  |  |  | x | x | x | x | x | x | x |  |
| 2nd series of capacity-building / awareness raising events for stakeholders |  |  |  |  |  |  |  |  | x | x | x |  | x |  |
| Adoption of teaching materials/curricula |  |  |  |  |  |  |  |  |  |  |  | x | x | x |
| Final Evaluation Report |  |  |  |  |  |  |  |  |  |  |  |  |  | x |

[End of Annex and of document]

1. As per the original Project Document, Section 3.2. [↑](#footnote-ref-2)