

Committee on Development and Intellectual Property (CDIP)

PROJECT PAPER ON INNOVATION AND TECHNOLOGY TRANSFER
SUPPORT STRUCTURE FOR NATIONAL INSTITUTIONS
(RECOMMENDATION 10)

prepared by the Secretariat

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EXECUTIVE SUMMARY

1. In the context of the Development Agenda process, WIPO Member States established Recommendation No. 10, requesting WIPO: “To assist Member States to develop and improve national intellectual property (IP) institutional capacity through further development of infrastructure and other facilities with a view to further enhance the functionality of national IP institutions and promote fair balance between IP protection and the public interest. Such technical assistance should also be extended to sub-regional and regional organizations dealing with IP.”
2. In response to that request the WIPO Secretariat developed the project on “Innovation and Technology Transfer Support Structure for National Institutions.”
3. The Project will develop, update and improve a series of modules and materials related to the management of IP (including, *inter alia*, patents, utility models, trademarks, copyrights, industrial designs and trade secrets) by academic and research institutions, including establishing infrastructure, exploring technology transfer mechanisms, and building professional skills in the areas of IP and technology management, institutional IP Policy, patent drafting and licensing.
4. In addition, the Project will include a proposal for the establishment of a user-friendly, interactive support structure for Member States (developing countries as well as developed countries), a so-called “Innovation and Technology Transfer Portal”, a digital repository of training modules, guides, tools, examples, models of national IP strategies, institutional IP policies, best practices, case studies and a database with samples of typical agreements (including licensing contracts), accessible through one single visit (one-stop-shop) on WIPO’s website.
5. In accordance with the agreed CDIP strategies (document CDIP/3/INF/2), all the projects presented by the CDIP for the approval of Member States have a project-based methodology.
6. The first step for the implementation of the project on “Innovation and Technology Transfer Support Structure for National Institutions” is the preparation of the present Project Paper.
7. The Project Paper is structured as follows:
 - I. Description of existing WIPO instruments and programs relevant to the establishment of an innovation promotion and technology transfer infrastructure, the development of skilled human resources, and the analysis of the needs for improvement of the existing programs, all in the area of technology transfer between the public and the private sector;
 - II. Gap analysis;
 - III. Proposal for the structure of the digital portal describing its features, advantages, and proposals for follow-up activities;
 - IV. Conclusions and recommendations

INTRODUCTION

8. The objective of the Project is to stimulate local innovation and technology transfer in developing countries (especially LDCs) for economic growth and social development through providing them with the necessary support in: (i) establishing and improving the necessary infrastructure (legal and organizational); (ii) developing professional skills for the effective use of the IP system in the area of innovation and technology transfer.
9. The implementation of the project will: (a) assist developing countries in setting up and improving the necessary mechanisms for technology transfer from the public sector, including setting up technology transfer offices in public universities and research institutions; (b) enhance the understanding of the potential uses of the IP system for development and growth; and (c) greatly facilitate the availability of the tools, guides and models relating to IP infrastructure and management by creating a one-stop-shop technology transfer portal on WIPO's website.
10. Target beneficiaries include: universities and research institutions, industry, small and medium enterprises (SMEs), IP professionals, scientists, technology managers, government officials and policy-makers.

A. Definition of Innovation and Technology Transfer

11. In a general way, innovation could be defined as a way of creating a new value through a new idea. More concretely, innovation could be applied to a new product, new processes, methods, inventions or organizations. Innovation often involves rights of the creator(s); these rights are called IP rights. Technological innovation is the development of a technical solution to a specific technical problem. The technological solution may be referred to as an invention.
12. Technology transfer is the process of transferring scientific research results, technical expertise or know-how developed by an individual, enterprise, university or organization to another individual, enterprise, university or organization. Effective technology transfer results in the commercialization of a new product or service.

B. What is the Relation between Innovation and Technology Transfer?

13. Innovation can contribute significantly to a nation's economic and social development. It is particularly true in the case of technological innovation. With new technologies, the value of products and services are improved, hence generate wealth. In the process of creation and commercialization of such new technologies, the technologies are transferred to another party in order to further develop or commercialize them (transform them into a business). Innovation is the space between problem and solution, or in the words of Raghunath Mashelkar, an eminent Indian scientist, the space between mind and market.¹ Technology transfer is the process of sharing the skills, knowledge, technologies, and methods of manufacturing among different institutions or different countries to ensure that scientific and technological developments are accessible to a wide range of users.

¹ F. Gurry, WIPO's DG. Speech at the WTO 7th Ministerial Conference, November 30, 2009.

C. What are the Necessary Preconditions for Establishing an Efficient System for Innovation Promotion and Technology Transfer in the Country?

14. In any given country, there are necessary preconditions for establishing an efficient system for innovation promotion and technology transfer (see Figure 1). Political commitment and a national economic strategy are the first essential preconditions. Subsequently, an intellectual property infrastructure (IP laws and regulations, including a legal system for technology transfer contract enforcement) and a national IP and innovation strategy are required. A consistent and fair legal system for contract enforcement is as important to technology transfer as are strong IP laws. Then, capital is needed to fund research in areas where the country has or may come to have a comparative advantage. Additionally, scientific research capacity and institutional infrastructure such as technology transfer offices (TTOs) and IP policies in universities and research institutes are also required. Further, for the effective IP management it is necessary to have human resources with IP management skills. At the back-end, effective university-industry collaboration is needed for the commercialization stage where innovations are converted into marketable products.



Figure 1: Basic requirements for an effective innovation and technology transfer system

D. How Can the WIPO Project on “Innovation and Technology Transfer Support Structure for National Institutes” and “Innovation and Technology Transfer Portal” Assist Member States?

15. The WIPO Project on “Innovation and Technology Transfer Support Structure for National Institutes” and “Innovation and Technology Transfer Portal” can assist Member States by providing a digital repository of training modules, guides, tools, examples, models of national IP strategies, institutional IP policies, best practices and case studies accessible through one single visit (one-stop-shop). In addition, the structure is designed to be as interactive as possible to allow users’ feedback which will be used by WIPO to develop best practices for future initiatives. Finally, the structure aims to enable WIPO to do more with less (using new delivery methods), do better with less, as well as reinforce team and enhance systemic impact.

I. DESCRIPTION OF EXISTING INSTRUMENTS AND WIPO PROGRAMS RELEVANT FOR INNOVATION PROMOTION AND TECHNOLOGY TRANSFER

A. Introduction – Existing Instruments and Analyses of the Needs for their Improvements

16. Currently, existing instruments fall within two broad areas: the creation of infrastructure and the development of professional skills (see Figure 2). The former includes assistance in the development of IP strategies and institutional IP policies. The latter includes the patent drafting program and the successful technology licensing (STL) programs. In between are the university initiative (IP and technology management) and the R&D network and IP hub program.



Figure 2: Existing programs in the innovation and technology transfer section

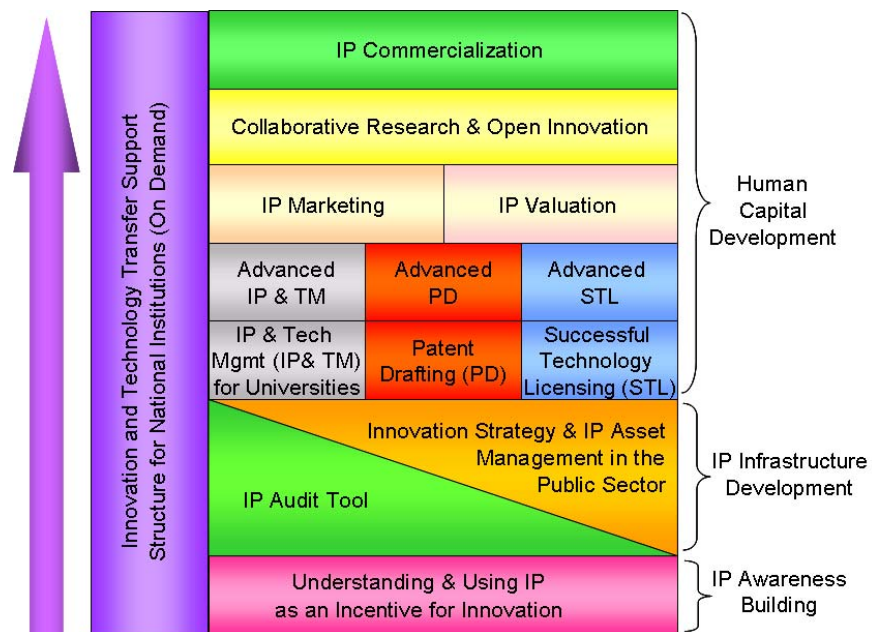


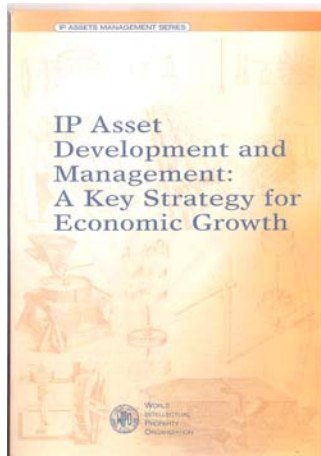
Figure 3: Present and future program menu in the innovation and technology transfer section

17. The variety of different products proposed by WIPO in terms innovation promotion and technology transfer can be schematically described (see Figure 3). This “menu” can be used by Member States to request assistance or capacity-building modules in a specific area of interest (from basic IP awareness building, to IP infrastructure development, to

human capital development). The “Innovation and Technology Transfer Support Structure for National Institutes” can in fact fill many of the needs of Member States in all the different areas of intellectual property (including, *inter alia*, patents, utility models, trademarks, copyrights, industrial designs and trade secrets).

B. Establishing Innovation and Technology Transfer Infrastructure

i. IP Asset Development and Management – A Key Element of Economic Development



WIPO Publication No. 896

Background Information on WIPO “IP Asset Management Series”

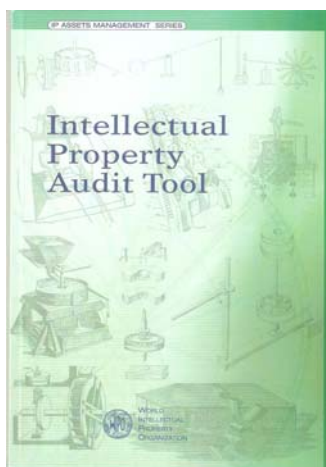
18. Over the last decade, the development and management of intellectual property (IP) has become a primary concern of private businesses, especially in the fast growing fields of technology and cultural industries. The field of Intellectual Asset Management – sometimes referred to as “IAM” – has become a professional discipline taught by business schools, and offered as a service by accounting, consulting, and law firms. In the private sector, complex systems have been developed for auditing IP assets, including computer software and patented business methods. Major corporations worldwide have established expert offices responsible for IAM.
19. At the macro-economic level, there is growing recognition that we are in an era in which intangible assets, including human capital and IP, are often the most valuable elements in national and regional economies. For that reason, policy makers in governments, universities, research institutions, and private businesses are increasingly involved in the development and implementation of proactive IP policies to encourage the development, accumulation and use of IP assets as a key tool in economic strategy in developing countries and LDCs.
20. Just as there are established techniques to enhance the IP portfolios of enterprises, there is a growing acknowledgment that proactive governmental policies and strategies can enhance the human capital and IP portfolios of nations.
21. At the governmental and institutional level many WIPO Member States requested practical information on basic elements, examples and models of IP proactive policies fostering innovation and indigenous creation, development and exploitation of IP assets, in particular in the framework of the WIPO Development Agenda process.

22. In response to these requests, WIPO Secretariat developed an “IP Asset Management Series” of publications, including following booklets:
 - (a) “IP Asset Development and Management: A Key Strategy for Economic Growth”
 - (b) “IP Audit Tool”
 - (c) “Patent Drafting”
 - (d) “Successful Technology Licensing”
23. The main objective of these publications, which are also used as manuals for the capacity-building programs, is to support WIPO Member States in the development of their human capital and IP related pro-active policies for national competitiveness and social, cultural and economic development.

How to Use “IP Asset Development and Management: A Key Strategy for Economic Growth”

24. The booklet identifies and presents data concerning the key policies, strategies and practices that are effective in stimulating and supporting the creation, development, accumulation, management and use of IP as an economic asset. Every country has its own specific needs and requirements in terms of IP asset development and management.
25. While these needs and priorities vary, there are certain elements of the strategic national and regional policies that appear effective in terms of supporting the use of IP for economic growth. The objective of this publication is to provide concrete information about the strategic elements of policies – such as IP audits, goal-setting and measurement, the identification of “clusters” or target areas for IP asset development, funding of research and development and “harvesting” of resulting IP, coordination of education and economic policies and planning with IP policies and planning, tax and other financial incentives for IP development, and their incorporation in the Member States’ innovation or IP strategies.
26. Complementary to this publication there will be an “IP Strategy Database” available on the web page of the WIPO Innovation and Technology Transfer Portal.
27. The booklet and database can be used by policy makers – on national and institutional level - as a useful source of basic information and orientation about the potential elements of IP policy and strategy.

ii. Intellectual Property Audit Tool



WIPO Publication No. 927

Background Information

28. The intellectual property audit (IP audit) is a management tool for the assessment of the value and risk of intellectual property assets. In the 1990s, IP audits became a common business practice in the private sector.
29. Growing awareness of the importance of development and management of intellectual property assets for national economies has encouraged a recent trend to conduct public sector IP audits on a national or regional basis (see Figure 4).

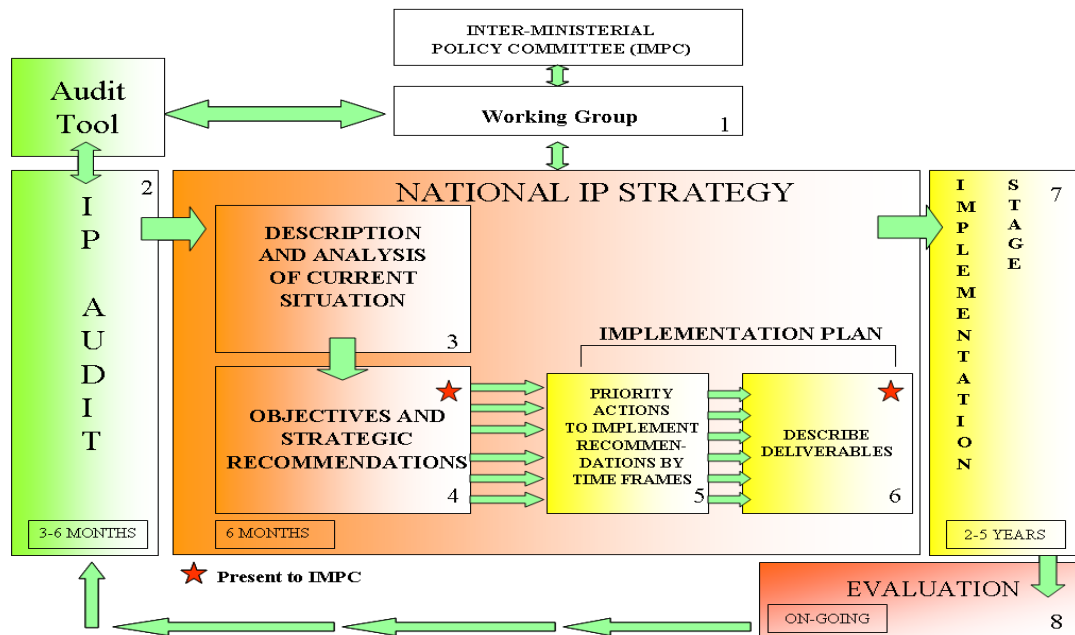


Figure 4: National intellectual property strategy methodology for an individual country

30. A public sector IP audit assesses the existing support infrastructure and preconditions for IP asset development and management in a country or region. That may be the first step in a broader process of defining a national or regional strategy for knowledge-led growth.
31. The IP audit responds to the question “where are we?” to help define “where we want to be” and what is “missing” to reach the goal.
32. The guiding principle of the public sector IP audit is the public interest. Its objective is to gain a comprehensive view of the environment for the development of IP assets and not to catalogue and evaluate specific assets (in fact, such a catalogue would be undesirable, as it could pose risks of disclosure and loss for IP asset owners who have not yet obtained legal protection).

How to Use “IP Audit Tool”

33. WIPO has developed the IP Audit Tool as a flexible instrument for governments to use in developing national IP strategy; policy makers may use this tool as a guide during the process of IP audit, as a first step in the definition of innovation or IP-related policy and strategy (see Figure 4).

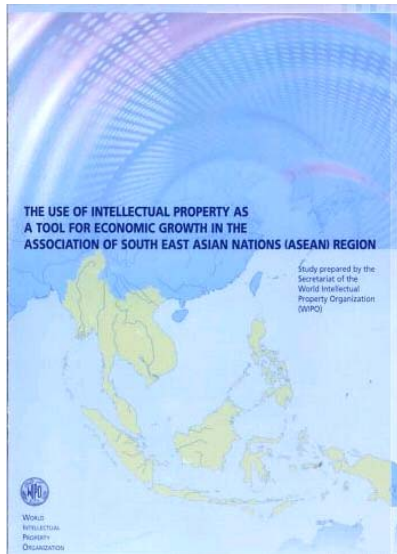
34. The IP Audit Tool may be modified and adapted to respond to the specific needs of each country or a region. It is in the form of a questionnaire and organized according to the different types of subject matter – such as Plans, Strategies, and Policies Relating to Intellectual Property; General Data and Metrics; Clusters and Targeting Fields of Competitive Advantage; Human Capital Development; Brain Drain and Brain Gain; Branding and Marketing, etc.
35. The role of WIPO in the IP audit process is to support its Member States in their efforts, to provide expert guidance and other services upon request - to facilitate communication with other international organizations, international experts and international private sector, to assist in evaluation of the results and to take part in follow-up activities.

iii. WIPO Innovation Strategy Training Program

36. The primary challenges associated with innovation process management include difficulty of identifying the best ideas for the correct market with the right resources, a lack of coordination, and challenges measuring innovation. Member States sometimes lack appropriate innovation processes, metrics for development, or cross-functional collaboration. Inventors are faced with limited opportunities to communicate and contribute their ideas to the relevant institutions.
37. In order to assist Member States, WIPO is planning to develop a training program for innovation strategy and to provide assistance and possible solutions in order to establish a national strategy for innovation. The process may include the following six steps:
 - (a) Strategize: in order to foster innovation, Member States may first establish and prioritize economic drivers and metrics;
 - (b) Create appropriate infrastructure and legal framework;
 - (c) Enhance research capacity of the Member State;
 - (d) Identify potential innovations and disruptive technologies that would give the Member State a comparative advantage;
 - (e) Develop strong education system and provide incentives and opportunities for skilled professionals;
 - (f) Formulate constructively-interfering initiatives and collaborations;
38. Exploring innovation, WIPO is also active in promoting and moving towards a world of multi-polar innovation, looking at open innovation as well as in providing platforms that can be as important as treaties as vehicles for international cooperation. In the networked world, platforms are vital means for spreading the benefit of innovation, increasing participation in open innovation and improving the efficiency of technology markets. Thus, they can be vehicles for achieving balance between incentivizing knowledge generation, on the one hand, and ensuring knowledge transfer, on the other hand².

² F. Gurry, WIPO's DG. Speech at the WTO 7th Ministerial Conference, November 30, 2009.

iv. **ASEAN Study: The Use of Intellectual Property as a Tool for Economic Growth in the Association of South East Asian Nations (ASEAN) Region**



WIPO Publication No. 914

39. The collaboration between WIPO and the Association of South East Asian Nations (ASEAN) on intellectual property began in the early 1990s, when the ASEAN Framework Agreement on Intellectual Property Cooperation was drafted with advice from WIPO.
40. At the Seventh WIPO-ASEAN Consultation Meeting in May 2001, the use of intellectual property as a tool for development and wealth creation within ASEAN was discussed. It was recognized that properly using and managing intellectual property can contribute to national and regional economic growth. More information on the practical uses of IP to boost economic growth was sought by ASEAN Member States, and WIPO was asked to prepare a study on how intellectual property could contribute to economic growth in ASEAN, based on practice and focusing on experiences and needs of the ASEAN region.
41. Accordingly, a Study on the Use of Intellectual Property as a Tool for Economic Growth in the ASEAN Region was conducted, and a report prepared by the Secretariat of the WIPO in 2002.
42. The 2002 Study found that many ASEAN countries are already developing and using intellectual property as an economic asset, and deploying a number of government and private sector policies supporting the development, accumulation and use of intellectual property as economic assets. However, these policies are not exclusively or necessarily directed at intellectual property, but are concerned with education, research and development, science and technology, economic development, trade and other related areas.
43. Through these multi-layered policies and practices that are engendered, these ASEAN countries are creating the economic, educational, organizational and institutional infrastructure that supports and makes possible the use of intellectual property for economic development.
44. The 2002 Study concluded that ASEAN countries as a whole are already leaders in regional and national policies to promote IP asset development and management.

Recommendations were made to carry on the work that is already being done in this area in a more intensified manner or to its logical conclusion.

45. Recommendations focused on areas such as adoption of written national IP Strategic Plans, development of IP professionals, promotion of licensing and commercialization, financial initiatives and the potential benefit for the region to explore the creation of an ASEAN Regional Network from universities and R&D centers, and other IP-related institutions. The Network should serve the IP-related business development service needs of ASEAN enterprises, inventors, universities and R&D institutions, to stimulate and promote IP asset creation among ASEAN countries in the long term, to enhance further research and inventive activity, to attract venture financing, foreign investments, IP-based joint ventures and licensing transactions and eventually open up opportunities for regional collaboration, cooperation and synergy. In addition, another unpublished report entitled "Study on the Feasibility of Establishing Intellectual Property Hubs in the Association of South East Asian Nations" written in August 2005 provides a feasibility study on the establishment of IP-related Business Development Service (IP-BDS) Hubs in ASEAN.

v. Research Networks and Intellectual Property



WIPO Publication No. 921

www.wipo.int/freepublications/en/intproperty/921/wipo_pub_921.pdf

Background Information

46. The R&D Networks Project is one of the most successful WIPO projects in the area of the IP strategy and university technology transfer. It was conceptualized as a pilot project for R&D institutions in the health sector in Colombia and Central Africa, that can be copied and used in developing and countries in transition as a model of R&D innovation strategy based on the economy of scale approach (most efficient strategic use of the existing resources for achieving sustainable scientific and economic objectives).
47. Upon even initial implementation of the Project in Colombia users were able to identify measurable performance results (7 new patent applications in the Health Sector R&D Network in Colombia). This positive outcome influenced the decision of the Government of Colombia to apply the same model in the energy and agrochemical sector.
48. The need to develop a particular IP strategy for R&D institutions came from the findings that there is an important amount of research and development (R&D) activity carried out by R&D institutions in the developing world, particularly in the health sector.³ However,

³ E.g. in the field of Malaria, HIV/AIDS, Tuberculosis, Sleeping Sickness, Ebola and other tropical diseases and often involving application and refinement of traditional medicine and local genetic resources.

developing countries R&D institutions have severe difficulties in using the intellectual property (IP) system for protecting their research results and for commercially exploiting them. The consequence is that there is often no economic return on R&D investment and limited social benefit in terms of needed therapies. This discourages developing countries (in both public and private sectors) from investing in research to solve pressing health problems. In turn, this means that there is limited local manufacture and distribution. Ultimately, this limits access to vaccines and treatments, and affects prices (The Research Ownership-Exploitation Challenge).

49. The use of networking models for R&D institutions in developed countries is extensive and well documented. Networks help leverage costs and resources using economies of scale, and also may accelerate research and strengthen opportunities for licensing.
50. However, the concept of R&D Networks Project, introduced a new element – the creation of IP Common Services Hubs as an original concept for applied research that can help solution of the Research Ownership-Exploitation Challenge.
51. The project was developed and sponsored by WIPO and a Swiss Government donation, in collaboration with the following government, academic and non governmental institutions:
 - (a) The Superintendence of Industrial Property of Colombia;
 - (b) The National Institute on Science and Technology (Colciencias);
 - (c) The Immunology Institute of Colombia Foundation (FIDIC);
 - (d) The African Organization for Intellectual Property (OAPI);
 - (e) The Executive Secretariat of the Economic and Monetary Community of Central Africa (CEMAC);
 - (f) The Organization for the Control of Large Tropical Diseases in Central Africa (OCEAC);
 - (g) The Foundation Geneva International Academic Network (GIAN/RUIG);
 - (h) The Graduate Institute of International Studies of Geneva (HEI), University of Geneva;
 - (i) The Hautes Études Commerciales (HEC), University of Geneva;
 - (j) The Swiss Tropical Institute (STI), University of Basel;
 - (k) The International Institute for Management Development (IMD), Lausanne;
 - (l) The Council on Health Research for Development (COHRED), Geneva.
52. The model was tested in two sites, a sub-regional R&D Network for French Speaking West Central Africa (Cameroon, Chad, Central African Republic, Equatorial Guinea, Gabon and Republic of Congo) and one national Network in the health sector in Colombia.
53. Taking into account the positive impact that this WIPO project already had on the Health Sector in Colombia, showing that it is feasible and applicable in developing country, as well as the fact that current economic situation, international efforts in finding solution for emerging IP issues and even new business trends related to the innovation and IP (“collaborative innovation”) are creating particularly favorable environment for the creation of new R&D networks – WIPO will continue to work on the development of applied models of Networks adjusted to the particular needs and conditions in different regions and for different sectors.

Basic Concept of the Project

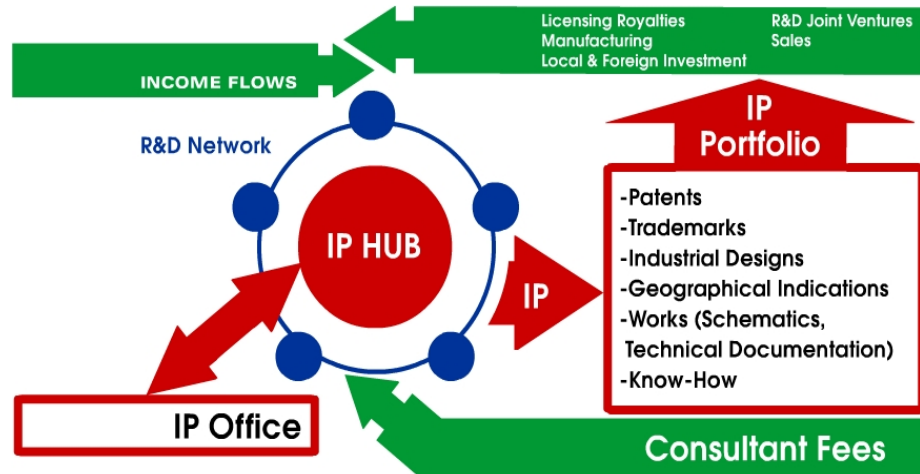


Figure 5: A WIPO-tested micro-strategy for IP assets protection, development and commercialization

54. R&D institutions, preferably doing the research in the same scientific area, should form a Network, based on institutional relations and legal contracts regulating the rights and obligations of the members (see Figure 5). Inter-institutional agreements can have different level of legally binding relations – from a very formal (envisaging the obligation of the exchange of the research results) to a rather informal ones. The Network needs to be supported by an IP Hub that provides IP and technology management services to all members in the process from research results to the market. In a specific situation IP Hub can even be a virtual one. This strategy model, based on economy of scale principle, creates an opportunity for the Network members to efficiently use existing scientific, financial and management resources, to create inter-disciplinary approach to the scientific problems and collaborative innovation opportunities, obtain higher level of protection, development and commercialization of research results by using professional services of the IP Hub, and ultimately gain better return on the investment.
- vi. **IP Policy Manual and Training Program: Intellectual Property Policies and Technology Transfer Procedures for Universities and Research and Development Institutions**
55. This guidebook aims at providing managers of universities and research institutions with information and guidance to assist in making appropriate choices when preparing their institutional Intellectual Property (IP) policies and implementing them in practice.
56. For simplicity, the guidebook sets out ten key questions are considered in order for universities and R&D institutions to effectively manage their IP and technology.

57. The ten key questions are:
- (a) Who owns IP generated by publicly- funded research?
 - (b) How are revenues from research commercialization shared among faculty, university, government and other stakeholders?
 - (c) What rights does the government have on IP generated at universities and R&D institutions?
 - (d) Is private funding for defined research projects acceptable?
 - (e) What choices do universities and R&D institutions have for commercializing their research results?
 - (f) Who manages IP and technology transfer in universities and R&D institutions?
 - (g) What IP management procedures should be followed by the university or R&D institution?
 - (h) How can the cost of protection and maintenance of IP be managed?
 - (i) How can conflict of interest and commitments be handled?
 - (j) How should universities and R&D institutions encourage and motivate scientists/ researchers?
58. The range of options available and the pros and cons of various models are analyzed against each question, and different country examples are provided. It is not the purpose of this publication to provide answers or recommendations, but rather to provide objective information that will support the readers as they make their own judgments. The reader may use this publication as a checklist, with the possibility of adding further information from other sources and calibrating with national policy and experience. The publication concludes with a chapter on a Model Intellectual Property Policy that also provides sample forms.

C. Development of Innovation and Technology Management Professional Skills

i. University Project: IP and Technology Management Program for Universities and R&D Institutions in the Framework of the WIPO University Initiative Program

59. WIPO University Initiative Program was adopted by WIPO Member States during WIPO General Assembly in 2002.
60. WIPO developed a Program that assists universities and R&D institutions engaged in scientific research, in promoting scientific innovation and enhancing their IP management capacity and technology transfer systems, particularly in developing countries and countries in transition.
61. The achievements of the Universities Project are:
- (a) Establishment of IP and technology transfer infrastructures in several countries;
 - (b) Assistance in development of institutional IP policies in a number of universities and R&D institutions;
 - (c) Support in setting-up of technology transfer offices (TTOs) in universities and R&D institutions;
 - (d) Implementation of professional training programs on IP and technology management for technology transfer managers in universities and R&D institutions and policy makers;
 - (e) Development of training programs, practical tools, manuals, a database with samples of real licensing contracts and other agreements generally used in TTOs, best practices and exercises that support the above mentioned activities; and

- (f) Establishment of a forum among scientific and academic communities so that universities and R&D institutions can share information and their experiences.
62. The assistance under this Program is implemented based on the requests submitted by Member States. The training program, usually, a 3-4 day workshop, incorporates basic and advanced modules. However, upon each request, the training program is customized according to the needs of the Member State and individual institutions.
63. Workshops/seminars/conferences include the following subjects:
- (a) Theoretical understanding of scientific innovation and technology transfer and its importance for the national economic growth;
 - (b) Innovation and technology transfer trends, e.g., various models of technology transfer offices, open innovation, or cross-border technology transfer etc.
 - (c) Establishment of IP infrastructure and technology transfer offices;
 - (d) Effective technology transfer mechanism – from Research to Commercialization including research project management, invention disclosure process, protection and commercialization procedures
 - (e) Collaboration between University-Industry-Government
 - (f) Critical issues in dealing with IP and technology management, e.g., IP rights ownership, benefit sharing, conflict and interest etc.;
 - (g) Development of institutional IP policies;
 - (h) Case studies, model cases and best practices;
 - (i) IP policy/IP commercialization exercises simulating realistic situations.
64. The training course is coordinated by the WIPO staff responsible for this Program, his/her tasks are:
- (a) Proposal of training program/agenda/curriculum;
 - (b) Proposal of international and local speakers;
 - (c) Proposal of participants;
 - (d) Coordination with the national organizers;
 - (e) Coordination with each expert of his/her deliverables in the training course;
 - (f) Preparation of presentations and exercise material;
 - (g) Delivering presentations and practical exercises;
 - (h) Overall supervision of the training course;
65. The national organizer, usually the national government, is responsible for:
- (a) Communication and coordination with WIPO specific needs of the course;
 - (b) Selection of participants and local speakers;
 - (c) Logistic support.
66. The advanced module deals with each of these subjects in further details. Target audiences are current and potential technology managers in universities and R&D institutions, university senior managers, researchers, government officials in charge of promoting university technology transfer and policy makers.
67. To support the Program, a guide book (approx. 150 pages) entitled “IP Policies and Technology Transfer Procedures for Universities and R&D Institutions” is being developed and is scheduled to be published in the first half of 2010. Once published, this book will serve as a guide for IP and technology management in universities and R&D institutions.

ii. Patent Drafting Program

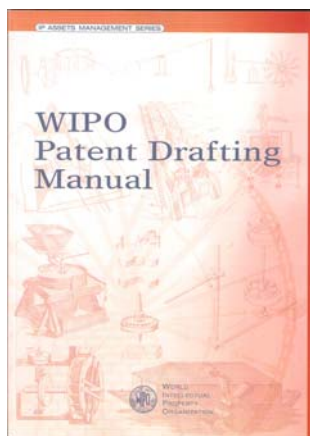
68. This Program was developed based on studies on this subject carried out by WIPO and the request submitted by the Member States. The studies confirmed that the lack of expertise in drafting patent claims is one of the key obstacles for inventors in developing countries, in particular, in LDCs, in filing patent applications. As a result, the Program was elaborated in order to develop claim drafting skills among scientists, inventors, technology managers and patent practitioners
69. The training Program deals with subjects related to concept of patents, identification of what can be patented, preparation for and filing procedures of a patent application, with focus on claim drafting skills that determine the scope and coverage of the protection, so that their patent applications would be of better quality and complying with requirements of the national and international patent systems.
70. The course is carried out by WIPO officials and external experts (patent attorneys), usually lasts from 5 to 8 days, followed by a two-month distance learning course and sometimes with an additional three-day complementary training course.
71. The achievements of the Patent Drafting Program are:
- (a) Elaboration and the publication of a Patent Drafting Manual (138 pages);
 - (b) Translation of the Patent Drafting Manual in English, French, Spanish and Portuguese;
 - (c) Development and implementation of training courses for professionals and trainers;
 - (d) Development of training programs, tools, manuals and exercises;
 - (e) Development and implementation of a follow-up distance learning course that lasts 2 months;
 - (f) The Program is highly appreciated by the Member States and it has been implemented in a numerous countries in 5 different regions.
72. The Manual consists of nine chapters, two appendixes and one glossary. Each chapter is completed by self-test exercises. The training program follows the content of the Manual and covers all the concepts and theoretical elements. Although the course is based on the Manual, the specific demands of each Member State are taken into consideration and the program of each course is tailored to individual requests.
73. Master PowerPoint presentations are provided by WIPO. Instructors must cover the subjects included in the slides. However, the external experts and WIPO officials each time review the presentation material and provide their own examples and build further the concepts proposed by the WIPO training material.
74. WIPO's responsibilities are:
- (a) Propose international and/or regional experts to participate in the program;
 - (b) Discuss with Member States the specific needs of the audience in terms of content and focus on particular technical areas;
 - (c) Propose the Member States a provisional program for their comments;
 - (d) Discuss with experts their role in terms of providing theory and preparing claim drafting exercises;
 - (e) Pre-select with the local organizer the participants with a desired profile;
 - (f) Discuss with Member State the pedagogical strategies to be used such as the length of the program and the implementation of in-situ and distance learning modules;

- (g) Provide the training material such as the manual, exercises, binders with program and relevant information, as well as the final certificates.

75. Responsibilities of the local partner include:

- (a) Inform and discuss with WIPO about specific national needs and challenges in order to facilitate the customization of the program;
- (b) Select local participants in accordance to the adequate profile;
- (c) Provide the logistics and administrative support for the training program;
- (d) Propose local experts to take part in the program.

76. In order to optimize the results of this Program, participants must have a technical background. The Patent Drafting Program should be offered mainly to professionals who will be assisting creators to protect their inventions. Usually, drafters are professionals who work, inside technology transfer offices or similar units in universities and R&D institutions, practitioners in patent law firms; or specialized units of companies. They should have a technical background in the field they are going to develop their drafting skills. International and regional experts are expected to present the theoretical contents of the Manual, guide participants in the self-test exercises of the Manual, prepare specific exercises for the practical part of the program, coach participants in their drafting activities, and give WIPO feedback on eventual evaluation and improvement of the Program.



WIPO Publication No. 867

77. The Manual provides the necessary guidelines and an understanding of the skills needed for drafting a patent application, filing it and working with patent authorities. The primary aim of this Manual is to assist all inventors in protecting their intellectual property through carefully crafted patent applications.

iii. Innovation Promotion, Technology Transfer and Successful Technology Licensing (STL) Training Program

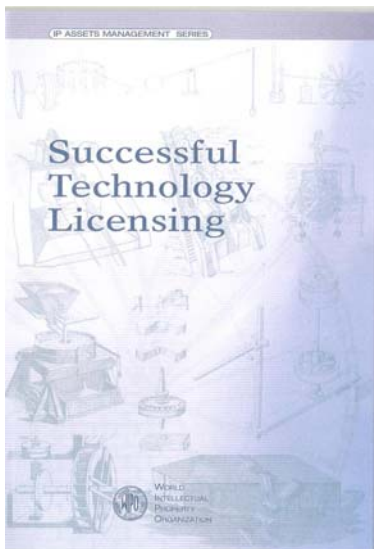
Existing Relevant Instruments and Programs

78. One of the basic preconditions for the establishment and efficient functioning of the economy based on knowledge and innovation is the existence and permanent development of professionals with adequate skills related to the creation, protection, management and exploitation of an IP asset. Most of the developing and countries in transition are lacking professionals with technology management skills such as marketing, licensing or IP valuation.

79. In order to support Member States in their efforts to create favorable preconditions for indigenous IP creation and innovation, as a part of their national IP or innovation strategy for economic growth, WIPO Secretariat developed an “IP Asset Management Series” of manuals, followed by the capacity building programs in the area of technology management.
80. The Successful Technology Licensing (STL) Training Program (link - model of standard program and protocol) is based on the Successful Technology Licensing manual (WIPO publication 903 – link to the booklet and translations) and was conceptualized as a capacity building tool for development of licensing professionals in the WIPO Member States.
81. The objectives of the program are: (a) to introduce the overall context in which licensing occurs, in order to explain what is the role and importance of licensing agreement as a mean for technology transfer; (b) to explain the fundamental notions of the licensing philosophy, the ways it should be used in the business and differences with other IP related contracts (Development Collaboration, Sponsored Research, Material Transfer or Service Research Agreement);
 - (a) Offer specific knowledge on key terms of licensing agreement, mechanics of the negotiation and guidelines for drafting; and
 - (b) Give the opportunity to the participants to apply knowledge acquired during the training in a practical way throughout hypothetical negotiation and drafting exercise.
82. The STL Training Program is available as basic, advanced and train the trainers course, and it can be organized as a four or five days interactive Workshop.
83. After a regular participation in the four (or five) day basic training program, the participants should:
 - (a) Have a global vision of the technology transfer process and the role of technology licensing in it;
 - (b) Appreciate the fundamental notions of the “licensing philosophy;”
 - (c) Acquire the necessary level of knowledge of licensing principles, key terms of the agreement, mechanics of the licensing negotiation and drafting in order to:
 - (i) Identify potential business opportunities and risks in particular licensing agreements;
 - (ii) Successfully participate in the licensing negotiation;
 - (iii) Give a valuable contribution to the content of the agreement, in collaboration with legal counsel and other team members.
84. The program for the advanced STL course is customised to the particular needs and demands of the Member States and their participants who already completed the basic STL and would like to receive training on the advanced licensing issues, such as technical standards, IP valuation or drafting of a licensing agreement (see model of the advanced STL program enclosed – link).
85. STL Booklet, which is the basic manual for the program, is translated in 10 languages of the Member States – English, French, Spanish, Russian, Arabic, Chinese, Romanian, Portuguese, Vietnamese and Serbian.
86. With the experience gained by delivering STL Training Program for participants from more than 40 countries (link - map with the countries where it was delivered) it became evident that for better understanding of licensing business opportunities and its potential positive

impact on the solution of needs and national competitiveness, it was necessary to position technology transfer and licensing in the broader context of innovation promotion on different levels (regional, national, sectorial, institutional).

87. Due to the frequent demands of Member States to tailor the STL program in line with the specific conditions in the particular region (such as Caribbean Region – enclosed the model of the program), or of the sector (energy, biotechnology or nuclear research – link to the STL program for International Atomic Energy Agency - IAEA), the STL Training Program evaluated into a flexible innovation capacity building tool.
88. The achievements of the Successful Technology Licensing (STL) training Program are:
 - (a) Publication of a Successful Technology Licensing (STL) Manual (52 pages);
 - (b) Translation of the Successful Technology Licensing (STL) Manual in 10 languages;
 - (c) Creation, development and implementation of training courses for professionals and trainers in Successful Technology Licensing;
 - (d) Development and implementation of training programs, tools, manuals and exercises;
 - (e) Training course is highly demanded by the Member States and it has been implemented in several countries all over the world.



WIPO Publication No. 903

89. This booklet includes guidance on how to prepare for, as well as how to conduct, licensing negotiations. Licensing implies an agreement between parties who receive and exchange approximately equal benefits and value.

www.wipo.int/ip-development/en/strategies/pdf/publication_903.pdf

II. GAP ANALYSIS

A. IP Valuation in the Context of University-Industry Technology Transfer

90. The knowledge based economy and sophistication of the market demands have placed the value of intangible assets – such as knowledge, know how, innovation or intellectual property (IP) – very high in the overall assessment of the businesses and their competitiveness. In that context IP had been recognized as a valuable form of an intellectual asset, with particular ability to increase the value through strategic use of skilled human capital and IPR management. Starting in the 1990s, businesses adopted a more proactive intellectual property rights (IPR) management policies, in order to foster value creation in more collaborative forms of innovation – “open innovation”. In this dynamic process, IP valuation became an important part of IPR management and also an issue for numerous professionals – business people, accountants, tax authorities, regulators, technology managers, etc. The challenge in performing IP valuation is “how to choose the most applicable method” to determine the value of the particular IP asset, having in mind that there are – according to valuation professionals – more than fifty existing and practicing valuation methods today.
91. The challenge is even more significant for universities and R&D institutions, in particular in developing countries. One of the consequences of this business innovation “openness” for acquiring, licensing or selling the IP to other partners, is the development of IP market and the introduction of new actors – such as academic and research institutions. With the exception of the United States, where publicly-funded universities and R&D institutions started to develop licensing practices already in late 1980s – after adoption of Bayh Dole Act, in most of the other countries, even developed ones, IP management of the research results and transfer of technology from universities to the private sector in a more systematic and regulated manner, is relatively a new practice. Thus, research institutions, or their technology management units, are facing the same starting problem as businesses – “How to determine the value of the IP created? Where to start? Which method to apply?”
92. However, the IP valuation challenge is bigger for universities, in particular those in developing countries and countries in transition, which are just in the process of establishing technology management units and practices. The problems are numerous – lack of skilled professionals and knowledge of market mechanisms, no comparative internal experience and business records, limited or no resources for access to professional services and databases, commercialization of a very early stage technologies where there is no market comparables.
93. Taking this into account, the WIPO Secretariat developed – in the framework of the Successful Technology Licensing (STL) Training Program a mini module on IP valuation, its basic methods (Market, Cost and Income) and practical exercise – valuation of the technology that is a subject matter of a licensing agreement (negotiated during the STL course). The objective was also to show when and how IP valuation should be applied in the process of the transfer of technology – from research result to the market. Responding to the requests of a number of already trained STL participants, Secretariat prepared and delivered the advanced IP valuation training courses for universities and research institutions in developing and countries in transition (Tunisia, Senegal and Serbia).
94. In order to provide more comprehensive support to Member States in their efforts to develop technology management professionals the Secretariat is presently preparing a Manual on IP Valuation for Universities and R&D Institutions. The Manual should be used as a base for IP valuation training program – with standard program, presentations and

other training materials. This IP Valuation Training Kit should be developed and available for Member States at the end of the biennium 2010 – 2011.

B. IP and Technology Marketing

95. One of the most important processes in commercialization of IP and technologies is marketing. To find out the technology owner, potential licensees, a company which is interested in commercializing your technology is the key to success. IP and technology marketing involves also questions such as where to file patents? where are the potential markets?, who is working in the same technical fields? etc. Technology marketing research is often conducted through patent information search. In order to effectively manage IP and technology, it is desirable that WIPO develops a program to assist universities and R&D institutions in developing countries to develop their marketing skills. In addition, R&D facility marketing could be a valuable additional resource. R&D facility marketing could be done by establishing on a national or even, later on, world-wide basis a map or atlas showing the specific areas, with a roster of researchers' names from R&D facilities that could be easily accessed by interested SMEs, or other companies, in order to find cooperation partners at universities or public research organizations. The aim of this resource is to discuss WIPO's measures to improve collaborative research offering information and a marketing platform for R&D facilities.

C. Reinforce the Profession: Understanding and Using IP as an Incentive for Innovation – An Integrated Module

96. There are times where it is difficult for WIPO Member States to identify what assistance is needed most for their countries. WIPO is sometimes approached by the Member States that have perfectly understood the importance of the IP role in innovation and economic development and are aware of the IP tools made available, yet they are not sure in which way their countries can implement such tools.
97. In order to fill this gap experienced by several Member States, the creation of a Basic Information Course on How to Use IP and its Several Tools in its Favor is suggested. This would be a basic yet not shallow short course on IP and its several facets which would be emphasized in accordance with the target audience, for instance, in case the attendants to this course are policy makers, emphasis would be given to the possible IP strategies on a national and international level and required infrastructure, in case the audience are Universities the course would give guidance on what Universities needs to put in place in order to have an effective and efficient use of IP through different levels.
98. This course would give fundamental information on the patent, trademark and copyright systems and the structures required to a country to be able to use and to profit from the system with emphasis on innovation. As a comprehensive course apart from the information on the three main branches of IP and the structure needed to use, implement and profit from them, it would also encompasses notions of:
- (a) IP Asset management
 - (b) IP Audit
 - (c) University and enterprise partnership;
 - (d) IP Valuation;
 - (e) Patent Drafting;
 - (f) Trademark Registration;
 - (g) Technology Transfer;
 - (h) Help to choose which “product” is needed from what WIPO offers.

99. As all the courses offered by WIPO, this would be tailor made and designed in accordance with the requesting party(ies).

D. Collaborative Research

100. For successful commercialization of IP and technologies for the national economic and social development through effective IP and technology transfer systems, it is essential to develop fruitful collaboration mechanisms (open innovation, networked innovation) between universities, research institutions, and private enterprises in various sectors, endorsed by the government. However, to establish such collaborations requires professional skills in IP management and business. It is identified that these skills are widely missing among universities and R&D institutions in developing countries and WIPO could provide assistance in this area.

E. List of Marketplace Sites

101. A short list of marketplace sites is included here only for further information:

InnoCentive: <http://www2.innocentive.com>

Tekscout: <http://www.tekscout.com>

Yet2: <http://www.yet2.com>

NineSigma: <http://www.ninesigma.com>

OceanTomo: <http://www.oceantomo.com>

IP Marketplace: <http://www.ip-marketplace.org>

These examples of marketplaces are only given to illustrate some open collaborative initiatives. For more information, the WIPO “Project on Open Collaborative Projects and IP-Based Models” (CDIP/6/6) provides relevance of marketplaces for developing countries.

III. DIGITAL PORTAL DESCRIPTION

A. Practical Implementation of Existing Instruments in WIPO's Program

i. Generalities

102. As far as public WIPO website is concerned, the design and layout of the digital portal should be created in compliance with WIPO standards. The digital portal will be the practical implementation of the "Innovation and Technology Transfer Support Structure for National Institutions." The digital portal will be a digital repository of training modules, guides, tools, examples, models of national IP strategies, institutional IP policies, best practices, case studies and a database with samples of typical agreements (including licensing contracts), accessible through one single visit (one-stop-shop) on WIPO's website. The goal of the portal is to assist Member States to develop and improve national IP institutional capacity through further development of infrastructure and other facilities with a view to further enhance the functionality of national IP institutions and promote fair balance between IP protection and the public interest.

WIPO	Program Activities
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS Portal</p> <ul style="list-style-type: none"> • Infrastructure <ul style="list-style-type: none"> – IP Audit Tool (927) – IP Asset Development and Management (896) – R&D Network and IP Hubs (921) – National IP Strategies for Technology Transfer • Know-How <ul style="list-style-type: none"> – University Project – Patent Drafting Program – Successful Technology Licensing – IP Valuation – IP Marketing <p style="text-align: center;"><u>New on the ITTS website</u></p>

Figure 6: Screen capture image of the first page of the innovation and technology transfer section portal

103. Figure 6 gives a detailed overview of what the main page of the digital portal should look like. It should be the entry page of the digital portal and is structured in four main parts. The vertical section on the left is devoted to links to information and details of what is available when accessing the main first page of the digital website. The left part remains available from each and every page one is in the portal to facilitate navigation and retrieval of whatever information is needed at any time, such as for instance, access to project and

project status of the Section, link to available publications in one glance⁴, link to a general innovation and technology transfer glossary, as well as the possibilities to search for contacts and help inside the section, to search for information (search button) or to search for past and upcoming events (events button). The second part is referred to as the infrastructure, in which an overview of activities of the section is given on a global level such as institutional and policy activities. Examples of deliverables here are Audit Tool, IP Asset Development and Management, as well as examples of networking activities developed so far by the Section and known national IP strategies for technology transfer given by Member States. The third part is what can generally be referred to as capacity building activities of the section (know-how). This essentially consists of projects, programs and tools developed and delivered by staff of the Section in order to help stakeholders to know better, and practice, IP matter in their daily life, starting from implementing IP from the university to developing patents portfolio and managing IP rights through licenses or even selling innovations. For this second and third part what is in red provides links to other pages and/or documents in the digital portal. Finally, the fourth part gives access to any update incorporated in the portal via the news box (in which box, latest news are given first and then going backwards).

ii. **University Project**

WIPO	Program Activities
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS Portal</p> <ul style="list-style-type: none"> • Infrastructure <ul style="list-style-type: none"> – IP Audit Tool (927) – IP Asset Development and Management (896) – R&D Network and IP Hubs (921) – National IP Strategies for Technology Transfer • Know-How <ul style="list-style-type: none"> – University Project – Patent Drafting Program – Successful Technology Licensing – IP Valuation – IP Marketing <p style="text-align: center;"><u>New on the ITTS website</u></p>

Figure 7: Screen capture image of the university project page within the innovation and technology transfer section portal

⁴ Note that on that page, all documents will be provided in the different languages they are available and also as word, pdf, html files, as the case may be.

104. From that page it will be linked to existing instruments as described in section I.C. It is intended to provide universities and R&D institutions in developing countries and countries in transition with assistance, especially by giving access to these institutions and knowledge on how to establish IP infrastructures, develop IP policies, set up technology transfer offices (TTOs) and manage their IP as a result of research activities. The digital portal will include description of tools made available, training programs and other activities taken under this Programs that universities and R&D institutions that are new to the subject could learn from the portal and would be well guided to make their choices towards developing their own IP policies and effective IP and technology management.
105. The portal will also serve as an online forum for universities and R&D institutions participating in the WIPO University Initiative Program, where they can communicate, share information and experiences.

iii. **Patent Drafting Program**

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS Portal</p> <ul style="list-style-type: none"> • Patent Drafting Program <ul style="list-style-type: none"> – Objectives – Description – Background – Resources <ul style="list-style-type: none"> • Publications <ul style="list-style-type: none"> – Patent Drafting Manual (867) – Exercises – Tutorials – DL – Achievements (reports)
	Restricted area (password) to courses and partner list

Figure 8: Screen capture image of the patent drafting program page within the innovation and technology transfer section portal

106. As explained above under item I.C.ii, participants of the Patent Drafting Program must have a technical/scientific background. Indeed, in order to properly draft patent applications the drafters should be able to understand the technical features of the invention: what technologies are to be disclosed and claimed in that application. Moreover, that person should also be able to understand content of patents, patent applications or prior art already published by others in the same field in order to better define the scope of protection expected. The drafting exercises are conducted by external patent attorneys and exercises will need individual feedback of the experts. For these

reasons, this part of the portal should be password protected and reserved to participants and experts of that training activity. That restricted area should also be considered as a networking tool between participants. Finally, feedback could be obtained through this page of the portal both from the participants and from the experts.

iv. Successful Technology Licensing (STL) Training Program

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us <li style="padding-left: 20px;">Helpline <li style="padding-left: 20px;">Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p>ITTS Portal</p> <ul style="list-style-type: none"> • Successful Technology Licensing <ul style="list-style-type: none"> – Objectives – Description – Background – Resources <ul style="list-style-type: none"> • Publications <ul style="list-style-type: none"> – STL (903) – Exercises – Tutorials – DL – Achievements (reports)
	Restricted area (password) to courses and partner list

Figure 9: Screen capture image of the successful technology licensing program page within the innovation and technology transfer section portal

107. That Program introduces the basics about preconditions and overall situation in which the technology transfer and licensing occurs, explains the fundamental notions of the licensing philosophy, the ways it should be used in the business and differences with other IP related contracts. Finally, it offers specific knowledge on key terms of licensing agreements, mechanics of the negotiation and guidelines for drafting. The Program is available both as a basic or advanced training. That part of the web site will give access to whatever is necessary to understand the objectives of the program as well as to provide links to the relevant information in connection with that program.

v. Description of Future Interface

WIPO	Innovation and Technology Transfer			
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p>Project & Mandate</p> <p>.....</p>	<p>Contact us</p> <p>Staff list</p> <p>Helpline</p>	<p>Publications</p> <p>927 (E, F, A)</p> <p>896 (E...)</p> <p>921 (E, F, S)</p> <p>867 (E, S, F...)</p> <p>903 (10 languages)</p>	
	<p>Multimedia</p> <p>Interactive films & media</p>	<p>Glossary</p> <p>Comprehensive glossary</p>	<p>Search</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px auto;"></div>	
	<p>Events</p> <p>2010</p> <p>2009</p> <p>2008</p> <p>2007</p>	<p>List Server</p> <p>Email address for electronic notifications of news (sign-up)</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 10px auto;"></div>	<p>News on ITTS website</p> <p>January 2010 New</p> <p>December 2009</p> <p>November 2009</p>	

Figure 10: Overall description of future interface within the innovation and technology transfer section portal

108. The aim of Figure 10 in this document should be a guide in order not to forget anything when the portal will be designed, i.e., serves as a tool in order to see in one glance what is available, what should be provided and/or envisaged, and to some extent gives what should be in the portal pages no designed so far. For instance the page on publications must give access to all documents in whatever languages and formats (word, html, pdf) they are available. Also, the “News on the Section website” box which is taken from first page of the Section portal (see Figure 1) must provide information by chronological reverse order of dates. The “Search” tool is not necessarily contained in a single page and can be included in the design of first page, but it is listed here as a separate item in order to overlooked it. The same applies for “List server” which can possibly be combined with the “Contact us” page. The “Glossary” is listed here even though it will be necessary to create it since no specific glossary of terms used in technology transfer and innovation is so far available (i.e., it is possible that the design of the portal could be completed before actual release of said final glossary). The same applies for “Multimedia” since no film or DVD was made so far for the work achieved by the section.

B. Analysis of the Needs for Improving the Current Program

109. Currently, the Section has focused mainly on developing material and on using this material to teach individuals in the fields of IP/technology management, patent drafting and technology licensing throughout the developing world. Based on the experience of carrying out this training Programs in several countries, the need to investigate how to develop best practices and derive better value for money has been identified as one of the main concerns and goals to be achieved. The training material of these 3 modules could be made available in a single portal (one-stop-shop) which would be a digital repository of the training modules, guides, tools, and examples, models of national strategies, institutional IP policies, best practices and case studies. The availability of this material on-line would clearly benefit a bigger number of users and enhance the impact of the work done.
110. During the 27 month duration of this Project, the objectives will be to:
- (a) Inform via an innovation and technology transfer digital portal through a one-stop-shop site within the WIPO web site;
 - (b) Update program materials and tools: just as technology eventually becomes obsolete, our teaching materials and tools also will if not updated;
 - (c) Consolidate the network of technology managers in universities and public research institutions in target countries. This could be done by setting up the institutional policies, infrastructural and financial foundations for self-sustained growth. The technology managers could be connected through a Web-Forum.
 - (d) Create an Atlas and regroup countries in order to strategize the choice of location for the seminars: seminars have been delivered to hundreds of countries throughout the world in an ad-hoc fashion. In view of limited resources, countries should be chosen following some pre established criteria. The goal for this Atlas would be to dispense training and address issues for a group of countries, rather than individual countries and eventually enable new channels of collaboration and cross-pollination across borders. Although activities are demand-driven, we should respond to requests according to the following criteria:
 - (i) area-based regrouping: countries that belong to some regional network and that have similar characteristics;
 - (ii) theme-based regrouping: countries that could be in different geographical regions but that can be grouped according to their similar issues;
 - (e) Evaluate performance: draw up ex-post evaluation processes through yearly survey questionnaires for impact assessment of the training seminars. Besides the creation of success stories (for outside consumption), yearly survey results will enable the development of best practice through statistical indicators. Some outcomes are more successful than others. Analyzing the differences in performance, will enable us to address shortcomings and identify lessons learned that could be incorporated in new proposals for seminars;
 - (f) Innovate in the delivery of these materials and tools: design and realize training videos and interactive media which could be used during training seminars, informative conferences as well as posted on the WIPO website;

- (g) Connect people and new ideas through a Web-Forum: Such a forum would allow WIPO to follow-up WIPO trainees in the different modules and for trainees to continue capacity-building and networking among themselves;
- (h) Deliver on-line seminars (webinars);
- (i) Link portal to other relevant links within WIPO.

The above objectives are explained in further detail below:

i. Inform Via Web Site (See also Figure 6 above)

- 111. Inform about our capacity building: disseminate current information about our activities through the Section page on WIPO's web site. First there is a need to determine the structure of the digital portal. Second, a webmaster is to be devoted to creation and maintenance of the digital portal.
- 112. Use of list server, generic Section email address to be envisaged. Also, bulletins and/or briefs could be generated and posted on or website portal, as well as disseminated through email list server to registered free users.

ii. Update Existing Material and Expand Translation Availability

- 113. Section I.B and I.C. list a number of publications by the Section. Updating the existing material and expanding the language availability are of utmost importance to reach the largest number of users among Member States.

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us <li style="padding-left: 20px;">Helpline <li style="padding-left: 20px;">Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">Publications</p> <p>927 (E, F, A)</p> <p>896 (E...)</p> <p>921 (E, F, S)</p> <p>867 (E, S, F....)</p> <p>903 (10 languages)</p>

Figure 11: Screen capture image of the publications page within the innovation and technology transfer section portal

114. Just as technology eventually becomes obsolete, our teaching materials and tools will also become, or already became, obsolete if not updated. Just as an example, WIPO Publication No. 707, entitled "Patent Agents' Manual" was drafted and edited back in year 1993. If general concepts and definitions remain correct, there is obviously a need to update some other parts of that document.
115. The update is also necessary in order to better cope with the reality of research works, as well as to show development in science, such as biotechnology and nanotechnology. It is also necessary to always consider technology survey and assessment, including patent landscaping though not limited to analysis of areas of patenting but also trying to reveal what a patent or patent application actually covers (scope). It is indeed not always enough to know in what field of science we have patents but what such patents really claim.
116. There is a need to update, and develop additional material in order to improve, as stated under strategic goal VII, developing country practical skills in the areas of, among others, patent drafting, IP valuation (manual to be drafted) and marketing and technology management and licensing through the organization of targeted meetings and training programs.
117. That updating exercise shall also not be limited to an update of existing materials, but also shall extend its scope in exploring the benefits and challenges for developing countries on new IP related trends in innovation promotion and technology transfer such as open innovation and/or distributed innovation (open source).
118. It could be also interesting to think of centralizing information already present in our website but spread in different parts of the site, i.e., to group some information in an "innovation and technology transfer section portal".
119. As an example, now part of info for Technology Transfer & Licensing is available from:

www.wipo.int/ip-development/en/strategies/technology.html



Whereas Innovation Promotion is available from:

www.wipo.int/ip-development/en/strategies/innovation_promotion.html



Figure 12: Screen capture image of the current innovation promotion and technology transfer & licensing pages within the WIPO web site

iii. Consolidate Networking

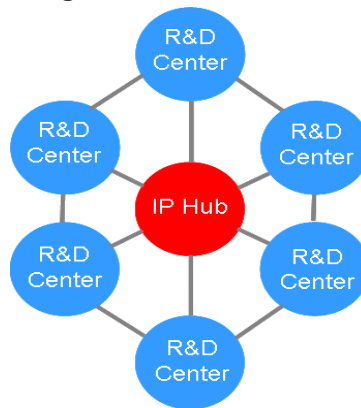


Figure 13: Intellectual property hub supporting research and development networks

120. Using the research network and IP hub models as developed among some of the OAPI countries and in Colombia, the Section could develop and consolidate a network of technology managers in universities and public research institutions, connected for instance through a web-forum and/or any other possible portal that the Section could design and provide to its potential users.
121. This could be achieved by setting up the institutional policies, infrastructural and financial foundation for self-sustained growth at a national level. Moreover, the network would have an added-value if such policies respect all the concerns and competences of partners, partners which could also be other international organizations or even other programs of the proposed program and budget. There is indeed a need to ensure a systematic engagement with the full range of IP issues currently debated in international and national forum, and to seek to forecast and anticipate emerging issues of potential future concern to WIPO Member States.
122. It is true that most of WIPO's program activities are fundamentally demand-driven, especially responding to Member States requests and sometimes to invitations by other international organizations (particularly, but not only, those within the UN system).
123. However, the ideas behind the development and improvement of a network are the following:

- (a) Provide capacity building for the development or enhancement of institutional IP policies for R&D institutions and universities which facilitate IP management, technology transfer and innovation promotion as well as for the establishment of technology management and transfer infrastructures, such as technology transfer offices (TTOs) and shared IP hubs, (in close cooperation with WIPO's work to support the establishment of Technology and Innovations Support Centers (TISCs);
- (b) Contribute to the formulation and implementation of national IP and Innovation strategies in particular as they relate to innovation promotion and technology management and transfer; and
- (c) Promote an open, inclusive and informed debate on the IP system's possibilities, limitations and potential linkages with other regulatory and legal systems to attain specific policy goals and to fostering public welfare.

iv. Create Atlas

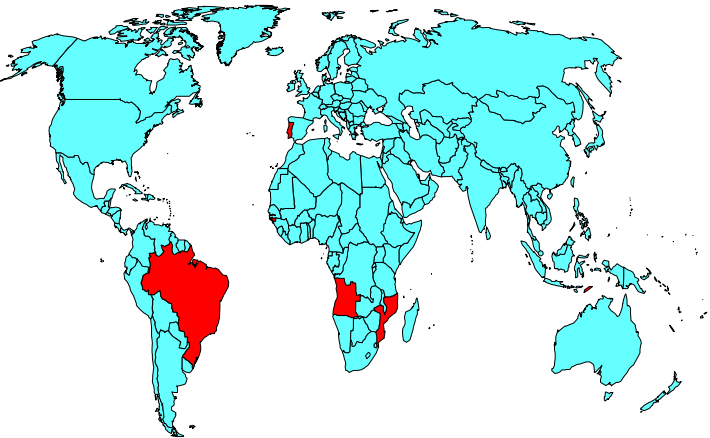
WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us <li style="padding-left: 20px;">Helpline <li style="padding-left: 20px;">Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	

Figure 14: First example of country regrouping (8 lusophone countries)

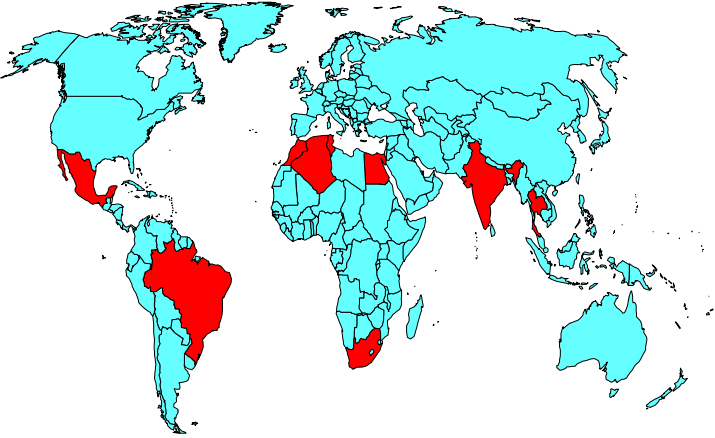
WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	

Figure 15: Second example of country regrouping (9 countries with the same thematic interest)

124. The idea here is lead by the need of creating accessible, inclusive and practically useful information tools in the form of policy briefs on current and emergent issues, analysis of policy options, and landscaping of trends in patenting activity relevant to public policy issues.

125. Moreover, another one is to enhancing cross-fertilization between distinct policy domains, both on substance, strengthening the exchange of experience between policy-makers and analysts in distinct specialist domains (such as the links between agriculture, health and climate change mitigation), and structurally, serving as a central node between policy-making institutions and processes both within and well beyond the conventional domain of IP law and policy.

126. Both of the above ideas militate for the creation of an *Atlas* in order to regroup countries in order to strategize the choice of location for our seminars and activities. We have so far delivered our seminars to countries throughout the world in an ad-hoc fashion, essentially demand-driven, and especially responding to Member States requests. Since we have to target meetings and training programs, and in view of limited resources, it should not be a haphazard choice of countries or just because the person in charge knows someone in a Member State to whom it can be suggested a potential activity in the said country. The goal for this *Atlas* would be to dispense training and address issues for a group of countries, rather than individual countries and eventually enable new channels of collaboration and cross-pollination across borders. Although activities are demand-driven, we should respond to request according to the following criteria:
 - (a) Area-based regrouping: countries that belong to some regional network and that have similar characteristics;
 - (b) Theme-based regrouping: countries that could be in different geographical regions but that can be grouped according to their similar issues (such as for instance similar climate changes concern, same health system problematic and/or health issues, etc.);
 - (c) Linguistic regroupings: countries that use the same language (European languages).

127. It could be envisaged to insert an interactive map (or different maps) where by clicking on one State would also highlight countries having in common one or more of the three above mentioned criterion.

Patent Landscape experience could be used as a starting model to develop the idea.

See also: www.wipo.int/ip-development/en/strategies/national_ip_strategies.html



Figure 16: Screen capture image of existing national intellectual property strategies

v. Evaluate Performance

128. Draw up ex-post evaluation processes through yearly survey questionnaires for impact assessment of the training seminars. Besides, the creation of success stories (for outside consumption), yearly survey results will enable the development of best practices through statistical indicators. Some outcomes are more successful than others. Analyzing the differences in performance, will enable us to address shortcoming and identify lessons learned that could be incorporated in new proposals for seminars.
129. The Section performance could be assessed through different means such as surveys, questionnaires and/or anonymous on-line evaluation of speakers.
130. Also, that assessment should address the dual issues of what is provided by the Section and how it is provided. Therefore, performance should be based on both the deliveries per se as well as on the support/training material as provided. Provision of said training material shall be preferably by way of a digital repository of training material. In other words, that means that the project will forecast the inclusion of the material in a portal which will be a digital repository of training modules, guides, manuals, books, library, tools, examples, models of national IP strategies, institutional IP policies, best practices and case

studies, as the case may be, accessible through one single portal on WIPO's website (one-stop-shop).

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<h3 style="text-align: center;">Evaluation</h3> <p style="text-align: center;">How would you rate level of speakers?</p> <p style="text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 </p> <p style="text-align: center;">How did this workshop help you to negotiate license agreement over last year?</p> <p style="text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 </p> <ul style="list-style-type: none"> • From 1 to 5: 1 being low or useless and 5 high or useful

Figure 17: Screen capture image of the evaluation reporting page within the innovation and technology transfer section portal

vi. Invent New Deliveries

131. Innovate in the delivery of the materials and tools (listed under point 4 above): design and realize training videos and interactive Medias which could be used during training seminars or informative conferences as well as posted on WIPO's website.
132. A possible list of different deliveries:



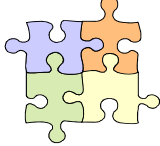

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS deliveries</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Films/Videos</p> </div> <div style="text-align: center;">  <p>IP Panoramas</p> </div> <div style="text-align: center;">  <p>Games/Quiz</p> </div> <div style="text-align: center;">  <p>Distance learning courses/tutorials</p> </div> </div>

Figure 18: Screen capture image of the types of deliveries within the innovation and technology transfer section portal

- (a) Films (interviews, parts of conferences of interest);
- (b) Videos (courses on patent drafting and licensing (agreements drafting));
- (c) Games (self evaluation of trainees);
- (d) IP panoramas-like products (see experience of SME sector with KIPA developed products);
- (e) Quiz;
- (f) Tutorials such as interview with inventors (already tested in the patent drafting program);
- (g) Add success stories (in addition to STL training program such as PCT in developing countries);
- (h) Distance learning courses and material.

vii. Connect People

- 133. Create dedicated forums by area of interest. Such a forum would allow WIPO to follow-up WIPO trainees in the different modules and for trainees to continue capacity-building and networking among themselves.

- 134. Aims: The idea here is to connect people and new ideas through a web-forum. Such a forum would allow WIPO to follow-up WIPO trainees in the different modules provided by the Section, such as for instance patent drafting program as developed and updated under item 1 above. Moreover, the subsequent idea is that this web-forum not only helps trainees and WIPO to communicate together but that this tool will be used by trainees to continue capacity-building and networking among them, i.e., without WIPO being necessarily involved in that exchange. Example of such an achievement could be that technology managers could be connected through that web-forum. Again the involvement of WIPO would be in the establishment and maintenance of that web-forum.

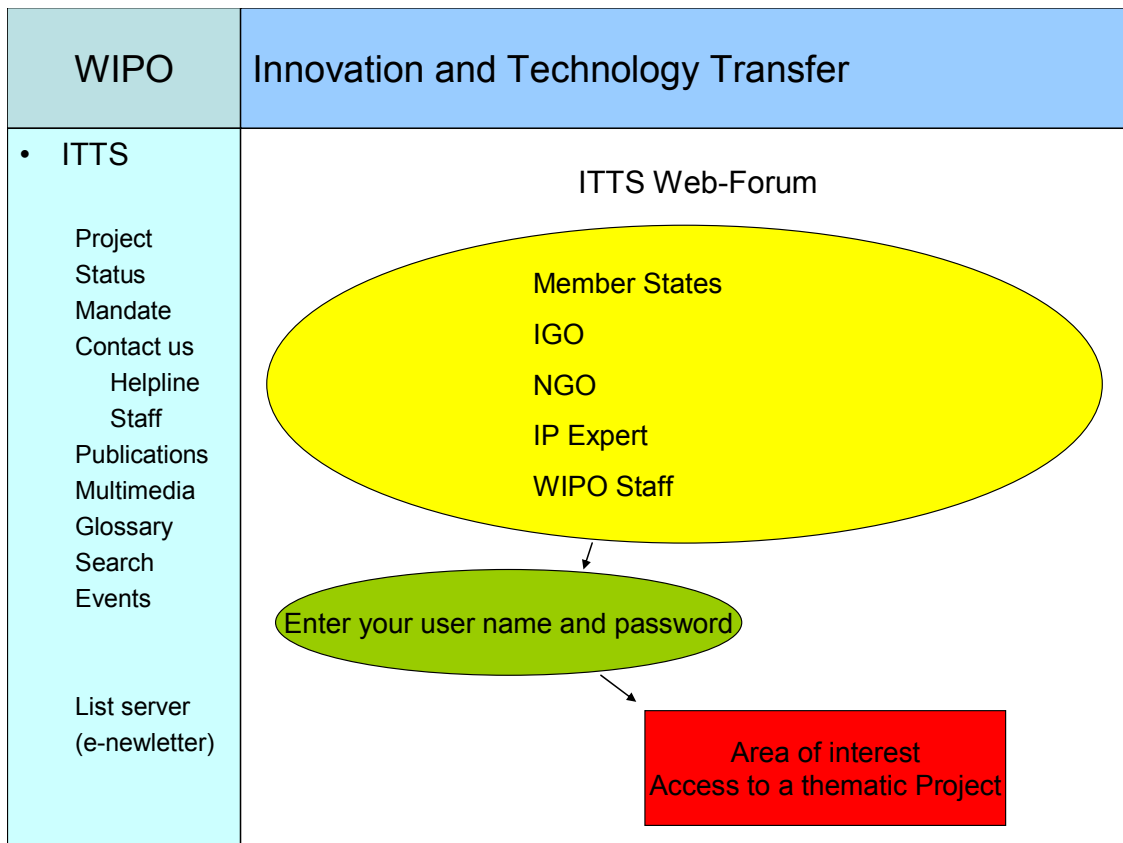


Figure 19: Screen capture image of the web-forum (restricted area) within the innovation and technology transfer section portal

135. Why? This exchange of views through a web-forum, the design of which would have to be decided and designed by WIPO and IT staffs, would serve a double purpose. On one hand, it would allow WIPO to get feedbacks, criticisms, comments and suggestions from the users of the information and materials provided under other items developed under that section. On the other hand, the great advantage of such a web-based exchange would be to build networks of people having the same interests under the chapeau of innovation and technology transfer (i.e., same technology, same geographic region, same needs, same language, etc.).
136. Inside the global web-page or portal as it is envisaged to develop it, this “connect people function” would be an essential feature of the portal. Therefore, it is envisaged to consider all possible connecting tools available in terms of software and in the digital environment. Noting that important feature, the Section had reviewed some of these tools, consisting essentially of, but not limited to, “wikis”, “blogs”, and “blikis”, plus RSS feeds, email list servers, public domain newsletters, newsletters for specific national industrial cluster areas and issues (such as emergency relief and reconstruction after earthquakes).
137. For an example of wiki in relation to technology transfer, please refer to the following:

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS wiki</p> <p>Welcome to ITTS wiki:</p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto;"> <p>Search:</p> <div style="background-color: #c8e6c9; width: 100px; height: 15px; margin-bottom: 5px;"></div> <p style="text-align: right;"><input type="button" value="Go"/> <input type="button" value="Search"/></p> </div> <p style="text-align: center;">Issues in Technology Transfer</p> <ul style="list-style-type: none"> TT definition New trends in TT Success stories in TT TTO examples <p style="text-align: center;">WIPO's role in TT:</p>

Figure 20: Screen capture image of the wiki page within the innovation and technology transfer section portal

Also, for examples of blogs in technology transfer, see the technology transfer tactics site (<http://www.technologytransfertactics.com/>):

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS blog</p> <p style="text-align: center;">WIPO: Innovation and Technology Transfer Blog</p> <p>Representative of Member State XX: we would like to find success stories in technology licensing. Can someone provides us with some help?</p> <p style="text-align: right;">Wednesday 13 January 2010, 5:45pm</p> <p>2 Replies:</p> <p>1) Mr. Y, IP expert in India: Please see our example in Bangalore by clicking on [link]</p> <p style="text-align: right;">Thursday 14 January 2010, 8:30am</p> <p>2) WIPO: Please also contact ITT Section and further check WIPO publication 903 + [link to that document]</p> <p style="text-align: right;">Thursday 14 January 2010, 10:30am</p>

Figure 21: Screen capture image of the blog page within the innovation and technology transfer section portal

138. Also, the above site provides for feeds (RSS), forums by area of interest, list-serve capabilities, news, etc..., amongst a considerable number of valuable information in connection with technology transfer.

viii. Deliver On-line Seminars (Webinars)

139. Example: via internet using sites such as Gotomeeting.com (following link got webinar).

140. Teleconferences, such as upcoming audio-conferences and past audio-conferences (pdf files on CD or online (mp3 or video files...)), and podcasts on demand. The goal of these on-line seminars is not to replace the capacity building and technical assistance programs provided to the Member States but to increase multiplier effects and reach the widest audience possible through on-line tools.

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS webinars</p> <p>Sign up for our ITTS webinars service to have access to our online seminars and courses delivered in WIPO's Geneva Headquarter.</p> <p>Create account / Register to upcoming events here</p> <p>Get access to past events and order recording thereof here</p>

Figure 22: Screen capture image of the webinar registration page within the innovation and technology transfer section portal

WIPO	Innovation and Technology Transfer
<ul style="list-style-type: none"> • ITTS Project Status Mandate Contact us Helpline Staff Publications Multimedia Glossary Search Events List server (e-newsletter) 	<p style="text-align: center;">ITTS webinars</p> <p style="text-align: center;">Connect to upcoming webinars</p> <p style="text-align: center;">Order past seminars:</p> <ul style="list-style-type: none"> audio (mp3 files) video (wmv files) video (on physical medium (CD/DVD)) podcasts other (please specify)*: <p style="text-align: center; font-size: small;">*WIPO will contact you back in case of unavailability</p>

Figure 23: Screen capture image of the past event archive page within the innovation and technology transfer section portal

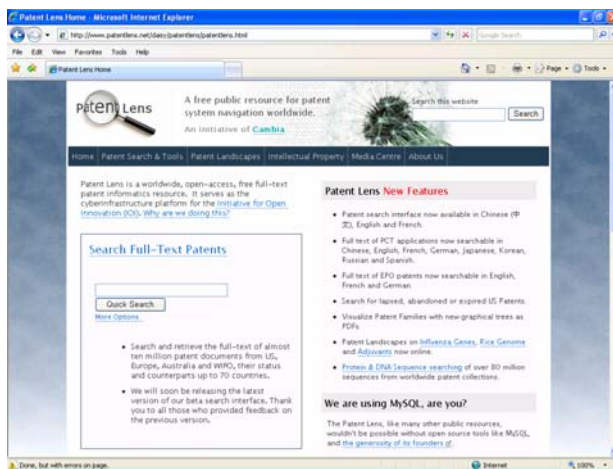
ix. Link Portal

141. The idea of implementing a common tool to search for patent and scientific literature could be addressed as well.
142. Of course, this tool would be useful if enough States and partners are engaged in a common will to share information. For instance, if someone wants to seek for freedom to operate in one or more States, at least the information should be easily retrieved from dedicated websites.
143. In other words, there is still a lot to do in order to reach a 100% legal certainty. As an example, if WIPO was already successful in obtaining some information for entries into national phases for a given PCT, the list of States is not yet exhaustive (42 participating Offices to date). Nor is the tool Search National Patent Collections (8 participating Offices to date). Therefore, it depends on the will of the States to provide and share information, or on its ability to do so. Moreover, there is here a risk to be faced with private companies which have developed their activities on searching and providing such commercial information (Derwent, Inpadoc).
144. The digital portal should provide links to other WIPO portals (PatentScope, GRTKF, SMEs) (see some screen prints below).



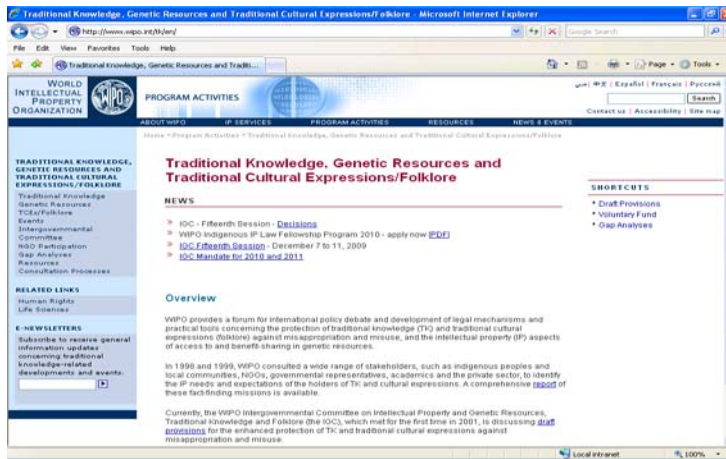
www.wipo.int/patentscope/en/

145. PatentScope is WIPO's Gateway to Patent Services and Activities. It provides access to the world of technology as it enables you to do full-text search in over 1.6 million published international patent applications from the first publication in 1978. It also offers a lot of valuable resources to worldwide patent information.
146. This portal could also provide some external links as a tool to search for patents/patent applications and any scientific documents here and there. This could add to the services provided already partly by PatentScope, aRD, Research4life, Cambia Patent Lens initiatives.



www.patentlens.net/daisy/patentlens/patentlens.html

147. Patent Lens is a worldwide, open-access, free full-text patent informatics resource. It serves as the cyber infrastructure platform for the Initiative for Open Innovation (IOI).



www.wipo.int/tk/en/



www.wipo.int/sme/en/

IV. GENERAL REMARKS/CONCLUSIONS

149. The submission date for the initial report will be the kick-off date for the project. Monitoring reports, one 6 months and a second one 18 months after the initial report will indicate whether outputs and milestones have been reached and what progress has been made towards the achievement of the project objectives. A final self-evaluation report at the end of the project at 30 months will evaluate the degree of achievement of the project and future orientations, and identify solutions to ensure sustainability.

150. This document, which was intended to be an internal document, has been posted on the Development Agenda web page under project status (<http://www.wipo.int/ip-development/en/agenda/projects.html>). The paper was submitted in July 2010 for review by two external experts (one NGO and one Government consultant). The objective was that the external experts refine the document and identify any missing elements from the project that are necessary to include for a complete project paper. The expert review was completed within two months after submission. Translated versions of the project paper will be submitted to CDIP/6. In addition, the development of tools and contents for the digital portal as well as the development/improvement of the in-situ/online training modules will take 1½ years to complete after the completion of the study paper. The finalization of the project should take place 3 months after the development of the tools and contents of the digital portal.

[Annexes follow]

ANNEX I: OTHER PUBLICATIONS AND REFERENCES

A. University Project-Related References

Available documents and/or publications of interests could be:

→ link to publications 928 + 848, 849



928: Technology Transfer, Intellectual Property and Effective University-Industry Partnerships: The Experience of China, India, Japan, Philippines, the Republic of Korea, Singapore and Thailand.

www.wipo.int/freepublications/en/intproperty/928/wipo_pub_928.pdf



848: Guidelines on Developing Intellectual Property Policy: For Universities and R&D Institutions in African Countries.

www.wipo.int/freepublications/en/intproperty/848/wipo_pub_848.pdf



849: A Brochure on Intellectual Property Rights: For Universities and R&D Institutions in African Countries.

This brochure entitled “Intellectual Property Rights – An Outline for Universities and R&D Organizations in African Countries,” is the first of its kind to be published by the World Intellectual Property Organization (WIPO), bringing to the forefront the importance of intellectual property related issues to research and development in Africa.

www.wipo.int/freepublications/en/intproperty/849/wipo_pub_849.pdf

B. Patent Drafting-Related References

Available documents and/or publications of interests could be:

→ links to publications 865, 917 + 925



865: At Home with Invention: Intellectual Property in Everyday Life

Everything with which we live is the product of human creativity.

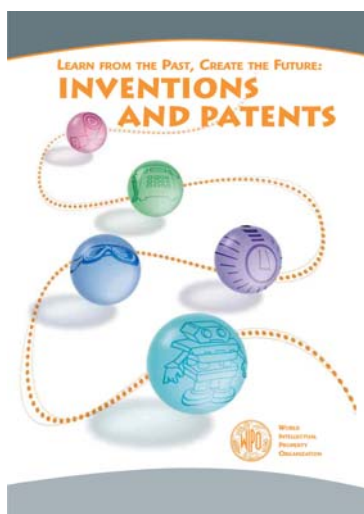
www.wipo.int/freepublications/en/intproperty/865/wipo_pub_865.pdf



917: Inventing the Future: An Introduction to Patents for Small and Medium-Sized Enterprises.

The patent strategy of an innovative enterprise should be a key factor in its business strategy. This guide explains in a simple and practical way the business benefits of the patent system for all types of enterprises.

www.wipo.int/freepublications/en/sme/917/wipo_pub_917.pdf



925: Learn from the Past, Create the Future: Inventions and Patents.

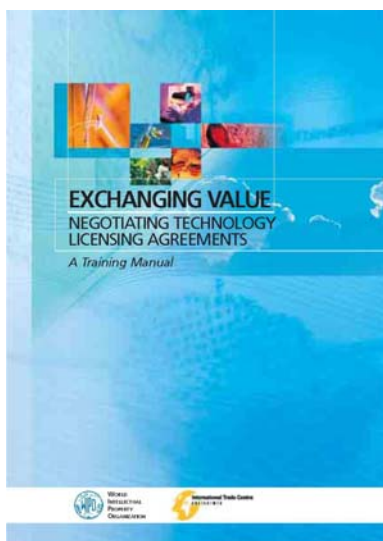
www.wipo.int/freepublications/en/patents/925/wipo_pub_925.pdf

See also: www.wipo.int/sme/en/documents/drafting_patent_claims.htm

C. Successful Technology Licensing-Related References

Available documents and/or publications of interests could be:

→ links to publications 906 + 928

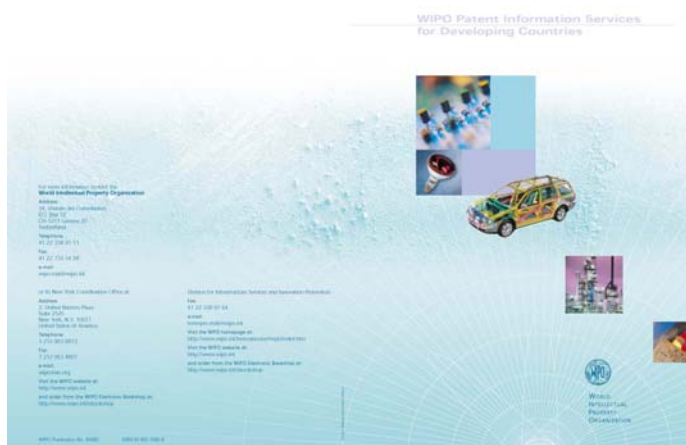


906: Exchanging Value: Negotiating Technology Licensing Agreements: A Training Manual.

The Manual seeks to enhance the knowledge and skills of the user on all the major issues to be addressed while negotiating licensing agreements. It deals with a range of issues and concerns in order to create a very user-friendly training manual.

www.wipo.int/sme/en/documents/guides/technology_licensing.html

D. Other References



493: WIPO Patent Information Services for Developing Countries
http://www.wipo.int/freepublications/en/patents/493/wipo_pub_493.pdf

[Annex II follows]

ANNEX II: PROJECT SUMMARY PRESENTED AT CDIP/4/2

PROJECT SUMMARY	
Project Code:	DA_10_03
Title:	Innovation and Technology Transfer Support Structure for National Institutions
Development Agenda Recommendation:	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 IP institutions more efficient and promote 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.
Project Budget:	Non-personnel costs: Sfr.600,000
Project Duration:	27 months
Key WIPO Sectors Involved and Links to WIPO Programs:	Patent Division, Innovation and Technology Transfer Section. Links to WIPO Programs: 9, 10, 11, 14 and 25.
Brief Description of Project:	The Project will create and test or, where they exist, update and improve, a series of modules and materials relating to managing IP rights (particularly patents) by academic and research institutions, including on the setting up and running of technology transfer offices at public research organizations, exploring technology transfer mechanisms (in particular, licensing agreements) and enhancing the capacity to draft patents. The Project will also include the inclusion of the material in a portal which will be a digital repository of training modules, guides, tools, examples, models of national IP strategies, institutional IP policies, best practices and case studies accessible through one single portal on WIPO's website (one-stop-shop) for the promotion of local innovation and technology transfer activities through improving IP infrastructure and IP management in developing countries.

Project Manager:	Mr. Philippe Baechtold
Comments on Project:	In accordance with item 3.2 -Project Self-Evaluation, the first step related to Project No. 10 is the establishment of a "project paper" including, amongst others: a description of existing instruments in WIPO's program and an analysis of the needs for improving the existing program (addition, deletion or modification of elements within the present offer) as well as relevant publications, studies and analyses from other organizations. The project paper should draw a picture of the current situation, covering what is available, what should be available, what would be ideal to have and what can be done concretely. This document, according to the original timetable, was supposed to be prepared by the third quarter of 2009, i.e., within six months. Due to a delayed start of the project, it will, now be ready by January 2010. Notwithstanding the above, it can be reported that a coordination structure for the project has been established and that the work for the above project paper has started, as the first assessment of existing instruments and possible improvements has been established. Discussions with both internal and external experts will allow, in the near future, refining the document in order to have the project document by the end of the year. In the area of innovation and technology transfer (TT), existing activities cover the training programs in technology management and licensing skills in developing countries, and for these purposes, the WIPO Secretariat developed the Transfer of Technology and Successful Technology Licensing (STL) Training Program. Other programs not directly related to TT should also be cited, such as, the Patent Drafting Workshops which enable participants to draft patents that can be subject to TT contracts.
Key Lessons:	At this early stage of the project, there are no major obstacles for this Project.
Issues Requiring Immediate Support/Attention:	None
The Way Forward:	1. Finalize the WIPO internal version of the project paper with clear concepts and goals and the definition of the external expert(s)' profile;
	2. Identify the external expert(s) to review the project paper;
	3. Establish contents of the future activities and a list of potential improvements and necessary updates of program materials, start the construction of website even before the portal is up and running;
	4. Start consultations with external experts on the above and possibly revise the project paper; and
	5. Begin, in the second quarter of 2010, consultations with Member States and research institutions on content development of the future ITT Support Structure.

PROJECT SELF-EVALUATION			
Key to Traffic Light System (TLS)			
***	**	NP	NA
Strong progress	Some progress	No progress	Not yet assessed/discontinued

Project Outputs (Expected result)	Indicators of Successful Completion (Output Indicators)	Performance Data	TLS
Establishment of project paper	Finalization of document within six months from beginning of project, identifying needs and improvements, and providing feasible recommendations for the structure of the digital portal	In view of the later start of the project (September 2009), this result will be within 6 months after project start	**
Design the training modules and other tools/services for the portal	Modules and other tools produced within 18 months from beginning of project reflecting the required quality as set out in the project paper for: training modules on infrastructure of IP asset management; training modules on capacity building for IP management; distance-learning training modules; and online follow-up modules on the above.	Too early to provide	NP
Establishment of the digital portal	Portal operational and use of the portal by governments and public research institutions of developing countries.	Too early to provide	NP
Establishment of the network	Web Forum of WIPO trainees is regularly used and considered useful by the users.	Too early to provide	NP

[End of Annex II and of document]